



Ontario Network of Entrepreneurs (ONE) Social Enterprise Partnership Program Guidelines and Call for Expressions of Interest

Ministry of Economic Development and Growth

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Introduction

Thank you for your interest in the Ontario Network of Entrepreneurs (ONE) Social Enterprise Partnerships. These innovative partnerships are a key part of *Ontario's Social Enterprise Strategy 2016-2021*, and will nurture a cohort of companies with the potential to scale their economic and social impact.

This document is issued by the Ministry of Economic Development and Growth ("the Ministry") for the purpose of encouraging Ontario organizations with business support mandates to collaborate on innovative approaches to i) building capacity within the ONE to support social enterprises, and ii) delivering direct supports to social enterprises.

This document consists of two sections related to the ONE Social Enterprise Partnerships Program ("the Program"):

1. **Program Guidelines**, to provide interested parties with background information on the Program, eligibility requirements, and other Program criteria.
2. **Call for Expressions of Interest**, to provide interested groups of business support organizations ("Applicants") with an opportunity to demonstrate their approach to providing Ontario-based social enterprises with the tools and advice they need to start and grow a successful business.

Potential Applicants are asked to review the information in both sections carefully and are invited to submit an application in accordance with the application instructions.

Regional engagement sessions have been held in each of the four proposed Program regions to introduce potential Applicants to the Program and its criteria. Feedback from these sessions is reflected in the Program details.

For general questions about the ONE Partnerships Program Guidelines and Expressions of Interest process please contact the Ministry at social.enterprise@ontario.ca.

ONE Social Enterprise Partnerships Program Guidelines

Social Enterprise Overview

Social enterprises use business strategies to achieve a social or environmental mission. While generating revenues from the sale of goods and services, they also expressly intend to create a positive impact and they measure their results. As their business grows, the social impact grows.

Social enterprises may take the form of enterprising not-for-profit organizations, social-purpose co-operatives, or for-profit corporations with a social mission. The Ministry identifies the following defining characteristics of social enterprises, regardless of corporate structure:

- The organization derives a substantial portion of its income from the **sale of goods and services**.
- The organization **intends to create a social or environmental impact** through its business activities. The impact is not an unintended by-product of business operations.
- The organization **measures and reports on its social/environmental impact**.
- The organization has a **blended business model**, with social impact as a defining element of its business model. The social/environmental impact of the social enterprise grows in lockstep with its business growth.

Ontario's Social Enterprise Strategy 2016-2021

Across the province, social enterprises are reducing poverty, protecting the environment, and building stronger communities — all while creating jobs, growing revenues and attracting investment capital. Ontario is home to approximately 10,000 social enterprises, businesses that are building solutions in the fields of inclusive employment, education, health, and environmental sustainability.

Ontario is committed to supporting a thriving marketplace of sustainable and scalable social enterprises that drive economic development while creating social and environmental impact.

A renewed social enterprise strategy will accelerate the growth of this vital sector, positioning Ontario as a global leader in social enterprise and social finance by 2021. The renewed strategy makes significant commitments in three key areas:

1. **Equipping social enterprises with solid business fundamentals** – Building a strong foundation to serve the communities of today and tomorrow.
2. **Connecting social enterprises to markets and capital to grow and scale** – Unlocking new markets and capital to help maximize their potential.
3. **Demonstrating the value of social enterprise and social finance** – Promoting their potential to investors, government, and communities.

Ontario Network of Entrepreneurs

The **Ontario Network of Entrepreneurs (ONE)** is Ontario's innovation and entrepreneurship system. The ONE is a collaborative initiative that brings together centres and personnel whose primary purpose is to support Ontario's entrepreneurial community through pooling together the full spectrum of programs, services and resources available to Ontario's entrepreneurs. The ONE is comprised of the following:

- 18 Regional Innovation Centres (RICs)
- 57 Small Business Enterprise Centres (SBECs)
- 44 Campus-Linked Accelerators (CLAs) and On-Campus Entrepreneurship Activities (OCEAs)
- 12 Business Advisory Services (BAS) Branches
- 2 Provincial Coordinators (MaRS Discovery District and Ontario Centres of Excellence)
- Angel Network Program

Ontario Network of Entrepreneurs (ONE) Social Enterprise Partnerships Overview

The ONE Social Enterprise Partnerships Program is a core element of the Business Fundamentals pillar of *Ontario's Social Enterprise Strategy 2016-2021*. It seeks to strengthen the business and entrepreneurial skills of social enterprises by providing comprehensive access to mainstream and social enterprise-specific services through the ONE. Informed by consultation feedback, the Program was included in the renewed Strategy to enhance the reach of the ONE in supporting social enterprises.

