

Confidential
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Canada Europe Round Table for Business

Leadership for dialogue, ideas, and action

Executive Business Plan 2000-2003

This is the first Business Plan of CERT, outlining:

- *What CERT is and why it exists*
- *How it works and how it is organised*
- *What its objectives & key priorities are*
- *What the membership benefits are*
- *What the financing requirements are*

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PART I: CERT

This three-year business plan is submitted to the Presidents Group, CERT members and to all institutional and other actors supporting the mission of CERT. This business plan is supported by a separate, more detailed full-length version. It has been written at a time when, following a successful phase-in period from June 1999 to present, CERT's future success requires the continuation of:

- ❑ belief in the vision of its founders;
- ❑ confidence in its delivery process and potential as a high-level policy strategy body;
- ❑ commitment and support from its company and institutional members; and,
- ❑ high-level government support.

The purpose of this business plan is to outline the development 'path' for CERT as an influential economic policy instrument for Canadian and European industry. This plan highlights a strategic move to CEO sponsorship, a focus on the improvement of CERT's visibility and impact and includes the operational objectives, human resources support and financing for CERT.

Current background information on CERT can be found in the attached leaflet and on the CERT website at www.canada-europe.org. Changes will follow as a consequence of the approval and implementation of actions outlined in this business plan.

1. Definition, nature and value of CERT

CERT is a platform for influencing economic policy via high-level dialogue between industry and government representatives in Canada and the European Union. It is constituted and operated to strengthen trade and investment at bilateral and, where appropriate, at global level. A high-level communication and co-operation process, CERT has a number of strategic objectives and activities and is steered by industry leaders. CERT's unique nature as an enabling process differentiates it from the traditional industry associations that constitute a part of its operating network.

CERT's uniqueness lies with:

- ❑ a high-level of governance and focussed, business-driven issue management;
- ❑ the political support from the Canadian Government and the European Commission;
- ❑ the potential to influence bilateral and bilateral for global economic policy;
- ❑ the direct peer-to-peer and industry-to-government links;
- ❑ a top-down working process for setting agendas and driving solutions;
- ❑ the flexibility and effectiveness of its operating structure;
- ❑ a broad internal and external network of contacts; and,
- ❑ the potential to utilise the complementarities of associations and institutions involved with international trade and investment.

2. Mission of CERT

The mission of the Canada Europe Roundtable for Business is to promote and strengthen trade and investment dialogue between the EU and Canada in the bilateral and global economic interests of both industry and government.

To this end, CERT will act as a high-level catalyst, enabler, facilitator and issue solver.

3. Background, Aim, Support and Standing Objectives

Background: CERT emerged in early 1999 on the initiative of Alcan and Nortel Networks. It was established with the objective of creating a high-level bilateral policy dialogue on matters of trade and investment. From inception, it secured strong support from the Canadian government and the European Commission. Inaugurated on 16 June 1999 by leaders of business and government, CERT received high political visibility and bilateral ministerial support at the Canada-EU Summit of 17 June in Bonn. An industry position paper on matters ranging from electronic commerce to biotechnology was presented to government with the aim of influencing economic policies and facilitating the elimination of obstacles to bilateral trade and investment. CERT has received responses to the paper from the Canadian government and the European Commission.

Aim: The aim of CERT is to undertake or support activities in keeping with CERT's mission to support the strategic objectives set by its members.

Support: The European Commission has provided CERT with two grants, while the Canadian Mission to the EU has provided an intern to CERT on an ongoing basis. The Canadian Minister

for International Trade and the European Commissioner for Trade attended the two CERT Roundtables and supportive of the process. On the business side, the American European Communities Association has provided CERT with strategic assistance and Government Policy Consultants handles CERT's press affairs. Friends of CERT is an *ad hoc* group that has been formed to offer ideas on how CERT might best establish itself in Canada. Alcan has provided support to Canadian Director André Bouchard, while the association of Canadian Manufacturers and Exporters have provided the Canadian secretariat with an office and support.

