



Atlantic Canada  
Opportunities  
Agency

Agence de  
promotion économique  
du Canada atlantique

AGENCY COPY

AUG 06 2010

**CONFIDENTIAL**

Nova Scotia  
Office  
P.O. Box 2284  
Station "C"  
Halifax, N.S.  
B3J 3G8

Bureau de la  
Nouvelle-Écosse  
Case postale 2284  
Succ. "C"  
Halifax (N.-É.)  
B3J 3G8

The German Marshall Fund of the United States  
1744 R Street, NW  
Washington, District of Columbia  
20009

Atlantic Canada Opportunities Agency Agence de promotion économique du Canada atlantique	
REC'D AUG 18 2010	
CISE	
FILE #	
REF #	J. Brown

Attention: Mr. Craig Kennedy, President

Dear Mr. Kennedy:

Re: Contribution under Atlantic Canada Opportunities Agency's - Business  
Development Program - Project number 197160

In response to your application received February 26, 2010, the Atlantic Canada Opportunities Agency ("the Agency"), hereby offers to make a Contribution to The German Marshall Fund of the United States ("the Recipient"). The Contribution will be made pursuant to the Business Development Program ("the Program") and will be subject to the following terms and conditions:

1. **Definitions**

"Control Period" means the period commencing on the Project Commencement Date and ending two years after the Project Completion Date.

"Costs Incurred" means the costs for goods and/or services that have been received by the Recipient and for which the Recipient has paid for, or has a legal obligation to pay in the future.

"Eligible Costs" means those costs which, in the opinion of the Agency, are reasonable incremental costs that are necessary to carry out the Project as described in Schedule 2 (Statement of Work).

"Parties" means the Agency and the Recipient.

Canada

**"Private Partnership Networks"** means the development of relationships with other organizations to provide long-term funding to enable the Halifax Forum to become self-sustaining after the conclusion of this project.

**"Project"** means an undertaking that meets the Program eligibility and is further described in Schedule 2 (Statement of Work).

**"Project Commencement Date"** is August 31, 2010.

**"Project Completion Date"** is March 31, 2014.

**"Statement of Work"** means the work described in Schedule 2 (Statement of Work) which forms part of this Agreement.

**2. Documents Forming Part of this Agreement**

2.1 The following attached documents form an integral part of this Agreement:

These Articles of Agreement  
Schedule 1 - General Conditions  
Schedule 2 - Statement of Work  
Schedule 3 - Claims and Project Costs Principles  
Schedule 4 - Progress and Results Reporting Requirements  
Schedule 5 - Project Fact Sheet for News Release

2.2 In the event of conflict or inconsistency, the order of precedence amongst the documents forming part of this Agreement shall be:

These Articles of Agreement  
Schedule 1 - General Conditions  
Schedule 2 - Statement of Work  
Other Schedules

**3. The Project**

3.1 The Recipient shall commence the Project on or before August 31, 2010, which date is the Project Commencement Date.

3.2 The Recipient shall complete the Project on or before March 31, 2014, which date is the Project Completion Date.

3.3 The Recipient will carry out the Project as described in Schedule 2 (Statement of Work), will make claims in accordance with Schedule 3 (Claims and Project Costs Principles), will issue the reports under Schedule 4 (Progress and Results Reporting Requirements) and will fulfill its other obligations hereunder in a diligent and professional manner using qualified personnel.

4. **The Contribution**

- 4.1 Subject to all other provisions of this Agreement, the Agency shall make a conditional Contribution ("the Contribution") to the Recipient, with respect to the Project, by installments over a four year period. Each installment will be conditional upon Agency review as described in Article 4.3 as well as in compliance with all other terms of the Agreement. The annual portion of each installment is estimated to be a maximum of \$2,490,000 per year for eligible costs.
- 4.2 In the event annual funding is granted in each year of the four year period the total contribution will be calculated as the lesser of:
- (a) **100% of Eligible Costs, estimated to be \$9,960,000, and**
  - (b) **\$9,960,000.**
- 4.3 By June 30 of each year of the Agreement, the Agency shall conduct an annual review, assessing the anticipated annual cost for the upcoming annual Halifax Forum. The level of funding will be determined by the Agency in consideration of, but not limited to, the following:
- (i) annual project review(s),
  - (ii) annual project audit(s) and
  - (iii) project revenues.
- 4.4 Direct labour (personnel) costs shall be eligible up to a maximum of \$425,000 per year.
- 4.5 The Recipient may be required to repay the Contribution where all of the Terms and Conditions of the Agreement are not met to the satisfaction of the Agency.
- 4.6 The Contribution will be applied to costs associated with this Project only.
- 4.7 The Recipient shall provide the Agency with a written representation that all costs incurred under this project are incremental, including attestations that:
- (1) dedicated personnel, as well as contracted consultants, will be assigned solely to this project; and
  - (2) all costs submitted by the Recipient for reimbursement are directly related to the Halifax Forum event and incremental to all parties.
- 4.8 The Recipient shall establish a separate accounting and segregation of funds earmarked for the Halifax Forum including the creation of a trust fund. All Private Partnership Network funds raised for the Halifax Forum are to be applied to the account in trust.
- 4.9 Eligible costs shall be reviewed, on a yearly basis, in relation to available Private Partnership Network funding. This review shall be concluded no later than June 30 of each year. The determination of Private Partnership Network funds, eligible costs, and

total federal funding for the period under review, is solely at the discretion of the Agency.

- 4.10 The final project claim for any given year, except the final year, shall be submitted to the Agency, on appropriate Agency forms, no later than January 31 of the following year. The final project claim for the fourth and final year of this Agreement, shall be submitted no later than March 31 of the following year. The final disbursement will take into consideration the actual Private Partnership Network funding levels, as well as annual project audits, in determining the conclusive level of funding from the Government of Canada.
- 4.11 Given the economic development mandate of the Agency, the Recipient shall source Atlantic Canadian goods and services where practicable.

**5. Other Government Assistance**

- 5.1 The Recipient shall promptly inform the Agency, in writing, of any assistance received or to be received from federal, provincial or municipal sources other than those identified in Article 8 which has been received or is to be received for the Project, and the Agency shall have the right to adjust the Contribution to take into account the amount of any such assistance received and may require repayment from the Recipient.

**6. Payments**

- 6.1 The Recipient shall, no later than 60 days following the Project Completion Date, submit to the Agency a claim in accordance with Schedule 3 (Claims and Project Costs Principles). The Agency shall not contribute to any project Cost incurred prior to **February 26, 2010**. Any Eligible Costs not claimed in accordance with the foregoing may, at the sole discretion of the Agency, be considered ineligible unless otherwise agreed to in writing by the Agency prior to the Project Completion Date.
- 6.2 Advance Payment

At the discretion of the Agency, a 50% advance payment may be made to the Recipient.

To request an advance payment, the Recipient must submit a completed copy of the *Advance Payment Request Form*, provided by the Agency, including a monthly cash flow forecast of requirements for the Eligible Costs to be incurred during the advance period. Such documentation must demonstrate that an advance payment is essential to the successful completion of the Project.

Should the Agency determine that an advance payment will be made, such payment will be made in accordance with the *Treasury Board Policy on Transfer Payments*.

The Recipient must demonstrate that the advance payment was applied exclusively to the payment of Eligible Costs, to the satisfaction of the Agency, within 45 days of the end of the period for which the advance was made.

6.3 **Progress Payment**

At the request of the Recipient, the Agency may make progress payments to the Recipient based on claims for Eligible Costs which have been incurred. Each claim shall be completed in accordance with Schedule 3 (Claims and Project Costs Principles).

6.4 **Joint Payment**

At the discretion of the Agency or at the request of the Recipient, the Agency may make payments jointly to the Recipient and a third party for Eligible Costs which have been incurred.

6.5 **Final Payment**

Notwithstanding the foregoing, ten percent (10%) of the Contribution will, at the sole discretion of the Agency, be reserved for a final payment to be based on a claim submitted by the Recipient.

7. **Canadian Environmental Assessment Agency**

7.1 The Recipient, on or before the completion of the Project, shall comply with the environmental protection requirements of all regulatory bodies of appropriate jurisdiction.

8. **Financing**

8.1 The Recipient, **on or before the date of initial payment**, shall provide the Agency confirmation of commitment for all Project financing, in a form satisfactory to the Agency, upon request.

8.2 The Recipient shall inform the Agency promptly in writing of any other government (federal, provincial or municipal) or private assistance received or to be received for the Project, and the Agency shall adjust the amount of the Contribution to take into account the amount of any such other assistance that is to be received.

