Unlocking the Potential of Canada-India Partnership: Present Initiatives and Future Agenda

A report by Indo-Canada Chamber of Commerce
www.iccconline.org
December 2014
Unlocking the Potential of Canada-India Partnership: Present Initiatives and Future Agenda

Chief Editors:
Rajesh K. Tyagi
Kant K. Bhargava

Assistant Editors:
Kevin Valdelievre
Pawan Kumar Chankotra

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Professor Rajesh Kumar Tyagi:
Dr. Rajesh Tyagi is an assistant professor at HEC Montréal. He is a member of the Board of Indo-Canada Chamber of Commerce (Quebec) and earlier served as Chair (Council, Quebec), Indo-Canada Chamber of Commerce. Dr. Tyagi has been instrumental in organizing roundtables on issues pertaining to India-Canada relations and has co-authored Round Table reports. Rajesh Tyagi has also served as Secretary-Treasurer of Shastri Indo Canadian Institute during 2012-14. Rajesh is an active alumni member of IIT Roorkee and IIT Mumbai.

Ambassador (Retired) Kant K. Bhargava:
Kant K. Bhargava, a former Grade I Ambassador of the Indian Foreign Service, has served as Head of the Economic Division, Ministry of External Affairs, from 1978-83. He retired in 1992 as Secretary General, South Asian Association for Regional Cooperation. Since immigrating to Canada in 1998, he has served in various roles: Member, Canadian Advisory Council of Shastri Indo Canadian Institute; Research Associate of the Joint Centre for Asia Pacific Studies of York University and the University of Toronto; and a Fellow at the Centre for the Study of Democracy, School of Policy Studies, Queens University.

Kevin Valdelievre:
Kevin Valdelievre is a graduate of HEC Montréal and has been an active member of the Global Business Forum, HEC Montréal. He is an independent consultant seeking to provide consulting services in the area of Indo-Canada partnership. Kevin is also working as a research associate at HEC Montréal specializing in knowledge management. Kevin holds a Master’s degree in International Business and Entrepreneurship.

Pawan Kumar Chankotra:
Pawan Chankotra is senior researcher at the ICCC. Before joining ICCC in 2011, Mr. Chankotra, recognized expert on International Relations and Foreign Policy of India, has worked as a researcher at the Centre for Research in Rural and Industrial Development, Chandigarh, and held lecturer positions at various colleges in Punjab, India. Mr. Chankotra holds a M. Phil (Political Science) from Kurukshetra University and submitted his Ph. D. thesis in April 2014 at Panjab University Chandigarh, India.
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Acknowledgements

The Indo Canada Chamber of Commerce would like to thank Late Mr. Vasu Chanchlani for the generous grant that made it possible for the Chamber to hold various Roundtables in Canada and India as part of its project on “Unlocking the Potential of Canada-India Partnership: Present Initiatives and Future Agenda”. This Booklet is dedicated to his memory and commitment to promotion of scholarly work on Canada-India relations.

The ICCC would like to thank the Government of Canada and Government of India for their encouragement to its activities for building economic partnership between the two countries.

The ICCC is fortunate in having the support and cooperation of partner organizations such as the Shastri Indo-Canadian Institute, HEC, Montréal, Saskatchewan Ministry of Economy and University of Regina, The Senate, the High Commission of India in Ottawa. These organizations worked with us to host roundtables and to develop a network of experts, many of whose contributions are present in this booklet.

Specific thanks go to the Minister of International Trade and Asia-Pacific Gateway Hon. Ed Fast, Parliamentary Secretary to Minister of Foreign Affairs, Hon. Deepak Obhrai, Senator Asha Seth, Mr. Don Stephenson, Chief Negotiator of Comprehensive Economic Partnership Agreement, and Dr. Shanthi Johnson, President of the Shastri Indo Canadian Institute for their interest, encouragement and participation in ICCC roundtables.

The ICCC had also the benefit to engage its Indian partners such as All India Association of Industries (AIAI), Confederation of Indian Industries (CII), Federation of Indian Commerce Chambers and Industry (FICCI), PHD Chamber of Commerce and Industry (PHDCCI), and Indo Canadian Business Chamber (ICBC).

I would like to record my sincere appreciation for the excellent guidance provided by my immediate predecessor Naval Bajaj for smooth progress of the Project during his tenure as President.

We would like to thank most sincerely all roundtable participants whose frank perspectives enriched our knowledge and led to the formulation of several of the recommendations mentioned in the Booklet. Several speakers from different organizations highlighted the role of Indo Canadians and other bridge builders for unlocking the full potential of Canada India partnership.

The ICCC appreciates the dedication and knowledge of its Director Prof. Rajesh K. Tyagi and Kant K. Bhargava, its Honorary Advisor, the principal editors of the Report and the key organizers of various Roundtables. The ICCC is especially thankful to assistant editors, Kevin Valdelievre and Pawan Kumar Chankotra, for their contribution and meticulous work in writing and editing of the Report. Additionally, we wish to thank Shailendra and Heather Hancheruk for their considerable editorial help and services.

This is the first report in a projected series on the Canada-India strategic and comprehensive economic partnership and we believe that the Chamber has given it an excellent launch. Chamber will also take up follow up studies on the project in future.

Dharma P. Jain
President - Indo Canada Chamber of Commerce
List of Acronyms:

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIAC</td>
<td>Aerospace Industry Association of Canada</td>
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<tr>
<td>AIIMS</td>
<td>All India Institute of Medical Sciences</td>
</tr>
<tr>
<td>AIU</td>
<td>Association of Indian University</td>
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<tr>
<td>APFC</td>
<td>Asia Pacific Foundation of Canada</td>
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<td>AUCC</td>
<td>Association of Universities and Colleges of Canada</td>
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<tr>
<td>BC</td>
<td>British Columbia</td>
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<tr>
<td>BRIC</td>
<td>Brazil, Russia, India and China</td>
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<tr>
<td>CAGR</td>
<td>Compound Annual Growth Rate</td>
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<tr>
<td>CBIE</td>
<td>Canadian Bureau for International Education</td>
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<tr>
<td>CCC</td>
<td>Canadian Chamber of Commerce</td>
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<tr>
<td>CCCE</td>
<td>Canadian Council of Chief Executive</td>
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<tr>
<td>CEPA</td>
<td>Comprehensive Economic Partnership Agreement</td>
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<td>CIBC</td>
<td>Canada India Business Council</td>
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<tr>
<td>CIDA</td>
<td>Canadian International Development Agency</td>
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<tr>
<td>CIEC</td>
<td>Canada India Education Council</td>
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<tr>
<td>CIF</td>
<td>Canada India Foundation</td>
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<tr>
<td>CII</td>
<td>Confederation of Indian Industries</td>
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<tr>
<td>FDI</td>
<td>Foreign Direct Investment</td>
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<tr>
<td>FICCI</td>
<td>Federation of Indian Chamber of Commerce and Industry</td>
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<td>GATT</td>
<td>General Agreement on Trade and Tariff</td>
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<td>GDP</td>
<td>Gross Domestic Products</td>
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<tr>
<td>GER</td>
<td>Gross Enrollment Ratio</td>
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<td>GMAP</td>
<td>Global Markets Action Plan</td>
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<td>ICCC</td>
<td>Indo Canada Chamber of Commerce</td>
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<td>ICT</td>
<td>Information and Communications Technologies</td>
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<td>IIM</td>
<td>Indian Institute of Management</td>
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<td>IIITAC</td>
<td>Indian Institute of Technology Alumni Canada</td>
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<td>IIT</td>
<td>Indian Institute of Technology</td>
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<td>ISTP</td>
<td>International Science and Technology Partnership Canada</td>
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<td>ITAL</td>
<td>Institute of Technology and Advanced Learning</td>
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<tr>
<td>JSG</td>
<td>Joint Study Group</td>
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<tr>
<td>MEA</td>
<td>Ministry of External Affairs</td>
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<td>MNCs</td>
<td>Multi National Corporations</td>
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<td>MOIA</td>
<td>Ministry of Overseas Indian Affairs</td>
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<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
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<td>MP</td>
<td>Member of Parliament</td>
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<td>MPP</td>
<td>Member of Provincial Parliament</td>
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<td>NCA</td>
<td>Nuclear Cooperation Agreement</td>
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<td>NGOs</td>
<td>Non Governmental Organisations</td>
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<td>OECD</td>
<td>Organisation for Economic Cooperation and Development</td>
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<td>OIFC</td>
<td>Overseas Indian Facilitation Centre</td>
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<td>PBD</td>
<td>Pravasi Bharatiya Divas</td>
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<td>PM</td>
<td>Prime Minister</td>
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<td>PSLV</td>
<td>Polar Satellite Launch Vehicle</td>
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<td>QC</td>
<td>Quebec</td>
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<td>R &amp; D</td>
<td>Research and Development</td>
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<td>S &amp; T</td>
<td>Science and Technology</td>
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<tr>
<td>SAFTA</td>
<td>South Asian Free Trade Agreement</td>
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<td>SEZ</td>
<td>Special Economic Zone</td>
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<td>SICI</td>
<td>Shastri Indo Canadian Institute</td>
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<td>SME</td>
<td>Small and Medium Enterprises</td>
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<td>SPS</td>
<td>Sanitary and Phytosanitary Issues</td>
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<td>STEP</td>
<td>Saskatchewan Trade and Export Partnership</td>
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<td>TSMC</td>
<td>Tata Steel Minerals Canada Limited</td>
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<tr>
<td>USA</td>
<td>United States of America</td>
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<tr>
<td>WTO</td>
<td>World Trade Organisation</td>
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MESSAGE

I am happy to learn that the Indo-Canada Chamber of Commerce (ICCC) plans to publish a Booklet titled “Canada-India Partnership: Unlocking the Potential of Canada-India Partnership: Present Initiatives and Future Agenda”.

The India-Canada relationship has witnessed new momentum in recent years. We appreciate the leadership of Prime Minister Stephen Harper in imparting a vigorous impetus to Canada’s relations with India. The present bilateral relations are underpinned by high level interactions including Prime Minister, Honourable Stephen Harper’s visits to India in 2009 and 2012, and Rt. Hon. Governor General’s visit to India early this year.

There has been a perceptible improvement in India’s economic performance since the new government led by Prime Minister Modi assumed charge in May this year. Fresh initiatives have been taken by the Government to bring about positive changes to revitalise industry in general and the manufacturing sector in particular. Today the improved environment is reflected in the prevailing market sentiments. Providing and enabling a conducive environment for doing business in India, and creating jobs is an important objective of the present government. I am confident Canadian business organisations, including ICCC, would play a major role in enhancing bilateral trade and investment between the two countries.

I extend my best wishes to ICCC in its endeavours.

Admiral (Retd.) Nirmal Verma
High Commissioner

10 Springfield Road, Ottawa, Ontario, K1M 1C9
Tel: +1-613-744-2406 & 744-0909 Fax: +1-613-744-0913
Email: hc@hciottawa.ca Website: http://www.hciottawa.ca
November 6th, 2014

I am pleased that the ICC is publishing the booklet “Canada-India Partnership: Unlocking its Potential”, highlighting the flourishing trade relationship between Canada and India.

I have been privileged and honoured to be a part of the Canada-India relationship since I was first elected to Parliament in 1997. During my numerous visits to India – including with the Rt. Hon. Prime Minister and with His Excellency the Governor General – we were successful in laying the foundation that has made India one of Canada’s priority trade partners. I am proud of this partnership, which is based on our shared democratic values and free-market traditions.

During my most recent visit in October with the Hon. Minister of Foreign Affairs, we discussed boosting Canada and India’s trade and investment partnerships and engaged in the annual discussions around the Canada-India Strategic Dialogue with the new government of Prime Minister Modi, which was overall my fourth.

I also had the honour to lead the first official visit by the Government of Canada to Jammu and Kashmir, while leading Canadian delegations to Jaipur, Hyderabad and Mumbai. These visits have confirmed to me that India stands ready to engage with Canada like never before and that there is a tremendous amount of mutual respect, understanding and goodwill between our two countries.

Diaspora networks such as the Indo-Canada Chamber of Commerce play a critical role in furthering this relationship. I am happy to say that Indo-Canadians have risen to the challenge with innovative ideas and enterprising proposals. They have played a vital role as bridge-builders and catalysts and have inspired trade partnerships they can be proud of.

Today we have more than 1,200 Canadian businesses active in India and since 2010, bilateral trade with India has increased 38 percent. It is my hope that this is only the beginning. I am certain the bridges that we build today will carry unlimited and prosperous exchanges between Canada and India.

I wish the Indo-Canada Chamber of Commerce and its membership much success in all its endeavors.

Hon. Deepak Obhrai, P.C., M.P.
Parliamentary Secretary to the Minister of Foreign Affairs and for International Human Rights
The main objective of the Indo-Canada Chamber of Commerce (ICCC) in undertaking a study on “Canada-India Partnership: Unlocking its Full Potential” is to first understand the genesis, objectives and multiple dimensions of Canada-India partnerships and to then draw up an agenda for the future for unlocking its full potential. We gathered perspectives of several scholars, experts, and business leaders by organizing a number of roundtables over two years in different provinces of Canada and parts of India. We welcomed the participation of the Shastri Indo-Canadian Institute (SICI) in the organization of these roundtables wherever possible, as it too was engaged in a parallel exercise of engaging Canada, with a focus on key themes and questions on education, skill development, agriculture, science and technology and innovation. For this purpose, for every roundtable we identified some questions and devised methodologies for seeking and recording possible answers.

It is vital for organizations like ICCC and SICI to anticipate the future in order to be able to undertake the necessary preparations and plan how to take advantage of emerging opportunities. For this we were inspired by the Canadian philosopher Marshall McLuhan who said: “Control over change would seem to consist in moving not with it but ahead of it.” We found that the conversation in above mentioned roundtables resulted in sharing useful ideas and potential solutions for building partnerships in key areas covered during discussions. At the same time, it became clearer that the ambitious exercise we had embarked on demanded much more work especially because the Comprehensive Economic Partnership Agreement (CEPA) negotiations are still going on and may be completed only by the spring of 2015.

We debated and came to the conclusion that it was important that in any case an interim report needs to be published on unlocking the full potential of comprehensive economic partnership that reflects current realities and which remains adaptable to changes that may take place in future. We have made a conscious attempt to think long-term about a relationship, which has a lot of promise despite plenty of economic and other challenges. Given the stakes for both 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 what Canada and India do to unlock their potential of political and economic development in the 21st century.

Canada-India partnership needs to expand across the board: through greater participation by metropolitan cities and states and a much more proactive business approach. Even if we get the policy right, are Canadian and Indian businesses doing enough in advancing the Canada-India partnership? This interim report focuses on the development of Canada’s business and trade relations with India through comprehensive and principled economic partnership that is moving beyond past hiccups towards future opportunities particularly in agriculture & food processing, education, skill development, energy, mining and information technology.