ONE Social Enterprise Partnerships ("Partnerships") are regional consortia that will assess and build capacity across business support programs and provide specialized supports to social enterprises and entrepreneurs. The objectives of the ONE Social Enterprise Partnerships are to:

- Provide social enterprises with access to the optimal mix of mainstream business supports and tailored social enterprise supports;
- Enable social enterprises to achieve financial sustainability, grow and scale by:
 - Working with ONE members within each region to build their capacity to serve social enterprises; and
 - Delivering new direct services to social enterprises;
- Increase access to social enterprise supports across the province through regional solutions that reflect the needs of local social enterprises and entrepreneurs; and
- Develop new approaches to supporting social enterprises that will increase the awareness and adoption of best practices by business support organizations.

Through an open call, groups of organizations expressing interest in developing and implementing a Partnership ("Applicants") will describe how they will assess and build capacity across business support programs and provide specialized supports to social entrepreneurs. The Ministry will invite Applicants that demonstrate the highest potential for success through their EOI to submit proposals for evaluation. This evaluation will result in the selection of successful Partnerships for funding.

Partnerships will function as consortia of organizations outside the ONE that specialize in social enterprise support, alongside current ONE members. This structure is intended to ensure that social enterprises can access an appropriate combination of the mainstream business supports critical to the growth of all businesses and the unique, tailored supports that social enterprises require. It also leverages existing expertise and relationships within the ONE to provide all ONE members with a source of information, resources and best practices related to social enterprise supports.

Eligible Applicants

The table below describes the minimum criteria that all Applicants must address in order to be considered for the second stage of the evaluation process. Satisfaction of minimum criteria does not guarantee that an EOI will proceed to the second stage of evaluation.

Objective	Eligibility Criteria
ONE Representation	<ul style="list-style-type: none"> • Each Partnership proposal must include as a Member Organization <u>each</u> of the following ONE organizations, each based within the Region being served by the Partnership: <ol style="list-style-type: none"> 1) A Regional Innovation Centre (RIC); 2) A Small Business Enterprise Centre (SBEC); and 3) A Campus-Linked Accelerator (CLA) or On-Campus Entrepreneurship Activities (OCEA) program. • The intention of the ONE Social Enterprise Partnerships is to fund proposals consisting of <u>one of each</u> of the above organizations. Partnerships will receive funding to conduct activities that provide benefit to all members of the ONE through collaboration and knowledge transfer. This approach reduces duplication, promotes the development and sharing of best practices, and achieves value-for-money in service delivery. • Member Organizations will have responsibility for capacity-building activities that will help other organizations within that region provide support services to social enterprises. • Organizations are allowed to apply to the Social Enterprise Demonstration Fund and also to apply as a Member Organization to the ONE Social Enterprise Partnership Program.
Social Enterprise Expertise	<ul style="list-style-type: none"> • Each Partnership proposal must include as a Member Organization <u>at least one</u> not-for-profit organization with recognized leadership in providing tailored supports to social enterprises and who is not currently a member of the ONE. • This organization must be based within the Region of the Partnership proposal.
Accountability	<ul style="list-style-type: none"> • Each Partnership proposal must identify a not-for-profit social enterprise-focused organization, as described in Social Enterprise Expertise section above, to serve as the Lead Organization for the Partnership. • The Lead Organization will have responsibility for: <ul style="list-style-type: none"> • Coordination of activities, budgeting and resource management amongst Member Organizations; and • Satisfaction of performance and financial obligations established by the Ministry. • The Lead Organization must sign an agreement with the Ministry that outlines all conditions of funding, which shall be in form and content satisfactory to the Ministry.

Provincial Scope	<ul style="list-style-type: none"> • ONE Social Enterprise Partnerships are intended to provide comprehensive, Province-wide geographic coverage. The Ministry is calling for Expressions of Interest to develop partnerships in the following Regions: <ol style="list-style-type: none"> 1) Central – Toronto, Durham, Halton, Muskoka, Peel, Simcoe, York. 2) Southwestern – Brant, Bruce, Chatham-Kent, Dufferin, Elgin, Essex, Grey, Haldimand, Hamilton, Huron, Lambton, Middlesex, Niagara, Norfolk, Oxford, Perth, Waterloo, Wellington 3) Northern – Algoma, Cochrane, Greater Sudbury, Kenora, Manitoulin, Nipissing, Parry Sound, Rainy River, Sudbury, Thunder Bay, Timiskaming. 4) Eastern – Frontenac, Haliburton, Hastings, Kawartha Lakes, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Ottawa, Peterborough, Prescott and Russell, Prince Edward, Renfrew, Stormont, Dundas and Glengarry • Partnerships are expected to serve as a resource to social enterprises and ONE members located within the Region. Each Partnership’s method of providing support within the Region will vary based on regional needs and the approach taken by the Partnership. • In order to ensure that all areas of the Province are served, the Ministry retains the right to direct Applicants to increase or reduce the geographic scope of their proposal as a condition of proceeding to the second stage evaluation process.
Enhanced Programming	<ul style="list-style-type: none"> • ONE Social Enterprise Partnerships funding must be utilized to support only new, incremental activities, which supplement existing business support services offered by the Member Organizations. In order to deliver enhanced programming, funds should support at least 1.0 Full-Time Equivalent (FTE) dedicated to managing the Program, as well as the services, resources and activities that enable enhanced support to social enterprises through the ONE that were not already in place.