9. **Work Plan**

9.1 **Prior to the initial payment**, the Recipient shall provide the Agency with a comprehensive plan of the current year's event.

**10. Communications Plan**

The Recipient shall submit, prior to the Project Commencement Date, a communications plan satisfactory to the Agency. Where applicable, the Recipient shall invite the Agency to nominate a representative to participate in the discussions of the communications, marketing or promotional committees established to effectively execute the communications plan and related activities. The purpose of the Agency representative will be to advise the Recipient on Government of Canada and Agency communications requirements.

**11. Official Languages**

11.1 The Recipient, in carrying out the Project, will make reasonable efforts to support the Government of Canada's obligation under the *Official Languages Act* to enhance the vitality of the official language minority community, assist in the development and foster the full recognition and use of both English and French in Canadian society.

11.2 Where the Recipient communicates with members of the public regarding activities supported by the Contribution and/or where the Recipient provides services supported by the Contribution to members of the public, the Recipient shall:

- (a) Make available in both official languages any notice, advertisement, announcement, document or publication for the information primarily of members of the public,
- (b) Actively offer and provide, in both official languages, any services to be provided or made available to members of the public,
- (c) Encourage members of both official language communities to participate in its activities, and
- (d) Organize activities when appropriate to meet the needs of members of both official language communities.

**12. Progress and Results Reporting**

12.1 From the Project Commencement Date until the Project Completion Date, the Recipient shall submit **status reports at the request of the Agency** on the progress and results of the Project in accordance with Schedule 4 (Progress and Results Reporting Requirements).

**13. Notice**

13.1 Any notice or correspondence to the Agency, including the attached duplicate copy of this Agreement signed by the Recipient, shall be addressed to:

Atlantic Canada Opportunities Agency  
P.O. Box 2284, Station Central  
Halifax, Nova Scotia  
B3J 3C8

Attention: Jeff Mullen

or to such address as is designated by the Agency in writing.

**14. Entire Agreement**

- 14.1 This Agreement, if accepted, including all Schedules, will constitute the entire Agreement between the Parties with respect to its subject matter. No amendments shall be made to the resulting Agreement unless confirmed in writing.

**This Agreement is open for acceptance for sixty (60) days from the date that appears on its face. The date of acceptance shall be the date the duplicate copy of this Agreement, unconditionally accepted and duly executed by the Recipient is received by the Agency and shall thereafter constitute the Contribution Agreement between the Parties.**

If further information is required, please contact Martin Braganza, the officer assigned to your Project, at (800) 565-1228, (902) 426-9108, or via e-mail at [tony.purchase@acoa-apeca.gc.ca](mailto:tony.purchase@acoa-apeca.gc.ca).

Yours truly,

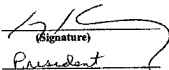
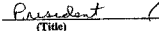

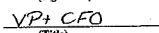


Laurie Cameron  
A/Vice-President  
ACOA Nova Scotia

The foregoing Agreement is hereby accepted this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_\_.

(Project No.: 197160)

**The German Marshall Fund of the United States**

Per:	
	(Signature)
	
	(Title)
Per:	
	(Signature)
	
	(Title)



**GENERAL CONDITIONS**  
(Revised June, 2010)

**1. Representations, Warranties and Undertakings**

**1.1 Power and Authority of Recipient**

Where the Recipient is not an individual, it represents and warrants that it is duly incorporated and validly existing and in good standing and has the power and authority to carry on its business, to hold property and to enter into this Agreement and undertakes to take all necessary action to maintain itself in good standing and to preserve its legal capacity.

**1.2 Authorized Signatories**

Each Party represents and warrants that the signatories to the Agreement have been duly authorized to execute and deliver the Agreement.

**1.3 Binding Obligations**

Each Party represents and warrants that the execution, delivery and performance of the Agreement have been duly and validly authorized and that when executed and delivered, the Agreement will constitute a legal, valid and binding obligation enforceable in accordance with its terms.

**1.4 No Pending Suits or Actions**

The Recipient warrants that it is under no obligation or prohibition, nor is it subject to or threatened by any actions, suits or proceedings which could or would prevent compliance with the Agreement. The Recipient will advise the Agency forthwith of any such occurrence during the term of the Agreement.

**1.5 No Gifts or Inducements**

The Recipient represents and warrants that it has not, nor has any person offered or promised to any official or employee of Her Majesty the Queen in Right of Canada, for or with a view to obtaining the Agreement, any bribe, gift or other inducement, and it has not nor has any person on its behalf employed any person to solicit the Agreement for a commission, contingency fee or any other consideration dependant upon the execution of the Agreement.

1.6 Compliance

The Recipient shall apply, in relation to the Project, in all material respects, the requirements of all applicable environmental laws, regulations, orders and decrees and regulatory bodies having jurisdiction over the Recipient or the Project.

1.7 Other Agreements

The Recipient represents and warrants that it has not entered, and undertakes not to enter, without Agency's written consent, into any agreement that would prevent the full implementation of this Agreement by the Recipient.

1.8 Other Financing

The Recipient remains solely responsible for providing or obtaining the funding, in addition to the Contribution, required for carrying out the Project and fulfilling the Recipient's other obligations under this Agreement.

2. Successors and Assigns

2.1 This Agreement is binding on the Recipient and its successors and assigns.

3. Relationship with the Agency

3.1 The Agency and the Recipient declare that nothing in this Agreement shall be construed as creating an employment, partnership, joint venture or agency relationship between the Agency and the Recipient. The Recipient is not in any way authorized to make a promise, agreement or contract and to incur any liability on behalf of Her Majesty in Right of Canada, and shall be solely responsible for any and all payments and deductions required by the applicable laws. The Recipient shall indemnify and save harmless the Agency in respect of any claims arising from failure to comply with the foregoing.

4. Communications

- 4.1 The Recipient shall acknowledge the Agency's contribution in any public communications of the Project and shall obtain the approval of the Agency before preparing any announcements, brochures, advertisements, web content or other materials that will display the Agency logo or otherwise make reference to the Agency.
- 4.2 The Recipient consents to public announcements of the Project, by or on behalf of the Agency. The Agency shall inform the Recipient of the date on which the announcement is to be made and the Recipient shall keep this Agreement confidential until such date. After official announcement of the Project by the Agency, or sixty (60) days after the Recipient's acceptance of this Agreement, whichever is earlier, information appearing on Schedule 5 Project Fact Sheet, herein, will be considered to be in the public domain.

- 4.3 The Recipient will advise the Agency at least thirty (30) days in advance of any special event, such as but not limited to official opening, ribbon cutting, sod-turning, the Recipient organizes in connection with the Project. A ceremony shall be held on a date which is mutually acceptable to the Minister and the Recipient. The Recipient consents to having the Minister or designate participate in any such ceremony.
- 4.4 The Recipient agrees to the distribution by the Agency of information about the Project as part of public communication initiatives, including but not limited to, feature stories, news releases, speeches, web content, Agency promotional materials and special publications.

**5. Material Changes**

- 5.1 No material changes will be made to the estimated total scope or nature of any element of the Project without the prior written consent of the Agency which includes but is not limited to ownership, management, financing, location, size of facilities, timing, expected results, or other governmental contributions with respect to the Project.

**6. Disposal of Assets**

- 6.1 The Recipient shall retain possession and control of the Project assets, the cost of which has been contributed to by ACOA under the Agreement and shall not, prior to the end of the Control Period, cease to use, sell or otherwise dispose of Project assets without the written consent of the Agency except where the assets disposed of are immediately replaced by comparable assets of equal or greater value and used for the Project. Any funds recovered by the Recipient pursuant to the sale or disposal of assisted assets shall be paid to the Agency, will be applied first to interest and administrative charges owing and secondly to repayment installments in reverse order of maturity.

**7. Insurance Coverage**

- 7.1 The Recipient shall obtain insurance coverage on assets acquired for the Project, satisfactory to the Agency, and maintain this insurance until the end of the Control Period.

**8. Monitoring**

**8.1 Agency's Right to Audit Accounts and Records**

The Recipient will, at its own expense, preserve and make available for audit and examination by the Agency or the Agency's representatives, for a period of 36 months after the end of the Control Period, the books, accounts and records of the Project and the information necessary to ensure compliance with the Terms and Conditions of this Agreement, including payment of amounts to the Agency and to assess the success of the Project and the Program. The Agency will have the right to conduct such additional audits at the Agency's expense as may be considered necessary using the audit staff of

the Agency, the Audit Services Group of Consulting and Audit Canada, an independent auditing firm or the Recipient's external auditors.