The size, diversity and complexity of the Indian market demands that Canadian businesses also have to be supported by solid government policy. This publication which is the product of discussions among over 100 experts takes a critical look at what a good policy-framework for building
a comprehensive economic partnership between Canada and India in the key areas of agriculture, education, science, technology and innovation, small and medium industries, energy, and investment should look like.

We need to consider Canadian sectors with the greatest potential in India and in its immediate neighbourhood. What sort of challenges does the Indian market present for Canadian businesses? What are the keys to success in entering the Indian market and where and how should Canada leverage its expertise in both manufacturing and the service industry to make a bigger dent in India? There are a host of policy challenges facing the Canadian government as it expands and deepens its relations with India and its increasingly active states.

Is CEPA the best tool to help Canadian businesses succeed in India or are there other ways to successfully enter this important market? The small to medium enterprises (SME) communities in Canada and India need to work in conjunction with governments to expand their roles for building Canada-India partnerships in a comprehensive manner. The current emphasis placed by the two governments on economic diplomacy should help the important SME sector in the tasks cut out for them.

What is the status of the Foreign Investment Promotion and Protection Agreement (FIPPA) and when can we realistically expect it to come into force and deliver tangible progress? What are the barriers to increasing Canadian trade with India and how can they be removed? Does Canada offer enough useful services to businesses such as mentoring or matchmaking to help companies, especially smaller and medium-sized enterprises, to compete in India?

The stakes for the two countries are high. For Canada economic partnership with India is important in order to reduce its dependence on trade with USA. For India also, the benefits of building economic partnership with a resource rich country that is also home to over one million Indo-Canadians are enormous, particularly now when Canada seems to be emerging as a crucial and highly important factor for India’s quest for food and energy security.

The complexity of the task of building economic partnership between Canada and India arises because of:

i. The lee-way which the two countries have to overcome, as a result of a hiatus in the relationship during the period of 1998-2007 soon after the nuclear tests conducted by India were followed by an extreme reaction from Canada.

ii. There is a need to adopt a whole of government and a whole of business approach. Given the federal nature of polity in the two countries, and the fact that metropolitan cities, provinces (in Canada) and states (in India) are fast emerging as economic powers in their own rights, it is important to involve governments at local, provincial or state level in addition to central governments for developing business relations and building economic partnerships in different areas.

iii. The fact that today’s Canada is a Globalized Canada and India is an ancient civilisation currently engaged in inclusive development as it is globalizing its economy.

Recent engagements between the leadership of both the countries provides a strategic space for creative and constructive thinking by businesses about how best to capitalize on each other’s strengths to create a win-win situation.

The perspectives of trade and economic relations between Canada and India are changing at
a fast pace for the better and prospects for them are bright in the near future. But in order to unlock the full potential of Canada-India partnerships, it is important not only to move with the change but also remain ahead of it. We need to ask and find answers to the questions: What implementation mechanisms need to be put in place in order to promote steady cooperation and advance economic partnerships between the two countries? Which areas should be prioritized? What roles will the various stakeholders play? While incremental progress is welcome, how can we build faster Canada-India partnerships that are comprehensive in scope to deliver on the vision outlined by the two PMs three years ago? This 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.

We have, therefore, endeavoured to address and seek answers to the questions mentioned in the previous paragraphs and then suggest some steps to improve the policy framework to increase Canada’s trade and economic relationship with India. Canada should consider engaging India, a priority market outlined in its Global Markets Action Plan (GMAP) as security and economic partner.

For implementing the recommendations of the roundtables held so far, we need to have cohesive efforts in several areas and the spirit of partnership for unlocking the potential of a Canada-India Partnership.

These recommendations which are presented in section III of this report are heavily influenced by extensive discussions in several roundtables organized by ICCC. It is important to recognize, though, that there is a strong political will and support for taking this relationship to a new level and, with the right emphasis, it should thrive under any combination of governments in New Delhi and Ottawa. While the cost of sustaining a more active bilateral relationship may not be that great, a bigger investment must come in the form of the time ministers and senior officials should devote to the relationship. We are gratified that such an investment will continue (cf Prime Minister Harper’s message on 2014 Independence Day). The payoff from closer cooperation between Canada and India would be enormous.

The recent visits of the Canadian Foreign Minister, John Baird and the Minister of International Trade, Ed Fast in India, plus the likely visit of Prime Minister Modi to Canada next year highlight the importance of this strategic engagement. Moreover, the fact that Canadian delegations have played an important role during this year’s Vibrant Gujarat and the recent visits of the Premiers of BC and Saskatchewan in India, as well the focused mission of Quebec in India further emphasise the will of both nations to build a stronger and more focused relationship.

By: Mr. Dharma P Jain, President
Mr. Naval Bajaj, Immediate Past President

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For further details visit iccconline.org
Dharma P. Jain,
Dharma P. Jain, is an accomplished finance professional and practicing CPA, CGA serving to medium and small businesses in Canada and India. Dharma possesses several international accounting designations and has over 25 years of international experience. He has expertise in structured business financing, business consulting and advisory, compliance & assurance, business restructing, risk management and taxation. Dharma is well known in the Indo-Canadian community for his strong conviction in the Canadian ethics of volunteerism and giving back to the community. Dharma sits on the Compliance Audit Committee of City of Brampton and also serves as Vice-president of Jaipurfott.org, a charity working for disabled. He has raised funds for several hospitals and disabled. He is actively involved in mentoring new immigrants which helps them in developing professional networks, evolving targeted job & business search strategies and enhancing understanding of Canadian workplace culture. Dharma is also member of several not for profit organizations, professional bodies and a passionate member of Toronto Vegetarian Association.

Naval Bajaj
Mr. Naval Bajaj, was 25th elected President of the Chamber and is member of Advisory Committee of Canada’s Chief Negotiator on CEPA. Naval was recognized with RBC Top 25 Canadian Immigrant Awards last year. He is a dynamic entrepreneur and a Certified Business Consultant at 7-Eleven Canada. He has been honored with South Asian Professional of the Year award, RANA President’s Award and Queen Elizabeth II Diamond Jubilee Medal. Under his leadership, ICCC led the largest ever eight cities India Mission in January 2013 & ten cities India Mission in 2014. He has taken the initiative to start a Centre of Excellence for small businesses in chamber’s newly acquired 6,000 square feet building. Naval has turned the venerable institution into an agile force working for bilateral relations between Canada and India.
Section I: Canada India Partnership-A Background

Chapter 1: Background Information

This section will focus on background information of both countries, relating to the SME, education, science and technology, agriculture, energy and mining and transport and infrastructure sectors. For each sector, a brief description of the local environment and an example of an existing agreement will be provided. This will be followed by a discussion on the setting up and the conclusions of the Joint Study Group.

The Government of Canada and the Government of the Republic of India have been trading with each other for some time now. According to the Government of Canada, in 2011, bilateral trade amounted to US$5.1 Billion\(^1\). The aim for the next few years is to increase that amount to US$15 Billion. In order to improve this, the two governments have worked together with a number of agreements in certain key sectors. Bilateral trade agreements have existed between Canada and India since the beginning of the second half of the 20th century. This section will present the background information regarding major sectors such as small businesses, education, science, technology and innovation, agriculture, biotechnology, energy, mining, medicine and transport. Major Memorandums of Understanding (MoU) and Agreements for each sector are presented in Annexe I.

1. Small and Medium Enterprises (SME)

Small and Medium Enterprises (SME) play a vital role in any given economy. Some may even say that SMEs are the backbone of a healthy economy. Having the freedom to be able to easily open and operate a company is one of the signs of a healthy and prosperous society. Moreover, SMEs in general contribute to the economic wellbeing of a country. With improving communication technologies and easier access to information, SMEs have been internationalizing with greater speed, and accessing new markets. As a result, SME trade between Canada and India is expected to grow tenfold in the next few years. There is a significant push in that direction with several federal, provincial and other initiatives to place Canada in regions that are growing economically.

Recently, Mr. Peter Hall, Vice President and Chief Economist, Export Development Canada (EDC) wrote about the importance of Small and Medium Businesses of Canada and why they are keen to explore new markets. He emphasises that, “Most of Canada’s 1.1 million small businesses make their money in the domestic market. A small slice of these - one in every thirty firms - are in the export business. And of this slice, the vast majority export primarily to the US economy. But that has changed over the last decade. The tech wreck, 9/11 and the resulting ‘thicker border’, the sharp hike of the Loonie and the financial and economic crisis of 2008-09 have reduced outright the number of small businesses exporting to the US.”\(^2\)

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\(^1\) http://www.canadainternational.gc.ca/india-inde/bilateral_relations_bilaterales/canada_india-inde.aspx?lang=eng
\(^2\) http://www.edc.ca/EN/Knowledge-Centre/Subscriptions/Weekly-Commentary/Pages/small-exporters-diversification.aspx
In Canada, SMEs form the backbone of the economy. Their contribution to the GDP in 2013 was at 27%. It is important to note here, that an SME is defined as a company having from 1 to 99 employees. Canada has a great relationship with small businesses, and is often recognised as one of the best places in the world to open and operate a small company. The process of loan approval is fairly straightforward and the level of bureaucracy is very low. Moreover, given the high education level in Canada, younger people – usually defined as below 35 years old - are more and more likely to start their businesses after their studies. In 2008, SMEs accounted for 41% of the private sector GDP (large business: 48%), which demonstrates how vital they are for the Canadian economy. The biggest industries that deal with SMEs are Agriculture (92.8% are SME), Health (82.4%) and other services (81.0%), in 2008.

In terms of exports, in 2011, SMEs accounted for 23.9% of all exports. Measured in terms of value, the total value of SME exports was estimated as $374 billion. Around 90% of Canadian exporters are small businesses, even if in 2011, only 10.2% actually exported goods and services. However, 89.3% of these SMEs exported to USA and 32.1% to Europe. Only 11.6% exported to “Other Asia” (excluding China, which is at 9.5%), meaning that exports to India are still very low. By sector, 25% of other Asia exports for SMEs are in Agriculture, Forestry, Fishing and Hunting; Mining and Oil and Gas Extraction industry, with wholesale trade second, at 19%.

Compared to Canada, India is still developing its export-based SME culture. Overall, in 2013, SMEs only contributed to 17% of the GDP, yet they employ 40% of the workforce. This is because a considerable number of SMEs still operate at a small scale, with 94.9% of them being micro SMEs, with fewer than 10 workers. Therefore, they focus on smaller local markets, instead of seeking profitable international sales. SMEs are mostly present in the manufacturing sector, contributing to 45% of the total industrial output. The growth rate for SMEs in general is very high with the new government’s efforts to promote the ‘Make in India’ initiative, however, it is growing between 12% - 13% per annum. In terms of international sales, Indian SMEs are well developed, as the sector accounts for 40% of India’s total exports. SME exports are estimated at US$ 131 billion in 2011-2012.

Given the big number of micro SMEs in India it is no surprise to see that in total, the country has 48 million SMEs, which is the second biggest in the world, just behind China with 50 million. Food products and beverages are the biggest sectors, with 14.3% of SMEs operating in that industry followed by apparel at 13.7% and fabricated metal products at 9%. In terms of operations, India needs to regulate the procedures for the SMEs and guarantee implementation of in place mechanism, with SMEs often facing problems when trying to access credit, or in marketing areas such as branding, product differentiation, after-sales, etc along with the limited scale of operations and inadequate infrastructure.

2. Higher education and vocational training

Education is a key area for Canada-India collaboration as it is a vital catalyst to a strong economy, literate and aware society and a skilled workforce. With the raised standard of living in the developing world with higher incomes, there is an increased demand for better education, which led to the globalization of education. International students are exploring the best possible education available globally and are comfortable to study in the countries other than their country of origin. With an increasing number of international students, educational facilities are becoming more and

4 http://www.ic.gc.ca/eic/site/061.nsf/eng/02811.html
more transnational service providers, looking internationally to attract the best students. In both the Canadian and Indian economies, the education sector is comprehensively developed. The education sector has witnessed an exponential rise with an increasing number of Indian students choosing Canada as their preferred destination for higher education, and a growing number of Canadian and Indian institutions joining hands to launch pairing programs and other similar initiatives. The number of Indian students coming to Canada increased dramatically – from 3,250 in 2008 to 11,543 in 2010, to 23,000 in 2013. The bedrock of cooperation in the sector is the over 300 MoUs between Canadian and Indian institutions.

Overall, Canada ranked sixth in 2011 for the percentage of international students enrolled, with an international market share of 4.7% (OECD⁷), right after the United States of America, the United Kingdom, Germany, France and Australia. In Canada, the GDP in the educational services sector increased from $51.6 billion in 2002, to $63.2 billion in 2011. This increase represents a compound annual rate of 2.3%. Between 2010 and 2011, the total value-added of the educational services sector increased by 1.0%.

In Canada, education is a joint responsibility between the federal and provincial governments. Macro-policies in the sector are formulated by the federal government, and institutional operations are taken care of by the provincial government and the city. Attracting international students is a priority for Canada because of the beneficial economic multipliers that the international students generate. International students in Canada spent in excess of $7.7 billion on tuition, accommodation and discretionary spending, created over 81,000 jobs and generated more than $445 million in government revenue. The annual expenditure by international students translated to estimates of almost $4.9 billion worth of contribution to the Canadian GDP, 86,570 jobs and $455 million of government tax revenue.

In India, the education sector is also managed by both the union (federal) and the state (provincial) governments, and is a large and complex industry, governed by many regulators. The Indian higher education sector has emerged as one of the largest in the world, with 14.6 million registered students in more than 31,000 institutions. Institutions in India have grown at a CAGR of 11%, while student enrollment has grown at a CAGR of 6%, and the Gross Enrollment Ratio (GER) currently stands at about 13.8%, compared to 60% in the US and Canada, and the 21% average of BRIC countries. By 2020, the Government of India wants to achieve a GER of 30%.

The education and training sector in India is estimated to be about US$40b, with a potential 16% five-year compound annual growth rate. The market size for higher education is projected to increase three times in the next decade to a total of $115b.

