

WALLACEBURG COMMUNITY TASK FORCE - PILOT PROGRAM -

TERMS OF REFERENCE, VERSION 3.0b

JANUARY 31, 2007



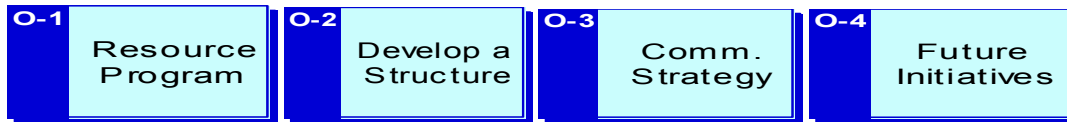
**Chatham-Kent
Ontario, Canada**



Executive Summary

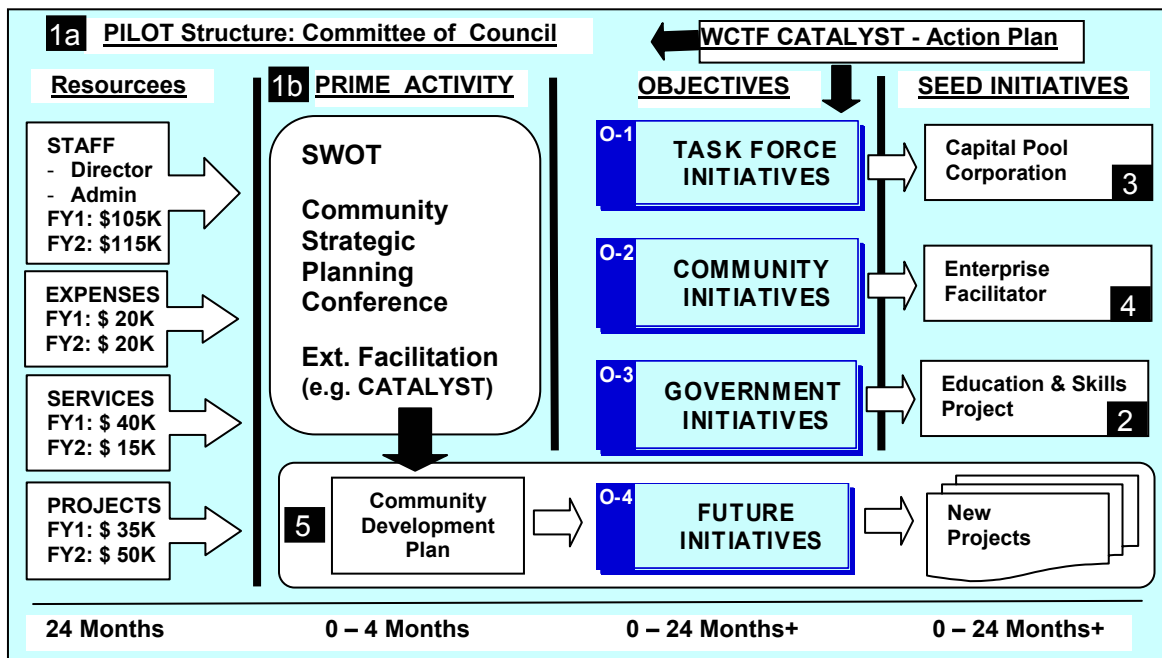
Initially, individuals recognizing the declining economic and community environment of Wallaceburg, organized a group of 30 local people. The group engaged a Strategic Planning group as volunteers to initiate the creation of a *bottom-up community development plan* -- one that is sensitive to and influential of the Chatham-Kent strategic plan.

Facilitated group sessions using a strategic planning process and software tool (the Catalyst), resulted in a Vision and Action Plan with 4 major objectives:



In November 2006 a subset of the group was afforded the opportunity to tour Wallaceburg with senior members of government, and was tasked by government to rapidly answer the question “*What does Wallaceburg want?*” As a result this group:

1. adopted the name Wallaceburg (Interim) Community Task Force [WCTF] and re-engaged the Catalyst strategic planning process facilitator to facilitate a new focused strategic planning session, and
 2. collaboratively engaged Chatham-Kent staff to develop a response to government which was presented by the group to Provincial and Municipal funding sources.
- ❖ *The result is a 2 year (\$200K/yr) Pilot Program that provides structure and resources to engage the community (and stakeholders) in developing and implementing a community development plan (and resulting projects) – “THE 5 POINT PLAN”.*



- ❖ The Community Development Plan and prioritized projects will individually reference the SWOT and be able to utilize pilot staff and resources.
- ❖ Each “New Project” will have an individual scope of work and Terms of Reference that seek to engage the broad range of stakeholders (community, business, and government) and resources (private and public) necessary to complete each project.
- ❖ The pilot represents a novel and organized approach to re-energize Wallaceburg, and will be documented for potential re-use in other distressed communities.

The Need: Recent Job Losses

Table 1

Company	Job Losses	Year Closed	Reason for Closure
Nestle Foods	200	1998	Merger/Acquisition
North American Plastics	600	1998	Bankruptcy
Libbey Glass	655	1999	Consolidation
Q3 Aluminum Technologies	143	2002	Bankruptcy
Venture Industries	59	2003	Consolidation/Bankruptcy
Oxford Automotive	500	2004	Consolidation/Bankruptcy
Cynatime Canada Inc.	25	2004	Relocation
Waltec Engineering	90	2006	Bankruptcy
Waltec Forgings Incorporated	389	2006	Bankruptcy
YA Canada FasTrak Mail Processing	500	2006	Consolidation
St. Clair Technologies	279	2006	Relocation
Active Burgess Mould and Design	50	2006	Consolidation
Total	3490		

“I can’t myself raise the winds that might blow us, or this ship, into a better world. But I can at least put up the sail so that, when the wind comes, I can catch it.”