**8.2 Access to Premises**

The Recipient will provide the representatives of the Agency reasonable access to the Recipient's premises to inspect and assess the progress of the Agreement or any element thereof and supply promptly on request such data as the Agency may reasonably require for statistical or Project evaluation purposes.

**8.3 Access to Third-Party Information and Premises**

The Recipient will assist the Agency with the implementation of the Agreement and facilitate access by the Agency to information from third parties and to the premises of third parties, relating to the Agreement.

**9. Events of Default**

**9.1 The following constitute Events of Default:**

- (a) The Recipient is in the opinion of the Agency, bankrupt or insolvent, goes into receivership, or takes the benefit of any statute from time to time in force relating to bankrupt or insolvent debtors,
- (b) An order is made or resolution passed for the winding up of the Recipient, or the Recipient is dissolved,
- (c) In the opinion of the Agency, the Recipient ceases to carry on business,
- (d) The Recipient submits false or misleading information to the Agency,
- (e) The Recipient makes a false or misleading statement concerning assistance by the Agency in a prospectus or other document related to raising funds,
- (f) The Recipient has not met or satisfied a term or condition to which the Contribution is subject,
- (g) In the opinion of the Agency, an adverse material change occurs in the Project, as described in section 6.1 of these General Conditions or in the Recipient's financial position or business operations,
- (h) The Recipient has not met or satisfied a term or condition under any other contribution agreement, or agreement of any kind, with the Agency, or
- (i) The Recipient has defaulted under the terms and conditions with any financial institution or creditor with rights to the property or assets of the Recipient.

**10. Remedies on Default**

- 10.1 If an Event of Default has occurred, or in the opinion of the Agency is likely to occur, the Agency may exercise either or both of the following remedies:
- (a) Terminate any obligation by the Agency to contribute or continue to contribute to the Costs of the Project, including any obligation to pay an amount owing prior to the date of such termination, and/or
  - (b) Require the Recipient to repay part of or all of the Contribution forthwith to the Agency, and that amount is a debt due to Her Majesty in right of Canada and may be recovered as such.
- 10.2 The Recipient acknowledges the policy objectives served by the Agency's agreement to make the Contribution, that the Contribution comes from the public monies, and that the amount of damages sustained by the Crown in an Event of Default is difficult to ascertain and therefore that it is fair and reasonable that the Agency be entitled to exercise any or all of their remedies provided for in this Agreement and to do so in the manner provided for in this Agreement if an Event of Default occurs.

**11. Right to Set-off**

- 11.1 Without limiting the scope of set-off rights provided under the *Financial Administration Act*, it is understood that the Agency may:
- (a) Set off against any amount that may be payable to the Recipient pursuant to the Agreement by any amount that the Recipient owes to her Majesty the Queen in Right of Canada under legislation or other agreements of any kind, and
  - (b) Set off against any payments arrears that may be payable to the Agency by the Recipient.

**12. Repayment**

- 12.1 Where for any reason:
- (a) The Recipient is not entitled to the Contribution,
  - (b) The Recipient fails to make a payment as required by the terms of this Agreement,
  - (c) The Agency determines that the amount of the Contribution disbursed exceeds the amount to which the Recipient is entitled, or

(d) The Agency exercised a repayment remedy under the Agreement, the Recipient will repay to the Agency, promptly and no later than 30 days from notice from the Agency, the amount of the Contribution disbursed, the amount of the overpayment, or the repayment amount. Any such amount is a debt due to Her Majesty in Right of Canada and may be recovered as such.

12.2 The Recipient shall pay, in addition to any amount payable as a result of an Event of Default, interest on that amount in accordance with the *Interest and Administrative Charges Regulations*. The interest, calculated daily and compounded monthly, shall accrue commencing upon the date of the Event of Default as specified in the Demand for Payment. The rate of interest shall be equal to three percent (3%) higher than the average Bank of Canada discount rate for the previous month.

12.3 When any payment is received from the Recipient on account of a Contribution, the Agency shall apply that payment first to reduce any accrued interest and administrative charges owing and then, if any part of the payment remains, to reduce the outstanding principal balance of the debt due.

### 13. Annual Appropriations

#### 13.1 Parliamentary Allocation

Any payment by the Agency under this Agreement is subject to there being an appropriation for its fiscal year, beginning on April 1 and ending on the following March 31, in which the payment is to be made and to cancellation or reduction in the event that departmental funding levels are changed by Parliament.

#### 13.2 Lack of Appropriation

In the event the Agency is prevented from disbursing the full amount of the Contribution due to a lack or reduction of appropriation or departmental funding levels, the Parties agree to review the effects of such a shortfall in the Contribution on the implementation of the Agreement and to adjust, as appropriate, the expected results from the Project specified in Schedule 2 (Statement of Work).

### 14. Notice

14.1 Any notice required to be given with respect to this Agreement shall be in writing and shall be effectively given if delivered or if sent by ordinary or registered mail, telegram, fax or telex addressed to the party for whom the notice is intended. Any notice shall be deemed to have been received on delivery; any notice sent by telegram, fax or telex shall be deemed to have been received one (1) working day after being sent; any notice mailed shall be deemed to have been received eight (8) calendar days after being mailed.

**15. No Assignment of Agreement**

- 15.1 This Agreement shall not be assigned by the Recipient without the prior written consent of the Agency.

**16. Values and Ethics**

- 16.1 No member of the House of Commons of Canada or the Senate of Canada shall be admitted to any share or part of this Agreement or to any benefit to arise therefrom.
- 16.2 No current or former public office holder or public servant who is not in compliance with the *Conflict of Interest Act*, the *Conflict of Interest and Post-employment Code for Public Office Holders* and the *Values and Ethics Code for the Public Service* shall derive a direct benefit from this Agreement.

**17. Lobbying**

- 17.1 The Recipient represents and warrants that any person who lobbies on their behalf to obtain this Agreement, or any benefit thereunder, does so in compliance with the *Lobbying Act*.

**18. Compensation**

- 18.1 The Recipient shall indemnify and save harmless the Agency from and against all claims, losses, damages, costs and expenses relating to any injury to, or death of, a person or loss or damage to property caused or alleged to be caused by the Recipient or its servants or agents in carrying out the Project or any of the Recipient's activities.

**19. Cancellation of Agreement**

- 19.1 The Agency may, at any time, by 30 days notice to the Recipient, cancel this Agreement if, in the Agency's opinion, Schedule 2 (Statement of Work) has not been executed in a satisfactory manner, or the progress and objectives outlined in the Agreement have not been met.

**20. Access to Information Act and Privacy Act**

- 20.1 All information obtained by the Agency from the Recipient pursuant to an application or during the course of this Agreement will be treated in accordance with the *Access to Information Act* and the *Privacy Act*.

## DECISION NOTE FOR THE MINISTER

### US GERMAN MARSHALL FUND PROPOSAL FOR A NOVEMBER 2009 SECURITY CONFERENCE IN HALIFAX

#### ISSUE

- The German Marshall Fund (GMF) of the United States has proposed to host a prestigious, high-level conference based on the model of the Brussels Forum (see attachment A) to discuss transatlantic security and defence issues in Halifax, November 20-22, 2009 – the “Halifax International Security Forum.”
- As part of the proposal GMF has approached the Government of Canada, through DND, as a potential partner and sponsor to assist with financing.
- GMF anticipates USD\$2.8M (CAD\$3.25M) would be required to offset the overall costs of the event. For its part, the GMF would provide roughly USD\$500K (CAD\$581K) to cover overhead expenses. Given the proposed venue in Halifax, Atlantic Canada Opportunities Agency (ACOA) has indicated that it would provide CAD\$1.5M. DND has been asked to provide up to CAD\$1.5M. However, GMF would fundraise against the funding set aside by the Government. The expectation, therefore, is that through offset fundraising the overall Government contribution would be considerably less than the identified CAD\$3M.
- Given that attendance would likely include senior political representatives and government officials from the US and other allied nations, the conference will likely involve additional costs related to security and will require close coordination with the RCMP and local police.
- ADM (Fin CS) has advised that a Treasury Board Submission, as well as the development of a memorandum of understanding with GMF, will be required. We would work with TB, as well as ACOA, to find the most appropriate mechanism for supporting this initiative

#### BACKGROUND

- The German Marshall Fund (GMF) has proposed that Canada serve as the venue for one of GMF's well established fora on transatlantic security and defence issues. The conference would bring together some 300 senior politicians, officials and representatives from think tanks and the media from both sides of the Atlantic and around the world to discuss pressing strategic issues in an informal setting. The GMF has held similar prestigious conferences in other allied capitals, including the Brussels Forum which has become the leading conference on transatlantic issues in the past four years. The proposed conference in Canada would be the North American equivalent of the Brussels Forum, and a first on this side of the Atlantic.