Funding and Use of Funds

A total of \$1,000,000 across four consortia is available in 2016-17 to support the implementation of four Partnerships, with anticipated funding of \$250,000 per Partnership. Funds will be used to enable the Partnerships to conduct activities related to:

- Assessment of the regional needs of social enterprises, and regional capacity within the ONE to support the sector.
- Development and implementation of a plan of action to enhance the range and quality of services available to social enterprises in the region through capacity-building within the ONE and new direct services to social enterprises.
- Exploration of how the ONE can better serve social enterprises within the region and across the entire ONE.

Initial program activities are expected to be one year in length. Beyond the first year, pending approval and availability of funding, Partnership contracts may be extended to continue and/or expand implementation of services.

Funded Activities

Anticipated activities performed by Partnerships include, but are not limited to:

- Regional capacity-building within the ONE:
 - Researching, demonstrating and disseminating best practices related to the identification and support of social enterprises;
 - Developing tools, templates, platforms and resources to support ONE members and their partners in identifying and delivering services to social enterprises;
 - Identifying mentorship and training resources across the Region and establishing practices, resources and networks that allow social enterprises to better access mentorship and training resources in the Region; and
 - Training and support of ONE staff to better meet the needs of social enterprises.
- Direct services to social enterprises:
 - Coaching, mentorship and services dedicated to social enterprises, including activities related to:
 - Developing blended business models (seeking financial and social returns) and determining corporate structure;
 - Measuring social/environmental impact;
 - Becoming investment-ready and raising capital;
 - Certification (e.g. B Corp, Buy Social);
 - Accessing existing funding and support programs;
 - Accessing new markets through sales and marketing, bidding for procurements, etc.;
 - Succession planning for social enterprises; and
 - Other areas of need for social enterprises identified through the Partnership's business case and/or needs assessment;
 - Training sessions (delivered in person or through other approaches);
 - Events that support the development of skills and connections amongst social enterprises (e.g. pitch competitions, boot camps); and
 - Other forms of direct support proposed by the Partnership based on its assessment of regional needs.

The implementation of this new initiative will support the development of business supports that both address regional needs and generate best practices and lessons learned that may inform future business supports in other regions. The Ministry intends to provide opportunities for the four Partnerships to exchange learnings as the program is implemented.

Eligible Expenditures

Expenditures that are reasonable and necessary for the successful implementation of Partnerships will be eligible for reimbursement, subject to the parameters below. Expenditures must be incurred in accordance with an approved budget, supported by acceptable documentation, and comply with all relevant legislation and directives pursuant to a Transfer Payment Agreement with the Province. Eligible expenditures must all pertain to “net new” or incremental activity that would not occur without Partnership funding. The expenditures must therefore not relate to existing or planned activities delivered with Ministry or other funding.

Eligible expenditures under the Program include:

- Salaries and benefits of Partnership staff;
- Expenses related to Partnership administration, up to the maximum amounts specified in the Transfer Payment Agreement;
- Office lease and maintenance expenses;
- Office supplies and services;
- Office equipment and software;

- Financial and professional services required for the delivery of the Program, including audit expenses, if any, incurred in the preparation of the financial statements required under the Transfer Payment Agreement;
- Professional services required for the development of resources and tools to support social enterprises;
- Staff training costs;
- Costs associated with the delivery of training, mentorship and/or other new direct supports to social enterprises, consistent with the Partnership's proposed service delivery model;
- Telecommunications/courier charges (e.g., telephone, Internet, mail and courier);
- Production costs for resource development such as graphic design, printing, translation into other languages, alternative formats;
- Insurance;
- Expenses associated with outreach to social enterprises, events and training sessions directly related to Partnership activities; and
- Travel within the Province of Ontario incurred and reimbursed in accordance with the Government of Ontario's Travel, Meal and Hospitality Expenses Directive.

The Lead Organization must maintain documentation/receipts for all expenditures; the Ministry reserves the right and may request to see them at its discretion or for audit purposes. In the event of any interpretation issues regarding expenditures or valuations, the decision of Ontario is final and determinative.

Ineligible expenses under the Program include:

- Costs not directly associated with meeting the deliverables and milestones as specified in the Transfer Payment Agreement;
- Costs related to EOI and proposal development (including staff costs);
- Capital costs (e.g. land, building, vehicles, leasehold improvements);
- Entertainment expenses, gifts and alcoholic beverages;
- Expenses associated with lobbying or government relations activities;
- Costs associated with activities or operations performed outside of Ontario, unless the Partnership obtains prior approval from the Ministry in writing for any proposed out-of-province expenditures;
- Reimbursement for airfare purchased with personal frequent flyer points programs;
- Fines and penalties;
- Donations in the form of goodwill and other intangibles;
- Opportunity costs;
- Standard discounts;
- Interest charges;
- Allowance for interest on invested capital, bonds, debentures, bank or other loans together with related bond discounts and finance charges;
- Losses on investments, bad debts and related collection expenses;
- Losses on other projects or contracts;
- Amortization of unrealized appreciation of assets;
- Depreciation of assets;
- Expenses and depreciation of excess facilities;
- Any costs, including taxes, for which the recipient has received, will receive or is eligible to receive a rebate, credit or refund;
- Annual general meetings, budget deficits, membership fees, fundraising activities, committee and political meetings, or religious activities;
- Costs covered by other government funding;
- Contingency or unexplained miscellaneous costs;
- Portion of harmonized sales tax (HST) costs that are refundable; and
- Activities that could be deemed discriminatory, as defined by the Ontario Human Rights Code.