One way that education agreements are advancing between the two countries, is through the Shastri Indo-Canadian Institute (SICI). The aim of SICI is “To improve the quality of life of the peoples of Canada and India by building and strengthening intellectual and cultural linkages through research, dialogue and exchange”. In order to do this, the organization promoted understanding between Canada and India through academic activities and exchanges. This is done by implementing broad-based initiatives to support the creation of bi-lateral links between academia, government, the business community and civil society organizations by funding research and hosting seminars. Over the past forty years, the institute has awarded hundreds of fellowships, and has played a key role in the signing of agreements and MoUs between the two countries.⁸

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⁷ http://www.oecd.org/education/skills-beyond-school/EDIF%202013--N%C2%B01%20Final.pdf
⁸ http://www.sici.org/home/
Science, innovation and medicine

Science, innovation and medicine are considered some of the main pillars that help a country grow, not only economically, but socially as well. Improvements in science and medicine allow the quality of life in a country to improve drastically over time, whilst innovation allows a country to remain competitive in a more and more complex global economy. Without investing in all three sectors, countries risk to fall behind in terms of overall development, with significant brain drains occurring as the most talented of the population flee to find a better life and job elsewhere. As a result, nations need to focus strongly on these three sectors and create better understanding for making partnerships among themselves.

Whereas Canada is considered as being strong in certain emerging technologies such as information technology, mining, telecommunications, health sciences and digital media, one challenge often mentioned is the absence of innovation and investment in developing future technologies. One of the major reasons for that is that big businesses can invest, but smaller ones lack the financial resources. Canadian businesses are not sufficiently harnessing innovation to enable competitive gains. Canada’s relatively low business R&D intensity and limited availability of venture capital are areas of particular concern, as is the large gap with the U.S. in private sector investment in productivity-enhancing ICT.9

Canada continues to benefit from its strong foundation built on dual advantages of knowledge and talent. Canada’s substantial investments in research in the higher education sector have reaped significant rewards, as the production and refinement of scientific knowledge continues to be characterized by vitality and high-quality. In 2010, Canada accounted for an impressive 4.4 percent of the world’s natural sciences and engineering publications.9 In terms of the total funding for R&D, activities in Canada increased considerably between 1990 and 2008, when it peaked at $30.8 billion11 (in terms of Gross Expenditure in Research and Development, GERD). Despite Canada’s relatively strong macroeconomic fundamentals, Canadian firms are not fully utilizing innovation to make competitive gains. In terms of international rankings related to business innovation, Canada continues to place in the middle on most measures and, in some cases, Canada’s rank has declined.12

As with Canada, India’s R&D spending can be considered as relatively low, currently at less than 1% of GDP. Overall, the aim is to increase the Gross Expenditure in Research and Development (GERD) to 2% in the next five years. Regarding the ratio of public to private investment it stands at 1 to 3. However, the private investment grew exponentially in the last 5 years, with industrial R&D growing 250% between 2005 and 2010. Globally, India ranks ninth overall in terms of the number of scientific publications and 12th in the number of patents filed. Compared to the industrial sector, R&D intensity in the service sector is relatively low, which is a problem as India is primarily a service economy. To help further promote innovation in the country, the Department of Science and Technology declared the 2010-2020 decade as the “Decade of Innovation”.

However, looking at innovation as a pure amount spent for R&D may not be the best measure to properly grasp Indian ingenuity. In recent years, the country has genuinely leaped frogged its more developed competitors in areas such as frugal innovation, creating its own form of Jugaad innovation. Whereas the traditional view of Western innovation is to over-complicate and add cost, a new trend emerging in Indian companies is to think of “value for money”, rather than “value for many”.

9 http://www.stic-csti.ca/eic/site/stic-csti.nsf/eng/00062.html
10 http://www.stic-csti.ca/eic/site/stic-csti.nsf/eng/00062.html
11 http://www.stic-csti.ca/eic/site/stic-csti.nsf/eng/00064.html
12 http://www.stic-csti.ca/eic/site/stic-csti.nsf/eng/00065.html
Through this philosophy, Indian innovation has strived to simplify the excess of the current innovation status quo, by focusing on the basics of its innovation. Through these advancements in thinking Indian companies have managed to bring in their own innovations to cater to a new generation of buyers, with products such as the Tata Nano, the Tata Swach water filtration system, the Chotukool fridge by Godrej or the $800 GE Electrocardiography machine.

Moreover, when it comes to research, India has started pushing forward and catching up with the bigger global leaders. One such research sector is space research, where the Indian Space Research Organisation (ISRO) is the sixth largest space agency in the world and has developed capabilities in space research and satellite launching. Moreover, Canadian and Indian relations in the sector are very strong, as last year, India’s Polar Satellite Launch Vehicle (PSLV) carried the Canadian satellite, “Sapphire”, marking a significant milestone of collaboration between the two countries in the field of science and technology. Finally, in September 2014, India became the first Asian country to successfully start an exploration mission to Mars, with their “Mangalyaan” probe. In doing so, India joins the USA, Russia and Europe in Mars exploration, and at a fraction of the cost of previous Mars missions.14

One way the two countries have been working together is through the International Science and Technology Partnership (ISTP) Canada, which develops and implements R&D collaboration agreements. This initiative was mandated by the Government of Canada through the Department of Foreign Affairs. ISTP works in close collaboration with five countries, of which India is a key partner. So far, the partnership has funded eight high quality R&D projects in sectors such as Biotechnology, Health Research and Medical Devices, Earth Sciences and Disaster Management, Information and Communications Technologies and Nanotechnology and has conducted 20 Partnership Development Activities that engaged more than 500 participants from industry, academia and government.15

4. Agriculture and Agri-Food Sector

Canada and India have strong trading ties when it comes to agriculture and the agri-food sector. Bilateral trade in the sector is estimated to be over $583 million. While this relationship encompasses all sectors of the value chain, and includes a wide range of merchandise, including manufactured and processed food, it mainly comprises of pulses and potash. In fact, India imports 40% of its pulses and 25% of its potash from Canada.

Agriculture and food processing are two key components of the Canadian economy and play an integral part in Canada’s trade portfolio. In fact, agriculture and food processing represent 11% of Canada’s goods GDP and almost 10% of Canada’s merchandise trade. Food processing is the largest manufacturing employer in Canada, supporting over 250,000 jobs. Moreover, in total, there are around 220,000 farms across Canada, 90% of which are dependent on or are supported by export markets. Each year, Canada exports almost US$4 billion in agriculture and food products.

15 http://www.istpcanada.ca/home/index.php
including half of its beef production, 65% of its malts, two-thirds of its pork, almost 75% of its wheat and 85% of its canola.

As with Canada, agriculture and allied sectors play an important role in India’s economy, representing around 13.7% of the country’s GDP. Agriculture still remains the predominant source of livelihood for about 58% of the Indian population. However, the share of agriculture and allied sectors has continuously declined in the GDP, falling from 14.6% in 2009-10 to 13.7% in 2012-2013. This fall is an expected outcome in a fast growing and structurally changing economy. Rice, wheat, cotton, oilseeds, jute, tea, sugarcane, milk and potatoes are India’s major agricultural commodities. In terms of global agricultural trade, India’s share is low, at only 1.48%. This small share is primarily due to low land holding size, low productivity and large domestic consumption, constraints of supply chain and marketing linkages as well as the low level of processing.

5. Energy and Mining

The energy sector has the potential to become a major component in the Canada-India bilateral trade. Canada experiences a surplus in energy, whereas India needs energy to sustain its development in the future. India is the fourth largest energy consumer, after China, USA and Russia. Canada has vast natural resources that could cater to the energy needs of India in the long run.

In terms of natural resources, Canada is one of the richest countries in the world. It has the third-largest proven oil reserves in the world, at 173 billion barrels; it is the second-largest producer of uranium, the third-largest producer of hydroelectricity and the fifth-largest producer of natural gas. The energy sector is one of the key sectors in the Canadian economy, contributing 9.1% of the nominal GDP (2012). The energy sector provides 335,500 direct jobs, which is 1.9% of total Canadian employment. The investment in the sector is $96 billion which represents 24.6% of total public and private investments in Canada. Domestic exports in the sector are around $119 billion, which represents 27.8% of Canadian domestic merchandise exports. The majority of Canada’s energy exports and imports are with the USA, meaning it still remains too dependent on its neighbour.

In order to sustain its rapid economic development pace, India needs its energy demands to fill the gap in demand and supply. However, due to growing demand and dependence on fuel imports, the country’s energy sector is increasingly unable to deliver a secure supply of energy. India is the fourth largest consumer of oil in the world and imported US$120 billion worth of oil in 2011-2012, which had an adverse impact on its current account deficit. India’s primary source of energy is coal, with a share of 42%. The second source is biomass, representing 25%, then oil with 24% and natural gas with 7%. Other energy sources, such as hydroelectricity, nuclear and other renewables have a rather smaller share in the total fuel mix. As a result of its supply deficit, India is dependent on its imports for its energy needs, as it does not have enough natural resources to fulfil its demand. Its crude oil is imported from the United Arab Emirates (UAE), Saudi Arabia, Iran and Russia. Canada also started sending crude oil to India this year16.

6. Transport/Infrastructure

Transportation and infrastructure development are necessary for a sustained growth of a country. To keep the momentum of the development; the economy should be supported with the adequate

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16 This was quoted by Federal Minister of State for Sports Mr. Bal Gosal at the ICCC event for the Vibrant Gujarat Delegation on 3 sept, 2014.
infrastructure. Good roads, ports, railways and airports are necessary to ensure the smooth transportation of goods and people. The transport sector, such as aerospace, can also play an important role in the economic growth of a country, and it also promises a bright future, as demand for aircrafts is expected to grow in the next few years. At the moment, relations between Canada and India in the transport and infrastructure sector are relatively limited, with only a few MoUs and agreements, however, this is expected to improve in the next few years, as Canada is one of the main players in aircraft manufacturing, and with India's economic development, their demand for new civilian aircrafts is expected to rise.

Canada has an extremely good infrastructure, but it is getting old. Many parts of Canada's transportation network have suffered from under-investment in the last 25 years, including roads, bridges, and urban transit networks. This has led to the development of transportation bottlenecks that constrain productivity. Infrastructure is under pressure to cater to the growing demand. Bottlenecks cause congestion and delays for passenger and freight services, which lead to higher transportation costs and environmental degradation. Hence this infrastructure needs to be renovated and renewed. In total, Canada has 1,042,300kms of roads, including 17,000 of expressway, and in terms of railways, it has the fifth biggest railway system just behind India, with 46,552kms rail tracks (2008). All transport modes for which there is data registered gains in productivity in 2011 (the most recent year for which data is available). Transportation spending totaled $19 billion for the federal, provincial and territorial governments in the 2011-2012 fiscal years.

Canada's main transport strength is in the aerospace sector, where it is a world leader, thanks to Bombardier and the Montreal aerospace cluster, one of the few places in the world where you can build an aircraft from the ground up. In terms of airports, Canada, in 2013, had 1,467 airports, making it the fourth biggest country in the world. Compared to Canada, India, in 2013, had only 346 airports, and ranked 21st country in the world, just below Ecuador, a country 11 times smaller. There is a big lack of airport development and India needs to increase its flight capacity. It is expected that Tier 2 and Tier 3 cities will be developing their airports in the future. This sector has a lot of potential for both the countries to come close and benefit from each other. Canada can help India in joint development and production of aircrafts to fulfill its demand which is bound to increase in the next decade.

As far as India is concerned the aerospace sector is developing and has tremendous growth potential. Earlier the bureaucratic bottlenecks in India with the closed economy hampered its growth but the new business friendly government in India is expected to push this sector to a new level with major participation from the private sector players. A key example is the Delhi-Mumbai Industrial Corridor Project, which aims to develop an industrial zone spanning across six states in India. The project involves major expansion of infrastructure and industry - including industrial clusters and rail, road, port, air connectivity - in the states along the route of the corridor. The initial size of the fund will be US$170 million. Both the Japanese and Indian governments have agreed to contribute equally. Three similar projects are in the pipeline from the Indian government: Amritsar - Delhi- Kolkata Industrial Corridor, Chennai-Bangalore Industrial Corridor Project and the Mumbai-Bangalore economic corridor. In 2013, India had 4,689,842kms of roads, including 20,000kms of expressway. It is the second biggest country in terms of road network size, just behind the USA. In terms of railways, it has 63,974kms of rail tracks, making it the fourth biggest network behind USA, Russia and China.

17 http://www.dmicdc.com/
Chapter 2: Setting up of Joint Study Group

During the visit to India in November 2009 of Prime Minister Harper, a Memorandum of Understanding (MOU) was signed to establish a Joint Study Group (JSG) to examine the feasibility of a comprehensive economic partnership agreement (CEPA). Following the finalization of its Report in September 2010, the two governments decided to conclude CEPA and commence negotiations on it.

The JSG contains several agreed upon recommendations that represent substantial agreements on several issues and are reproduced below:

I. Trade

Rules of Origin
The Rules of Origin should:

• Be clear and simple in design with low compliance costs;
• Be economically efficient;
• Recognise the increasingly globally integrated nature of manufacturing process;
• Acknowledge the principles of competitive and comparative advantage; and
• Facilitate trade between the two countries.

Customs (Origin) Procedures
A Canada-India CEPA should include provisions that allow for the effective and transparent administration of the rules of origin. Such procedures should help ensure compliance with the rules of origin without creating unnecessary obstacles to trade. The broad objectives could include:

• Simplification and harmonisation of customs procedures;
• Ensuring predictability, consistency and transparency in the application of customs laws, regulations and administrative policies and procedures;
• Facilitation of bilateral trade and ensure the security of such trade;
• Provision of a means for customs-customs consultation to enable early resolution of any issues affecting the movement of trade across borders; and
• Ready enforceability of rules of origin at the border without involving additional administrative costs.

Based on previous agreements, Canada and India have different views in respect of certification and verification of origin. In the framework of a bilateral agreement, the two sides may have an opportunity to find innovative solutions for customs procedures.

Trade Facilitation
The Trade Facilitation provisions of a Canada-India CEPA should:

• Facilitate trade between the two countries;
• Build upon the WTO work with a view of avoiding duplication;
• Support the objective of reducing cost for the trading community;
• Support innovation and promote the use of new technologies where appropriate;
• Are in accordance with the Parties respective confidentiality and protection of information requirements; and
• Ensure that appropriate security measures are maintained.

In the context of a CEPA, India and Canada should initiate negotiations related to Trade Facilitation as early as possible, so as to improve customs efficiency through bilateral cooperation. Such cooperation could include:

• Appropriate controls to combat offences against law administered by customs and facilitate legitimate trade;
• Ensuring efficient, economical customs border administration and the expeditious clearance of goods;
• Ensuring harmonised systems of customs valuation, in line with the Agreement on Implementation of Article VII of the GATT, 1994, duties and documentation may be evolved across all notified or authorised ports of entry in both the countries; and
• Procedures of handling of goods at ports and customs clearance that may be simplified and made more efficient.