- E. F. Schumacher, *Good Work* (London: Abacus, 1980, pg 65.)

About the Pilot

The Pilot Program, funding, and following Terms of Reference have been the direct effort of numerous individuals and organizations that span the Community, Municipality, and Province.

The original seed was planted over seven years ago within meetings that started Wallaceburg.ca, was reborn a year ago with 30 members of the community seeking to develop a Community Plan as Vision2Action Wallaceburg, and gained momentum recently with a group of seven individuals and the principal author acting as the (interim) Wallaceburg Community Task Force in direct response to an opportunity to engage Provincial and Municipal leaders and resources.

This program has the structure to accomplish several goals but the ultimate success of this Pilot Program is to engage the community and to resource the community to make Wallaceburg a place where people want to live, work, and play.

Wallaceburg the challenge is to us

-- within is a structure and resources with which to get us started.

PILOT PROJECT - TERMS OF REFERENCE

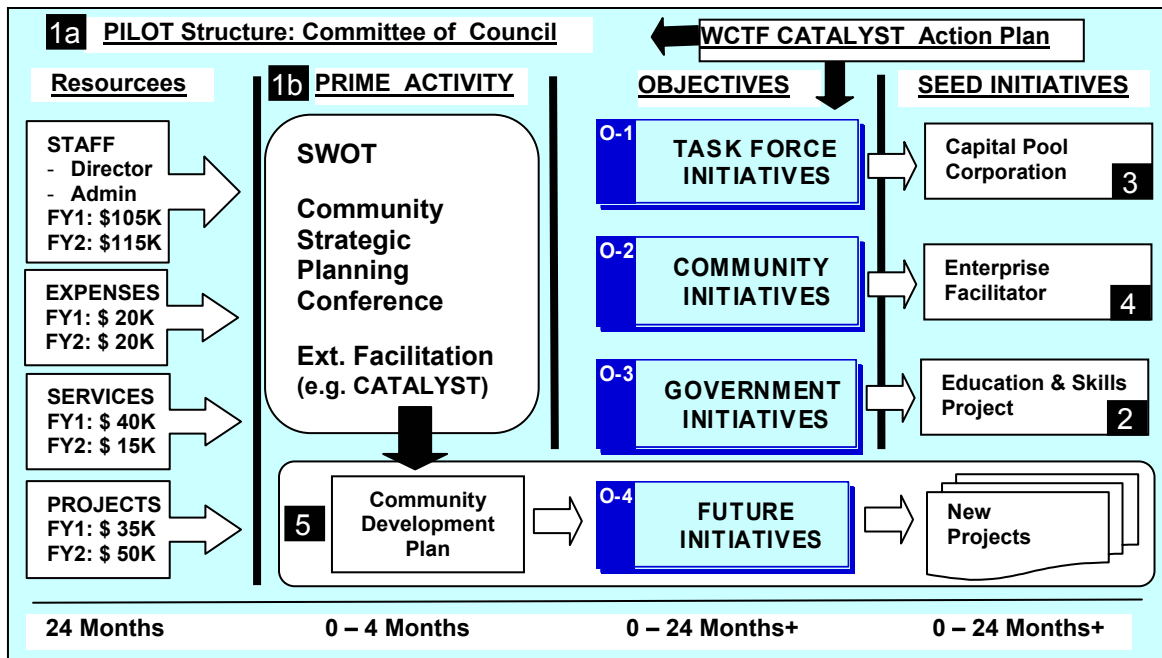
Vision and Objective

We are a passionate, professional, grass roots group of community citizens that recognizes change is necessary. We are an inspiring catalyst that causes enthusiastic participation from the community (citizens, businesses, community groups and government) to create a community development plan and to implement project action plans that are necessary to make Wallaceburg a place where people want to live, work, and play.

Pilot Program Definition

The Wallaceburg Community Task Force (WCTF) will act as the pilot steering committee for the two-year pilot project co-operatively funded by the Municipality of Chatham-Kent and the Government of Ontario. The Pilot Program will undertake the following action items (5 Point Plan) with and for Wallaceburg.

- 1.a. Create a structure for the pilot and acquire the resources to fund the program.
- 1.b. Complete a SWOT Analysis and develop a Community Based Strategic Plan.
2. Undertake a Labour Market Analysis and Workforce Development Strategy.
3. Establish a Capital Pool Corporation Starter (CPC Starter) available for local business investment projects or attracting new business opportunities.
4. Establish a local Enterprise Facilitator project to mentor and guide new entrepreneurs, business start-ups, and to retain and grow existing businesses.
5. Develop a Community Development Strategy and prioritize projects for implementation.



- ❖ The Community Development Plan and prioritized projects will individually reference the SWOT and be able to utilize Pilot Program staff and resources.
- ❖ Each “New Project” will have an individual scope of work and Terms of Reference that seek to engage the broad range of stakeholders (community, business, and government) and resources (private and public) necessary to complete each project.
- ❖ The pilot represents a novel and organized approach to re-energize Wallaceburg, and will be documented for potential re-use in other distressed communities.