Accountability

Successful Partnerships will receive their funding via the Lead Organization pursuant to a Transfer Payment Agreement between the Lead Organization and the Ministry.

The Lead Organization will be responsible for managing and executing the development and implementation of the Partnership, including coordination of activities, budgeting and resource management amongst Member Organizations. The Lead Organization will also be responsible for ensuring compliance with financial obligations established by the Ministry. The Transfer Payment Agreement with the Ministry will set out the terms and conditions governing the payment of the grant, and will include:

- A project budget;
- Project management requirements, including a complete project plan and milestones;
- Reporting obligations;
- Method and schedule of payment;
- Contract termination and corrective action in the event of default; and
- Other performance and accountability provisions identified by the Ministry and agreed upon with the Partnership through the Lead Organization.

Successful Lead Organizations will:

- Be accountable to the Ministry for all funds and project components, and will be considered to be the final decision-making authority among Member Organizations for the Partnerships under the Transfer Payment Agreement;
- Manage their project plan to meet financial and accountability reporting requirements and deliverables, as identified in the Transfer Payment Agreement;
- Engage and manage relationships with any third-party service providers;
- Be responsible for receiving and administering funds on behalf of the Member Organizations in accordance with the requirements of their agreements;
- Be required to put in effect and maintain for the duration of their program, at their own expense, all necessary insurance for the initiative, including Commercial General Liability Insurance to an inclusive limit of not less than Two Million Dollars (\$2,000,000) per occurrence. If the proposed Partnership is approved for funding, applicants must provide the Social Enterprise Branch with a copy of their Certificate of Insurance as a condition of funding. Coverage under Two Million Dollars (\$2,000,000) may be considered based on prior approval by Ontario;
- Be responsible for performance measurement under the Program, including ensuring data quality, establishing targets, and aggregating information collected by Member Organizations for reporting to the Ministry; and
- Be required to submit regular reporting that will be used by the Ministry to assess the progress of implementation, as well as compliance with relevant directives and requirements under the Transfer Payment Agreement.

It is anticipated that funding will be allocated in installments according to a specific payment schedule and milestones. Disbursement of funding installments will be dependent on the Partnership meeting all program and reporting requirements under the Transfer Payment Agreement.

The Transfer Payment Agreement will include key performance indicators to be collected by the Lead Organization in partnership with Member Organizations. Key performance indicators will include, but not be limited to:

- The number of new tools/resources available to social enterprises;
- The number of new entrepreneurship and business support programs working with social enterprises;
- The number of social enterprises receiving entrepreneurship and business supports through the ONE;

- Increased products and services offered by social enterprises supported by the Partnership; and
- Increased investment in social enterprises supported by the Partnership.

Outcomes Assessment

Each Partnership will also be responsible for ensuring that ONE members in their region complete a Social Enterprise Survey provided by the Ministry. Within each region, this survey will assess (1) baseline levels of services available to social enterprises through the ONE prior to program launch and (2) improvements to service levels following the implementation of ONE Social Enterprise Partnership activities. This survey tool tracks:

- Definitions of social enterprises;
- Interest in serving social enterprises;
- Capacity to deliver services to social enterprises;
- Ability to track social enterprises served;
- Inclusion of social enterprises within core programming;
- Practices for the referral of social enterprises to other business support organizations;
- Needs of social enterprises and organizations supporting social enterprises; and
- Attitudes related to the need for specialized services for social enterprises.

Partnerships will be required to share data collected through this survey with the Ministry to support Program evaluation activities to ensure that the Program is delivering on its objectives and inform changes to programming going forward.

ONE Review

The Ministry is undertaking a strategic review of the ONE. The review aims to ensure that Ontario continues to be one of the top jurisdictions globally for companies to start and grow and support Ontario's innovation ecosystem. It is vital that an innovation network adapt to new approaches and opportunities, with a focus on growing the next generation of leading innovation-driven businesses.

ONE Social Enterprise Partnerships Call for Expressions of Interest

Objectives of Expressions of Interest

The Ministry is launching a call for expressions of interest (EOIs) for the delivery of the ONE Social Enterprise Partnerships Program in order to:

- Engage potential delivery partners that have interest and expertise in expanding the impact of social enterprises;
- Support innovative, locally developed solutions to the delivery of integrated business supports to social enterprises that will work best for their Region's client base and business support ecosystem; and
- Provide Applicants with opportunities to enhance their proposals throughout the process through feedback and collaboration.