Technical Barriers to Trade (TBT)
A Canada-India CEPA should include a TBT Chapter, which should:

• Build on the foundations of the WTO TBT Agreement and seek to improve its implementation;
• Ensure that standards, technical regulations, and conformity assessment procedures do not create unnecessary obstacles to trade, primarily by establishing enhanced transparency disciplines;
• Seek to reduce transaction costs for exporters by exploring methods to facilitate the recognition of conformity assessment;
• Enhance joint cooperation between the Parties; and
• Create a bilateral mechanism to address specific TBT issues.

In addition, in order to facilitate trade in goods, both sides could explore opportunities for mutual recognition in the area of technical regulations, standards and conformity assessment procedures.

Sanitary and Phytosanitary Issues (SPS)
A Canada-India CEPA should include provisions on SPS issues that:

• Affirm that SPS trade-related measures shall be governed by the WTO SPS Agreement; and
• Ensure an effective bilateral mechanism to provide a forum for ongoing cooperation and information exchange, as well as facilitate discussion on bilateral SPS issues in order to avoid disputes, taking into account existing mechanisms.

Trade Remedies
It is recommended that trade remedies could be discussed with the objective of maintaining appropriate protection from unfair trading practices, including a potential discussion of global safeguard measures, while ensuring that the benefits of trade liberalisation are not undermined and
allowing potential exports to be realised, in accordance with the rights and obligations established by the WTO Agreement.

II. Trade In Services

Bilateral Trade in Services
The Canada-India CEPA should include a Trade in Services Chapter that provides for:

- Liberalisation of trade in services with substantial sectorial coverage, measured in terms of numbers of sectors, volume of trade and modes of supply; including sectors and modes with trade potential and complementarities;
- A considerably higher level of ambition than the current WTO commitments, with the aim of achieving market access, non-discrimination and compliance with Article V GATS;
- Disciplines in domestic regulation that would be a useful complement to market access and non-discrimination and would play a positive role in facilitating trade in services; and
- Provisions to facilitate the mutual recognition of professional qualifications.

Financial Services
The Canada-India CEPA should include a stand-alone chapter for financial services. Specific modalities, such as approach and level of commitments, will be discussed in the context of formal negotiations.

Telecommunication Services
The Canada-India CEPA should include a chapter on telecommunication services, with the goal of promoting a pro-competitive regulatory environment that is vital to trade in telecommunication services.

Temporary Entry for Natural Persons
Recognising the mutual interest in facilitating the legitimate temporary movement of natural persons for enhancing bilateral trade and investment, a separate chapter on temporary entry for natural persons should be included in the Canada-India CEPA.

III. Investment
The Canada-India bilateral investment agreement should be concluded and ratified. Consideration of additional investment provisions in a Canada-India CEPA can take place thereafter.

Small and Medium Entrepreneurs (SMEs)
PM Harper has remarked that small businesses are key drivers of the Canadian economy, accounting for 98 per cent of all businesses in Canada, employing nearly 70 per cent of its private sector labour.
force and contributing approximately 40 per cent of its gross domestic product.

The Canadian Government recognizes the importance of small businesses and has taken significant steps to help them thrive at home and in the international marketplace, particularly during time of global economic uncertainty. CEPA may result in reduced taxes, elimination of unnecessary regulatory burdens and red tape, and increased access to new technologies and each other’s markets through an agreement in principle between the two countries. CEPA should have a provision for establishing a Canada-India forum for cooperation in the SME sector similar to a CEO forum between two countries.

Small and medium sized Canadian businesses are hesitant to get involved in India with limited budgets. But the fact remains that there are plenty of opportunities for those who venture to take risk and are willing to participate in India's cultural and business life.

Programs need to be devised to attract newcomers who want to launch shops and factories. It would be important to create a one stop shop program that offers easy small-business visas, quick business licenses, small loans and quick access to the country’s banks.

“Economic Action Plan 2013 further advances our support by extending and expanding the temporary Hiring Credit for Small Businesses, enhancing the Lifetime Capital Gains Exemption and promoting a vibrant venture capital system through further investments under the Venture Capital Action Plan.”

Other Areas of Economic Cooperation

Other issues outside of traditional trade in goods, services and investment on which the Joint Study Group was unable to reach agreement and that require further discussions are:

a. Intellectual Property,
b. further bilateral trade in Ayurvedic and traditional medicine with Canada,
c. Electronic Commerce, Competition Policy and Monopolies and State Enterprises
d. Government Procurement
e. Labour and Environment

The JSG opined that any agreement should include Institutional Provisions for its effective administration, including a binding state-to-state mechanism for dispute settlement.

Annual Trade Policy Consultations since April 2002 provide a platform for discussions on bilateral and multilateral trade policy matters and work towards resolving a number of trade irritants.
Section II: Holistic Approaches: Governments and Businesses

This section will cover Policies of Federal, Provincial Governments and Municipal; Current Priorities and Policies of the Government of India and State Governments; and Views of the Private Sector.

The aim of the two countries is basically to forge a partnership that is ‘comprehensive, balanced, forward looking and sustainable’ covering trade and investment, energy security, bilateral nuclear energy cooperation, food security, education, innovation, infrastructure, hi-tech and defence. The two countries are also encouraging a ‘whole of government, whole of country and whole of business approach’. The need now is to identify the means, institutions and mechanisms for giving strength to such a forward-looking partnership. Metropolitan cities, provinces and states are fast emerging on the global scene as economic powers in their own right. Governments at local, provincial or state levels in both countries need to work proactively for developing bilateral economic relations.
Chapter 3: Federal Level

I. Nuclear Cooperation Agreement

Canada and India have signed major agreements together, at a federal level, on some very important subjects. One such agreement was the 2013 Agreement between the Government of Canada and the Government of the Republic of India for Co-operation in Peaceful Uses of Nuclear Energy (2013)\(^1\). In this agreement, Canada and India have agreed to cooperate in the use of nuclear energy for peaceful and non-explosive purposes, in good faith and with due regard for the principles of international law. The Nuclear Cooperation Agreement – together with the Administrative Arrangement (AA) through which it will be implemented – will allow Canadian firms to export and import controlled nuclear materials, equipment and technology to and from India to facilities subject to safeguards applied by the International Atomic Energy Agency (IAEA). Individual exports and imports are also subject to licensing under the Nuclear Safety and Control Act and the Export and Import Permits Act.

II. CEPA

One of the most important advancements made to improving India-Canada relations in recent times at a federal level, is the negotiations for a potential free-trade agreement, Comprehensive Economic Partnership Agreement (CEPA), which started in 2010. Don Stephenson, the Chief Trade Negotiator for Canada at CEPA, said at the Ottawa Roundtable of 2013: “What free trade agreement does essentially is two things: The first is that it provides preferences—a lower tariff than your competitors pay for the same products in the market. So a commercial advantage over your competitors or preference. The second is that the tariff won’t be raised in the future because it is bound; certainty that the laws and regulations that control your access to the services market in the country will also not be changed in the future in a manner to make them more restrictive, so that the basis on which you make your investment is certain. Those are the things that the CEPA will try to do”. Deliberating on the ongoing negotiations with regards to the CEPA, Mr. Stephenson stated that the two prime ministers had met just over a year ago now and had committed to reach a final agreement by the end of 2013. He added that the progress had been slow and difficult because both sides have a good deal of adjustments to do to the approaches of the other side. He noted that trade negotiations tend to go slowly because of a certain amount of caution that is required. He said that it was important to arrive at the right deal as opposed to a quick deal. He assured that once some of the structural questions of approach of both sides are agreed upon, exchange of offers in tariffs and regulatory matters can move very quickly.

III. Recent Visit of Canadian Foreign Minister John Baird and Minister of International Trade, Ed Fast to India

In October 2014, the Canadian Foreign Minister, John Baird and the Minister of International Trade, Ed Fast took part in a visit to India for the second round of Strategic Dialogue. Ahead of his trip

that includes a visit to Chandigarh, the Canadian Foreign Minister noted: “Canada and India share a special bond and have clearly laid out the importance of our relationship through the Canada-India Strategic Dialogue. The recent transition in India marks an important chapter in our relationship, one that Canada looks forward to deepening and broadening. Issues surrounding global security, terrorism and economic prosperity will be the focus of our discussions with the Modi government as we look to this next chapter with a wealth of optimism.”

The focus of this annual bilateral dialogue was on nuclear energy, defence and security ties. During this visit, the Foreign Minister and the Minister for International Trade spoke with the new Indian Prime Minister, Narendra Modi. PM Modi made the most of this occasion to pitch for closer engagement between India and Canada, in the areas of nuclear energy, healthcare, infrastructure development and people to people contacts. Minister Fast also pushed for an early conclusion of the Comprehensive Economic Partnership Agreement (CEPA) and the Bilateral Investment Promotion and Protection Agreement between the two countries. Minister Baird conveyed to P.M. Modi an invitation of P.M. Harper and the former said he looked forward to visiting Canada at mutually convenient dates.
Chapter 4: Provincial Level

India’s growth over the next decade will be led primarily by eight high-performing states — Gujarat, Haryana, Maharashtra, Andhra Pradesh, Telangana, Tamil Nadu, Himachal Pradesh and Uttarakhand — which will account for 52% of incremental GDP between 2012-2025, according to a new report titled “India’s Economic Geography in 2025: states, clusters and cities” by McKinsey & Co.

Along with these eight states, four “very high performing” cities/states — Delhi, Chandigarh, Goa and Puducherry — will house 57% of the consuming class households in 2025.

In Canada also, provinces have been very active in strengthening their economic relations with India and its states.

I. Saskatchewan and India economic relationship

Cooperation at the provincial level must not be simply between states and provinces. Some states, such as Saskatchewan have even worked closely with the entire country of India through economic partnerships. Saskatchewan has a strong economic tie with India, as in 2013, it exported goods and services worth $1 billion (primarily in the food, fuel and fertilizer sectors), imported goods and services valued at $40 million from India that same year, and the province’s permanent residents are composed at 10% of Indian immigrants. In fact, in November 2014, the Premier of the Canadian province, Brad Wall, led a trade mission to India, where he explored deeper cooperation possibilities in energy, agri-food and innovation, as well as taking part in activities all around the country. Highlights of this visit include- meetings dealing with business and investment, interaction with key Indian government and industry leaders at the national and state levels, and discussion with representatives of India’s Atomic Energy Commission and the pulses and grains association.

Recently, Saskatoon-based Canpotex signed two separate sales agreements with India’s Coromandel International Ltd. (CIL) and Tata Chemicals Limited (TCL) to support the sale of Saskatchewan potash to India over the next several years. In addition, Canpotex signed an enhanced market development Agreement with CIL, TCL and Indian Potash Limited (IPL).

II. Quebec and Maharashtra agreement

During a meeting at the Biotechnology Industry Organisation (BIO) 2005 in Philadelphia, the prime minister of Québec, Jean Charest, and the Chief Minister of Maharashtra, Vilasrao Deshmukh, met to initiate a dialogue and use the occasion to jointly identify sectors of mutual cooperation that could be developed in a phased manner. After this meeting, both provinces decided to become strategic partners on specific topics, such as economic, commercial and investment cooperation, education and exchange of governmental representatives. Moreover, the Québec Government Office in Mumbai opened at the Consulate General of Canada in 2008. Since that time, it has served as home base for Québec’s activities in India, especially

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those dealing with trade, education, research, science and technology. One of the key results of this agreement is the tuition fee reduction for Indian students in Québec.

### III. Follow-up of Vibrant Gujarat Meeting in 2014

In 2014, after the Vibrant Gujarat 2014 event, the state of Gujarat led a team of bureaucrats and some industry leaders in Canada to promote the province as a ripe destination for investment. This team was part of a twelve year plan to promote Gujarat around the world, and raise partnerships in a diverse number of countries, of which Canada is a priority country (Canada is the partner country for Vibrant Gujarat 2015).

The key sectors in Gujarat that were identified by the mission as perfect for Canadian investment were engineering, automobile industry, pharmaceuticals, energy, agriculture, mining and education.

During the Montreal visit, the Indian High Commissioner, the Quebec India Business Council and Export Quebec had organized a meeting that was attended by over 100 CEOs, directors, senior officers, businessmen and professionals from the Québec area.

Delegation members also visited Université de Quebec a Montréal (UQAM), which is one of the largest universities in Montreal. Possibilities of affiliation with Gujarat’s educational institutions were discussed during this meeting. The Gujarat delegation also held one-to-one meetings with Canada’s leading companies including CAE Inc.

### IV. Ontario-India Mineral Accord (2010)

A Memorandum of Understanding between the Government of Ontario and the Republic of India’s Ministry of Mines signed during a visit led by the Honourable B. K. Handique, Indian Minister of Mines will help to promote opportunities for mineral development and investment between the two jurisdictions.

The MoU considers ways the two jurisdictions can work together on a broad range of mineral sector activities of mutual interest. They include geoscience development, mineral exploration, mine development, mines rehabilitation, health and safety, and value-added processing.

### V. British Columbia and India Mining MoU (2011)

The Province of British Columbia and the government of India signed a memorandum of understanding (MOU) on co-operation between the two governments for mineral exploration and mining.

“British Columbia’s world-class mineral resources can help India fuel their growing economy,” said Premier Christy Clark. “Our mining expertise will build new opportunities for trade and investment in both countries that will help create and protect B.C. jobs.”

This MOU outlines mutual government cooperation on sustainable development, revenue sharing, training, geologist exchanges, mineral tenure, investment, health and safety, technology and research related to mineral exploration and mining activities. It will allow both British Columbia and India to learn from each other about the mineral industry and build stronger relationships.

The MOU was signed by Additional Secretary Srivastava and Deputy Minister Dana Hayden. Premier Christy Clark and the Honourable Minister Dinsha Patel witnessed the MOU signing with other senior industry and government representatives in attendance.

On November 11, 2011, a mining roundtable was held in New Delhi and attended by state-level government representatives and industry leaders. At this roundtable, Additional Secretary Srivastava expressed India’s serious interest in mining partnerships with B.C.

British Columbia has some of the best mining products in the world, including coal, copper, gold, molybdenum, silver, lead and zinc. British Columbia is the second largest coal exporter in the world. It has enough coal resources to meet the world’s growing demand.

India is one of the major steel-making countries in the world. Indian companies are interested in British Columbia’s potential to supply high quality steel-making coal to support their operations.

As part of ‘Canada Starts Here: The BC Jobs Plan’, the Province expects to see eight brand new mines and another nine mining expansions operational in British Columbia by 2015.

This growth is anticipated to generate an increase of additional mine-operation revenue estimated at $1.6 billion per year once these projects are fully operational and create approximately 1,800 new and sustain more than 5,000 direct-mining jobs in the province.