Standing Objectives:

- ❑ **To serve the common interests of Canadian and European business.**
- ❑ **To provide a business focus on negotiations and issues in bilateral and global trade and investment matters.**
- ❑ **To issue statements, opinions and recommendations of common interest to the Canadian Government and the European Union.**
- ❑ **To contribute to improved relations between Canada and the European Union.**

4. Membership Benefits

The Presidents Group:

- The possibility to directly participate and intervene in the bilateral policy and regulation decision-making processes.
- Co-ownership of a platform that enjoys direct audience from the governments of Canada and the EU and its member states.
- The possibility to immediately raise company issues at the highest levels of political decision-making via a direct industry-government communication platform on bilateral and bilateral for global trade and investment matters.
- Management of CERT working modules where Canadian and European companies can discuss common trade and investment issues and problems and develop solutions.
- Members are profiled as principal investors in the trans-Atlantic economy and are ensured a high profile presence at the annual CERT CEO Round Table Conference and at the bi-annual EU-Canada Summits.
- Leadership of a cooperative business instrument that shapes changes on key global trade and investment issues.
- Privileged access to a conduit for strategic marketing and communication opportunities and for exclusive company sponsorship of CERT activities and projects. Members receive high visibility in CERT external communications and on a comprehensive CERT website.
- The Presidents Group plays host to a quick and effective process with a cost effective operating structure in Europe and Canada.
- Principal access to CERT's established network of institutional members and strategic alliances.

Corporate Members :

- The possibility to directly participate in the policy and regulation decision-making processes via a direct industry-government communication platform on bilateral and bilateral for global trade and investment matters.
- Use of a forum that enjoys unequalled support from the highest levels of government in Canada and the EU and its member states.
- Access to a conduit for strategic marketing and communication opportunities and for exclusive company sponsorship of CERT activities and projects. Members receive visibility in external communications and on a comprehensive CERT website.
- Access to an un-paralleled network of business contacts in bilateral and bilateral for global public policy and trade affairs.
- Use of a quick and effective process with a cost effective operating structure and access to CERT's established network of institutional members and strategic alliances.

Associations and Private Institutions :

- The opportunity to act as visible contributors to the implementation of CERT's Mission, within their own strategic role and responsibilities in the Canada-EU trading relationship.
- CERT is a flexible process that compliments the activities of associations and institutions involved with international trade and investment.

5. Performance analysis to date (1999-2000) – Priority Actions

A strong performer in 1999, CERT's activities declined during the course of 2000, the second year of operation. The essential causes were an absence of a strategic business plan and limited human and financial resources. The strengths, value and potential of CERT confirm the necessity of this process; the reasons for a slower performance following CERT's initial successes are typical for a body in its infancy. The following *priority actions* have been initiated to solve a number of weaknesses and to implement strategic priorities identified by the Steering Committee.

- Highlight CERT as a strategic investment concept for business. View CERT as operating as a high-level strategy and issues group.
- Develop CERT as a CEO sponsored and driven business dialogue, complete with a Presidents Group of sponsor companies.
- Prepare a constitutional charter outlining the commitment of the Presidents Group CEOs.
- Articulate a longer-term strategy and business plan to compliment this business plan.
- Initiate a membership campaign in Canada and Europe (company and institutional).
- Strengthen the legal structure and the internal working processes of CERT.
- Improve the financing structure to meet a 500.000 Euro/year operating budget.
- Establish an alliance and partnership plan at the operational level to enhance CERT influence and to optimise functional complementarities with like-minded organisations.
- Develop @CERT, an interactive (intranet) network.

PART II: BUSINESS PLAN 2000-2003

Main Objectives:

- ❑ **Establish a management and financial resource plan enabling the development of CERT's mission, activities and success.**
- ❑ **Establish the foundation for a medium to long-term strategic Business & Development Plan, to be established in the course of 2001.**

The business plan is required to carry out the Priority Action Plan sub Section 5, and:

- to identify and set clear objectives, priorities, tasks, responsibilities and resource needs;
- to remedy operational handicaps;
- to identify and facilitate actions to strengthen CERT's visibility and continuity;
- to enable a longer term investment rationale; and,
- to sustain the organisation and to implement CERT activities.