Application Process

Applications for ONE Social Enterprise Partnerships Program will be considered through the following process:

- 1) Applicants will submit an EOI.
- 2) Applicants will be notified in writing if their application is complete within two business days of receipt of the application.
- 3) EOIs will be reviewed for quality on an 80-point scale by a Ministry review panel (See **Expression of Interest Assessment Criteria** below for a breakdown of evaluation scoring).
- 4) Based on these reviews, Lead Organization Applicants will be advised of three potential outcomes:
 - a. The application proceeds to the second stage of the evaluation process, outlined in #5 below.
 - b. The Lead Organization applicant is asked to resubmit the EOI with revisions and/or additional information. At this stage, Partnerships may be asked to consider changing key elements of their EOIs. Resubmission will be required within 5 days of the Lead Organization applicant receiving notice of requested revisions.
 - c. The Lead Organization applicant is advised that their application will not be proceeding to the second stage of the evaluation process.
- 5) Partnership applications that have been invited to proceed to the second stage of the evaluation process will be asked to submit a comprehensive proposal to the Ministry for evaluation by the Ministry's review panel. The proposal will be scored out of 120 points.
- 6) The Ministry will identify a successful application for each Region and invite the Lead Organization for each successful application to proceed to the contract negotiation stage. Funding decisions will be made on the basis of both EOI and proposal stages of the evaluation process.
- 7) Lead Organizations will negotiate and execute Transfer Payment Agreements with the Ministry.

Expression of Interest Assessment Criteria

Expressions of Interest Applications for ONE Social Enterprise Partnerships will be evaluated on how well an expression can demonstrate that the proposed Partnership meets the following criteria:

A. Expression of Interest Eligibility Criteria:

1. Consortium Membership

- Proposed Partnership includes:
 - One Regional Innovation Centre (RIC);
 - One Small Business Enterprise Centre (SBEC);
 - One Campus-Linked Accelerator (CLA) or On-Campus Entrepreneurship Activities (OCEA) program; and
 - At least one not-for-profit organization with recognized leadership in providing tailored supports to social enterprises and who is not currently a member of the ONE.
- Proposed Partnership identifies a not-for-profit social enterprise-focused organization to serve as the Lead Organization.

2. Geographic Scope

- Proposed Partnership will deliver service across a Region as identified in the Program Guidelines.
Note: Organizations may participate in the Expression of Interest process through multiple EOIs.

B. Expression of Interest Assessment Criteria (out of 80 points)

1. Strategic Alignment – 15 Points

1. Vision for the proposed Partnership aligns with the objective of *Ontario's Social Enterprise Strategy 2016-2021* to support a thriving marketplace of sustainable and scalable social enterprises that drive economic development while creating social and environmental impact. Narrative demonstrates a vision for a future state in which social enterprises have a better opportunity to achieve financial sustainability, grow and scale through integrated services and supports.

2. Organizational Capacity – 15 Points

1. EOI demonstrates that Member Organizations have a proven track record of success in delivering business supports to small- and medium-sized enterprises, and building capacity to improve client services. (5 Points)
2. EOI demonstrates an understanding of Member Organizations' existing social enterprise client base and capacity to support social enterprises. (5 Points)
3. EOI demonstrates that Member Organizations have a track record of delivering programming through collaboration and partnership with a range of organizations, including members of the ONE. (5 Points)

3. Delivery Strategy – 35 Points

1. EOI demonstrates an understanding of the regional social enterprise landscape, including impediments to sustainability and growth faced by social enterprises in the Region. (5 Points)

2. EOI outlines the Partnership's proposed approach to delivering mainstream and tailored business supports to social enterprises based on (1) high-quality direct services that address identified needs, and (2) enhanced capacity within the Region's ONE members to support social enterprises and connect them to valuable resources. (20 Points)
 3. EOI outlines a regionally appropriate delivery model that allows the Region's social enterprises to effectively access supports. (5 Points)
 4. EOI identifies innovative approaches that fill gaps in current business support practices and result in the development of best practices pertaining to the support of social enterprises. (5 Points)
- 4. Project Management – 15 Points**
1. EOI outlines a viable high-level plan to develop and implement the Partnership within the parameters of the Program Guidelines, including identification of roles and responsibilities within the Partnership. (5 Points)
 2. EOI identifies new resources (e.g. at least 1.0 FTE for project management, other personnel, services) required to deliver the Partnership, and existing capacity that can be leveraged to support social enterprises. (5 Points)
 3. EOI describes how the Lead Organization will work with Member Organizations in order to collect and report on key performance indicators and other performance obligations. (5 Points)

Submitting Expressions of Interest

Format and Submission Deadline

Electronic copies of all completed EOIs must be received by the ministry no later than 4 p.m. on November 4, 2016. Late and/or incomplete EOIs will not be accepted. A complete EOI must be submitted by the deadline in order for the applicant to be eligible to proceed to Phase 2 of the selection process.