OVERVIEW:

A number of initiatives have been undertaken to address the specific challenges in Wallaceburg as illustrated by the job loss data of Table 01:

- ◆ The municipality of Chatham-Kent hosted a public meeting with Wallaceburg residents in Sept 2006. A community development task force was established including the Wallaceburg Chamber of Commerce, Wallaceburg.ca, the Downtown BIA, Vision2Action Wallaceburg, and two Wallacebug Municipal Councillors, Chatham-Kent's Acting CAO and Economic Development Staff.
- ◆ Community and municipal representatives have also met with local MPs, MPPs and the Ontario Minister of Economic Development and Trade.
- ◆ The task force subsequently hosted a multi-ministerial team from the province in Oct 2006, at which time the provincial representatives challenged the task force for a mandate and action plan for assisting Wallaceburg. In Dec 2006 the task force presented their Pilot Program to an intra-ministry team at Queen's Park and subsequently to Municipal Council.

PILOT PROGRAM BUDGET CONSIDERATIONS:

Description	FY 01	FY 02
Wages (Program Manager and Administrator)	\$ 80,000	\$ 87,000
Benefits and Labour Burden	\$ 25,000	\$ 28,000
Expenses (Travel, Office, Telephone, Computer) ^{1,2}	\$ 20,000	\$ 20,000
1.b.i -- Services (SWOT Analysis Activity)	\$ 10,000	
1.b.ii -- Services (Community Strategic Planning Activity)	\$ 30,000	\$ 15,000
4 Project Support (Enterprise Facilitator)	\$ 20,000	\$ 10,000
5 Project Support (New Projects)	\$ 15,000	\$ 40,000
Totals	\$ 200,000	\$ 200,000

¹ Contributions such as computers, etc., will be sought from the community as well.

² Office space is being sought for staff at the Wallaceburg Municipal Services Center.

FINANCIAL IMPLICATIONS & CONSULTING

- ❖ Province/Municipality funding has been secured (50/50 cost share basis).
- ❖ Acting CAO, Economic Development, and Legal Services were consulted.
- ❖ Social Services & Financial Services were consulted and support the program.

COMMUNITY STRATEGIC PLAN

The Pilot Program supports the following objectives and strategic directions:

B. Economy – We are a prosperous community

B1: Promote and market Chatham-Kent

B2: Make Chatham-Kent a business-friendly community and a desirable leisure destination.

B3: Maintain and enhance new and existing infrastructure to support economic and smart growth opportunities.

B4: Encourage the continuing growth of a diversified and sustainable economic base.

EXPECTED RESULTS

- ❖ Increase existing business activity and attract new businesses to Wallaceburg.
- ❖ Increase the diversity of our investments, entrepreneurs, and skilled workforce.
- ❖ Develop a SWOT Analysis, an inclusive Community Development Plan and a prioritized set of projects to act as a Catalyst for Wallaceburg's development.
- ❖ Create and document a Pilot Program for potential reuse across Ontario for engaging distressed communities in initiating community development efforts.

1a – THE WALLACEBURG COMMUNITY TASK FORCE (WCTF) -- A TEMPORARY COMMITTEE OF COUNCIL.

Wallaceburg Community Task Force Appointments

The Wallaceburg Community Task Force shall consist of eight community members, one member of the Council and EDS staff of the Municipality of Chatham Kent and thereafter shall consist of such greater or lesser number of individuals as may be determined by Municipal Council from time to time.

Background of Membership

The individuals appointed to the Wallaceburg Community Task Force shall be representatives serving a variety of community interests including business, community groups, service clubs, chamber of commerce, BIA's etc.



Term of Office

The Council of the Municipality of Chatham Kent shall appoint the members of the Wallaceburg Community Task Force for a two-year term commencing on March 1, 2007 and concluding on February 28, 2009.

The Wallaceburg Community Task Force shall elect the Chair from among the appointed members. The Council of the Municipality of Chatham Kent may remove any member from the Wallaceburg Community Task Force at any time. If a vacancy arises for any reason whatsoever, such vacancy may be filled by the appointment of a replacement individual by the Council of the Municipality of Chatham Kent or it may determine not to appoint a replacement member and to reduce the size of the Wallaceburg Community Task Force accordingly.

Meetings of the Community Task Force

Meetings of the Wallaceburg Community Task Force shall occur 10 - 12 times per year or at such time and place as the determined by the members of the Wallaceburg Community Task Force. At least two business days prior notice of any meeting of the Wallaceburg Community Task Force shall be given, unless waived by the majority of the members. Minutes of all meetings shall be recorded and distributed to all members.

Wallaceburg Community Task Force Meeting Quorum

No business shall be transacted at any meeting of the Wallaceburg Community Task Force unless a quorum is present throughout the meeting. The quorum for a meeting of the Wallaceburg Community Task Force shall be at least a simple majority of the members currently appointed. If a quorum of members is not present within 30 minutes after a time appointed for a meeting, the meeting shall be adjourned to such date as determined.

Role of the Economic Development Services Department (EDS)

EDS will act as the primary municipal contact for the Wallaceburg Community Task Force with a staff member appointed to the Wallaceburg Community Task Force. Furthermore, EDS will seek to house the Pilot Program staff in the Wallaceburg Services Center in downtown Wallaceburg.

Wallaceburg Community Task Force Ad-Hoc Working Groups

The Wallaceburg Community Task Force may from time to time create ad-hoc working groups comprising external members. It is envisioned that such as-hoc working groups would utilize the Wallaceburg Community Task Force Program Manager as a strategic member and or resource of such ad-hoc group.

Wallaceburg Community Task Force Reporting

The Wallaceburg Community Task Force shall circulate all meeting minutes to the Council of the Municipality of Chatham-Kent. The Wallaceburg Community Task Force shall formally report on its activities to Council semi-annually for the period of the project or as specifically requested by Council.

Pilot Program staff (budgeted – Project Manager and Admin) of the Wallaceburg Community Task Force shall be contract staff of the Municipality of Chatham-Kent and shall report directly to their assigned supervisor within the Municipality.