Specific Objectives 2000-2001:

- Develop and promote CERT as a high-quality business support organisation.
- Commence a membership campaign to include recruitment in the service industry and academic sector (business schools).
- Ensure continued high-level support from the Canadian and European business (CEO) and political communities.
- Become a high-level facilitator and communicator, both internally and externally.
- Develop strategic partnerships with complementary public and private bodies in charge of specific responsibilities in trade and investment.
- Develop strategic dialogues, both business-to-business and business-to-government, with the use of dedicated CERT working modules and with the submission of CERT recommendations and policy position papers.
- Prepare a yearly CERT CEO Roundtable and bi-annual working roundtables for business and government policy experts; hold profile at Canada-EU Summits.
- Develop Canada as a key investment location and entry point to the North American market; increase Canadian investment and business interest in the single-market EU.
- Develop @CERT as a leading intranet working process.

1. Priorities:

- Meet required financing through contributions from the members of a Presidents Group of CEOs committed to CERT.
- Utilise this CEO support to recruit members in the business and institutional communities.

- Develop an effective Canada-Europe secretariat system, trans-Atlantic steering committee structure and ‘advisory board’.
- Ensure a CERT presence at the Canada-EU Summit in December 2000 and in June 2001.
- Organise stronger member support (time/senior support) to the CERT working modules for the development of policy recommendations, issue papers and policy statements.
- Secure more frequent communication within working modules and increase the CERT business-to-policy-maker interface (dialogue).
- Develop the bi-annual working roundtables in March and September 2001 and the first Roundtable Conference for CEOs/senior government in 2001.
- Enhance website and external links – commence planning and development of @CERT, the online compliment to current working structures (networked working methodology).

2. Tasks

Immediate (end of 2000 into 2001):

- Develop a CERT constitutional charter to be signed by the Presidents Group of CEOs.
- Recruit a Presidents Group of company members (CEO level).
- Initiate a membership campaign. Work in conjunction with EU member state missions and Canadian/European business associations to identify potential members.
- Prepare a CERT PowerPoint presentation.
- Commence distribution of CERT information to embassies, consulates, delegations, missions, and business associations located in the EU and/or Canada.
- Organise CERT presence at the Canada-EU Summit and generate visibility and impact. Prepare general policy memorandum and press release.

Medium Term (to mid 2001):

- Set a longer-term strategic business plan and a plan for the intranet-based @CERT project.
- Determine the focus, content of future policy papers and the strategy for evaluating responses and taking issues forward in working modules.
- Enhance CERT’s website, presentation and links. Include on-line updates of activities and member and issue profiles.
- Develop meetings of working modules through which to generate business-to-government dialogue, develop recommendations and draft policy paper for the Roundtable Conference; implement government contacts.
- Stage first working roundtable with industry and government policy experts (both Canada and Europe).

Longer-Term (to end of 2001):

- Expand website as comprehensive Canada-EU trade and investment location with increased linkages to business organisations, trade councillors, chambers of commerce, economic and academic institutions, statistical services, etc.

- Construct business plan for the development of '@CERT', an intranet compliment to CERT's activities. Prepare the 'Trade Watch' initiative (to be located on the CERT website) where companies can list their trade and investment issues.
- Develop and implement a strategic alliances plan and network.
- Stage second working roundtable with industry and government policy experts.
- Deliver CERT's first annual CEO Roundtable Conference to be held in Europe; deliver CERT policy paper and recommendations for action at this event.
- Develop a newsletter on the CERT website and for distribution via e-mail.

3. Responsibilities

Cert Chair:

- Serve as a CERT Ambassador at the highest levels of representation & communication.
- Promote and defend the CERT vision, strategy, and constitution of the Roundtable.
- Act as co-chair of the Presidents Group with his European/Canadian peer.
- Initiate high-level contact with members and, when required, with new members.
- Attend/act as co-chair of CERT at Roundtable Conference; attend press conference.
- Deliver occasional briefed contacts (majority by telephone) with political leaders and government representatives.
- Utilise his network of contacts and personal profile to "open doors" for the CERT process.
- Provide occasional advisory support to CERT Steering Committee and staff.