When submitting the EOI:

- E-mail an electronic copy of the EOI form and supplementary materials to:
social.enterprise@ontario.ca
- Any supplementary materials should be in a common file format (e.g. Word or PDF format) and not exceed 5 MB. Submissions with multiple files should name the files in sequential numerical order.

Second Stage of Evaluation (Proposal Stage)

EOIs that demonstrate the highest potential for impact based on the criteria above will be invited to submit a full proposal. The proposal will include:

- 1) Clear and achievable objective, in alignment with *Ontario's Social Enterprise Strategy 2016-2021* (5 Points);
- 2) Detailed description of Partnership activities, including approach to engaging with ONE members, expected outcomes and linkage to Program objectives (30 Points);
- 3) Description of the evidence base that supports the approach outlined in 2 above (e.g. studies, data/evidence from existing programs, best practices from other jurisdictions) (15 Points);

- 4) Detailed project plan, including activities, milestones, accountabilities and timelines (20 Points);
- 5) Partnership governance, including roles and responsibilities for each Member Organization, decision-making processes and mechanisms for resolving disputes (15 Points);
- 6) Detailed budget (15 Points);
- 7) Risks and mitigation strategies (10 Points); and
- 8) Performance targets and outcomes (10 Points).

Details of the proposal submission process will be provided as part of the invitation to proceed to the second stage of evaluation.

Timelines

Activity	Date
Call for Expressions of Interest issued	September 30, 2016
EOIs due	November 4, 2016
Applicants notified that their applications were received; Ministry available for questions	November 8, 2016
Final date for Ministry requests for EOI resubmission	November 16, 2016
Applicants notified of decisions regarding second stage	November 25, 2016
Second-stage proposals due	December 16, 2016
Applicants notified of decisions regarding successful applications	January 13, 2017

Conditions of Application

Confidentiality

Please note that the Ministry is subject to the *Freedom of Information and Protection of Privacy Act*. The Act provides every person with a right of access to information in the custody or under the control of the Ministry, subject to a limited set of exemptions. Section 17 of the Act provides a limited exemption for third party information that reveals a trade secret or scientific, commercial, technical, financial or labour relations information supplied in confidence where disclosure of the information could reasonably be expected to result in certain harms.

Any trade secret or any scientific, technical, commercial, financial or labour relations information submitted to the Ministry in confidence should be clearly marked. The Ministry will provide notice before granting access to a record that might contain information referred to in Section 17 so that the affected party may make representations to the Ministry concerning disclosure.

The applicant is advised that the names and addresses of grant recipients, the amount of grant awards, and the purpose for which grants are awarded is information the Ministry makes available to the public.

Additionally, the Ministry may share application information with other government ministries, their advisors and/or agencies.

Conflict of Interest

Successful Applicants shall carry out the program and use the funds received from the Ministry pursuant to the ONE Social Enterprise Partnerships (Funds) without an actual, potential or perceived conflict of interest. A conflict of interest includes any circumstances where:

- a) the Applicant; or
- b) any person who has the capacity to influence the applicant's decisions,

has outside commitments, relationships or financial interests that could, or could be seen to, interfere with the applicant's objective, unbiased and impartial judgment relating to the program and the use of the Funds.

As a condition of consideration for funding, Applicants shall:

- a) Disclose to the Ministry, without delay, any situation that a reasonable person would interpret as either an actual, potential or perceived conflict of interest; and
- b) Comply with any terms and conditions that the Ministry may prescribe as a result of the disclosure.

Other Terms and Conditions

- 1) This program is a discretionary and non-entitlement program. As such, notwithstanding that the applicant has submitted a complete application and met all program criteria, there is no guarantee that the applicant will proceed to the next Phase or be awarded funding. Without limiting the generality of the foregoing, the applicant acknowledges that if an applicant submits an EOI, the Ministry is under no obligation to approve funding.
- 2) All applications must be complete and signed by a designate with the authority to bind the Lead Organization in a legal agreement. An application that does not follow the prescribed format, or is incomplete, will not be evaluated. Additional materials other than those requested will not be accepted or considered to be part of the application.
- 3) The Ministry reserves the right to request or require adjustments to elements communicated in a completed EOI as a condition to proceeding to the second stage of the evaluation process in order to ensure that Program objectives are satisfied.
- 4) Applicants should not take any action, or incur any costs related to the project, that is predicated on receiving funding from the Ministry until an application is approved and all parties have entered into a legal agreement.
- 5) All applicants must demonstrate capacity to develop materials and programming that accommodate the needs of persons with disabilities in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* and its Regulations.
- 6) Programs, services and resources must be in accordance with the *French Language Services Act*.
- 7) The Ministry reserves the right to impose whatever conditions it deems advisable in the acceptance of an application.
- 8) The Ministry, in its sole and absolute discretion, may determine whether to provide funding, the amount of any funding, and the purpose for which the funding will be used.
- 9) The Ministry reserves the right to issue addenda to this call for expressions of interest or hold another call for expressions of interest should it be required in order to meet the objectives of the Program.