The Pilot Program budget for the Wallaceburg Community Task Force shall be approved by the Municipality of Chatham-Kent and other project contributors as per terms and conditions set out in their funding agreements. All funding agreements will be approved by Council and administered by the Municipality of Chatham-Kent.

All expenditures of the Pilot Program of the Wallaceburg Community Task Force shall be in accordance to the policies and procedures of the Municipality of Chatham-Kent and other project contributors and approved by a designated supervisor within the Municipality. The Municipality of Chatham-Kent shall be responsible for accounts receivable and accounts payable activities for the Wallaceburg Community Task Force in accordance with established purchasing policies.

Remuneration of Committee

No amount shall be payable by the way of salary, bonus or other remuneration to any member of the Wallaceburg Community Task Force in such capacity unless authorized in advance of the expenditure

Conflict of Interest

If any member of the Wallaceburg Community Task Force has an interest in a proposed subject to be considered and voted upon by the committee, including by:

- (a) Being a consultant or agent for, a material supplier to or an employee, officer, director, councilor or member of any Person that has an interest in a proposed subject or any participant in such proposed project of the Wallaceburg Community Council, or
- (b) Having any other interest considered to be material conflict of interest,

such member shall not take part in any consideration of such proposed project by the Wallaceburg Community Task Force, shall, if requested by the other members, remove himself or herself from the meeting while such proposed subject is being considered and shall not be entitled to vote on the proposed subject, and the remaining members of the committee shall consider and vote on the proposed subject.

1B(i) -- SWOT ACTIVITY

SWOT Vision

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis of Wallaceburg will:

- ❖ provide the background to better understand and clearly communicate the reasons and requirements for projects undertaken by the Pilot Project to the community and associated project stakeholders,
- ❖ will enable the best use of Pilot Project staff time and resources, and
- ❖ be a seed activity for engaging the community in the Community Based Strategic Planning effort.

SWOT Stakeholders

The stakeholders in the SWOT will include community leaders, business owners and leaders, community group representatives, public service representatives, educators and community citizens.

SWOT Resources

The SWOT activity will be led by the Pilot Program Manager using external contract facilitators, and will engage and utilize interested public service elements (OMAFRA, etc.).

- ❖ The facilitators and staff will utilize a variety of techniques and tools to gain input from the stakeholders, including printed and electronic surveys, and facilitated group meetings using the Catalyst process and computer based tool.
- ❖ Use of external contractors working with dedicated Pilot staff will ensure consistency and quality in the resulting output SWOT Analysis.
- ❖ The SWOT is a seed activity for the Community Strategic Planning activity and therefore for Pilot continuity with the community and cost leverage the SWOT Analysis and Community Strategic Planning Activities could be tendered together and use a similar process, e.g. the Catalyst process and computer based tool.
- ❖ Labour Budget: FY01: Program Manager (0.05 FTE – (Full Time Equivalent))
- ❖ Contract Expenses: \$10,000.00

SWOT Work Breakdown

The Activity will be managed by the Pilot Program Manager and resourced/completed by external contract resources. All reporting and communication activities are planned to be undertaken by Pilot staff and or WCTF Appointees as appropriate.

WCTF PILOT PROJECT PROPOSED PROJECT MANAGEMENT PLAN – SWOT ANALYSIS ACTIVITY			
<u>TIMING / ACTIVITY</u>	<u>KEY OUTPUTS</u>	<u>RESULTS & METRICS</u>	<u>MILESTONES</u>
MARCH 2007			
SWOT / PLAN Contract			Contract Placed
Data Gathering	SWOT Data	Community Engaged Community Catalyst Intro	Data collection Facilitated Session(s)
Analysis Compilation	SWOT Draft		Draft Report
APRIL 2007			
Review with WCTF	SWOT		Draft Review
Final SWOT Report	SWOT Items	Review Outcomes	Final Report
Report to Council	Communication	Council Engaged	Council Reporting
Web Posting	Public Dissemination	Community Engagement	Marketing Strategy

1B(ii) -- COMMUNITY STRATEGIC PLANNING ACTIVITY

Community Strategic Planning Vision

The Community Strategic Planning Activity (CSPA) will:

- ❖ create a unified Vision and Action Plan (Community Development Plan) for the community of Wallaceburg,
- ❖ be implemented by experienced community strategic planning facilitators using a professionally managed proprietary process and computer based tools,
- ❖ bring all (citizens, business owners/leaders, civic leaders, community service groups, educators and children, and public service providers) constituent community groups together for focused and intensive discussion and preparation for multi-disciplinary community development and revitalization, and
- ❖ be the cornerstone activity for engaging the community and in prioritizing the Pilot Program projects and resources.

Approach

Using an external facilitation team approach elicits diverse viewpoints by engaging the largest possible representation of the community. By ensuring that all interested parties jointly participate in evaluation, planning, and implementation, they become advocates for the necessary changes. The approach we will use is:

- ❖ Fast, to keep people engaged and avoid burnout
- ❖ Public, to build confidence in the process and the results produced
- ❖ Creative, to help solve the community's most difficult challenges
- ❖ Inclusive, to create the broadest possible support for achieving results
- ❖ Objective, to provide ongoing evaluation of progress, and
- ❖ Computer-assisted, to manage the large amounts of information in the decision making process.

Results

The CSPA team's approach will achieve three major results:

- ❖ a broadly supported vision of the region's future,
- ❖ a detailed action plan (Community Development Plan) to achieve the vision through public/private co-operation, and
- ❖ an ongoing structure to harmonize the drivers public/private interests and opinions and to support the implementation of the plan by the community.