The vast majority of jobs are anticipated to be high paying, given the average wage in the mining sector reaches well over $100,000 annually. Today, all of B.C.’s mines are profitable, tax revenues are rising and direct mining jobs are increasing. As part of the BC Jobs Plan, Premier Christy Clark is leading the largest trade mission in the province’s history to promote B.C. as a safe harbour for investment. The Jobs and Trade Mission is focused on strengthening existing relationships between B.C. and Asian markets, opening doors for new relationships and setting the stage for future opportunities in China and India.
Chapter 5: Municipal Level

It has been estimated that 69 cities and 79 districts housing them will account for 54% of incremental GDP, similar to the eight high performing states in India.

Apart from the very high performing cities, which includes Mumbai, Chennai, Ahmedabad, Surat and Coimbatore, performing cities comprise Kolkata, Bangalore and Hyderabad among others, and low performing cities, which include Jamshedpur, Lucknow and Indore.

Municipalities have a role in assisting local companies with information and contacts to reach Indian markets; and to profile local companies for Canadian government staff in India. Moreover, municipalities have a role in assisting Indian companies interested in specific communities with business support services, such as local market intelligence, access to local professional and business experts through referral networks, costs of doing business, site selection and location research, and facilitation of municipal approvals.

I. Brampton, Ontario Visit in ICCC India Mission 2013

In 2013, ICCC continued its policy of engaging small cities and the city of Brampton joined ICCC’s India Mission 2013. In attendance were six City of Brampton representatives, namely: Mayor Fennell; Chair of Economic Development (Regional Councillor Gael Miles); one City Councillor (Vicky Dhillon); Chief of Staff-Mayor’s Office; Commissioner of Economic Development and Communications; and Director of Economic Development. Regional Councillor John Sprovieri also decided to attend this mission. Further, Brampton businesses and institutions, such as Sheridan College ITAL and a member of BARAC, also attended. The delegates participating in the mission represented key sectors such as trading, banking, construction, food security, education, energy security, infrastructure, etc. In India Mission 2014, Brampton was again represented by its Economic Development Director.

The 2013 Business Mission to India was declared a success by ICCC. The City of Brampton delegation agreed with the ICCC, and was especially appreciative of the quality business meetings and contacts arranged by the ICCC.
The sales and marketing activities, designed to promote Brampton’s excellent investment and business alliance opportunities, that was undertaken by the ICCC and the Brampton delegation has generated positive and measurable outcomes.

II. Markham, Ontario Visit in ICCC India Mission 2012 and 2013

In 2012, ICCC worked with Markham to lead a multi-sector, multi-city business delegation to India. India Mission 2012 paved the way for more intense collaboration with the suburban cities. For ICCC’s India Mission 2013, Markham continued its collaboration. Frank Scarpitti, Mayor of Markham, along with councillors and officials from the local economic development department were part of the Mission to meet representatives from local Indian cities.

During the India Mission 2013, the Mayor of Ahmedabad, Asit Vora explained the diverse operations of the Ahmedabad municipal corporation. The Mayor explained the rapid growth of the city as it was awarded for its beautiful infrastructure, education and the public amenities provided to the citizens. He wanted to have synergy between Ahmedabad -Brampton-Markham for promotion of City to City trade. All the Mayors agreed on reciprocal visits of business leaders in both the cities.

During India Mission 2013, the Mayor of Markham, Frank Scarpitti, remarked that “There is a deep appreciation in Markham of the very significant contribution of the South Asian community”. The contribution that Scarpitti referred to was not just in the business sphere, but also in the cultural aspect as well. “Markham and Brampton (another city in Canada) are just two of the communities that have realised the contribution of the South Asian community,” informs Scarpitti.

Thus the Mayor was enthusiastic about the Vibrant Gujarat concept, which he felt makes for a really good trade contribution.

Incidentally Markham is known as Canada’s high-tech capital and boasts of more than 900 firms in this sector in that city. Her main employment generator however lies in another sphere, one that is as close to the Indian hearts as is IT – the SME segment. “A large number of the entrepreneurs in the SME segment are from India,” informs Scarpitti.
I. Multinational Corporation (MNC) Level

Major multinational corporations have been playing major roles in both countries for improving bilateral trade and investment. In some cases this has led to significant partnerships as well, which are perfect examples of how the two countries can cooperate with each other. Canadian companies have been investing massively in India since the 1960s, as we can see in the following list, found in the “Brief on India-Canada Economic & Trade Relations”, from the High Commission of India in Ottawa (2012):

- SNC Lavalin has been active in India since the 1960s in various sectors such as chemicals, petroleum, infrastructure, pharmaceutical, power, etc. It has about 150 completed and ongoing projects in India. It has acquired a number of Indian companies in various sectors.
- Magna Powertrain, a division of Aurora-based Magna International that produces powertrain and drivetrain components, formed a 50-50 joint venture with its long-term parts supplier Amtek Auto of India. (2006)
- Bombardier – Metro rail coaches manufacturing plant in India - $ 41 million
- Montreal-based Alcan Inc. acquired 76% of the shares of Mumbai, India-based Alukbond India Private Ltd. The Indian company will be renamed Alcan Composites India Private Ltd.,
- Tata Communications signed a sourcing agreement with Videotron, Quebec. Under this agreement, Videotron will route 100% of its international voice traffic through the Tata Communications network and Videotron will continue to be one of Tata Communications’ key suppliers of telecommunication services in Canada (Dec. 2010).

Case study on an example of business level cooperation

Tata Steel Minerals Canada (TSMC)

Introduction: About the Tata Group

Founded by Jamsetji Tata in 1868, the Tata group is a global enterprise headquartered in India, and comprises over 100 operating companies, with setups in more than 100 countries across six continents, exporting products and services to over 150 countries. The revenue of Tata companies, taken together, was $103.27 billion in 2013-14, with 67.2 per cent of this coming from businesses outside India. Tata companies employ over 581,470 people worldwide.

One of Tata Group’s Flagship companies is Tata Steel, which is currently in the top 10 Global Steel companies. Their vision is to become the Global Steel Industry Benchmark for value creation and corporate citizenship. The company was set up in 1907, when Jamsetji discovered iron ore in India, near Sakchi.

The Tata group’s core purpose is to improve the quality of life of the communities it serves globally, through long-term stakeholder value creation based on leadership with trust. Good corporate citizenship is part of the Tata group’s DNA. Sixty six per cent of the equity of Tata
Sons, the promoter holding company, is held by philanthropic trusts, thereby returning wealth to society. As a result of this unique ownership structure and ethos of serving the community, the Tata name has been respected for more than 140 years and is trusted for its adherence to strong values and business ethics.

Tata Steel Minerals Canada – young sustainable mining company

In 2008, Tata Steel decided to enter the Canadian market, by exploiting a mining opportunity in Québec and Newfoundland & Labrador. In order to this, they partnered with a local Canadian company, New Millennium Iron to create Tata Steel Minerals Canada Limited (TSMC) – 80% Tata Steel and 20% New Millennium Iron. Until date, Tata Steel is committed to an investment of over C$ 1 Billion on this project, making it one of the Tata Steel’s largest Greenfield Project outside India.

TSMC is developing Direct Shipping Ore (DSO Project) in the subarctic Menihek Region of Newfoundland and Labrador, which is about 25 kms from Schefferville Town in Quebec. TSMC is constructing a state of the art Wet Processing Plant which is in advanced stage of completion. The volume plan is 6 MTPA with plans to expand it to 10 MTPA. The Construction of the Wet Processing Plant is in advanced stage – over 81% and TSMC has initiated Operations Readiness Program. TSMC has commissioned about 6 Systems including Sizing Stations, barge and fuel systems and Crushing-Screening-Drying Plant.

The Wet Processing Plant is covered by a large Dome, which is one of the largest spans - column less structures used in Mining Industry. To date Tata Steel has produced over a million tons of iron ore. About 250,000 tons were shipped in 2013. Very recently, TSMC was granted a Federal Rail Permit to operate KeRail line which connects their Plant to the Main Rail Line TSH (owned by First Nations.) With this Permit in hand, TSMC has started evacuating Ore directly from the mine site to the Port.

Inclusive and Collaborative Approach

TSMC has signed agreements with three Rail Operators to evacuate their Ore from mines to Pointe Noire Terminal. TSMC has entered into the Impact Benefit Agreement (IBAs) with 6 First Nations. TSMC and its JV Partner NML have invested C$ 50 Million in Deep Sea Multi User Terminal which is a Public Private Partnership between the Federal Government, the Government of Quebec and private players. Over 700 jobs have been created in the region. TSMC has given business of over C$ 200 Million to the First Nation Contractors. TSMC participates in the joint Environmental Committee with First Nations to ensure that the business decisions always factor the views of First Nation Communities. TSMC has been contributing to the Socio Economic Development of the region.

Unfavourable Market conditions

The Iron Ore Prices have significantly dropped since CY 2013 by ~50%. In order to be sustainable, it is necessary for Labrador Trough Players to keep FOB costs under C$ 50/ ton. For Labrador Trough players, the infrastructure costs are very high and there is a need to have a long-term port solution at reasonable commercial terms in order to be cost competitive. As such Canada is farther away from the largest market, which is China, than other competing Geographies like South Africa, Brazil and Australia. Hence, going forward the Labrador Trough Players will have to collaborate and compete globally.
II. SME level

The Small and Medium Enterprise sector have also played key roles, either seeking potential investment opportunities, or fruitful partnerships, showcasing how trade between Canada and India can occur at all levels:

- Quebec City-based H2O Innovation Inc. (less than 125 employees) signed a joint venture agreement to create H2O Innovation India Limited. The new company will operate out of facilities located in Chembond’s centre in Mumbai, and be dedicated to providing water treatment systems and maintenance services to the Indian industrial and commercial markets for the production of boiler feed and processed water, for industrial wastewater reclamation and reuse, as well as for wastewater treatment. Chembond will own 51% of the shares of the joint venture and H2O Innovation will own the remaining 49% (2010)
- Calgary-based Canoro Resources Ltd. (78 employees), finalized negotiations with Essar Oil Limited and Essar Energy Holdings Limited to obtain a 30% participating interest in two exploration production sharing contracts in northeast India. (2008)
- Minaean Habitat India Pvt. Ltd. (), a wholly owned subsidiary of Vancouver-based Minaean International Corp secured a contract for the turnkey design and construction of the hostel and library covering a total area of 24,000 sq. feet for a new medical college campus in Valsad, Gujarat, India. (2010)
Section III: Main Policy recommendations emerging from Roundtable Discussions in Canada and Discussions in India

The Indo Canada Chamber of Commerce Project on “Unlocking the Potential of Canada-India Partnership: Present Initiatives and Future Agenda” was designed for preparing its members to meet the challenge of forging stronger business ties between Canada and India.1

Every challenge needs a starting line. Accordingly, the ICCC organized a series of roundtable discussions at various major cities across Canada on “Advancing Canada-India Partnership: Mobilization of Diaspora Networks and Resources”. The first Roundtable Discussion was held on November 28, 2012 in Toronto in the Board Room of ICICI Bank Canada, followed by a Montreal Roundtable held at HEC, Montreal on March 01, 2013. The third in the series was held at Regina (Saskatchewan) at the University of Regina on October 11, 2013 and concluded with the final roundtable discussion at Ottawa on November 19, 2013. In June 2014, another roundtable was held at HEC Montreal in continuation to the 2013 series with increased participation and diverse issues.

For India, ICCC organised trade missions in both years namely: “India Mission 2013” and “India Mission 2014”. The 2013 Mission was one of the largest-ever trade mission to India in ICCC’s 35 year history with participation of over a 100 small businesses joining the mission. India Mission 2013 visited Mumbai, Bengaluru, Kochi, Ahmedabad-Gandhinagar, Delhi, Amritsar and Jalandhar. The highlights of the itinerary were the Pravasi Bharatiya Divas in Kochi – the annual global convention of and for the Indian Diaspora, and the Vibrant Gujarat 2013 business summit in Gandhinagar – the biannual global business and commerce convention.

The 2014 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).

The participants at the roundtable and the events of the India Mission were a mix of representatives from business, academia and government from both countries (Annexe 1I). They were urged by the ICCC to steer the discussions on Canada-India partnership from the “WHY” to the “HOW”.

In this section, we reproduce the comprehensive compilation of important recommendations made by the Roundtable Discussions in Canada and India Missions. The recommendations are categorised under various topics followed by a miscellaneous category.

1 Other reports are available at: http://iccconline.org/project
Chapter 7: Bridge-building role of Indian-Diaspora

• With support from the Ministry of Overseas Indian Affairs of the Government of India, ICCC (a diaspora trade organization) and SICI (a bilateral institute) should collaborate to establish networks among professionals in both countries in areas covered by CEPA. Special efforts are necessary for promoting of networks of women professionals in both countries.

• Wherever possible, the knowledge and skills of first generation of Indo-Canadians in Canada developed back home should be put to use for contributing to the Canadian economy and also for connecting to the Indian entrepreneurs. The experience gained by Indo-Canadians in the multinational corporations needs to be capitalised by engaging them with the Canadian entrepreneurs.

• MaRS (an organization with goals of developing and strengthening Canada’s vibrant global innovation brand) has a certificate program that facilitates transferring the skills acquired by Indo Canadian professionals from India to Canada. Going forward, this certificate program should be expanded upon and utilised in a bridge-building role.

• The trend of Indo-Canadian professionals being used by Canadian companies to lead businesses in India is on the rise. An expanding community of expatriates would have a key role in raising factual awareness about Indo-Canada business ties and its importance in India and South Asia.

• The resources of competent Indo Canadians, ICCc and SICI should be used to improve communication and build linkages among industry, businesses and academia so as to reduce the perception gap about opportunity for developing trade and investment. The key is to create a network of existing Indo-Canadian institutions, rather than to create a new one.

• While designing agenda and programmes, the Indian Diaspora organizations and stakeholders in Canada- India Economic Partnership should take into account useful recommendations of the Convention of Indian Diaspora in North America titled PBD Canada 2011 held on the theme Building Bridges: Positioning Strategies of the Indian Diaspora, in Toronto in June 2011.

• Diaspora organizations should encourage second and third generation diaspora youth to get more involved in politico-economic debates and be ambassadors for the Indo-Canadian community. In consultation with diaspora organizations, the Quebec government should consider creating a cell in its offices in India for purposes of liaising with the Indo-Quebec community.

• The ICCC and Chanchlani Centre for India Policy Studies may consider jointly undertaking research in regarding the current role of the Indian Diaspora in strengthening Canada-India relations and for unlocking its full potential.

• The association of the Canadian Universities Alumni in India which meets under the aegis of the Canadian High Commission should be encouraged to play a key role for branding Canada in India and to support bridge-building activities of the Indian Diaspora.

