



COMMUNITY
FOUNDATIONS
OF CANADA



Call for Proposals Regional Partners for the Investment Readiness Program (IRP)

Table of Contents

1. IRP - An introduction
2. Opportunity to act as IRP Regional Partner
3. Opportunity to raise awareness
4. Social purpose organizations and eligibility
5. Contact information
6. Application questionnaires
7. Appendix: Glossary of terms

1. Introduction

Background and overview of the IRP

In June 2019, the Government of Canada launched the Investment Readiness Program (IRP), a new \$50M fund whose aim is to help [social purpose organizations](#) (charities, non-profits, social enterprises, for-profits with a social purpose and co-operatives) social enterprises build their capacity to participate in Canada's growing social finance market. The IRP is also designed to help social purpose organizations prepare for the Government of Canada's broader investment in [social finance](#) via the Social Finance Fund, a historic new \$755M commitment which was announced in November 2018 and is expected to roll out over ten years. Community Foundations of Canada is one of five organizations funded by the Government of Canada to ensure social purpose organizations are prepared to access to this new funding. (See below for further details on CFC's role and responsibilities).

The importance of supporting social purpose organizations' growth in the new economy

Supporting social purpose organizations and enabling their success will be key to Canada's economic, social, cultural and environmental success today and in the future. In communities across Canada, social purpose organizations' social enterprises are operating at many different stages of development. Some social purpose organizations may be doing incredibly innovative work but may not consider it a social enterprise and/or may not be aware they can access different types of financial support for their work. Some social purpose organizations are working with an innovative idea in its early design stage. Others are more developed, and might be looking for resources to scale their work. In short, social purpose organizations across Canada are at widely differing stages of 'readiness' to receive investment.



COMMUNITY
FOUNDATIONS
OF CANADA

FONDATIONS
COMMUNAUTAIRES
DU CANADA

The importance of social purpose organizations to communities across Canada

CFC's charitable purposes include to operate national programs of common benefit to community foundations. Working with funding from the Government of Canada to carry out the IRP, CFC is helping community foundations across Canada better serve the needs of their communities. Through the IRP, community foundations will help grow social purpose organizations in their communities and create an environment for them to become more financially sustainable. As described in the IRP eligibility criteria further below, social purpose organizations are organizations that are engaging diverse groups of Canadians and delivering high levels of social, environmental, and cultural impact. One thing is certain: these organizations are key levers in creating more resilient, equitable, and sustainable communities of the future.

The IRP's primary goal is to help social purpose organizations in communities across Canada progress towards, or become "[investment ready](#)" by moving them along a "readiness continuum" in anticipation of the \$755 Social Finance Fund. The IRP will do this by providing access to a range of services and supports specifically tailored to social purpose organizations' needs. CFC will work with community foundations who will act as Regional Partners to raise awareness of the IRP opportunities and help deliver the IRP in communities from coast to coast to coast. As part of the IRP, CFC and community foundations will accept applications for [non-repayable capital](#), typically on a scale of \$10,000 to \$100,000,

The IRP will run from approximately November 2019 through March 2021. It is expected that after this nearly two-year investment readiness period, some social purpose organizations will be ready for social finance investment (corresponding with the launch of the \$755M Fund). Others may require more time to grow before they are "investment ready" but with the support of the IRP, will have moved along the continuum closer to investment readiness.

About the IRP Readiness Support Partners

IRP is a broad and far-reaching program within the social finance sector. Many organizations are taking part in different capacities. Community Foundations of Canada (CFC) is one of five Readiness Support Partners funded by the Government of Canada to administer and expend a total of \$35M in IRP program funds and other services for the IRP. The four other Readiness Support Partners are:

- National Aboriginal Capital Corporations Association (NACCA)
- Chantier de l'économie sociale
- National Association of Friendship Centres (NAFC)
- Canadian Women's Foundation (CWF)

CFC is working closely with other Readiness Support Partners to align our respective programs and provide access to the IRP across regional, cultural and linguistic groups. We are also



COMMUNITY
FOUNDATIONS
OF CANADA

FONDATIONS
COMMUNAUTAIRES
DU CANADA

collaborating to ensure the IRP is widely accessible to both newcomers to the sector and social purpose organizations who may be unfamiliar with the social finance sector, as well as more experienced organizations.