Cert Presidents Group:

- Support CERT symbolically by signing a document outlining CERT's mission and purpose.
- Support CERT financially by collectively meeting the operational funding requirements for the CERT process.
- Strengthen CERT's credibility and enhance its reputation in the business community through a privileged network of contacts.
- Commit members of their organisation to work with CERT and devote the necessary time to the development of trade and investment issues via the working modules and meetings with colleagues in business and government.
- Attend CEO Roundtable Conference and selected high-level meetings or CERT events.

Steering Committee:

- Serve as the management body of CERT; evaluate new ideas and proposals.
- Implement the business and finance plans and report to the plenary sessions.
- Monitor and assist the work of the working modules/issue groups.
- Discuss current issues on the CERT agenda and on the key policy and business communication agendas.
- Assist preparations for the CEO Roundtable Conference.
- Work with an '**advisory board**' that provides on-going, specialist advice and support to CERT on its mission, aims and activities. To include academic, government, industry and non-governmental (NGO) representatives.

Ad hoc Working Modules

The proposed modules are divided into two categories:

Markets

1. ICT/E-Commerce
2. Biotechnology and Health
3. Food and Drinks
4. Finance
5. Energy, Mining and Resources
6. Transport
7. Media and Culture
8. SMEs
9. Collaborative R&D

Policies and Regulation

1. Trade Policy
 - ⇒ WTO
 - ⇒ Trilateral and Multilateral Trade and Investment
 - ⇒ Tariffs
 - ⇒ Technical Barriers
2. Environment
3. Intellectual Property Rights
4. E-Business
5. Standards and Mutual Recognition

The working modules:

- coordinate research and the preparation of policy recommendations. They unite members that have issues falling under the respective categories covered by the working modules;
- pursue on-going discussions with policy-makers and members of their respective industries and facilitate the development of working relationships;
- develop and table policy recommendations in policy papers for discussion at the bi-annual working roundtables and delivery at the Roundtable Conferences; and,
- will develop activities and policy papers via an intranet format.

CERT Working Roundtables

The CERT working roundtables are bi-annual meetings in both Canada and Europe, where industry (CERT members) and government policy experts will meet to discuss current issues, policy recommendations and preparations for the development and delivery of policy papers at the CEO Roundtable Conference. The meetings will develop the industry-government dialogue and provide valuable opportunities for decision-makers on both sides of the tables to discuss realistic and effective policy recommendations. The working roundtables will compliment the activities of the working modules and assist CERT participants in their preparations for the yearly (CEO) Roundtable Conference.

CEO Roundtable Conference

A CERT Roundtable Conference will be held each year to bring together CEOs and top government representatives. The event will host the delivery of policy papers (policy recommendations and progress/breakthroughs made in the working modules) to senior government officials. The Roundtable Conference builds directly upon the topics tabled in the policy papers and provides an unprecedented opportunity to facilitate clear, precise dialogue with leaders in business and government on key Canada-EU trade and investment issues. The one-day conference will rotate between Canada and Europe and be organised primarily by the CERT secretariats, with support from the Steering Committee and Chairs.

Secretariats Europe and Canada:

- Administrate and co-ordinate the activities of CERT and provide daily guidance and administrative support to the CERT work.
- Administer the daily management affairs of CERT.
- Serve as a permanent point of contact for CERT members.
- Manage the CERT website, including content updates.
- Liase with GPC on marketing, communication and press issues.
- Handle logistics for the Roundtable Conference and the meetings working modules and the working roundtables.
- Plan and organise their meetings and coordinate delivery of policy papers in conjunction with the chairs of the working modules.
- Manage finances and prepare forecasts and budgets.
- Liase with European Commission, Canadian Mission to the EU, DFAIT, Advisory Board and private and public organisations in the CERT network.