Appendix One: Expression of Interest Instructions

Instructions

1. Please prepare a separate document that provides responses to the Application Questions below.
2. Submit a scanned, signed Acknowledgement and Certification (pages 19 and 20), which must be signed by an Authorized Signing Officer for the Lead Organization.

Before filling out the application, please read the entire ONE Social Enterprise Partnerships Program Guidelines and Call for Expressions of Interest.

Please ensure that each question is answered directly and adequately. Be sure to address all the specific requirements outlined in the ONE Social Enterprise Partnerships. Please provide concise responses focused on key information. Word limits are prescribed for responses, but shorter responses are acceptable as long as the response adequately addresses the question. Provide reasons and supporting data where applicable to support your application. Demonstrate how your proposed approach addresses the Program priorities.

Application Questions

In a separate document, please provide information in response to the following questions:

Part 1: Organizational Information

- 1.1 Please identify the Lead Organization of your proposed Partnership and provide the following information regarding the Lead Organization and each Member Organization of the proposed Partnership:
 - a. Organization Operating Name
 - b. Organization Legal Name
 - c. Web Site URL
 - d. Type of Legal Entity
 - e. Year Established
 - f. Date Incorporated
 - g. Corporation Registration Number
 - h. Business Number
 - i. Primary Address, including street address, suite number, City, Province, and Postal Code.
 - j. Mailing address (if different from primary address)
 - k. Name, Title, Phone Number and Email Address of Primary Contact

Part 2: Service Area

- 2.1 Please identify the Partnership Region (Central, Eastern, Northern or Southwestern) that your Partnership proposes to serve.
- 2.2 Please describe the current service areas of the Member Organizations.

Part 3: Strategic Alignment

Please provide a narrative for your Partnership that details the Partnership's vision and alignment with Ontario's Social Enterprise Strategy in your response to the following question:

- 3.1 Describe how your Partnership overall strategy aligns with a vision for supporting a thriving marketplace of sustainable and scalable social enterprises. Under your approach, what is the future state of supports to social enterprises, and how will Program funding help you reach that future state? *(Point Value: 15; Word Limit: 1,000 words)*

Part 4: Organizational Capacity

Please provide responses to the following questions to demonstrate the combined capacity and track record of success associated with the Partnership's Member Organizations:

- 4.1 How have the Member Organizations of your Partnership succeeded in supporting small- and medium-sized enterprises in your Region? Please provide historical performance information that reflects the track record of Member Organizations as trusted, innovative supporters of businesses and enterprise clients. *(Point Value: 5; Word Limit: 500 words)*
- 4.2 Please discuss your Member Organization's history of serving social enterprise clients, including definitions of "social enterprise" used by Member Organizations and any existing data or evidence on the number/type of social enterprises served by the Member Organizations. *(Point Value: 5; Word Limit: 750 words)*
- 4.3 How have Member Organizations of your Partnership succeeded in developing and delivering programming through partnerships with other delivery organizations? Please provide details of past or current programs delivered by Member Organizations through collaboration with other organizations, including other members of the ONE if applicable, and identify lessons learned that will inform the implementation of your Partnership. *(Point Value: 5; Word Limit: 500 words)*

Part 5: Delivery Strategy

Please provide responses to the following questions to describe your Partnership's approach to delivering on Program objectives:

- 5.1 Based on the experience of Member Organizations in serving social enterprise clients, please identify up to three key challenges impeding the growth and sustainability of social enterprises in your Partnership's Region. *(Point Value: 5; Word Limit: 300 words)*
- 5.2 Please describe your Partnership's approach to delivering mainstream and tailored business supports to social enterprises and building capacity within the ONE to support social enterprises. How will you engage with other ONE members? How will your approach enhance the ability of other ONE members to assist social enterprises? Please include any proposed resources and supports that social enterprises and ONE members in your Region will be able to access gain as a result of the Partnership's activities. *(Point Value: 20; Word Limit: 1,000 words)*
- 5.3 How will your Partnership deliver on the activities discussed in your responses to Question 5.2 in a manner that is best suited for your Region? What delivery model(s) will you utilize in order to support access to service for social enterprises throughout the Region? *(Point Value: 5; Word Limit: 300 words)*
- 5.4 How is your Partnership's approach unique in relation to other available business support models? What best practices in support for social enterprises might be acquired and shared as a result of your Partnership's proposed activities? *(Point Value: 5; Word Limit: 300 words)*

Part 6: Project Management

Please provide responses to the following questions to describe your Partnership's approach to project management and implementation.