In addition to the Readiness Support Partners, the Government of Canada has also partnered with a number of Expert Service Providers who can assist social purpose organizations who receive support from the IRP.

A list of organizations involved in the IRP can be found [here](#).

**Note: Social purpose organizations that qualify for the IRP may choose to work with an expert service provider that is not on the Government of Canada's list.*

CFC's specific roles and responsibilities in the IRP

As a Readiness Support Partner, CFC is receiving \$22M from the Government of Canada to deliver and implement the program in four main areas:

- 1) Administer and expend program costs or program-related investments including in the form of non-repayable capital to social purpose organizations and ensuring such capital or investments are used to achieve the IRP's objectives;
- 2) Raising awareness about the IRP and social finance across Canada;
- 3) Convening ESDC-funded stakeholders who are creating and participating in the IRP; and
- 4) Conducting, with the help of consultants as necessary, a developmental evaluation of the IRP and report on IRP implementation and outcomes to CFC.

Working with community foundations as Regional Partners, our goal is to raise broad awareness for this unique opportunity, administer and expend the majority of the \$22M allocation to social purpose organizations working in communities across Canada in a manner that benefits those communities, and evaluate the implementation and outcomes of the IRP. CFC is also playing a convening role with other Readiness Support Partners.

Why is CFC involved in the IRP?

The IRP is a mission-aligned opportunity for CFC. It supports [our refreshed purpose](#) to "relentlessly pursue a future where everyone belongs," and it contributes to "shifting the power" in communities across Canada by driving and supporting new and diverse participation in the field of social enterprise. Building on the successful approaches we have developed to administer large-scale initiatives such as the Welcome Fund for Syrian Refugees, the Community Fund for Canada's 150th and the RBC Future Launch Community Challenge, this is an opportunity for Canada's community foundation network to take on its most significant national effort to date.



COMMUNITY
FOUNDATIONS
OF CANADA

FONDATIONS
COMMUNAUTAIRES
DU CANADA

The Government of Canada's unprecedented plans to invest in the area of social finance is inspired by the leadership of community foundations and many other actors over the last 10 years, and will act as fuel for the next generation of social finance around Canada.

The opportunity for community foundations

The IRP is focused on supporting community-driven solutions to some of today's most pressing issues. The IRP presents a unique opportunity for community foundations to increase community impact and to elevate their local leadership and profile. As local champions and philanthropic leaders, Canada's community foundations are well-placed to play a key role in delivering the IRP and supporting social purpose organizations in a powerful new way for the benefit of local communities.

Specifically, CFC is inviting community foundations to collaborate on the IRP in two ways:

1. As IRP Regional Partners, act as the liaison between CFC and the social purpose organizations in their communities or regions, help administer social purpose organizations' participation in the IRP, and make program-related investments in social purpose organizations or expend program funds in the form of non-repayable capital to social purpose organizations to be applied towards specific types of expenses as described herein (community foundations may choose to work independently or as part of a consortium of local organizations). CFC is looking to partner with approximately 10-20 Regional Partners;
2. To raise awareness about the IRP in your community by working with CFC to host events, information sessions or other activities to raise awareness and share knowledge about the opportunity with relevant social purpose organizations. All community foundations are welcome to participate in raising awareness. More information to come on how to participate.

2. Opportunity to act as IRP Regional Partner

Below are some of the considerations community foundations should take into account before submitting an application to act as a Regional Partner.

CFC will also administer its own stream of direct applications to target underserved parts of the country, manage accessibility levels for potentially harder-to-reach groups or regions.

** A link to a detailed checklist of requirements is available at the end of this section. A link to apply to serve as a Regional Partner can also be found at the end of the document.**

1. ***The range of non-repayable capital to be administered by Regional Partners***



COMMUNITY
FOUNDATIONS
OF CANADA

FONDATIONS
COMMUNAUTAIRES
DU CANADA

Overall, each Regional Partner will be expected to expend between \$500K-\$4M in the form of non-repayable capital by March 31, 2021. As described below, such funds must be expended pursuant to the terms of written agreements to ensure the goals of the IRP are met. At this time, we estimate that the range of non-repayable capital available to a qualifying social purpose organization will be between \$10,000-\$100,000.