- We recommend that you support this initiative and authorize the Department to undertake all necessary work with TB, OGD partners and GMF towards a November event.

## CONSIDERATIONS

### *Key advantages*

- Based on our experience with the Brussels Forum and other GMF events, the proposed conference would provide a prestige setting for serious, in-depth discussions amongst distinguished politicians, officials and experts on security and defence issues. Its format has proven successful in provoking lively and substantive discussions with experts, many of whom do not have access to restricted events such as NATO ministerials and summits. GMF has indicated that it would seek senior-level attendees including Vice President Biden, a senior US congressional delegation, and Secretary of Defense Robert Gates; defence and foreign ministers from other allied nations and partners; and the new NATO secretary-general. They are intending on leveraging Canada's contacts to engage non-traditional GMF partners, such as Australia, and key players in the Americas, to broaden the reach of the transatlantic forum.
- The event would offer a unique opportunity to advance the Government's overall agenda with respect to international leadership as well as Canada-US and Canada-Europe relations.
- The conference would be seen as a key event in the international schedule of meetings this fall. The conference would be held over two and a half days in November 2009 (notionally November 20-22). Beyond this, it cannot be ruled out that a successful conference held in Canada could evolve into a major annual event like the Brussels Forum or Munich Security Conference.
- The conference would also be of significant value in terms of informing Canadians about the importance of the transatlantic relationship and Canada's contributions to it. GMF also engages youth and local residents (students and others) in supporting the conference.
- GMF has a highly developed relationship with the US and global media. We anticipate that a Halifax conference would draw considerable domestic and international media attention.
- Given that Halifax is also the home port of Maritime Forces Atlantic (MARLANT), we would also explore opportunities to show the Navy and Canada's role in contributing to trans-Atlantic security.

### *Organizational and financial considerations*

- The total direct cost of the proposed conference is approximately USD\$2.8M (approximately CAD\$3.25M), which would be funded by a partnership between the

Government of Canada (DND and potentially other government partners like DFAIT, with whom we are in touch), the Atlantic Canada Opportunities Agency (ACOA), and the GMF. The contributions would be approximately CAD\$1.5M each from DND and ACOA, and CAD\$581,000 from the GMF. The GMF will fundraise against this amount with key Canadian private sector players.

- Preliminary consultations with VCDS/DFPPC and ADM(Fin CS) officials indicate that any support provided by DND to the GMF would likely require Treasury Board approval under its policy on Grants and Contributions and the inclusion of the grant in future Supplementary Estimates. In addition it would be necessary to develop a memorandum of understanding with GMF as it is a non-Canadian organization. We would also need to confirm whether or not a Memorandum to Cabinet would be required to inform Treasury Board that the GMF is a one-time recipient of DND sponsorship (our preliminary assessment is that an MC would not be required).
- If approved, there may be additional costs on other federal departments and agencies, the Government of Nova Scotia, and the City of Halifax given the security implications of hosting this event. Security arrangements would require a coordinated, interdepartmental and intergovernmental planning process which would include representatives from Canada Command, Public Safety Canada, the RCMP, CSIS, and the Halifax police department, among others. It is also likely that as the event approaches, further coordination may be required with foreign agencies such as the US Secret Service.
- All matters directly related to the organization of the event itself would be carried out by the GMF. That said, the GMF has committed to closely consult DND and the Government on the agenda and proposed panellists. Given the wide range of likely discussions, Defence will coordinate closely with PCO and other government departments (e.g. DFAIT).

#### RECOMMENDATION

- It is recommended that, pending the necessary confirmation of financial authorities, DND agree to support the event with a contribution of up to CAD\$1.5M and seek to facilitate GMF contacts for their fundraising purposes.
- As invitations for such a high-level event need to be sent by mid-June, we need to act urgently if we are going to support this opportunity.

Prepared by:  
 Consulted:  
  
 Responsible Director:  
 Responsible Director General:  
 Responsible Group Principal:  
 Date Prepared:

Mr. Nigel Thalakada, D Strat A analyst, 943-9788  
 Ms. Lynn Kennedy, DFPPC 2-3, 996-0338  
 LCol Suzanne Cote, EA/ADM(Fin), 992-5213  
 Dr. James Groen, D Strat A, 992-4523  
 Mr. Michael Margolian, DG Pol Plan, 992-0799  
 Ms. Jill Sinclair, ADM(Pol), 992-3458  
 20 May 2009

## Halifax International Security Forum

### Reference:

- The Supplementary Estimates (B) list a Transfer to Atlantic Canada Opportunities Agency – to assist in the organization and delivery of the Halifax International Security Forum. (p. 108)

OP1(s): ADM (Pol)/ D Cab Ln, ADM(Fin/CS)

### Top Lines:

- DND transferred \$1,917,315 to Atlantic Canada Opportunities Agency (ACOA) to assist in the organization and delivery of the Halifax International Security Forum. DND and ACOA agreed to support this Forum for 4 years through partial annual funding. (Fin CS)
- The 2011 Halifax Forum brought together 500 world-renowned thinkers and policy-makers to share ideas and solutions to pressing and emerging global issues. Key participants included the US Secretary of Defense Leon Panetta, the UK Minister for International Security Strategy Gerald Howarth, and Israeli Defence Minister Ehud Barak. (ADM(Pol))
- The conference is a rare opportunity for like-minded nations to come together in an informal setting, and speak frankly about their concerns through unregulated exchanges and debates. As in previous years, this year's conference featured lively and dynamic debates on a number of pressing and emerging global issues. (ADM(Pol))
- This year's discussions were particularly focused on the impact of fiscal restraint on security, as well as the emergence of new regional powers in the Middle East. Other key topics included changes to the security environment since 9/11, the future of the transatlantic alliance, as well as the future of Israel-Palestine relations. (ADM(Pol))

### Questions:

- 1) **Why is DND providing so much funding to an event organized by a non-government organization?**
  - Recognizing that defence and security is inextricably linked with economic and social challenges, Minister Peter MacKay has hosted the Forum since the inaugural conference in 2009. Now in its third year, the Forum has established itself as the gathering place to discuss global issues. From the Americas to Asia, from the economy to emerging threats, the Halifax Forum fosters frank and informal discussions on issues that define our time. (D Cab LN)
  - DND has provided seed money to allow this initiative to get off the ground. Conference organizers have committed to make the Forum self-sustaining by the end of the conference in 2013. The Forum has already begun to attract other contributors. This year, NATO was one of the financial sponsors. (D Cab LN)
- 2) **Why is DND funding this event at a time when funding for academic institutions dealing with defence issues – such as that provided by the Security and Defence Forum (SDF) – is under review?**
  - Since 2009, the Halifax International Security Forum has been bringing together creative thinkers from different backgrounds to share lessons learned and develop innovative approaches to meet today's challenges and prepare for what we will face tomorrow. As such, the Forum is an excellent opportunity to demonstrate to Canadians and key international security decision-makers how Canada continues to lead on the global stage. (D Cab LN)

**3) For how many years will you continue to fund the Forum?**

- The Department of National Defence (DND) and the Atlantic Canada Opportunities Agency (ACOA) have provided approximately \$2.5M a year to help support the Forum since the inaugural conference in 2009. This financial contribution is scheduled to continue through the 2013 conference. For their part, conference organizers have committed to make the Forum self-sustaining, beginning in 2014. (D Cab LN)

**4) Does DND have any say in the planning of this event?**

- DND assists the organizers in shaping the agenda as well as identifying and recruiting potential invitees. Many prominent Canadians attend this event, which is hosted by MND, Peter MacKay. This year, the Chief of the Defence Staff and the Deputy Minister of National Defence all attended the event, along with many high ranking military officers, including LGen Bouchard, who commanded NATO forces in Libya. (D Cab LN)

**5) Is DND funding or in any way paying for the speakers who attend this event? For example, do you pay for travel, honorarium or hotels?**

- The DND and ACOA contribution supports the costs associated with staging the HISF, including facility rental, logistical and technical support, consulting, publications, translation services, travel and accommodations for the speakers, and catering. (ADM (Pol) – D Cab LN; ACOA PA Team)

**6) DND has been funding this forum since 2009. How come you do not have the costs of staff and travel for the 2009 and 2010 events?**

- Forthcoming from D Cab LN.