4. Financial Resources & Budget Requirements (refer to Annex I):

- **Europe: 196.000 Euro**
- **Canada: 96.000 Euro**
⇒ Total: 292.000 Euro

- **Roundtable Conference: 75.000 Euro**
⇒ End Total: 367.000 Euro

Provisional Objectives 2002

In 2002, CERT will continue the development of the strategic priorities and activities of 2001. Focus will lie with:

- ❑ optimising the quality, influence and visibility of CERT, the bi-annual working roundtables and the Round table Conference;
- ❑ refining CERT's internal working and the system of working modules;
- ❑ increasing the effectiveness of the business-to-government dialogue, of the policy recommendations and of the policy papers;
- ❑ increasing the value and profile of CERT programmes.

In 2002, the development of @CERT will commence. @CERT is the intranet-based compliment to the CERT activities that will feature expanded organisational linkages, partnerships and working methodology. The @CERT initiative provides the process with flexibility that is required of a leading voice in bilateral and bilateral for global trade and investment matters.

@CERT

@ CERT is an initiative for establishing CERT activities on an intranet. An interactive forum, @CERT will consist of a system of online working modules created to deal with specific trade and investment issues. The construction of policy papers, progress updates and feedback will occur via intranet. Member trade and investment inputs (issues) will be distilled and consolidated into policy papers by group chairs. The work of the traditional and @CERT working groups will be complimentary, and recommendations will be consolidated into the policy paper(s).

The flexibility of an on-line process will increase input on issues from a greater range of levels and allow CERT to marry Canada-EU issues with those arising outside this bilateral relationship. In this context, @CERT will be in a position to incorporate issues into its working modules and policy papers and direct these inputs to bodies that deal with trade and investment outside of the CERT process.

1. 2002 Standing Objectives:

- Continue to meet objectives set out for 2001.
- Develop a programme of continuous improvement and measurement.
- Expand links with private and public players involved in international trade and investment relations.
- Further intranet development and formalise @CERT as an on-line compliment to the core structures of the CERT working process.
- Consolidate CERT as an innovative, leading industry instrument for matters of trade and investment .

2. 2002 Standing Priorities:

- Strengthen the capacity and impact of the working modules.
- Issue high-quality policy papers.
- Refine internal systems and processes for output speed, quality and efficiency.
- Utilise links with other trade and investment bodies/processes to broaden scope of coverage on issues.
- Utilise on-line format to broaden participation, notably, from SMEs.

3. Tasks:

- Continue to develop membership, participation, working modules, policy papers, business to government dialogue and events.
- Secure sponsorship for the development of the @CERT initiative.
- Develop comprehensive on-line links for working modules within global trade networks.
- Commence trial of on-line working modules (in parallel with physical meetings). This is the operational foundation for @CERT.
- Incorporate the content of the @CERT working modules into policy papers.
- Stage two working roundtables with industry and government experts.
- Stage second CEO Roundtable Conference; officially launch @CERT at the conference.

4. Responsibilities:

Will generally follow as described above.

5. Financial Resources & Budget¹ (refer to Annex I):

- **Europe: 233.000 Euro**
 - **Canada: 163.000 Euro**
- ⇒ **Total: 396.000 Euro**
-
- **Roundtable Conference: 90.000 Euro**
- ⇒ **End Total: 486.000 Euro**
-

2003

A longer-term strategic business plan will be delivered in 2001, using this plan as its foundation. Thus, the objectives, priorities, tasks and responsibilities for 2003 have not been included at the time of writing.

Financial Resources & Budget² (refer to Annex I):

- **Europe: 282.000 Euro**
 - **Canada: 175.000 Euro**
- ⇒ **Total: 457.000 Euro**
-
- **Roundtable Conference: 108.000 Euro**
- ⇒ **End Total: 565.000 Euro**

¹ A comprehensive plan and budget will be constructed for @CERT in 2001.

² A comprehensive plan and budget will be constructed for @CERT in 2001.