Community Strategic Planning Stakeholders

The stakeholders in CSPA will include citizens, business owners/leaders, civic leaders, community service groups, educators and children, and public service representatives. Representatives from all parts and aspects of the community will be involved in the development of a Community Development Plan and in execution (implementation) of the Community Development Plan projects.

Community Strategic Planning Resources

The CSPA activity will be managed and aided by the Pilot Program Manager and led and implemented by external contract facilitators experienced in "inclusive, bottom-up" community strategic planning using computer based tools (e.g. the Catalyst process).

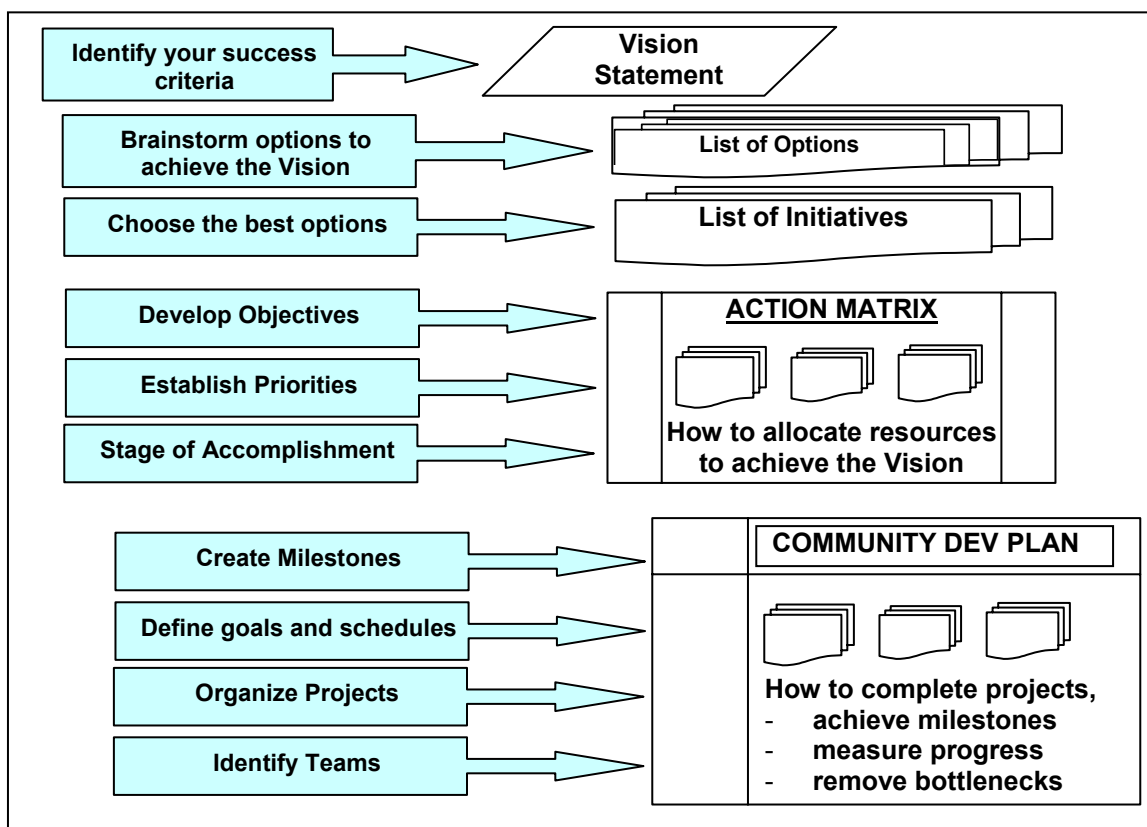
- ❖ Labour Budget: FY01: Program Manager (0.10 FTE) and Administrator (0.20 FTE)
- ❖ Contract Expenses: FY01: \$30,000.00

Community Strategic Planning Work Breakdown

The Activity will be managed by the Pilot Program Manager and resourced/completed by external contract resources. All reporting and communication activities are planned to be undertaken by Pilot staff and or WCTF Appointees as appropriate.

WCTF PILOT PROJECT PROPOSED PROJECT MANAGEMENT PLAN – CSPA			
TIMING / ACTIVITY	KEY OUTPUTS	RESULTS & METRICS	MILESTONES
<i>MARCH 2007</i>			
SWOT / PLAN Contract			Contract Placed
Planning / Scheduling	WCTF staff engaged WCTF engaged Contractor engaged	Completeness of Plan	Conference Plan
Conference Schedule	Date		Conference Dates
<i>APRIL 2007</i>			
Conference Day 1	Community Engagement	Vision Achieved?	Vision / Initiatives
Conference Day 2	Community Consensus	Quality of Initiatives	Objectives / Prioritization
Conference Day 3	Community Action	Completeness of Plan	Draft Action Plan
<i>May/June 2007</i>			
Final Action Plan	Community Ownership	Quality of Plan	Final Action Plan
Web Posting	Dissemination		Web Communication
Organize Support System		Project(s) Progress	
Train/Mentor teams	Train the Trainer /Catalyst	Independence of Staff	
Ongoing Support		Removing Stalled Project Constraints	Updated Plan and Progress Report
Report to Council	Communication	Council Engaged	Council Reporting

Community Strategic Planning Conference Flowchart



2 – LABOUR MARKET ANALYSIS AND WORKFORCE DEVELOPMENT STRATEGY (EDUCATION AND SKILLS PROJECT)

Labour Market Analysis and Workforce Development Project Vision

The Labour Market Analysis and Workforce Development Project (LMA-WDP) will provide specific information on the workforce in the Wallaceburg community. The analysis will provide the detailed information required to better market the community to potential investors. It would also identify any gaps between existing skills and education of the workforce and the requirements of the evolving workplace. This information will enable the WCTF to seek education and skills development programs to meet future employment requirements.