• Periodic dialogues on expanding trade and investment opportunities between Canada and India should be organized between the Consulate Generals Of India in Toronto and Vancouver with Indo Canadian Organizations notably Indo Canada Chamber of Commerce, Canada India Foundation, The Indus Entrepreneurs (TiE) and the Indian Institute of Technology Alumni Canada (IITAC).
Chapter 8: Small and Medium Enterprises

- Governments should set up programs to facilitate business internships between the two countries as this would assist small and medium sized enterprises in initiating contacts and exchanges which in turn would result in increased business opportunities.

- SMEs in Canada should focus on opportunities in the urban infrastructure, roads, construction and services sector in India. SMEs in Canada may consider approaching CIDA for the knowhow and technology to start SMEs in India as it is now collaborating with the private sector for its aid programs.

- SICI and Universities in both countries could coordinate development of specific university curricula on topics related to SME management issues, such as the setup processes, succession planning, and research & development.

- Canadian SMEs may consider investing in Special Economic Zones (SEZ) in India for setting up production units of goods in collaboration with Indian partners for supply to India as well as export to other South Asian countries in terms of the provisions of South Asian Free Trade Agreement (SAFTA).

- Indo-Canadians should team up with mainstream Canadian businesspeople for investment in promising areas in India in order to profit from quicker processing of their proposals by the Overseas Indian Facilitation Centre (OIFC).

- All stake holder organizations such as CCCE, C-IBC, ICCC, FICCI, SME Chamber of India and CII should join hands with local and provincial governments for increased collaboration in this sector.

- Both national governments should strive to facilitate mutually beneficial exchanges between Canadian self-sufficient high tech small-scale industries and their Indian customers such as industries, government, and businesses.
Chapter 9: Higher Education and Skills Development

- SICI and other non-governmental organizations in the educational realm should identify champions of the cause to build support for targeted educational partnership between the two countries. A committee of these champions could lobby specific issues that are germane to building and developing educational linkages between Canada and India.

- SICI and organizations, such as the Canada-India Research Centre of Excellence, in conjunction with Indian and Canadian Universities and both governments, need to develop a stronger, more visible branding in India of Canadian education and research capacity and vice versa.

- Canadian institutions should continue to work with counterpart organizations in India, towards the creation of programs including cultural training programs that facilitate the exchange of people between the two countries, and assist in integrating new arrivals in the mainstream society.

- The theme of the next education summit should be *Building Academia-Industry Linkages*. Given the heritage of Canada–India linkages in education, technology and trade, institutions such as ACCC, AIU, APFC, AUCC, CBIE, CCC, C-IBC, CIEC, CII, FICCI, ICCC, DFAIT, Shastri Institute, and others concerned must be encouraged to take part and support the summit.

- Human Resources and Skills Development, Canada (HRSD) and its counterparts in India should develop relationships in sharing information on methodologies used to identifying skills shortages.

- The scope for potential upgrading of credentials of students from India (with additional Canadian education and experience) should be increased as this would contribute to building of partnership in education and skill development. Also, scholarship programs need to be substantially augmented.

- A faster credentials recognition process and visa approval of applicants from India will contribute to advancement of cooperation in higher education.

- Besides the current mentoring programs, special efforts must be made to seek participation of the institutions in the commercial sector in both countries to provide complementary internship experiences.

- Academic and industry Diaspora community linkage should be an integral part of ICCC operations. ICCC should constitute a Committee exclusively for this purpose.
Chapter 10: Technology and Innovation

- Indian companies may offer internships in technology or IT areas to Canadians so that Canadians can understand more about Indian work culture. Even non-profit organizations like SICI or Centres of Excellence or ICCC can facilitate these exchanges.
- As an understanding of market is a vital requirement, so ICCC and other trade organizations could provide valuable market research and analyses. Such efforts can be greatly assisted by the Indian diaspora in Canada, as many of them are already conducting business in/with India.
- Canadian universities should look beyond premier institutes like Indian Institutes of Technology and Indian Institutes of Management. They should try to tap possibilities of developing cooperation with tier two and tier three educational institutions too.
- Canadian authorities may consider organizing roadshows in India for promoting institutes like MaRS, which facilitates generation of business, and trade in technology with Canada.
- Canadian Companies should set up more R&D centres in India and thereby profit from availability of cost effective research talent in India. Also, with increasing reduction in the R&D budget of the Government of Canada, this would be a prudent move.
- Canada and India need to develop cooperation in the animation sector in view of expertise that is available in Toronto and Montreal. Mobile Solutions sector of IT Industry and Fashion Designing segment of Textile Industry could also be explored for collaboration with Indian businesses.
- Canada and India should expand mutually beneficial collaboration in advanced water technologies and for improving the availability of fresh water in India.
- Cooperation between Canada and India needs to be increased in the field of innovation with a view to make it pervasive and profitable through future collaboration, joint studies and research. For this purpose, the resources of the India Innovation Institute set up at the University of Toronto as a joint venture of the Munk School of Global Affairs and the Rotman School of Management may be used.
Chapter 11: Agriculture

• Academia, industry, business and government in both countries should develop further partnerships dedicated to the exploration of new agricultural techniques and technologies and to bring awareness about the role played by food security in the bilateral trade relationship.

• Given the high trade volumes from the province, Saskatchewan Trade and Export Partnership (STEP) should develop a province-based strategy, including guidelines, in order to advance the trade relationship between Saskatchewan and India, taking the national strategy into consideration.

• Action for oil seed development and improvement in seed quality and production in Saskatchewan may be taken to meet the growing demand in exports.

• Research and development efforts must be focused for companies and end users of agriculture products, for example, through initiatives such as GAPP (Genomic Applications Partnership Program).

• An Indian consulate/liaison office in Regina, Saskatchewan, as well as a Canadian (Saskatchewan) consulate/trade office in Kolkata, India should be opened to facilitate business and build presence in both countries.

• The recently created Global Institute of Food Security, ICC, and SICI should collaborate to research and define medium- and long-term food security needs in India, and its implications on Canada-India partnership.

• The Regina and District Chamber of Commerce, and the Saskatoon Chamber of Commerce may consider signing of MOUs with the Indo Canada Chamber of Commerce, inter alia, for facilitating their contacts with FICCI (Federation of Indian Chambers of Commerce and Industry).

• ICC and SICI should lend their support to the efforts of the Government of Saskatchewan to attract investment from India in the fields of agriculture and food processing. They should also promote Canadian investments in India focussed in the areas of agriculture, storage and distribution, and joint applied agricultural research and biotechnology.

• Educational workshops, seminars and roundtable discussions between various stakeholders should be promoted to strengthen trade relationships. ICC and SICI should collaborate and keep all interested organizations updated and connected with these activities.

• Indian and Canadian partners should work to develop solutions for cold storage, warehousing, and transportation taking into consideration the Indian climatic conditions.

• A joint group of experts and officials may be set up by two governments for identifying areas of collaboration in the fast growing food processing industry in India. India would profit from demonstrated Canadian expertise in matters relating to food storage and setting up of food processing industry with a view to avoid wastage.
Chapter 12: Energy

• A database of experts in the two countries should be created to tap on their advisory potential for energy related issues such as efficiencies in electricity usage, availability of technology and human resources, solar and wind energy.

• A “think tank” with representation from academia, industry, R&D institutions and civil society organizations in the two countries should be formed. This body would provide inputs to the annual Canada India Energy Dialogue at Ministerial level in regard to:
  a. Leveraging the strengths of existing MOUs and agreements on energy related subjects, and roadmaps for their implementation.
  b. Specific subjects and areas where cooperation may take place and partnership may be built taking into account the existing MOUs and agreements.
  c. Programs that may be developed for joint investment in research and development (R&D) of renewable sources of energy.
  d. Policies for an increased exchange of scientific and academic personnel for enhanced engagement in energy field with participation of industry and support by academia.
  e. Identification of training facilities for those engaged for work in the energy sector.

• The new Indian government has strong focus on power sector reforms and increased expenditure on renewable energy, specifically Solar Energy. A country with huge upcoming power demand offers exciting possibilities for Indo-Canada collaboration.

• Due to diverse geographical and demographical Indian features, some of the key challenges for India’s power sector include new project management, energy management and skilled personnel development. This provides a perfect platform for Canadian Companies to leverage their experience and form strong business ties.

• An interesting area where Canadian expertise could be leveraged would be Grid Management expertise. With India slowly moving towards a National Grid Program, Canada can become a key partner. The extensive exposure to the Indian Power Sector will prepare Canadian companies for upcoming economies in the African continent.

• Canada can leverage its experience of energy trading through the Montreal Trade Exchange to take lead in Energy Trading in India and attract institutional investors in this sector.
Chapter 13: Other Recommendations

- Both governments need to act fast to set up a joint group of private sector representatives and experts to discuss and agree on the modalities for implementation of CEPA and numerous existing agreements and MOUs.

- DFATD should encourage an active agenda of Canadian provinces and other subnational entities undertaking trade missions to States in India which are eager to seek out opportunities for building partnerships with them.

- Pending satisfactory agreement on visa matters, the two countries may agree on a statement of principles that may not be legally binding for Canada but may be helpful as guidelines for collaboration in regard to movement of specialists and businessmen engaged in building comprehensive economic partnership between the two countries.

- Canada may consider adopting a simplified visa regime that would facilitate the temporary movement of skilled workers, especially in the IT sector, science, innovation, and for growing trade in services. The two sides may agree on a statement of intent about consultations and measures that are autonomous.

- Agreement on Technology Trade, and Trade in IT goods and services has obvious potential for gains for the two countries and serious negotiations should begin on them.

- India’s manufacturing industry has struggled in the recent past, but with the new government in place, revival of this sector is highly anticipated. Along with various policy reforms, the Indian government is expected to open the key segment of the Defense Sector Manufacturing to private players and thus create a huge opportunity for Canadian companies.

- A key obstacle for efficient collaboration is the difficulty in finding the right local manufacturing partner for Canadian companies. This challenge is magnified for Small and Medium Enterprises due to their limited resources. A government supported nodal agency or pro-active engagement by organizations like ICCC would be highly critical in future to overcome this obstacle.

- A focused Infrastructure policy initiative was confirmed by the Deputy High Commissioner present at the Montreal roundtable discussion. A key example is the US$170 million Delhi-Mumbai Industrial Corridor Project, which aims to develop an industrial zone spanning across six states in India. Three similar projects are in the pipeline from the Indian government: the Kolkata Industrial Corridor, the Chennai Bangalore Industrial Corridor and the Mumbai-Bangalore Economic Corridor. Given the large construction industry in Québec, such projects would provide excellent investment opportunities for Canada.

- At US$ 4.18 billion, India has attracted the highest foreign investment among the emerging economies in 2013. India does not have any focused program such as China’s QFII and would be advised to work on creating similar structure but without unnecessary bureaucratic layers.

- An alternative investment approach for FIIs would be to concentrate on opportunity which raise the level of living and social situation of countries, so as to avoid
  a. Socio-economical resistance
  b. Joining a venture capitalist wave and go beyond its risk aversion level
Section IV: Role of the Diaspora and Bridge-Builders

Increasing engagements between the Government of Canada and Government of the Republic of India during the last decade makes the role of bridge builder very important to move this relationship to a new level. The diaspora can play a key role, and in the Canada-India relationship, the Indian diaspora can be considered at the heart of the matter. Over a million strong Indo-Canadians are visible in every walk of life in Canada. They are literally giving the Canada-India partnership ‘a living soul and a beating heart’. Though diverse, this diaspora excels in working with partners in business and civil society and is bound by the common vision of a strong and forward-looking partnership emerging between the two countries. This can be noted in the increasing amount of participants taking part in the ICCC roundtables throughout the year who can be considered as members of the Indian diaspora.

“More than a million Canadians of Indian origin is clear proof of how both business and people-to-people ties are helping us deepen the Canada-India relationship.”

- Edward Fast, Minister of International Trade.

In the succeeding chapters, we examine in detail how the rise of Indo Canadians, the work of the Diaspora Organizations and Knowledge Networks, the role of Indo-Canada Chamber of Commerce and the supportive role of Canadian and Indian High Commissions and Consulates have all been important factors in unlocking the full potential of Canada-India partnership.
Chapter 14: The Rise of Indo Canadians

Comprehensive economic partnership between Canada and India require that Provinces/States, local authorities, and all concerned actors of civil society need to contribute their own share of efforts and resources in order to unlock the full potential of this partnership. Within the context of the above-mentioned broad based involvement and participation, the Indian Diaspora’s role is viewed by the Indo Canada Chamber of Commerce (ICCC) as a crucial input for comprehensive and economic partnership between Canada and India.

Their work is being usefully complemented by other bridge-builders such as those connected with the bilateral Shastri Indo-Canadian Institute as well as returning Diaspora, consisting of those who had studied, lived and worked in Canada for some time, but eventually went back to India.

There is an important recommendation in the 2009 Report of the Canadian Chamber of Commerce titled Canada and India: Boosting Economic Ties and Cutting Barriers which exhorts Canada to do a better job of harnessing its Indo-Canadian connections and diaspora to boost the bilateral relationship.

Canadian lawmakers have by now also seen at first hand the size, scale and connectivity of Indo-Canadians to India. The Indian community is a positive asset for both Canada and India and its good offices should be used fully for development of better Canada-India ties. The Standing Committee on International Trade of the House of Commons has recommended that the Government of Canada establishes a mechanism that will facilitate ongoing consultation with Canadians of Indian origin.

There is considerable potential for provinces in Canada to appoint some knowledgeable persons for liaising with Indo Canadians and use their networks and links to establish partnerships between the Provinces and India. Their roles can often be catalytic in nature, though many of them have the potential to set up institutional linkages and human connectivity. The bridge builders are very active in promoting Brand Canada in India. Similarly, if they are provided necessary resources and guidance from India, they may also be equally proficient in promoting Brand India in Canada.

The degree of attachment of the Diaspora is likely to diminish with time. Therefore, networking between the next generation of Indian Diaspora youth and Indian youth should be an important objective of the two governments for advancing partnership in coming decades. Ministry of Overseas Indian Affairs’ (MOIA) runs Know India Program (KIP). This can be usefully expanded for second or third generation diaspora youth from Canada with collaboration from Shastri Indo Canadian Institute (SICI) and ICCC. In turn, they will also improve visibility about Canada in India through proper factual information when they meet the Indian Youth. They can improve communication with a view to reduce the perception gap and to highlight what Canada can do for India and vice-versa.

1 http://moia.gov.in/
The presence of a large number of Indian Institute of Technology (IIT) Alumni and those from the All India Institute of Medical Sciences (AIIMS) in Canada has given rise to much interest in bridge building tasks between Canada and India in the field of technology and services, particularly Info Tech and Financial services, and in the field of health care. Other areas where Diaspora can act as bridge-builders are education, energy, agriculture, and skill development.