- 6.1 What are the Partnership's key deliverables? For each of the activities detailed below, identify at least one key deliverable (e.g. completion of a report; launch of a program), the individual(s)/Member

Organization(s) with responsibility for the deliverable, and anticipated timing of that deliverable.
(Point Value: 5; Provide response by completing a table in the format displayed below; Please note that a detailed project plan will be required as part of the second stage of assessment)

Activity	Deliverable(s)	Responsibility	Timing
Assessment of the regional needs of social enterprises, and regional capacity within the ONE to support the sector.			
Enhancing services to social enterprises – Capacity-building within the ONE.			
Enhancing services to social enterprises – New direct services to social enterprises.			
Exploration of how ONE programs can better serve social enterprises within the region and across the entire ONE.			

6.2 What new resources (e.g. dedicated staff; other FTEs; services) does the Partnership anticipate acquiring with Partnership funding? Will any other resources (e.g. other in-kind contributions) be leveraged in order to support Partnership activities? *(Point Value: 5; Word Limit: 200 words; Please note that a detailed budget will be required as part of the second stage of assessment)*

6.3 How will the Lead Organization work with Member Organizations in order to satisfy key governance requirements, including collection of and reporting on key performance indicators and other performance obligations? *(Point Value: 5; Word Limit: 200 words)*

Part 7: Supplementary Information

Please append the following to your submission:

- *Lead Organization Articles of Incorporation (Required)*
- *Most recent Annual Report and Financial Statements of Member Organizations (Audited Financial Statements required for Lead Organizations and any Member Organizations currently required to produce Audited Financial Statements).*
- *A copy of any Management Letters issued to the Applicant by the Auditor*
- *Biographies of key personnel of Member Organizations and Board members of Member Organizations governed by independent boards (required for Lead Organization).*

Acknowledgement and Certification

Please submit a scanned, signed Acknowledgement and Certification, which must be signed by an Authorized Signing Officer for the organization.

Acknowledgement

In submitting this application, we acknowledge understanding of the following:

- The Applicant has read and understands the information contained in the Program Guidelines and the Expression of Interest Instructions.
- The Applicant is aware that the information contained herein can be used for the assessment of grant eligibility and for statistical reporting.
- The names and addresses of grant recipients, the amount of grant awards, and the purpose for which grants are awarded is information the Ministry makes available to the public.
- The information provided in this application is true, correct and complete in every respect. If the Ministry discovers that this application contains a material misrepresentation, this application shall be deemed to be withdrawn immediately by the Applicant.
- Additional materials other than those requested will not be accepted or reviewed by the Ministry.
- This program is a discretionary and non-entitlement program. As such, notwithstanding that the applicant has submitted a complete application and met all program criteria, there is no guarantee that the applicant will proceed to the next Phase or be awarded funding. Without limiting the generality of the foregoing, the applicant acknowledges that if an applicant submits an EOI, the Ministry is under no obligation to approve funding.
- The Ministry reserves the right to request or require adjustments to elements communicated in a completed EOI as a condition to proceeding to the second stage of the evaluation process in order to ensure that Program objectives are satisfied.
- Applicants should not take any action, or incur any costs related to the project, that is predicated on receiving funding from the Ministry until an application is approved and all parties have entered into a legal agreement.
- The Ministry reserves the right to impose whatever conditions it deems advisable in the acceptance of an application.
- The Ministry, in its sole and absolute discretion, may determine whether to provide funding, the amount of any funding, and the purpose for which the funding will be used.
- The Ministry reserves the right to issue addenda to this call for expressions of interest or hold another call for expressions of interest should it be required in order to meet the objectives of the Program.
- The Applicant understands any funding commitment will be provided by way of an approval letter signed by the Minister of Economic Development and Growth and will be subject to any conditions included in such a letter. Conditions of funding will include the requirement for the funding

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recipient to enter into a funding agreement satisfactory to the Ministry, outlining the terms and conditions governing the grant. The said funding agreement will, among other things, obligate the funding recipient to report to the Ministry on how the funding was spent.

- The Applicant is currently in substantial compliance with all applicable laws.
- The Applicant is not in default of the terms and conditions of any grant, loan or transfer payment agreement with any ministry or agency of the Government of Ontario.
- The Ministry is subject to the Freedom of Information and Protection of Privacy Act. The Act provides every person with a right of access to information in the custody or under the control of the Ministry, subject to a limited set of exemptions. Section 17 of the Act provides a limited exemption for third party information that reveals a trade secret or scientific, commercial, technical, financial or labour relations information supplied in confidence where disclosure of the information could reasonably be expected to result in certain harms.
- Any trade secret or any scientific, technical, commercial, financial or labour relations information submitted to the Ministry in confidence should be clearly marked. The Ministry will provide notice before granting access to a record that might contain information referred to in Section 17 so that the affected party may make representations to the Ministry concerning disclosure.
- The ONE Social Enterprise Partnerships is a discretionary and non-entitlement fund with a limited budget. Therefore, notwithstanding any other statement or provision in the Program Guidelines and the Expression of Interest Instructions, even if an application meets all stated criteria there is no guarantee that funding will be awarded as there may be other applicants that more effectively meet the objectives.

Certification

I, the undersigned, acknowledge that I have the authority to bind the organization in a legal agreement.

Name and Title of Authorized Signing Officer (please print)

Organization

Signature

Date