Labour Market Analysis and Workforce Development Project Stakeholders

The project is being championed by the Chatham-Kent Economic Development staff for the community of Wallaceburg.

Labour Market Analysis and Workforce Development Project Resources

An application for the funding of the LMA-WDP has been submitted to Service Canada for their consideration under the Labour Market Partnership Program. Service Canada has indicated we will be advised of a funding decision in January 2007.

- ❖ Labor Budget: FY01: Program Manager (0.10 FTE) and Administrator (0.20 FTE)
- ❖ Expenses: Miscellaneous

Labour Market Analysis and Workforce Development Project Work Breakdown Structure

It is envisioned that a Chatham-Kent Economic Development staff representative, the WCTF and selected appointees, and the WCTF Program Manager and Administrative staff will collaboratively oversee all aspects of the project.

CHATHAM-KENT	
<u>Actions</u>	<u>Completion Date</u>
Develop Terms of Reference	November 2006
Complete Funding Application for Service Canada	December 2006
Funding Decision	January 2007
Identify Project Steering Team	February 2007
Complete Request for Proposal Documents	February 2007
Advertise for Project Consultants	February 2007
Review Proposals and Downselect	March 2007
Commence Study	April 2007
Study Period and Community Meetings	March – July 2007
Draft Report	August 2007
Final Report and Implementation Plan	Sept – November 2007
Presentation to Council	December 2007

3 – CAPITAL POOL CORPORATION STARTER (CPC – STARTER)

(Interim) WCTF Action Plan Project Summary

Stage of Accomplishment: 5 – Organizing the Start-up

Strategically the Capital Pool Corporation mechanism and formation process will provide an immediate community buy-in opportunity, and later be one of many mechanisms for aiding Economic Development in Wallaceburg.

The Capital Pool Project is an initiative of and resourced by the community.

Government counsel, advice, and support (development initiatives, etc.) is sought by the project team in deploying this initiative for Wallaceburg.

CPC-Starter Vision & Stakeholders

This initiative is being led by Interim Task Force members and is focused on:

1. generating a pool of capital for Business Retention & Attraction, and
2. providing an immediate vehicle to enable Wallaceburg residents a means for investing in their community and demonstrating ownership and commitment to the economic re-development of Wallaceburg.

One primary reason that Wallaceburg has lost business opportunities in the past is the lack of readily available investment capital for attracting, expanding, or retaining business opportunities.

Furthermore, Wallaceburg residents collectively have considerable investment in financial instruments that for the most part, create business opportunities and competition in other municipalities, provinces, and countries.

In direct response a team of individuals identified an existing corporate vehicle, the TSX Capital Pool Corporation, as a means of forming a publicly traded company, e.g. Wallaceburg A, Ltd, that raises capital locally and exists to identify and acquire a business opportunity for location in Wallaceburg.

CPC-Starter Resources

The Pilot Project Director will lead this initiative.

- ❖ Labour Budget: FY01: Program Manager (0.10 FTE) and Administrator (0.10 FTE)
FY02: Program Manager (0.10 FTE) and Administrator (0.05 FTE)
- ❖ Expenses: Miscellaneous
- ❖ Funding of CPC-Starter will be strictly from private investors.

CPC-Starter Work Breakdown Structure

WCTF PILOT PROJECT PROPOSED PROJECT MANAGEMENT PLAN – CPC-STARTER PROJECT	
Actions	Completion Date
Identify Project Steering Team	March 2007
Develop Terms of Reference for CPC-Starter Project	April 2007
(Target) Operating Entity	January 2008

TSX Venture Capital Pool Company Program (CPC) – Background Information

The Capital Pool Company (CPC) program is a unique listing vehicle offered exclusively by TSX Venture Exchange. The program is a two-phased process, involving the following steps:

Phase 1 - The Capital Pool Company

Creating the CPC:

- Three to six individuals with an appropriate combination of business and public company experience invest a minimum of CDN\$100,000 in seed capital.
- These founders incorporate a shell company - the Capital Pool Company - and issue shares in exchange for seed capital at a minimum price between the greater of CDN\$0.05 and 50% of the price at which the shares are to be sold.
- The CPC and its advisors prepare a prospectus outlining management's intention to raise between CDN\$200,000 and CDN\$1.9 million by selling CPC shares at typically twice the issuance price of the seed shares, and to use the proceeds to identify and evaluate potential acquisitions.

Selling the shares:

- The CPC files the prospectus with the appropriate securities commission(s), and submits an application for listing on TSX Venture Exchange.
- A company-designated broker sells the CPC shares, pursuant to a prospectus, to at least 200 arm's length shareholders, each of whom buys at least 1,000 shares. No one purchaser can acquire more than 2% of the offering, and no one purchaser together with his/her associates or affiliates can acquire more than 4% of the offering.
- Once the distribution has been completed and closed, the CPC is listed for trading on TSX Venture.

Phase 2 - The Qualifying Transaction

Announcing the acquisition:

- Within 24 months, the CPC identifies an appropriate business as its "qualifying transaction", and issues a news release announcing an agreement in principal to acquire that business.
- The CPC prepares a draft information circular or filing statement providing prospectus level disclosure on the business being acquired.
- TSX Venture reviews the information circular and evaluates the business to ensure it meets minimum listing requirements.