Thus, there are by now plenty of signals including from businesses and political leaders that the Indo Canadians and other bridge-builders have ‘arrived.’ What is required now is organized and concerted action at institutional and individual levels and proper coordination.
Chapter 15: Diaspora Organizations and Knowledge Networks

The strengths of Indo Canadians are the capacity for hard work, adaptation to a new system, strong family values and commitment to development of both Canada and India. Indo Canadian organizations such as ICCC, IITAC and CIF have been active of late and have organized several forums, meetings, roundtables both in Canada and in India. But what is lacking is a concerted thrust and synergistic action. While it would be best if the Indian Diaspora works on a joint platform, the second best solution is for them to have regular meetings of leaders of various Diaspora organizations and work for some horizontal coordination with a view to avoid unnecessary overlap and work for synergy. The key is to create a network of existing Indo-Canadian institutions, rather than to create a new one.

Canadian companies and businesses are beginning to realize the hidden advantage of Indo Canadian employees, who have knowledge of both Indian and Canadian cultures as a result of having grown up in an Indian Family environment, in entering Indian market. Many Indo Canadians do not see any contradiction between their ties to India and loyalty to Canada. As the Indian economy modernises and liberalizes, the Indian Diaspora is expected to play an increasingly important role as investors. Highly educated Indo Canadians are playing key roles in transfer of technical skills and entrepreneurial abilities back to India. As a result, the concept of brain drain has now been replaced by brain circulation. Many Indo Canadians have transnational links. These translate into impacts on Canada-India relations through triangular cooperation involving other countries too, especially Gulf countries. The introduction by Government of India of Overseas Indian Facility Centre (OIFC) which is run by the Confederation of Indian Industries (CII) has created a favourable climate for Indo Canadians for investments by them in India individually or in collaboration with other Canadians.

Diversity within the Indian community in Canada means that the Indo Canadian impact on Canada's economic relations and promotion of brand Canada can be widespread covering practically all states and megacities. Indo Canadians in their business endeavours in India contribute to projection of Canadian values and also favourably affect the decision making of future potential immigrants. The policy influence of Indo Canadians arises from a combination of educated and talented diaspora, their networks that give them access to policy-relevant institutions in India, and easy and inexpensive communication technology.

More precisely, the diaspora can help improve education partnerships, to prepare the future leaders of tomorrow, but it also has an important role to play in the partnership possibilities of today. The diaspora has a critical role to play in creating business partnerships and must foster networks. One of the ways to do this is by looking at long-term partnerships between businesses and members of the different diasporas in the two countries. By creating these partnerships, the diaspora will be able to help businesses in both countries to seek new opportunities internationally, thus helping the economic development of both India and Canada. By creating these partnerships, it will also help to create networks of professionals in both countries. To do this, they can identify experts and build knowledge networks: Indian diaspora organizations can prepare a compendium of Indo-Canadian experts in areas covered by CEPA to build networks, including specialized think tanks, to support ongoing partnership (Overseas Indian Facilitation Centre). Diaspora organizations, the Ministry of
Overseas Indian Affairs and the Government of India may assist in establishing networks among professionals in both countries in areas covered by CEPA. Special efforts are necessary for promoting networks of women professionals in both countries. Furthermore, as one of the reasons companies do not go abroad is because of the fear of the unknown, the diaspora must help business owners familiarize themselves with new markets. One of the ways to do this is by helping delegations of business owners from Canada to India and from India to Canada to familiarize them with the local environment and avoid “foreignness”. This exchange will help demystify the business and political landscape, especially for Canadian business owners interested in investing in India. This will also allow them to build links between Indo-Canadians and Canadian businessmen for investment in promising areas in India. Such links can facilitate and expedite processing of proposals by the Overseas Indian Facilitation Centre run by the Confederation of Indian Industries. Moreover, the diaspora can illustrate how past experiences were effective, by creating case studies to show what has been successful in the past and present. This will allow them to show business owners the benefits of business partnerships in a tangible way, thus encouraging future relations. They can also emphasize local and regional initiatives, in order to help bring the two countries together, by showing that the partnerships are also being built at a micro-level. The diaspora also need to be open and inclusive to other people, in order to be stronger and have more presence. They can do this by helping people who show interest join the diaspora to encourage awareness in the two countries and encourage younger people to join and take part in their annual India missions. By being more inclusive, the diaspora will have more members who will be able to play ambassador roles for Indo-Canadian relations, and encouraging businesses to explore new opportunities. Finally, the diaspora must also promote the social side of business, by helping to create philanthropic missions in the name of their members, in order to help communities to develop and help companies and industries take part in charity actions.

Moreover, the diaspora can leverage knowledge and skills of Indo-Canadians. The knowledge and experience of India from Indo-Canadians can contribute to the Canadian economy as well as help build connections with Indian entrepreneurs. Indo-Canadians with experience in multinational corporations should be encouraged to connect with Canadian entrepreneurs. Certificate programs of MaRS (an organization focused on building companies, developing an innovation hub and strengthening Canada’s global innovation brand) can be of use in facilitating the transfer of skills (acquired by Indo-Canadian professionals) from India to Canada. Indo-Canadians, ICCC and SICI can assist in improving communication and building links so as to reduce the perception gap and highlight what Canada can do for India and vice versa in the broad areas of economic cooperation.

ICCC has been leading every year for past 10 years India Missions with participation of MPs, MPPs, Senators and Mayors. The Mission Members have an opportunity to meet important businesspeople having interest in Canada, policy makers, and to organize discussions and meetings with various chambers and trading organizations on Canada-India economic relations in selected cities and Indian States. An important message of the Mission Members to the business community and policy makers in India is that there are many opportunities for fruitful collaboration with them. The collaboration may take the form of direct tie-ups, or the bridge builders serving as reputational intermediaries, or providing consultancy services. The overall objective is to propagate the message in India that Canada is an important and relevant partner of India in many fields; and to build understanding on these matters with facts and figures.
Chapter 16: Role of High Commissions and Consulates

The Members of the Association of Canadian Universities Alumni in India occasionally meet in New Delhi under the aegis of the Canadian High Commission. They may be encouraged to play a meaningful role for branding Canada in India and may be encouraged to develop links with Indian Diaspora in Canada and lend support to them for building bridges. The Canadian Consulates in different cities in India may also organize mutually beneficial contacts with potential bridge builders in India and increase purposeful interaction with visiting Indo Canadians and their delegations from Canada.

Periodic dialogues on emerging opportunities for business in India and on best ways for expanding trade and investment between Canada and India may be organized between the Consulate Generals Of India in Toronto and Vancouver with Indo Canadian Organizations notably Indo Canada Chamber of Commerce, Canada India Foundation, The Indus Entrepreneurs (TiE), the Indian Institute of Technology Alumni Canada (IITAC) and other concerned organizations such as SICI.

In some cases, the Ministry of External Affairs (MEA) has funded programs for visits of parliamentarians of Indian origin to India, so that they get a feel of India, how it is shaping up and how it is evolving. As there are many Indo Canadians MPs and MPPs, it will be useful if a delegation of MPs and MPPs be invited to visit India in consultation with the Canadian High Commission in New Delhi and the Indian High Commission in Ottawa, both for witnessing the Indian brand and also for depicting in a plausible manner the Canadian brand.
Section V: Moving Towards a Strategic Partnership

For deciding on next steps in the Project on Canada-India Partnership: Unlocking its full potential, it is important to understand the raison d’etre for, and implications of, the Comprehensive Economic Partnership. The geographies of Canada and India, their economic connections, substantial shares of knowledge economy in their economies, demands of India of raw material, pulses and lentils, and energy from Canada, presence of large Indian diaspora in Canada, and roles of the two countries in various multilateral groupings make it imperative for both countries to forge a comprehensive economic partnership. Canada must be more engaged in the Indo-Pacific region generally. At the same time, it has to address issues on a seriatim basis deciding how to respond to them on their own, as they emerge. CEPA would strengthen the ability of Canadian companies to sell Canadian-made products and services to Indian consumers and to participate in India based supply chains. CEPA will also facilitate Canada’s links in the Indo-Pacific Region.

Kick off roundtable in Toronto 2012
Chapter 17: The Implications and Future of CEPA

CEPA will no doubt take into account a world of rapid technological change and the dynamics of international trade. While the obstacles to concluding an agreement are many, it is nonetheless important to maintain momentum. Even once an agreement is completed, the ratification process will not be quick. It is estimated, that it may take two years to implement the CEPA. Once CEPA is launched, we need to finalize effective Canadian strategies and a work plan for implementing CEPA.

The following actions need to be taken now:

i. Issuance of regular reports on Canada’s market access priorities in India.
ii. The office of the Chief Economist in the Trade Department in Ottawa might undertake preparing analytical reports on key policy issues vis a vis India, including an annual critical update on Canada’s trade and investment performance over the prior year.
iii. Private sector support and advocacy vis a vis India may be organized. Business leaders need to be engaged and their interest in India needs to be ignited. There should be standing bodies in economic sectors where interaction with India is important such as education, agriculture, energy, natural resources etc.
iv. Key business and community leaders in sectors of importance to Canada such as education, agriculture, mining, and energy need to be enrolled to become champions of CEPA. This will improve public understanding of what is at stake and promote a holistic approach including all parts of governments and businesses.

CEPA will provide Canadian companies with preferential access in trade and investment for building economic partnerships with the emerging Indian market.

CEPA will represent a turning point in Canada’s efforts to build closer economic ties with South Asian, South East Asian and West Asian countries. It will create a base in India from which Canadian companies will be able to reach out to other fast growing markets.

In the post CEPA relationship between Canada and India, information brokers that understand how economic partnerships can be built and hold the information in this regard will become increasingly important. Organizations like ICCC should be able to bring otherwise disconnected groups together with a view to establishing productive partnerships. ICCC’s contacts and the closeness of contact of its members will help in the implementation of CEPA in several respects.

Because CEPA may take at least two years to come into force, businesses of Canada and India need to use this time to plot strategies and align their operations to make use of the opportunities that CEPA may provide. This may necessitate new investments and some expansion for production of goods and services that may be in demand.

The conditions for successful implementation of CEPA when concluded are greatly enhanced by the existence of a sizeable number of Indo Canadians and other bridge builders who have a spirit and a desire to foster mutually beneficial relationships. Also, Indo Canadians and the
returning Indian Diaspora from Canada have emerged as important conduits for ideas and policies in the economic field and the challenge is to derive optimal advantages from this situation.

The time for serious dialogue between and among all stakeholders is now ripe on specific questions such as:

• How best diaspora and other bridge builders should organize themselves for unlocking the full potential of CEPA?
• What are the guidelines and road maps that should be followed by them, and what ought to be their positioning strategies?

In CEPA, the governments will be defining the parameters of trade and investment. But ultimately, it is businesses who trade and people who invest. They must have a clear understanding of what is transforming the global economy as a result of the merging of globalization and the information revolution. This requires more structural policy thinking, greater dialogue and cooperation between the public and private sectors, academics and industry.

A workable Market Strategy vis a vis India has to be a part of GMAP. Equally it would work best if it accommodates legitimate interests of both Canada and India. Accordingly, a pragmatic approach will be for the two governments to set up a high level joint group once CEPA negotiations have been completed for identifying implementation mechanisms and strategies.

The potential to reach $ 15 billion in two-way trade by 2020 is an achievable goal if Canada and India work together in partnership in an environment that provides predictability, consistency, and transparency.

In working out strategies for success in the post CEPA period, we need to take into account some likely future developments which will have important bearing on the implementation of CEPA as well as those which may create new opportunities for economic cooperation/partnerships between Canada and India. Some of these are:

1. Canada Pension Plan is likely to be expanded. It will be an important source for attracting FDI in India.
2. The Canada-India Centre for Excellence established in 2010 by Carleton University in Ottawa is likely to be by 2020 an active innovative, multi-disciplinary institute collaborating with Canadian and Indian Universities in numerous fields. For undertaking joint projects, provision will have to be made for adequate funds. One source for it is tapping of the Indian diaspora for its philanthropy efforts for which ICCC is well suited to mobilise efforts.
3. Creation of jobs in future by new ventures that are products of entrepreneurship and not the big companies.
4. Use of e-commerce by small and enterprising firms will be the norm in near future.
5. Unlike in the past, immigrants are likely to know what to expect before they arrive, and as such they are likely to hit the ground running.
6. Canada will have a unique opportunity as a global food superpower (agri-food) to meet India’s need for food and nutrition security. Canadian exports of Canola oil and seeds have more than doubled in the past 10 years and this trend will continue more so because Indian demands of these items will rise.
7. Resource sector generated for Canada 1.6 million jobs and $ 233 billion in export revenues in 2011. Potential is even greater though there are several challenges such as Aboriginal Treaty
Rights, Land Claims and Cultural Issues that are inextricably linked to Canada's future resource development.

8. Shipping through the Arctic will remain a niche “for certain commodities, for a certain time of the year” according to the German Institute for Sustainability Studies.

9. Economics of extracting resources in the Antarctic will remain high and vulnerable to prices of commodities.

10. High Skill Immigrants will be an important factor. Indo-Canadians are one of the fastest growing minorities in Canada, and in addition to coming here for higher education, they increasingly will have the incentive to start companies and invest. There is plenty of evidence that Indian immigrants and Indian businesses boost the Canadian economy.
Chapter 18: Role of ICCC and other Bridge Builders

With the publication of GMAP and progress achieved so far in CEPA negotiations, it is timely for ICCC to turn its attention to formulate a Plan for action, preferably in conjunction with other diaspora organizations, by taking into account fully the provisions of GMAP and the evolving contours of comprehensive economic partnership between Canada and India. India falls in the category of emerging markets with broad Canadian interests. In this context, the proposed Plan of Action should focus on:

- Maximising two way investments,
- Identifying areas where technology and talents in India can promote partnerships,
- Making use of India’s membership of regional trading platforms.
- How to create easier access for Canadian companies in other South Asian countries?
- Identifying areas where conditions in India are ripe for smaller Canadian players.
- Developing in cooperation with Trade Commissioners’ Services comprehensive market access reports that identify opportunities and challenges, thereby assist SMEs in “making the leap” to exporting.
- Assisting in attracting talent from India to address Canada’s labour shortages.
- Facilitating free trade in services where Canadian firms want greater access to the Indian market.

Thus, once CEPA is signed, ICCC may consider putting forward its proposal about the launch of the Coalition for Canada-India Economic Partnership in conjunction with other interested Canadian leading business associations and other concerned organizations supportive of comprehensive economic partnership between Canada and India. The objective of such a coalition will be to facilitate CEPA to achieve its full potential in tune with the provisions of the Global Market Action Plan ‘(GMAP).