2. *Timelines*

The IRP is set to launch imminently. CFC, like all the IRP Readiness Support Partners, is required to ensure that all-IRP funds are received by qualifying social purpose organizations by March 31, 2021, with a significant portion to be received by March 31, 2020.

This will require Regional Partners to work within set-deadlines. CFC expects to open applications via an online portal for a first round of applications in November 2019. The first tranche of non-repayable capital to successful applicants will be available in January and February 2020. We anticipate two more deadlines and tranche rounds to be available in Spring/Summer 2020 and Fall/Winter 2021.

Applications to be a Regional Partner are due October 7th, 2019; 5:00 PM PST.

3. *Equity, geography and scope*

In order for the IRP to be carried out equitably and effectively across the country, CFC is planning to engage between 10-20 Regional Partners. Regional Partners will be encouraged to cover as much territory as possible, in many cases expanding the normal reach of any one community foundation.¹ Regional Partners must be responsive to local conditions, groups and priorities and make the program widely accessible, including to Indigenous peoples in their area, youth, ethno-culturally diverse groups, and official language minority groups.

4. *Working as an independent Regional Partner OR as a consortium*

Across the country, some community foundations are experienced leaders in working with and supporting social purpose organizations and may be well placed to serve as a Regional Partner independently. Others may be newer to this field. In the latter case, we encourage community foundations to consider partnering with other organizations in their community or region (ex. other community foundations, incubators or accelerators, municipalities, chambers of commerce, universities, etc.) and to apply as a consortium rather than individually.

¹ Neighbouring or adjacent community foundations interested in participating as Regional Partners are encouraged to connect and consider applying jointly as part of a consortium.



The benefits of partnering are multiple. Partners may be well-connected to networks of social purpose organizations and/or bring complementary skills and expertise to help community foundations to carry out the IRP in their communities or regions.

Community foundations interested in undertaking a consortium approach are responsible for negotiating the terms of engagement and an agreement with their local partners. It is expected that the community foundation will play the lead role and act as the primary point of contact with CFC. Consortium approaches will be required to follow the same scale of available capital, timelines, and requirements around equity, geography and scope as community foundations operating individually .

5. *Administering the program locally, including application assessment and selection*

With support and IRP materials which will be provided by CFC (and which can be adapted to the local context, as appropriate), Regional Partners will be expected to administer a fulsome local program including:

- Raising awareness and addressing interest;
- Working with potential applicants;
- Managing the selection process;
- Adjudicating applications;*
- Concluding agreements with CFC and social purpose organizations and expending funds pursuant to the terms of such agreements; and
- Ensuring compliance with CFC's IRP reporting requirements.

As has been the case in other similar programs like the Community Fund for Canada's 150th, CFC will provide access to a shared digital program portal and program management system.

*Applications will be approved locally by Regional Partners (or, in the case of consortiums, agreed upon collectively by participating partners) and then sent to CFC for validation and final approval to ensure alignment with eligibility requirements. This final review and approval is a requirement of CFC's agreement with the Government of Canada, as well as CFC's legal obligations to oversee the implementation and outcomes of the IRP.

6. *Working with social purpose organizations that are non-qualified donees*

Some eligible social purpose organizations may be non-qualified donees. Non-qualified donees include non-profits, for-profits with a social purpose, social enterprises, and co-ops (note that some co-ops and social enterprises may be registered charities).