**Pages 90 to / à 93  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**69(1)(g) re: e, 69(1)(g) re: ee**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

SCHEDULE 2

Project No: 197160

STATEMENT OF WORK

**Project Description**

This Project will enable the Recipient to deliver four annual International Security Forums. The first of the "Halifax Forums" will be held November 5-7, 2010 with subsequent forums held in 2011, 2012 and 2013. The forums will bring together leaders, policy makers, and experts from both sides of the Atlantic to discuss the challenges to transatlantic security.

The Recipient shall create a Private Partnership Network that will result in sustainability for the Halifax Forum at the conclusion of this four year Agreement. This will include the active participation of the Agency, the active pursuit of industrial partnerships (e.g. Industrial Regional Benefits), and, at the discretion of the Agency, the engagement of a consulting firm to develop industry partnerships to facilitate long term sustainability.

In as much as Peter Van Praagh is considered critical to the success of this initiative and whose participation will yield proper file management and achievement of desired outcomes, the Recipient shall maintain Peter Van Praagh as project manager for the duration of the control period unless otherwise agreed to by the Agency in writing.

**Project Location:** Halifax, Nova Scotia

**Project Cost and Financing:**

Cost Description	Financing Source		
Other Operating Costs	\$9,960,000	ACOA BDP Non-Repayable	\$9,960,000
Administrative Overhead	\$2,056,000	Fundraising - Partnership Agreements	\$2,056,000
<b>Total Costs</b>	<b>\$12,016,000</b>	<b>Total Financing</b>	<b>\$12,016,000</b>
<b>Eligible Costs</b>			
Other Operating Costs	\$9,960,000		

**Expected Results from the Project:**

The federal government requires that the identified results from Projects receiving federal funding be achieved. The Agency will require follow-up on the following results identified for your Project:

1. Foster a broader dialogue and build a closer relationship among Canada, the United States, South America and Europe, centered on a new and forward-looking global security agenda;
2. Forge transatlantic partnerships through high level collaboration that recognizes the ever changing global agenda confronting North America and Europe;
3. Establish a "front of mind" presence within Atlantic Canada on security issues in the Atlantic region;
4. Support and promote knowledge sharing to ensure that both sides of the Atlantic are speaking and listening to each other;
5. Promote Canada's image internationally as a leader in global security issues;
6. Create economic spin-offs from the delegates staying in Halifax during the event, during pre- and post-event activities, as well as broader tourism opportunities by creating market awareness.
7. The Recipient shall commit to working with the Agency and its partners to identify key initiatives to enhance economic activity in the Atlantic region. It shall commit to be a part of the process to enhance the profile of the region and become an advocate for specific sectors such as Aerospace, Defence and Security.

**Means of Verification**

Annual reporting, annual project audits and annual project reviews.

SCHEDULE 3

Project No: 197160

**CLAIMS AND PROJECT COSTS PRINCIPLES**

**CLAIMS**

1. Prior to the first disbursement of the Contribution by the Agency, the Recipient shall complete and submit the *Pre-authorized Debit / Direct Deposit Authorization (PAD)* form to be provided by the Agency.
2. No claim shall be paid if the Recipient is not in compliance with the conditions of this Agreement.
3. The Agency will make payments to the Recipient, in respect of Eligible Costs incurred, based on claims:
  - (a) Submitted on a **monthly** basis ("Claim Period"),
  - (b) Submitted on claim forms provided by the Agency, within 45 days of the end of each Claim Period,
  - (c) Accompanied with details of all Costs being claimed, which will be substantiated by such documents as may be required by the Agency and presented in accordance with the structure contained in Schedule 2 (Statement of Work),
  - (d) Certified by the Recipient's authorized signing authority or other person satisfactory to the Agency, and
  - (e) Which include a certificate as to whether or not any amounts are due to Her Majesty the Queen in Right of Canada pursuant to any obligation other than this Agreement and provide details of any such amounts.
4. The total amount of Contribution paid to the Recipient, including advances in respect to Costs which have been incurred but not paid to the suppliers, should never exceed 50% of the total authorized annual Contribution.



5. When submitting a claim supporting documents do not need to be included. However, purchase orders, cancelled cheques, invoices, receipts and all other supporting documentation must be retained and readily available for an examination by the Agency during any payment verification or audit and until 36 months following the end of the Control Period.
6. Within 120 days of the submission of the final claim, the Recipient shall submit a statement certified by a person authorized to sign on behalf of the Recipient attesting to the Eligible Costs for the entire Project having been incurred and paid.
7. No claim for the Contribution will be processed if there are any Progress Reports, as required in Schedule 4 (Progress and Results Reporting Requirement), outstanding.

## PROJECT COSTS PRINCIPLES

### 1. General Principles

- 1.1 The total Eligible Costs of the Project shall be the sum of the applicable direct costs, which are, or will be reasonably and properly incurred, in the performance of the Project, less any applicable credits and/or holdbacks as appropriate.
- 1.2 Eligible Costs include all those costs which, in the opinion of the Agency, are reasonable incremental costs that are necessary in order to carry out the Project.

### 2. Reasonable Costs

- 2.1 A cost is reasonable if, in nature and amount, it does not exceed that which would be incurred by an ordinary prudent person in the conduct of competitive business.
- 2.2 In determining the reasonableness of a particular Cost, consideration shall be given to:
  - a. Whether the Cost is of a type generally recognized as normal and necessary for the conduct of the performance of the Project,
  - b. The restraints and requirements by such factors as generally accepted sound business practices, arm's length bargaining, federal, provincial and local laws and regulations, and Agreement terms,
  - c. The action that prudent business persons would take in the circumstances, considering their responsibilities to the owners of the business, their employees, customers, the Government and public at large,
  - d. Significant deviations from the established practices of the Recipient which may unjustifiably increase the Eligible Costs, and

- e. The specifications, delivery schedule and quality requirements of the particular Project as they affect Costs.
- 2.3 The Agency shall not contribute to any Cost that is not a reasonable and proper direct cost of the Project, or to any cost which is not substantiated by satisfactory supporting documentation.
- 2.4 Travel costs claimed as Eligible Costs are reasonable if comparable to the *Treasury Board Travel Directive* for the Public Service and exclude items such as entertainment and first-class air fare, etc. and are incurred solely in performance of the Project.
- 2.5 In house wages claimed as Eligible Costs are reasonable if the Agency is satisfied with the qualifications and experience of the personnel involved. Existing employees may be deemed as eligible to the extent that they are incremental to the operating costs. Hourly employees are considered incremental while salaried employees are normally considered incremental only when hired specifically for the Project or when replaced in their normal duties by additional employees. In the later case the incremental costs would be based on the cost of the replacement employee.
- 2.6 Direct labour costs claimed for owners of a proprietorship or partnership are not eligible costs.

## SCHEDULE 4

Project No: 197160

### PROGRESS AND RESULTS REPORTING REQUIREMENTS

1. From the Project Commencement Date until the Project Completion Date the Recipient shall submit status reports as required in this Schedule, on the progress and results of the Project in a form satisfactory to the Agency.
2. Quarterly Progress Reports

The Recipient shall submit progress reports on a quarterly basis, within 45 days of each quarter. For the purposes of this Agreement each progress report shall contain:

  - (a) A description of the progress made in the fulfillment of Schedule 2 (Statement of Work) during the quarter, detailed as defined in Schedule 2 (Statement of Work).
  - (b) An assessment of any significant delay in completing the Project or the attainment of any expected result identified in Schedule 2 (Statement of Work), the reasons for such delay, and mitigation measures being taken. and
  - (c) The Recipient's revised Projections of Project cash flows for the current fiscal year, if any significant change is expected.
3. Annual Reporting
  - 3.1 By **November 30, 2011** and by the same date each year thereafter, until the end of the Control Period, the Recipient shall provide the Agency a written progress report containing:
    - (a) A description of the progress in completion of the Project activities, in comparison with the schedule and milestones contained in Schedule 2 (Statement of Work) and the related Project expenditures for that segment of Project activities,
    - (b) The Recipient's revised estimated Cost breakdown by category and by fiscal year,
    - (c) An indication of any delay in completing the Project and the reasons for such delay, together with the Recipient's revised schedule and any proposed revisions to Schedule 2 (Statement of Work),

- (d) An update on the expected results as set out in Schedule 2 (Statement of Work) where appropriate, and
  - (e) Evidence satisfactory to the Agency that the Project continues to operate within agreed upon standards.
- 3.2 The Recipient shall submit to the Agency, within 90 days of the end of each fiscal year which commences before the end of the Control Period, a copy of its audited financial statements.
- 3.3 Upon the request by the Agency, the Recipient shall provide elaboration of any report required under this Agreement, promptly and at no cost to the Agency.