Preparing for the vote:

- Where shareholder approval is required, the approved information circular is mailed to the CPC's shareholders, who vote at a shareholder's meeting on whether to approve the qualifying transaction.
- Following shareholder approval, the qualifying transaction closes and the business is acquired.
- Where shareholder approval is not required, the filing statement is posted on SEDAR for at least seven business days, after which the qualifying transaction closes and the business is acquired.
- For more information on the Capital Pool Company Program:
http://www.tsx.com/en/listings/listing_with_us/ways/capital_company.html

4 – ENTERPRISE FACILITATOR PROJECT

(Interim) WCTF Action Plan Project Summary:

Stage of Accomplishment: 7 – Progressing

Wallaceburg has been selected by Phase II of the COMMUNITY E.F.F.O.R.T. PROGRAM (extension of a pilot that was run in Ontario last year). The project is an independent \$1.6MM four year project that is funded by Foundations, Credit Unions, government grants, and private contributions. The (interim) WCTF supports this independent program and will use initial Pilot resources to aid the community champion and E.F.F.O.R.T. program to gain independent momentum for this Community led initiative.

Enterprise Facilitator - Starter Vision & Stakeholders

This initiative is being led by a local champion and supported by the WCTF and is focused on deploying a Community Enterprise Facilitation Model in Wallaceburg to enable bottom-up economic development. It aids potential entrepreneurs to start a business or for a business owner to expand their present business. The key is the enterprise facilitator who helps the entrepreneur to ensure the long-term success of the venture.

Assisting the Enterprise Facilitator is a resource board of 40-50 business operators from the area who can assist the enterprise facilitator with local and subject matter expertise to aid the entrepreneurs. A local resource board subset of 8-12 people monitors the work of the enterprise facilitator and controls the enterprise facilitation program and budget.

The Wallaceburg E.F.F.O.R.T. Program and Enterprise Facilitator will be a free resource to the local business/entrepreneur and will generate business/entrepreneurial leads. The Program will enable the entrepreneur/business to be properly prepared to pursue their opportunity and the Enterprise Facilitator and Local Board will provide direct interconnectedness to the existing local network resources (Small Business Center and Community Futures, etc.).

Enterprise Facilitator - Resources

The Pilot Project Manager will serve as the COMMUNITY E.F.F.O.R.T. Executive Board representative for Wallaceburg and will work directly with the Community Champion and Local Resource Board in initially helping to secure Wallaceburg's funding commitment (\$20K/yr) and Credit Union's (or replacements) funding commitment of (\$30K/yr) to leverage program matching funds of (\$50K/yr).

This is viewed as an initial focal project for the Pilot Project Manager and will represent the first success and build momentum for the community and Pilot Project.

- ❖ Labour Budget: Program Manager (FY01: 0.25 FTE, FY02: 0.05)
- ❖ Project Funding: FY01: \$20,000 FY01, FY02: \$10,000 (Mechanism: Letter of Request -- based on services provided)

Enterprise Facilitator – Work Breakdown Structure

WCTF PILOT PROJECT PROPOSED PROJECT MANAGEMENT PLAN – ENTERPRISE FACILITATOR	
Actions	Completion Date
Community Champion(& WCTF) efforts to engage EFFORT Project Phase II	June 2005 – Dec 2006
Funding announcement and Phase II (and inclusion of Wallaceburg)	January 30, 2007
Credit Union and Community Funding Project	February – March 2007
Enterprise Facilitator Deployment Project in Wallaceburg	May 2007 thru Mar. 2011

Enterprise Facilitation is a dynamic tool in the hands of economic development practitioners and civic leaders who wish to grow their economies from within.

Enterprise Facilitation works hand in hand with existing revolving loan fund programs, business incubation centers, research and technical assistance programs. By working one-on-one with would-be entrepreneurs, Enterprise Facilitation helps to pre-qualify loan applicants and helps communities to identify the gaps in their existing incentive programs.

As one lender said recently – “I view the local enterprise facilitator as a cheap employee who can help our bank determine where the new lending opportunities are.” Furthermore, Enterprise Facilitation helps lay the foundation of sound business management under fledgling enterprises and consistently decreases the failure rate for business loans.

But more than this, Enterprise Facilitation serves as a catalyst for excitement about the possibilities for entrepreneurship in any community. It harvests “social capital” to put the resources of an entire community behind local business success.

“All I see out there is underutilized infrastructure,” stated a county highway engineer. “Can we really have too many programs that promote the creative use of this infrastructure? We have dozens of programs to help those in need of drug rehabilitation, food stamps and housing assistance – but how many do we really have to help those people who will create jobs, improve property values and pay taxes?”

Enterprise Facilitation pays dividends by creating a “can-do” culture of hope and possibility. One successful business, born of collective effort, creates a ripple effect of perceived opportunity for all.

Enterprise Facilitation:

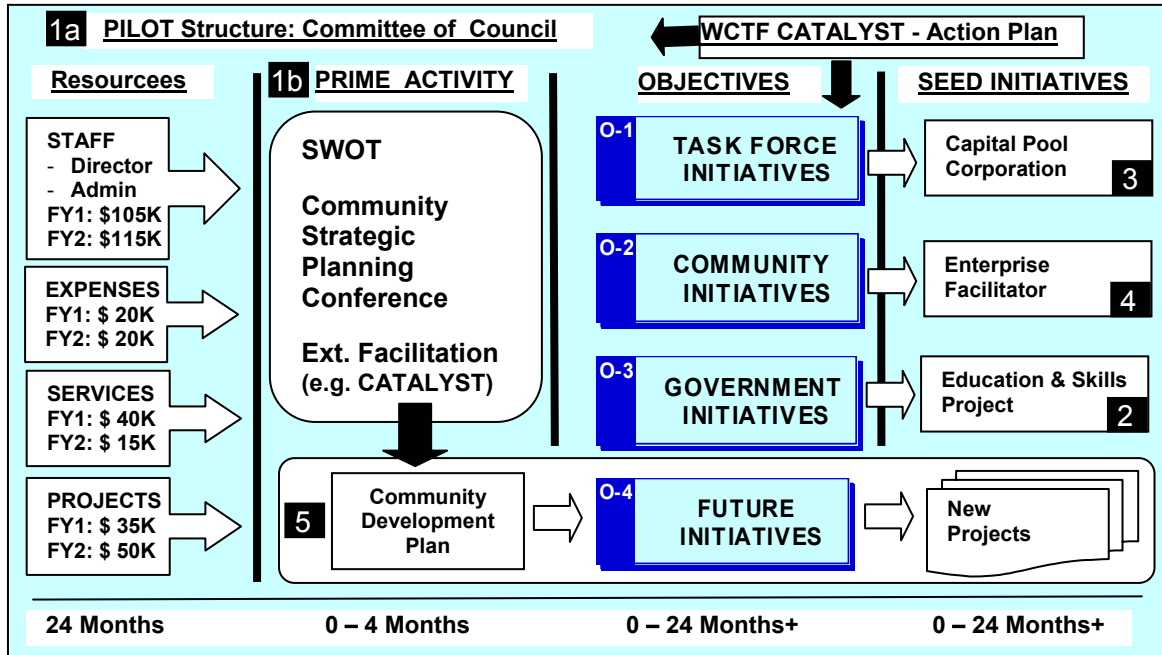
- Looks to the unique needs of individuals within a community before it looks to a predetermined service or a program.
- Assesses personal commitment to a business idea before assessing that idea’s business viability.
- Helps take that idea from a passionate dream to practical reality through proper management.
- Teaches team building that helps create practical businesses.
- Maintains a long-term, responsive and confidential approach to business development.
- Increases the need for existing business development, technical assistance and research programs.
- Increases the need for alternative capital resources such as micro-loan and revolving loan programs offered by existing development agencies and it decreases the failure rate on these loans.
- Encourages local expansion and retention rather than recruitment of outside businesses.
- Complements long-range planning efforts by harvesting the social capital to generate businesses that will make use of existing infrastructure.
- Relies on entrepreneurs' own internal motivation and creates a "ripple effect" of excitement about the possibilities for local entrepreneurship.

¹Source The Sirolli Institute and for more information: www.sirolli.com or www.sirolli.co.uk

5 – COMMUNITY DEVELOPMENT STRATEGY AND PROJECTS

Community Development Strategy and Projects Vision

The Community Development Plan will be a direct output of 1.b.ii the Community Strategic Planning Activity and resulting Action Plan. It will provide the context (vision) and prioritized objectives (and New Projects) of the Community for deployment using the remaining resources of the Pilot Project.



Community Development Strategy and Projects Stakeholders

The Community, Pilot staff, and all private and public entities affected by initiatives.

Community Development Strategy and Projects - Resources

The Community and Pilot staff will seek to engage all potential private and public entities/programs necessary to resource New Project initiatives,

- ❖ Labour Budget: FY01: Program Manager (0.40 FTE) and Administrator (0.40 FTE)
FY02: Program Manager (0.80 FTE) and Administrator (0.80 FTE)
- ❖ Projects: FY01: \$15K, FY02: \$40K

Enterprise Facilitator – Work Breakdown Structure

WCTF PILOT PROJECT PROPOSED PROJECT MANAGEMENT PLAN – ENTERPRISE FACILITATOR	
<u>Actions</u>	<u>Completion Date</u>
Community Development Plan (Action Plan from Community Planning Activity)	June 2007
Development of New Projects & Individual TOR(s)	July 2007 – Feb 2009
New Project Kick-off, New Project Management & Execution	Aug 2007 – TBD(s)

- ❖ New Project selection will be based on Pilot resources, community priority, and direct or in-direct contribution to economic development -- the primary goal of the Pilot.
- ❖ Each “New Project” will reference the SWOT and have an individual scope of work and Terms of Reference that seek to engage the broad range of stakeholders (community, business, and government) and resources (private and public) necessary to complete each project.

Appendix

Provincial Funding Announcement December 2006

ONTARIO GOVERNMENT INVESTS IN CHATHAM-KENT ECONOMIC TURNAROUND

\$200,000 In Provincial Funding To Help Community Task Force Spur Job Creation And Investment

The Ontario government is helping the Municipality of Chatham-Kent attract jobs through a \$200,000 investment to help establish the Wallaceburg Community Task Force, Minister of Economic Development and Trade Sandra Pupatello announced today.

"We're committed to helping this community create new opportunities and attract new investment," said Pupatello. "This is the first time we've worked with a community in this way to develop and implement a local economic development plan. I have no doubt we can make a difference to families here."

Today's announcement follows several months of work between the Ministry of Economic Development Trade and partner ministries, local MPPs Maria Van Bommel and Pat Hoy, and business and municipal leaders in the Chatham-Kent region. Under the partnership agreement, the province will provide half the budget for a Wallaceburg Community Task Force, representing an investment of approximately \$200,000 over two years.

The task force will operate under the authority of the municipal council and focus on local economic development priorities including:

- Creation of a community-based strategic plan for economic development
- Exploring opportunities to market the skills of local workers to business investors
- Establishing a corporation that could help local businesses access investment capital
- Providing advisory services for local business start ups
- Developing ways to promote the area's quality of life.

"This project is a wonderful example of private citizens, business leaders, the municipality and senior levels of government working together to make Chatham-Kent a place of opportunities," said Chatham-Kent Mayor Randy Hope. "I'd like to thank the provincial government for its tremendous advice and financial support."

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