Across the country, some community foundations have found comfort within their charitable purposes in working with non-qualified donees. However, for those that do not wish to enter into



agreements to work with non-qualified donees or make program-related investments in non-qualified donees for the purpose of carrying out the IRP, they will need to identify another organization in their consortium that will carry out this component of the IRP and report to CFC on this component. Such other organizations may include universities, think tanks, research institutes, municipalities, business associations, advocacy groups, and other specialized organizations that may have more appropriate skills and expertise to work directly with non-qualified donees or make program-related investments to carry out the IRP. These additional partners may also bring networks that are well connected to social purpose organizations, as well as technical skills and expertise to understand, advise and evaluate social purpose organizations' needs. The community foundation will play the lead role in the consortium. But, CFC will create direct relationships with named partners, as needed to manage the IRP where the program is carried out through non-qualified donees or where program-related investments are made in non-qualified donees. The consortium that makes up the Regional Partnership will collectively decide on successful applicants. Where Regional Partnerships identify qualifying social purpose organizations that are non-qualified donees, CFC shall have final approval over such applications before they are selected. CFC shall also have final approval over the selection of the consortium partner that will work with non-qualified donees.

7. *The selection of Regional Partners and collaborating with CFC on the IRP*

CFC will assess applications and select Regional Partners based on fulfilling the Requirement Checklist, especially focusing on geographical scope.

We expect to conclude the assessment process and inform applicants of the results by November 1, 2019.

Like our previous national initiatives, this will be a collaborative undertaking.

To help participating community foundations fulfill their roles as Regional Partners, CFC will provide support including:

- Funding to assist with administration and hosting costs. Generally, this will be proportional to the population being served a particular Regional Partner.
- Access to communications tools and resources to help Regional Partners promote and raise awareness for the program, as well as assistance for event planning.

The approximate minimum amount that CFC will be able to provide each Regional Partner to assist with implementation costs is \$10,000. This amount will grow roughly in proportion to the population size served by any given Regional Partner.

Successful community foundations will be designated Regional Partners and will be required to sign an agreement with CFC. In cases where the qualifying social purpose organization is a



COMMUNITY
FOUNDATIONS
OF CANADA

FONDATIONS
COMMUNAUTAIRES
DU CANADA

non-qualified donee, that social purpose organization and, if applicable, the consortium partner administering the non-repayable capital being made available to that non-qualified donee through the IRP, will also be required to sign an agreement with CFC.



Regional Partners: Requirements Checklist

- Capacity to administer and promote the program either independently or as part of a consortium, including responding to interest from stakeholders in your area or region (including hosting events and gathering success stories).
- A complete list of participating partner organizations, as applicable, and a brief explanation of the expertise, networks or other assets partners bring to the consortium. Please identify which partner is best-suited to work directly with non-qualified donees. CFC shall have final approval over the selection of such partner.
- Capacity to work with CFC's digital platform to receive, review and approve significant applications for non-repayable capital in the region.
- Capacity to administer and expend non-repayable capital pursuant to the timeline described herein (between November 2019 and January 2020, and again in 2020 to 2021).
- Capacity and networks as well as relationships to reach and advise existing social purpose organizations, social enterprises, as well as prospective social purpose organizations that may be very early in their development and/or emanating from organizations or leaders that have traditionally been marginalized from business development and funding opportunities (rural, female-led, Indigenous or ethno-culturally diverse groups, youth and official language minority groups).
- Deep understanding of social enterprises and specific knowledge to advise and assess social purpose organizations on their prospective and submitted applications in areas such as: enterprise development, business planning, enterprise viability, business analysis and Investment Readiness (in the absence of this expertise in-house, demonstrated consortium partners who do).
- Other forms of support, if any, available for social purpose organizations (additional resources, coaching, market connections, etc.)
- Demonstrated geographical scope and reach (CFC is looking for Regional Partners in rural and urban areas across Canada).



COMMUNITY
FOUNDATIONS
OF CANADA

FONDATIONS
COMMUNAUTAIRES
DU CANADA

3. Opportunity to raise awareness

All community foundations are invited to share news of this important opportunity with social purpose organizations in their areas. CFC is looking for community foundations, inclusive but not limited to Regional Partners, to help raise awareness, showcase success stories of local organizations and drive applications to the program.

CFC will provide communication kits and content to assist community foundations with IRP promotion, as well as access to an online platform and new website that will feature dynamic content, resources and local events happening across the country (in collaboration with all IRP Readiness Support Partners).

More information to come on how to participate.