SCHEDULE 5

PROJECT FACT SHEET FOR NEWS RELEASE

<b>Program:</b> ACOA Business Development Program	<b>Project No:</b> 197160
<b>Name and Address of Recipient:</b> The German Marshall Fund of the United States 1744 R Street, NW Washington, District of Columbia 20009	<b>Recipient Contact:</b> <b>Name:</b> Mike Geiger <b>Title:</b> Vice-President <b>Telephone:</b> (202) 683-2664 <b>Fax:</b> (202) 265-1662
<b>Project Location:</b> Halifax, Nova Scotia	<b>Project Type:</b> Business Support
<b>Project Description and Anticipated Results:</b> This project will enable the Recipient to deliver four annual International Security Forums. The first of the "Halifax Forums" will be held November 5-7, 2010 with subsequent forums held in 2011, 2012 and 2013. The forums will bring together leaders, policy makers, and experts from both sides of the Atlantic to discuss the challenges to transatlantic security.	
<b>Total Project Costs:</b> \$12,016,000	<b>Eligible Costs:</b> \$9,960,000
<b>Authorized Assistance:</b> \$9,960,000	<b>Total Government Funding:</b> \$9,960,000
<b>Estimated Project Commencement Date:</b> August 31, 2010	
<b>Estimated Project Completion Date:</b> March 31, 2014	



Alberta  
Gouvernement  
Alberta

Agence  
projet/Agencia  
des/da empresa

Project no. / N° du projet

**ACDA BUSINESS DEVELOPMENT PROGRAM  
APPLICATION FOR ASSISTANCE**

**PROGRAMME DE DÉVELOPPEMENT  
DES ENTREPRISES DE L'AFPECA  
DEMANDE D'AIDE**

**INSTRUCTIONS**

- Submit a completed and signed application form, along with any attachments, in the ACDA office in the province where you plan to locate the proposed project.
- Please call your nearest ACDA office if you have any questions.

**DIRECTIVES**

- Envoyez la formule de demande dûment remplie et signée, accompagnée des documents pertinents, au bureau de l'AFPECA dans la province où le projet sera exécuté.
- Veuillez téléphoner au bureau de l'AFPECA le plus près si vous avez des questions.

<p>1 - Legal name of applicant and operating name, if different: Dénomination sociale du requérant et nom commercial, s'il diffère du premier:</p> <p>Name: <u>German Marshall Fund of the United States (GMF)</u></p>		<p>2 - Name and title of person to whom inquiries may be directed: Nom et titre de la personne pouvant répondre aux questions:</p> <p>Name: <u>Peter Van Praagh, Senior Dir</u></p>													
<p>Mailing address: Adresse postale:</p> <p><u>1744 R Street, NW, Washington, DC 20005</u></p>		<p>Telephone no.: <u>202 683 2604</u> (res./bur.) N° de téléphone: _____ (rés./b.)</p> <p>E-mail/Courriel: _____ s. 19(1)</p> <p>Fax no. <u>202 265 1682</u> N° de télécopieur: _____</p>													
<p>3 - Form of organization / Genre d'organisation:</p> <p>Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Cooperative <input type="checkbox"/> Not-for-profit organization <input checked="" type="checkbox"/>          Société Société de personnes Coopérative Organisation sans but lucratif</p> <p>To be incorporated <input type="checkbox"/> Sole proprietorship <input type="checkbox"/> Other (specify) <input type="checkbox"/>          À constituer en société Entreprise individuelle Autre (préciser) _____</p>															
<p>4 - Principal owners / Propriétaires principaux:</p> <table border="1"> <thead> <tr> <th>Name / Nom</th> <th>% Ownership / % de propriété</th> <th>Title / Titre</th> </tr> </thead> <tbody> <tr> <td>_____</td> <td>_____</td> <td><u>President</u></td> </tr> <tr> <td>_____</td> <td>_____</td> <td><u>Co-Chair, Board of Trustees</u></td> </tr> <tr> <td>_____</td> <td>_____</td> <td><u>Co-Chair, Board of Trustees</u></td> </tr> </tbody> </table>				Name / Nom	% Ownership / % de propriété	Title / Titre	_____	_____	<u>President</u>	_____	_____	<u>Co-Chair, Board of Trustees</u>	_____	_____	<u>Co-Chair, Board of Trustees</u>
Name / Nom	% Ownership / % de propriété	Title / Titre													
_____	_____	<u>President</u>													
_____	_____	<u>Co-Chair, Board of Trustees</u>													
_____	_____	<u>Co-Chair, Board of Trustees</u>													
<p>5 - Is any part of your business owned by a government? Un gouvernement est-il propriétaire d'une partie de votre entreprise? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Non Oui</p> <p>Name of parent company (if applicable): _____ Nom de la société mère (le cas échéant): _____</p> <p>Name of subsidiary companies (if applicable): _____ Nom des filiales (le cas échéant): _____</p>															
<p>6 - Location of project: Lieu du projet: <u>Halifax, Nova Scotia</u></p>															

ACDA 2/11 (1/99) (1) (1)

Canada

Brief description of project / Décrivez brièvement votre projet :

Halifax International Security Forum, November 5-7, 2010 (See Attachment 1 for project overview)

8 - Have you considered all environmental requirements?  
Avez-vous examiné votre projet en fonction des exigences environnementales? Yes  No   
Oui Non

You should be in a position to discuss potential environmental impacts of your project. ACCA's brochure "How to prepare a business plan" provides good information on issues to be addressed. Vous devriez être en mesure de discuter des répercussions possibles que votre projet pourrait avoir sur l'environnement. Le pamphlet "Comment préparer un plan d'affaires" publié par l'APSCA est une bonne source d'information sur les sujets à traiter.

9 - Summary of estimated project costs:  
Sommaire des coûts estimés du projet :

Project costs / Coûts du projet	(B)
Description:	
Personnel	425,000 US
Travel/Meetings	1,211,875 US
Publications/Outreach	665,000 US
Supplies/Communications	30,000 US
Admin Overhead	513,013 US
<b>Total</b>	<b>2,644,888 US</b>

10 - Proposed financing of project:  
Financement proposé pour le projet :

Project financing / Financement de projet	(B)
Description:	
ACCA	2,331,875 US
GMF	513,013 US
<b>Total</b>	<b>2,644,888 US</b>

11 - Have you made any financial or legal commitments for the project?  
Avez-vous pris des engagements financiers ou juridiques pour votre projet?

No  Yes   
Non Oui

Provide details:  
Fournir des détails :

GMF will contribute \$513,013 to the Halifax Forum, pending approval by the Board of Trustees in May 2010.

12 - Estimated start date of project:  
Date approximative de début du projet : February 1, 2010

Estimated completion date of project:  
Date approximative de fin du projet : January 31, 2011

13 - Employment / Emplois

Number of jobs / Nombre d'emplois

	Average during the last year/ Moyenne durant la dernière année	Estimated to be created by the project/ Approximatif créé par le projet
Permanent full-time / Permanents à temps plein :	133	
Permanent seasonal / Permanents saisonniers :		
Permanent part-time / Permanents à temps partiel :		
<b>TOTAL</b>	<b>133</b>	

14 - Business plan

Please ensure that the following is included with your signed application form:

**FOR ALL PROJECTS (EXCEPT STUDIES)**

- A history and description of the business, including the products manufactured or services rendered.
- Stopping date on major items to be purchased/sold, e.g. cost quotations (mats, model, etc.), labour quotes for building or construction, size of building, etc.
- Sufficient market data on project, e.g. who are competitors, where are they, what is the projected market, how will product be promoted?
- Outline of management structure of business, résumés of key people, experience in type of proposed business, etc.

- For an existing business

Financial Statements for last fiscal year and one year projected Statement of Income and Expenses. If project is over \$200,000, three year projected statements are required including Cash-Flow, Source and Application of Funds, and Balance Sheet. Include key assumptions which make up projections.

- For a new business

Copy of projected Opening Balance Sheet and one year projected Statement of Income and Expenses. If project is over \$200,000, three year projected statements are required including Cash-Flow, Source and Application of Funds, and Balance Sheet. Include key assumptions which make up projections.

- Personal Net Worth Statement.

**FOR MARKETING, TRAINING AND QUALITY PROJECTS**

- Detailed implementation plan (3 years) outlining costs of various activities to be undertaken.
- If applying for a qualified person, include a detailed job description and résumé of proposed person to be hired.
- Latest financial statements.

**FOR INNOVATION PROJECTS**

- Complete description of the proposed project.
- Latest financial statements.