Annex I: CERT Budget & Finance Plan

		2001
		2002
		2003
<u>Expenditures (Euro)</u>		
	<u>Eur</u>	
	<u>Can</u>	
	<u>Eur-Can</u>	
	<u>Eur</u>	
	<u>Can</u>	
	<u>Eur-Can</u>	
	<u>Eur</u>	
	<u>Can</u>	
	<u>Eur-Can</u>	
<u>Staff Costs</u>		
Executive Directors (part-time) (Incl. VAT)		60.500
		44.000
		63525
		46200
		66701,25
		48510
Deputy Director		60.000
		0
		63000
		0
		66150
		0
Intern		0
		0
		0
		20.000
		0
		21000
Secretary (occasional)		8.000
		4.000
		8400
		4200

	8820
	4410
Subtotal	
	128.500
	48.000
	176.500
	134.925
	70.400
	205.325
	141.671
	73.920
	215.590
<u>Travel and Subsistence</u>	
Travel	
	20.000
	10.000
	22000
	11000
	24200
	12100
Car operating expenses	
	3.000
	3.000
	3300
	3300
	3630
	3630
Entertainment	
	5.000
	3.000
	5500
	3300
	6050
	3630
Participation conferences	
	2.500
	2.000
	2750
	2200
	3025
	2420
Taxis & parking	
	2.500
	1.000
	2750
	1100
	3025
	1210

Subtotal	33.000
	19.000
	52.000
	36.300
	20.900
	57.200
	39.930
	22.990
	62.920
<u>Equipment and Property</u>	
Rent	12.500
	0
	13750
	12.000
	15125
	13200
Office equipment	3.000
	0
	3300
	3.000
	3630
	3300
Computers, software & support	4.000
	0
	4400
	4.000
	4840
	4400
Rental charges	1.000
	0
	1100
	1.000
	1210
	1100
Maintenance	2.000
	0
	2200
	2.000
	2420
	2200
Subtotal	

	22.500
	0
	22.500
	24.750
	22.000
	46.750
	27.225
	24.200
	51.425
<u>Consumables and Supplies</u>	
Marketing materials	
	2.000
	11.000
	2200
	12100
	2420
	13310
Telephone/internet	
	4.000
	1.000
	4400
	1100
	4840
	1210
Supplies & printers	
	2.500
	1.000
	2750
	1100
	3025
	1210
Stamps/photocopies	
	2.000
	1.500
	2200
	1650
	2420
	1815
Subscriptions	
	1.500
	1.000
	1650
	1100
	1815
	1210
Subtotal	
	12.000
	4.500
	16.500
	13.200

	17.050
	30.250
	14.520
	18.755
	33.275
<u>Other Direct Costs</u>	
Events	
	5.000
	8.000
	5500
	8800
	6050
	9680
Membership	
	8.000
	3.000
	8800
	3300
	9680
	3630
Accounting	
	2.500
	1.000
	2750
	1100
	3025
	1210
Insurance	
	2.000
	0
	2200
	0
	2420
	0
Web development	
	10.000
	4.000
	11000
	4400
	12100
	4840
Subtotal	
	27.500
	16.000
	43.500
	30.250
	17.600
	47.850
	33.275
	19.360

	52.635
Contingency (10% costs)	
	22350
	8750
	31100
	23943
	14795
	38738
	25662
	15923
	41585
Deficit carry-over from 2000	
	9.000
	9.000
Total	
	245.850
	96.250
	342.100
	263.368
	162.745
	426.113
	282.283
	175.148
	457.430
<u>Less</u>	
European Commission grant	
	30.000
	30.000
	30.000
	30.000
Reserves	
	20.000
	20.000

Total	195.850
	96.250
	292.100
	233.368
	162.745
	396.113
	282.283
	175.148
	457.431
CEO Roundtable Conference	
	75.000
	90.000
	108.000
End Total	
	367.100
	486.113
	565.430

* Staff costs increase at 5%, the Roundtable Conference increases at 20% and all other expenditures/costs increase at 10% per annum.