4. Social purpose organizations and eligibility

Regional Partners are encouraged to promote applications from social purpose organizations that reflect Canada's diversity from coast to coast to coast.

Regional Partners and consortiums must consider which applications:

- Involve social purpose organizations that deliver the highest level of social, environmental or cultural impact and community involvement;
- Consider social purpose organizations that engage diverse groups of Canadians, including:
 - Indigenous peoples
 - Youth
 - Ethno-culturally diverse groups
 - Official language minority groups
 - Peoples with disabilities

Eligible uses of non-repayable capital from the IRP (non-exclusive) include:

- Workshops to increase capacity such as financial literacy or business development
- Professional services such as legal or accounting
- Software or web design products
- Consulting services
- Purchasing an asset to increase production
- Renovating space
- Viability studies

Applicants must successfully demonstrate how the use of a products/services purchased with non-repayable capital from the IRP will help them progress along the investment readiness continuum.



COMMUNITY
FOUNDATIONS
OF CANADA

FONDATIONS
COMMUNAUTAIRES
DU CANADA

Ineligible uses for the non-repayable capital from the IRP include:

- Ongoing activities such as the publication of regular issues of newsletters, magazines and periodicals
- Funding for additional permanent staff
- Rent or real estate purchases
- Any activity taking place outside Canada

Ineligible social enterprises include:

- Those related to partisan political activities
- Those deemed by CFC to be controversial, dismissive or offensive

CFC may at any time provide further guidance to selected Regional Partners and consortium partners.

5. Contact Information

If you have any questions about any of the above, or about submitting an application to serve as an IRP Regional Partner, please contact:

Michèle Bridger, Manager of the Investment Readiness Program
mbridger@communityfoundations.ca

6. Application questionnaire

Regional Partners (including consortiums)

To apply as a Regional Partner or as part of a consortium, please respond to the complete list of questions. We invite you to prepare your responses in advance and copy and paste them into the online application form once this step is complete (**answers can only be submitted once online.**)

All questions apply to both community foundations applying independently or as part of a consortium.

1. Name of community foundation.
2. Are you applying as a Regional Partner as part of a consortium of partners? If so, please list all participating organizations with brief descriptions of each organizations area of expertise. (If you're applying independently, please write 'not applicable'.)
3. If the Regional Partner will not work directly with non-qualified donees, identify which partner in the consortium, in your view, is best-suited to work directly with non-qualified donees. CFC shall have final approval over the selection of such partner.



COMMUNITY
FOUNDATIONS
OF CANADA

FONDATIONS
COMMUNAUTAIRES
DU CANADA

4. As a Regional Partner, what region would you cover? (CFC is looking for Regional Partners in rural and urban areas across Canada.)
5. Briefly describe your interest in becoming a Regional Partner?
6. If you participated in the Welcome Fund or Canada 150 Fund, what are your reflections or lessons learned from those programs? (If you did not previously participate, please write 'not applicable'.)
7. How might you promote the IRP in your community?
8. Briefly outline your capacity to host IRP events in your community and gather stories from successful applicants.
9. What is your community foundation's capacity to respond to inbound interest and questions from stakeholders over the course of the IRP and how might you plan to respond?
10. What is your community foundation's capacity to receive, assess and approve a significant number of applications in your region?
11. Please tell us about your networks to reach social purpose organizations in your region. (Particularly those organizations or leaders that have been traditionally marginalized from business development and funding opportunities (rural, female-led, Indigenous or ethno-culturally diverse groups, youth and official language minority groups).
12. What is your community foundation's expertise, knowledge and experience of working with social enterprises and your ability to advise and assess social purpose organizations on their prospective and submitted applications in areas such as: enterprise development, business planning, enterprise viability, procurement contracts, business analysis and "investment readiness?"
13. What additional supports, if any, will you be able to provide successful applications (additional resources, coaching, market connections, etc)?
14. How quickly could your community foundation launch this program in your area?
15. Please describe any missing expertise and how your community foundation might plan to overcome this?

Complete and [submit your online application](#) to serve as a Regional Partner.

7. Appendix: Glossary of Terms

Consult our [Glossary of terms online](#).