Today, an important role exists for research institutes, NGOs, and universities to work with businesses and governments. India, a rapidly emerging global power, and Canada an important middle power, must redouble their search for various areas where they can build mutually beneficial partnerships.

Canadian members of Shastri Indo Canadian Institute may be encouraged to undertake parallel and collaborative work with scholars and institutions in India. A list of persons with specialized knowledge on matters relevant to cultivating a partnership or perhaps issue based policies in economic, technological and scientific matters needs to be drawn up.

Businesses have to recognize the limits of what governments can do. Policy is only an enabling factor and a kind of support. Ultimately, it is for businesses to undertake the hard task of exploring and exploiting the opportunities. It is the joint responsibility of business and government to help educate and prepare Canadian youth for work related to India and stronger ties with it.

India’s Economic Agenda envisages substantial improvement in its performance in agriculture, physical and social infrastructure. Also, India has to do a lot more in the manufacturing sector as ultimately services respond to developments in the production sector. Also, over the next 10 to 15 years, about 50 per cent of its population will be in urban areas. This will require enormous investment in urban transportation systems, urban management of solid wastes and new sewerage systems. Education and Health will also need more investment. By and large all major political parties accept the logic of globalization and are of the view that its future lies in it being:

• An open society,
• An open polity,
• A functioning democracy respecting all fundamental freedoms, accepting the rule of law and,
• A successful, internationally competitive market economy

Some of India’s strengths are that it is in many ways the back office and laboratory of the world besides being the second largest producer of qualified engineers. Also, most of the large MNCs have R & D centres in India. It has the largest international collaboration for research in wireless and mobile computing.

Canada’s Economic Agenda was articulated in the government’s Economic Action Plan 2012 which is committed to building on the success of the 2007 Global Commerce Strategy. This has resulted in the new Global Markets Action Plan (GMAP) released by the Minister of International Trade on November 27, 2013. GMAP will concentrate on core objectives within Canada’s priority markets that include India.

Both countries have an obvious interest in the exploration of, and garnering support for, trade and investment, especially in information technology and information technology-enabled services. Minister of Finance Joe Oliver has spoken of the “strategic complementarity” of the Canadian and Indian economies and the intersecting economic interests. Possibilities of comprehensive economic partnerships will increase in the near future because of shared values and societal contacts, expanding the group of Indo-Canadians and the growing middle class in India.

Both our governments recognize the importance of the Canada-India partnership. Since 2008, Indian ministers have visited Canada 10 times and Canadian ministers have made a total of 13 visits to India. With the recent election
of the new Indian Prime Minister, Narendra Modi, relations between the two countries are expected to improve, notably through a potential visit of the PM to Canada.

Canada and India need to continue to deal with their differences with sensitivity, patience and understanding. In fact, more of the same will be required by the leadership of both countries in the years to come. Rapid technological change is likely to upend forecasts rooted in historical trends about economic and trade interaction between Canada and India. But progress is likely to be incremental, and measured in years or even decades. What is certain is that in the end, work for unlocking the full potential of the Canada-India partnership will create strong economic bonds that will well serve interests of both Canada and India in the 21st century, and from which the Indian Diaspora too will profit a great deal.
In order to derive optimal benefits from CEPA, synergistic efforts are necessary on the part of governments at all levels, business, industry, NGOs and think tanks. The catalytic role of the Indian Diaspora including its bridge building role needs to be facilitated and encouraged.

In future, the two countries need to focus on overall gains and may avoid sacrificing other trade gains by protecting specific sectors. It is important that Canada and India appreciate each other’s interest and be prepared to respond to legitimate concerns. India expects that issues of visas for highly skilled persons, market access in services sector be given a fair hearing. In the present political climate, what we need above all is sensible and constructive interactions as much between the two governments as between businesses.

Canadian CEOs are rightly concerned about the tax treatment of investments in India and the protection of intellectual property (IP). It is important to have an open and candid discussion on the subject of IP with a view to identify areas of agreement and proceed on the basis of incremental approach.

ICCC may develop a number of focal points in the Indian Diaspora with a view to catalyze and guide flow of trade and investment, both ways, between Canada and India. Deepening ties of the vibrant Indian Diaspora offer promise to Canadian inventors looking for new buyers for their technologies. There is of course the risk of competitive peril increasing as India advances technologically.

The agenda for the Canada-India partnership in 2020 will also be shaped by the rise of the middle class, the growing wealth and sophistication of Indian consumers and their increasing demands for higher quality products and services that Canadian companies are able to provide. The broader economic opportunity for Canada in India is medium term and long term. But governments, businesses and other stake holders have to act now and devise a strategy in view of the anticipated rise of the middle class.

Canada and India also need to keep in view that they are part of a world in which knowledge based capital will be more crucially important than physical capital and labour as the main drivers of productivity growth, competitiveness and standards of living. A major shift is the change in the mandate of the National Research Council directing it to conduct applied research commissioned by businesses. This will enable start-up firms to pay universities to conduct research on their behalf and get management advice from business experts. As partners in innovation, Canada and India need to focus more on the strategic objective of growing innovative firms into larger enterprises.

In the near future business between Canada and India is likely to increase in high technology sectors such as software, business –and knowledge process outsourcing, biotechnology. Some Canadian corporations are doing well in India in these areas, and Indian investment in Canada is also increasing. Canadian authorities and businesses need to stimulate existing contacts with India in these areas. The challenge before Canada is to develop innovative policy approaches towards India in regard to trade in technology and building of partnerships in high technology.
Canadian aerospace companies are among the best in the world. Canada invests $1.6 billion each year in R & D. There is excellent collaboration between government, industry and academia. Aerospace industry contributes over $27 billion to the Canadian economy each year. The Aerospace Industry Association of Canada (AIAC) and its members are enhancing training capacity, improving the commercial environment for small businesses and increasing domestic supply chain performance. Canada and India need to earnestly explore the possibilities of partnership in the aerospace industry.

In the promising field of education, just as in case of energy, the two governments need to devise a mechanism for ministerial level dialogue. Except that as in Canada, education is squarely the responsibility of the provinces. Thus, consideration may be given to annual meetings between provincial and territorial Ministers of Education with Indian minister of education accompanied preferably by some Ministers from States in charge of education for High-Level Consultation on Education Collaboration between the provinces and territories of Canada and India. Moreover, workshops may be organized to build on the knowledge and skills young people in Canada will need to engage with India and vice-versa.

The future will witness greater roles of the Canadian provinces and Indian States for Economic engagement. In fact, the present governments of the two countries acknowledge to some extent the role of states and provinces in shaping their economic relations. What is more, in coming years, their roles as well as of metropolitan cities in the two countries will markedly increase and become crucially important. How do we ensure that their roles and those of the federal government in Canada and the union government in India are synergistic in nature and not at cross-purposes?

What we are witnessing is the increasing use of e-diplomacy by two countries as an instrument of engagement, targeting both domestic and foreign audiences. What needs to be done in order that e-diplomacy and e-commerce will be resorted to more often with a view to have incremental effect on two-way trade and investment?
Annexes

Annexe I: List of MoUs and Agreements


_The Government of Canada and the Government of the Republic of India, desiring to conclude an Agreement for the avoidance of double taxation and the prevention of fiscal evasion with respect to taxes on income and on capital._

SMEs:
- Memorandum of Understanding between the Mumbai World Trade Centre and the Indo-Canada Chamber of Commerce (2012)
- Memorandum of Understanding between the All India Association of Industries and the Indo-Canada Chamber of Commerce (2012)

Higher education and vocational training:
- Memorandum of Understanding in higher education cooperation between Canada and India (2010)

_The MOU encourages the continued development of cooperation between institutions of higher education, based on each country’s academic, scientific and educational needs._

- Memorandum of Understanding between the Ministry of Culture, India and the Department of Canadian Heritage on Cultural Cooperation (2010).

Memorandums of Understanding on tuition fees and higher studies collaboration have also been signed with the provinces of Saskatchewan and Quebec.


_Producers from each country will be able to combine their creative, technical and financial resources in order to carry out audiovisual co-productions that will stimulate the economy and enhance knowledge sharing between Canada and India. Coproduced projects will be given “national status” in Canada and in India, which will make producers eligible for national benefits in their respective countries (such as funding programs, tax incentives or access to screens). This agreement will also lead to the production of audiovisual projects that otherwise would have never been created._

Science Innovation and Medicine:

- Agreement between the Government of Canada and the Government of India Respecting the Reciprocal Protection of the Priority of Patents of Invention (1956)³

The Government of Canada shall grant to citizens of India and to bodies incorporated or registered in India under any law in force in India relating to the registration or incorporation of companies or corporations, the benefits of Section 29 of the Patent Act, chap. 203 of the Revised Statutes of Canada, 1952, whereby an application for a patent for an invention filed in Canada by any of these persons who has or whose agent or legal representative has previously regularly filed an application for patent for the same invention in India shall have the same force and effect as the same application would have if filed in Canada on the date on which the application for patent for the same invention was first filed in India, provided the application in Canada is filed within twelve months from the earliest date on which such application was filed in India.

- Memorandum of Understanding between the Canadian Institutes of Health Research (CIHR) and the Indian Council of Medical Research (ICMR) (2005)

This MoU focuses on three main research areas, namely lifestyle diseases, public health and disease activities. The activities for fulfilling these objectives revolve around the exchange of scientists, scientific information, technical data and joint publications. In 2011, the MoU was renewed for five years.

- Canada India Forum for Environmental Collaboration (2007)

The purpose of this forum is to increase technology and knowledge exchange on environmental issues.


- Programme of Cooperation between National Institute of Plant Genome Research, New Delhi and University of Saskatchewan, Canada and Department of Biotechnology, Ministry of Science and Technology, Government of India (2008)

- Memorandum of Understanding between the Department of Agriculture and Agri-Food Canada and the Ministry of Agriculture of the Republic of India on Cooperation in the Field of Agriculture and Allied Sectors (2009)⁴

The Memorandum of Understanding promotes the dialogue and information exchanges and cooperation in the areas of knowledge exchange on emerging technologies, agricultural marketing and animal development.


Canada and India will encourage, develop and facilitate Cooperative Activities in science and technology for peaceful purposes in fields of common interest and on the basis of equality and mutual benefit.

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The Indian Defence Research and Development Organisation (DRDO) have signed a cooperation agreement with Canadian research organisations.

Energy and Mining:

- Memorandum of Understanding between the Ministry of Mines, Government of the Republic of India and the Department of Natural Resources (represented by the Earth Sciences Sector), Government of Canada concerned cooperation in the Geosciences (2003)
- Memorandum of Understanding between the Department of Natural Resources of Canada and the Ministry of Power, Government of India concerning Cooperation in the field of Energy (2009)
- Memorandum of Understanding between the Department of Natural Resources of Canada and the Ministry of Science and Technology of the Republic of India concerning Cooperation in Science and Technology related to Geospatial Information (2009)

Memorandums of Understanding on mining and natural resources have also been signed with the provinces of Saskatchewan, British Columbia and Ontario.

- Nuclear Cooperation Agreement (NCA) Between Canada and India (2010)

The NCA provides bilateral treaty level obligations and assurances that nuclear material, equipment and technology transferred between Canada and India will only be used for peaceful uses. The NCA calls for the appropriate government authorities in each country, namely the CNSC and the Indian Department of Atomic Energy, to establish appropriate arrangements in order to facilitate the effective implementation of the NCA.


Canada and India have agreed to cooperate in the use of nuclear energy for peaceful and non-explosive purposes, in good faith and with due regard for the principles of international law. The Nuclear Cooperation Agreement – together with the Administrative Arrangement (AA) through which it will be implemented – will allow Canadian firms to export and import controlled nuclear materials, equipment and technology to and from India to facilities subject to safeguards applied by the International Atomic Energy Agency (IAEA). Individual exports and imports are also subject to licensing under the Nuclear Safety and Control Act and the Export and Import Permits Act.

Appropriate Arrangement between the CNSC and India’s Department of Atomic Energy to implement the Nuclear Cooperation Agreement (NCA) between the two countries. (2013)\(^7\)

The Arrangement allows for the implementation of the NCA and ensures appropriate oversight with respect to the information required by Canada. It establishes a Joint Committee between Canada and India to ensure ongoing discussions and information sharing in a number of areas. A

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\(^7\) [http://www.nuclearsafety.gc.ca/eng/resources/international-cooperation/international-agreements.cfm#India](http://www.nuclearsafety.gc.ca/eng/resources/international-cooperation/international-agreements.cfm#India)
Nuclear Cooperation Agreement and Appropriate Arrangement provide the framework through which nuclear cooperation for peaceful purposes is conducted.

Transport and Infrastructure:

- Memorandum of Understanding – Cooperation Agreement between the Council of Scientific and Industrial Research, New Delhi, India represented by the National Aerospace Laboratories, Bangalore, India and the Consortium for Research and Innovation in Aerospace in Quebec, Canada (2008)
- Memorandum of Understanding between the Chennai Port, India and the Halifax Port (2009)
- Memorandum of Understanding between Ministry for Roads and Highways, India and the Canadian Ministry of Transport, Infrastructure to enhance cooperation in road transportation (2012)
- Agreement between the Government of Canada and the Government of India on Air Services (1982)\(^8\)

Airlines from both countries and designated by the agreement are authorized to fly without landing across the territory of both India and Canada, to make stops in both countries for non-traffic purposes, to make stops in both territories for the purpose of taking up and discharging passengers, cargo and mail, and may benefit from stopover privileges for transit traffic purposes originating in or destined for points in a third country.

- Below is a list of recent MoUs signed by ICC with various Indian organizations, in order to strengthen trade and economic relations between Canada and India:
  - Memorandum of Understanding between the Indo-Canada Chamber of Commerce and the Federation of Karnataka Chambers of Commerce and Industry, Bangalore, 6th January 2013.
  - Memorandum of Understanding between the Gujarat Chamber of Commerce and Industry and the Indo-Canada Chamber of Commerce, 10th January 2013.
  - Memorandum of Understanding between the Small and Medium Business Development Chamber of India and the Indo-Canada Chamber of Commerce, 5th January 2013.
  - Memorandum of Understanding between the Indo-Canada Chamber of Commerce and the Visvesvaraya Industrial Trade Centre, 6th January 2013.

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\(^8\) http://www.treaty-accord.gc.ca/texte-texte.aspx?id=100073
## Annexe II: List of Participants

### Associations and Government Bodies at Roundtables

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<th>No.</th>
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<td>1.</td>
<td>Able Academy</td>
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<td>2.</td>
<td>Agricultural Research Branch, Government of Saskatchewan</td>
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<td>Charles Gauthier</td>
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