**FOR STUDY PROJECTS**

- Proposal from consultant.
- Latest financial statements.
- Personal net worth statement.

The extent of information required will be dependent on the complexity and size of the business or project. For larger, more complex projects, a more detailed Business Plan, Feasibility Study and/or Marketing Study will be required. Contact your ACOA representative for guidance.

14 - Plan d'entreprise

Veuillez inclure les données suivantes avec votre formule de demande dûment signée:

**POUR TOUS LES PROJETS (À L'EXCEPTION DES ÉTUDES)**

- L'histoire et une description de l'entreprise; y compris les produits fabriqués ou les services offerts.
- Des données à l'appui pour les gros achats (dates pour chaque commande et modèle d'équipement, etc.) ou les gros travaux de construction (devis pour les travaux, taille de l'immeuble, etc.).
- Des données commerciales suffisantes concernant le projet (Qui sont les concurrents? Où sont-ils situés? Quel est le marché cible? Comment le produit sera-t-il commercialisé?).
- Exposé et de la structure de gestion de l'entreprise, curriculum vitae des principaux intervenants, expérience dans le genre d'entreprise proposée.

- Entreprise existante

États financiers du dernier exercice et État des revenus et des dépenses prévus pour la prochaine année. Si le projet est évalué à plus de 200 000 \$, les prévisions doivent s'échelonnner sur trois ans (mouvements de trésorerie, prévisions de utilisation des fonds, bilan). Mentionner les principaux éléments des prévisions.

- Nouvelle entreprise

Une copie de bilan d'ouverture et un état des revenus et des dépenses prévus pour la prochaine année. Si le projet est évalué à plus de 200 000 \$, les prévisions doivent s'échelonnner sur trois ans (mouvements de trésorerie, prévisions de utilisation des fonds, bilan). Mentionner les principaux éléments des prévisions.

- État de la valeur nette personnelle.

**PROJETS DE MARKETING, FORMATION ET QUALITÉ**

- Plan de marketing détaillé démontrant le coût des diverses activités qui seront entreprises.
- Si le demandeur est pour un spécialiste en marketing, inclure une description de poste détaillée et le curriculum vitae de la personne qui sera embauchée.
- Derniers états financiers.

**PROJETS D'INNOVATION**

- Description complète du projet proposé.
- Derniers états financiers.

**ÉTUDES**

- Proposition du consultant.
- Derniers états financiers.
- État de la valeur nette personnelle.

La quantité de données à fournir dépend de la complexité et de la taille de l'entreprise ou du projet. Pour les projets plus complexes, il faut envoyer un plan d'entreprise, une étude de faisabilité et/ou une étude de marché plus détaillée. Communiquer avec un représentant de l'APCOA pour obtenir des conseils.

15 - Applicant's professional references (if applicable) / Références professionnelles ou requérant (le cas échéant):

	Name of firm or agency Nom de la firme ou de l'organisme	Contact person Personne-ressource	Telephone Téléphone
Financial institution / Établissement financier :	:	:	----
Accountant / Comptable :	:	:	----
Lawyer / Avocat :	:	:	----
Insurance company / Compagnie d'assurance :	:	:	----
Consultant :	:	:	----

s.19(1)

s.20(1)(b)

s.20(1)(d)



16 - Official language preferred for correspondence:  
Chaque de langue pour la correspondance:

English  
Anglais

French  
Français

17 - Notice and consent:  
AU LE MINISTRE POUR L'ATLANTIC CANADA OPPORTUNITIES AGENCY (ACOA):

- (a) I certify that the information given to me, to the best of my knowledge and ability, complete, true and correct and this will also apply to all information given in the future in connection with the implementation of the project and the program.
- (b) I certify that financial assistance from ACOA is a significant factor in the decision to proceed with this project.
- (c) I also authorize ACOA to make any enquiries of such persons, firms, corporations, federal and provincial government agencies/departments and non-profit economic development organizations, to collect and share information with them, as ACOA deems necessary in order to reach a decision on this application, to administer and monitor the implementation of the subject project, and to evaluate the results of the project and this progress after project completion.
- (d) Information provided to ACOA will be treated in accordance with the Access to Information Act and the Privacy Act. These laws govern, protect and limit the collection, use and disclosure of personal, financial and technical information by federal government departments and agencies. Information provided to ACOA is secured from unauthorized access.

I read and understood the Notice and Consent. I voluntarily consent to the collection, use and disclosure as described. I further acknowledge that I have read and understood the above clauses.

Name and title of authorized official / Nom et titre de l'agent autorisé

Signed at / Signé à Washington, DC, USA

this / le 26

day of / jour (fédate) February

20 10

17 - Avis et consentement:  
AU MINISTRE DE L'AGENCE DE PROMOTION ÉCONOMIQUE DU CANADA ATLANTIQUE (APECA):

- (a) Je certifie que les renseignements, l'information fournie dans les présentes est complète, véridique et exacte, et que celle sera le cas de toute information qui sera fournie à l'avenir par rapport à la mise en oeuvre du projet et du programme.
- (b) Je certifie que la décision de donner suite au projet repose dans une large mesure sur l'aide financière consentie par l'APECA.
- (c) J'autorise également l'APECA à entrer en communication avec toute personne, toute entreprise, toute société, tout organisme ou ministère fédéral ou provincial et tout organisme de développement économique sans but lucratif afin de demander ou de donner des renseignements, selon ce qu'elle jugera nécessaire pour prendre une décision, notamment à la présente demandée, pour gérer et contrôler la mise en oeuvre du projet, et pour évaluer les résultats du projet et du programme une fois le projet terminé.
- (d) L'information transmise à l'APECA sera traitée conformément à la Loi sur l'accès à l'information et à la Loi sur la protection des renseignements personnels. Ces lois régissent et limitent la collecte, l'utilisation et la diffusion de renseignements personnels, financiers et techniques par les ministères et les agences du gouvernement. Toute l'information transmise à l'APECA est protégée contre l'accès non autorisé.

Je déclare avoir lu et compris le présent avis. Je consens volontairement au rassemblement, à l'utilisation et à la divulgation de l'information émise et de données. Je reconnais avoir lu et compris les clauses ci-dessus.

Signature of authorized official / Signature de l'agent autorisé

[Signature] President

#### ACOA REGIONAL OFFICES

ACOA NEW BRUNSWICK  
570 Queen Street, P.O. Box 570  
Fredericton, New Brunswick E3B 5A6  
Toll Free: 1-800-261-4039  
Telephone: (506) 453-3184  
Fax: (506) 452-3185

ACOA NEWFOUNDLAND  
The John Cohen Building  
10 Sander's Hill, 11<sup>th</sup> Floor  
P.O. Box 1960, St. John's  
St. John's, Newfoundland A1C 5M5  
Toll Free: 1-800-488-1019  
Telephone: (709) 772-2700  
Fax: (709) 772-2712

ACOA NEW SCOTIA  
Suite 100, 1885 Hulse Street  
P.O. Box 2384, Station "M"  
Halifax, Nova Scotia B3J 3C4  
Toll Free: 1-800-565-5028  
Telephone: (902) 438-6162  
Fax: (902) 438-2024

ENTERPRISE CAPE BRETON CORPORATION (ECBC)  
4<sup>th</sup> Floor, Chalmers Tower  
15 Dunsmuir Street, P.O. Box 1750  
Sydney, Nova Scotia B1P 6T1  
Telephone: (902) 564-3620  
Fax: (902) 564-3620

ACOA PRINCE EDWARD ISLAND  
100 Sydney Street, 7<sup>th</sup> Floor, Royal Bank Building  
P.O. Box 42  
Charlottetown, Prince Edward Island C1A 7A3  
Toll Free: 1-800-877-2384  
Telephone: (809) 565-1452  
Fax: (809) 568-7098

ACOA 377 (1/1986) (4 of 4)

#### BUREAUX RÉGIONAUX DE L'APECA

NOUVEAU-BRUNSWICK  
570, rue Queen, C.P. 570  
Fredericton (Nouveau Brunswick) E3B 5A6  
Sans frais: 1-800-261-4039  
Téléphone: (506) 453-3184  
Téléfax: (506) 452-3185

TERRE-NEUVÉ  
Le John Cohen Bâtiment  
10 Sander's Hill, 11<sup>e</sup> étage  
C.P. 1960, St. John's  
St. John's (Terre-Neuve) A1C 5M5  
Sans frais: 1-800-488-1019  
Téléphone: (709) 772-2701  
Téléfax: (709) 772-2712