Financing

Experience shows that for a minimal set-up, a yearly budget of 500.000 Euro is required for a joint Canada-EU secretariat system. For sound financing, the finance plan will cover a three-year period, with the cost of CERT estimated at 1.3 – 1.5 million Euro (including the CEO Roundtable Conference), commencing at 367.000 Euro in 2001 and increasing to 565.000 Euro in 2003.

The key source of financing will come from a select group of businesses that will form the Presidents Group. This will involve direct CEO commitment to CERT, symbolically by signing a constitutional ‘charter’ and financially, by jointly sponsoring the CERT. A total of up to 12 potential Presidents Group members will be approached to contribute a minimum of 40.000 Euro/year for an initial period of three years.

Membership Contribution Structure³

<u>Membership Category</u>	<u>Annual Contribution</u>
Presidents Group	40.000 Euro (minimum)
Corporate members	10.000 Euro (minimum)
Associate members	1.000 Euro
SME members	1.000 Euro

CERT Membership Year I

Founding Members:	Alcan	Novartis	Nortel Networks
Members:	Interbrew	Tractebel	Aerospatiale (now EADS)
	Canadian Pulp and Paper Association		Bombardier
	Government Policy Consultants		Glaxo Welcome
	Nova Chemicals	Magna International	
	American European Communities Association		

³ Membership policy: CERT may accept companies of European origin with major investment in or trade with Canada and companies of Canadian origin with major investment in or trade with Europe. CERT may also accept business/trade associations that represent the interests of Canadian business and/or European business at large.

Annex II: Deliverables

Actions	Percentage of yearly costs ⁴		Euros
	Eur	Canada	
End of 2000 into 2001:			
• Recruitment of a Presidents Group of company members (CEO-level); develop a CERT constitutional charter to be signed by the CEOs of the Presidents Group .	5 %	5 %	18.000
• Initiate a membership campaign in Europe and Canada.	10 %	10 %	37.000
• Prepare a CERT PowerPoint presentation and distribute CERT information to embassies, missions, and business associations.	2 %	2 %	7.000
• Organise CERT presence at the Canada-EU Summit; generate visibility and impact. Prepare general policy memorandum and press release with the support of GPC.	5%	5%	18.000
Mid 2001:			
• Set a longer-term strategic business plan, and a plan for the @CERT intranet project.	5 %	5 %	18.000
• Enhance the CERT website, presentation and links and include on-line updates of activities and promotion of members.	3 %	3 %	11.000
• Hold a working round table. Develop meetings of working modules and the strategy and content for policy paper. draft policy paper and implement government contacts for Roundtable Conference.	20 %	20 %	75.000
End 2001:			
• Hold a second working round table. Deliver CERT's first annual CEO Roundtable Conference in Europe; deliver policy paper and recommendations for action.	25 %	25 %	91.000
• Develop a web-based newsletter and expand website as comprehensive Canada-EU trade and investment location.	5 %	5 %	18.000
• Develop and implement a strategic alliances plan and network.	10 %	10 %	37.000
• CERT affairs and administration.	10 %	10 %	37.000
Total estimated cost			367.000
2002:			
• Continue to develop member participation, working modules, bi-annual working round tables, policy papers, influencing and events.	50%	50%	242.000
• Secure sponsorship for the development of the @CERT initiative.	2%	2%	10.000
• Develop comprehensive on-line links for working modules within global trade networks.	8%	8%	39.000
• Commence trial of online working modules (in conjunction with physical meetings when required); incorporate on-line content into policy papers.	10%	10%	49.000
• Stage second CEO Roundtable Conference in Canada. Launch @CERT at conference,	20%	20%	97.000
• CERT affaires and administration.	10%	10%	49.000
Total estimated cost			486.000
2003:			
• A longer-term strategic business plan will be delivered in 2001, using this plan as a template. Objectives, priorities, tasks and responsibilities have not yet been included at the time of writing.			
Total estimated cost			565.000
Three year total estimated cost			1.420.000⁵

⁴ These are percentages of the overall costs (labour and fixed) as set out in the CERT budget on page 13.

⁵ All finances will come from membership and sponsorship contributions, with the exception of the reserves and the grant from the European Commission as outlined in the budget.