NOUVEAU-ÉCOSSE  
Place 500, 1885, rue Hulse  
C.P. 2384, Succursale "M"  
Halifax (Nouvelle-Écosse) B3J 3C4  
Sans frais: 1-800-565-5028  
Téléphone: (902) 438-6162  
Téléfax: (902) 438-2024

CAP-BRETON (ECBC)  
4<sup>e</sup> étage, Chalmers Tower  
15, rue Dunsmuir, C.P. 1750  
Sydney (Nouvelle-Écosse) B1P 6T7  
Téléphone: (902) 564-3620  
Téléfax: (902) 564-3620

ÎLE-DU-PRINCE-ÉDWARD  
100, rue Sydney, 7<sup>e</sup> étage, C.P. 42  
Charlottetown (Île-du-Prince-Édouard) C1A 7A3  
Sans frais: 1-800-877-2384  
Téléphone: (809) 565-1452  
Téléfax: (809) 568-7098

Print Form

ATTACHMENT 1  
PROJECT NARRATIVE

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**THE GERMAN MARSHALL FUND OF THE UNITED STATES**  
Proposal for the  
**Halifax International Security Forum 2010**

**Introduction**

Canada is one of only a handful of countries that is a genuine global actor. Although its military is not as large as other nations that deploy overseas, it has contributed significantly to nearly every international crisis for the last 100 years. In addition to its military commitments, Canada maintains considerable influence because of its distinctive capacity to generate new ideas and approaches to complicated international challenges. The noteworthy success of the inaugural Halifax International Security Forum, held in November 2009, clearly demonstrated how appreciative the global policy community is of Canada's longstanding contributions.

Now is an opportunity to further strengthen Canada's positive influence on global security issues by hosting the second Halifax Forum, establishing it as the seasonal gathering place for serious, forward-looking debate with like-minded policy and opinion makers. The German Marshall Fund of the United States (GMF) will work to ensure that the second forum, to be held November 5-7, 2010, at the Halifax World Trade Center, exceeds the high standard set in 2009.

GMF proposes entering into a partnership with the Department of National Defence and the Atlantic Canada Opportunities Agency to host the second annual Halifax Forum. GMF will engage its diverse networks in North America, Europe, and Asia as well as reach out to targeted countries in Latin America and Africa. A comprehensive communication and fundraising plan will accompany these efforts to ensure prominent media coverage and private sector participation.

**Why GMF?**

GMF is a non-partisan American public policy and grant-making institution dedicated to strengthening cooperation between North America and Europe. GMF pursues this mission by supporting individuals and institutions working on transatlantic issues, by convening leaders to discuss the most pressing transatlantic themes, and by examining ways in which transatlantic cooperation can address global policy challenges. Unlike many organizations working on transatlantic affairs, GMF maintains a strong presence and network on both sides of the Atlantic. In addition to its headquarters in Washington, DC, it has seven offices in Europe (Berlin, Brussels, Budapest, Paris, Belgrade, Ankara, and Bucharest). GMF's successful record in conducting high-level events and promoting dialogue on both sides of the Atlantic uniquely positions the organization to lead this conference.

GMF has developed a reputation for high-level, innovative convening through its conferences surrounding the NATO summit in Istanbul, Riga, and Bucharest and through the success of its flagship Brussels Forum. GMF endeavored to build the Halifax International Security Forum into the North American equivalent of its European conferences, but focused specifically on global security issues.

#### Economic Benefits to Atlantic Canada

As the Halifax Forum develops its reputation as the leading global security event on the international calendar, the Atlantic Canada community will benefit greatly from the economic impact of visitors during an off-peak season and the international attention generated through significant media coverage. Moreover, Halifax Forum will bring important business opportunities for local defence and aerospace firms that can use the two-day event as an occasion to meet with their international colleagues. GMP will work closely with the Atlantic Canada Opportunities Agency to ensure the forum maximizes opportunities for economic development in Atlantic Canada.

#### Format

GMP has developed an innovative model for high-level conferences that utilizes a variety of formats designed to maximize participation and minimize speeches. The defining characteristic is straightforward: a less formal setting for serious debate and in-depth discussion. GMP achieves this through three different formats of debates: main sessions with an audience of 200-250, which take place in a formal setting and are open to the media, night owl and breakfast sessions with audiences of 40-80, which take place in an informal, off-the-record setting and dinner conversations with 20 participants, designed as intimate policy discussions. GMP carefully selects the involvement of these sessions in order to maximize the interactive and lively quality of the debates.

The application of these different session formats sets Halifax Forum apart from other comparable conferences. The Munich Security Conference, held annually in Germany, features long speeches and limited opportunity for interactive debate. GMP's model provides participants with the opportunity to discuss a range of topics that are otherwise difficult to share in a formal, on-the-record setting. At the same time, some stakeholders prefer to speak on-the-record in order to use the forum's media presence to raise the visibility of their comments to a wider public. By giving participants access to a range of different format options, GMP ensures a more diversified program with a wide range of topics. GMP received positive feedback on this three-tier format during the 2009 Halifax Forum.

GMP's organizational approach also places emphasis on maximizing networking opportunities for speakers and participants. GMP achieves this balance through networking dinners, informal receptions, and open buffers that provide time and space for private networking and conversation.

#### Agenda

GMP will develop the agenda for the conference in close consultation with the Department of National Defence, the Atlantic Canada Opportunities Agency, and any additional partners. GMP will regularly exchange information with the Canadian government to ensure that the agenda and participants are in line with the messages that should be conveyed.

The 2009 Halifax Forum agenda reflected the growing diversity of issues at the core of the transatlantic security relationship as well as the growing geographic reach of transatlantic cooperation. The main on-the-record panels covered broad themes such as international law, nuclear proliferation, global terrorism, Afghanistan and Iraq. Smaller sessions explored challenges related to North Korea, the Middle East, development, climate change, and counter-

brookers. Similarly, the 2010 Halifax Forum will explore significant global defence issues in detail and allow for the open pursuit of new ideas.

#### Location and Timing

GMF proposes to hold the Halifax International Security Forum on November 5-7, 2010, at the Westin Nova Scotia in Halifax. GMF will work to ensure that all of the complex logistics of the event are handled with the high standard of professionalism it exhibits in all of its convening activities. Great care will be taken to ensure that current and former leaders and high-level officials can participate. The Westin Nova Scotia proved to be an optimal venue for the 2009 Halifax Forum. The hotel had sufficient capacity to accommodate all of the full participants and offered consistent high level service and attention leading up to and during the conference. Also, utilizing one venue for both participant accommodations and the conference proceedings helped facilitate a sustained networking environment for all attendees.

#### Outreach

As it did in 2009, GMF will develop and implement, in close collaboration with the Department of National Defence and the Atlantic Canada Opportunities Agency, a comprehensive public diplomacy and communications strategy, including recruiting reporters to cover the event, creating a working press centre during the conference, allowing reporters to file stories about the event in real time, and developing printed materials and a revamped Web site. The main conference venue will be set up to allow the keynote speeches and main sessions to be aired via satellite and webcast.

The 2009 Forum attracted significant media coverage on television, the Internet, radio, and in print. In total, 70 working journalists registered to cover the forum generating over 200 news stories. GMF anticipates attracting even greater coverage in 2010 due to the successful branding of the first forum.

GMF will implement a fundraising strategy to recruit local and international business participation, specifically from the defence and aerospace industries. GMF also will look for other avenues of support such as in-kind contributions from Air Canada and others.

#### Budget

The approximate budget of \$2,864,888 is based on the end cost of implementing this type of event in 2009 as well as other major GMF events. Please note that GMF will pay for all administrative overhead expenses (\$511,013) and that all unused contingency funds will be returned upon completion of the conference. A detailed budget is attached. Main costs include the following:

1. A substantial investment of personnel resources by GMF, including senior staff in Washington for conceptual work and speaker acquisition as well as junior staff in Washington for operational and logistical work on the ground. GMF will also have to employ additional local staff for the implementation of this event.
2. Build-out of the interactive forum for the main conference venue to ensure professional media presentation (stagging, backdrops, lighting, audio-visual equipment, TV/Satellite coverage, cameras, etc).

3. Travel costs for speakers and participants, hotel accommodation, and catering for approximately 300 participants for three days.

4. Additional technical services (IT, printing, photography, web design) and printing costs for publications.

#### **Conclusion**

GMP will work closely with the Department of National Defence and the Atlantic Canada Opportunities Agency to ensure the forum maximizes opportunities for economic development and media attention in Atlantic Canada. GMP appreciates the partnership formed last year with the inaugural Halifax Forum and respectfully requests a renewed investment from the Atlantic Canada Opportunities Agency of \$4,331,875 for the second year of this project.