

**Ministry of Citizenship and  
Immigration**

**Ministère des Affaires civiques  
et de l'Immigration**



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**Ontario Ministry of Citizenship and Immigration  
Labour Market Integration Unit  
Immigration Programs Branch**

## **Application Guidelines**

### **Invitation for Proposals**

**BRIDGING PROJECTS FOR INTERNATIONALLY TRAINED INDIVIDUALS**

**Issued: June 17, 2009**

**Application Deadlines:**

**July 15, 2009 – Proposals serving identified priority occupations**

**September 30, 2009 – Proposals to renew funding to existing successful pilot projects and all other proposals**

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# 1. INTRODUCTION

## 1.1 Background

Last year, approximately 111,000 immigrants landed in Ontario. Nearly 60 per cent of adult immigrants are highly skilled and have some post-secondary education or training.

The Ontario government is working with professional regulatory bodies, employers, community organizations, colleges, universities, other governments and other stakeholders to help internationally trained individuals join the labour market quickly in jobs that match their skills, education and experience.

In many cases, internationally trained individuals need specific kinds of targeted supports and services that will help them to obtain certification/registration in Ontario's regulated professions and trades. They also often require help finding employment quickly in their fields, whether regulated or non-regulated, or assessments that identify their transferable skills so that they can seek employment in related areas where there are job opportunities.

In order to support successful outcomes for internationally trained individuals in certification/registration and employment, the Government of Ontario has focused on:

- language training across the continuum, from basic language skills to advanced occupation-specific communications
- targeted training and information to orient professionals and tradespeople to Ontario's certification/registration standards and practices and to assist them in meeting employment requirements
- targeted training and orientation to Ontario's labour market and workplace practices.

In addition, the Government wishes to ensure that Ontario's regulatory systems, educational systems and the labour market are responsive to the needs and aspirations of newcomers to the province. To this end, the Government has focused on:

- working with key stakeholders, such as colleges and universities, occupational regulatory bodies and others, to make systems work for qualified new Ontarians
- building a greater awareness among Ontario employers of the credentials and expertise of internationally trained individuals and their potential contribution to Ontario's workforce.

Bridging projects help internationally trained individuals obtain certification/registration and find jobs in their field without having to duplicate their previous education. Since 2003, Ontario has funded over 180 bridging projects serving over 30,000 internationally trained professionals and tradespeople in over 100 professions to help them integrate into the Ontario economy at a level commensurate with their skills, education and experience. Bridging projects have assisted internationally trained nurses, pharmacists, teachers, laboratory technicians and skilled tradespeople, among others, to continue their careers in Ontario. For a list of currently funded bridging projects, please visit: [www.citizenship.gov.on.ca/english/working/experience/](http://www.citizenship.gov.on.ca/english/working/experience/).

Ontario receives support for some skills training programs from the Government of Canada.

## **1.2 The Invitation**

This Invitation for Proposals (the “Invitation” or “IFP”) is issued by the Ministry of Citizenship and Immigration (“the Ministry” or “MCI”) for the purpose of identifying not-for-profit corporations that may be eligible to receive grants for projects related to access to occupational certification/registration and/or employment for internationally trained individuals.

Interested parties are asked to read this invitation carefully and are invited to submit an application (“Application”) in accordance with these instructions.

## **1.3 No Ministry Commitment to Fund**

The application process will not necessarily result in a funding commitment to any Applicant. Furthermore, the Ministry reserves the right to award funding through processes other than this application process. MCI shall not be liable for any expenses incurred by any Applicant, including the expenses associated with the cost of preparing the Application.

## **1.4 Distribution of the Invitation for Proposals**

This Invitation has been released:

- by notice to a broad spectrum of potential applicants as identified by MCI
- by publication on the Ministry’s website
- upon request, in paper form, through the Administrative Coordinator, Labour Market Integration Unit, Immigration Branch, Ministry of Citizenship and Immigration, 400 University Avenue, 3rd Floor, M7A 2R9. E-mail: [lmifp@mci.gov.on.ca](mailto:lmifp@mci.gov.on.ca)

## **1.5 Consultations with other Ministries and the Government of Canada**

The Ministry may consult with other Ministries of the Government of Ontario and/or the Government of Canada for the purposes of evaluating proposals submitted through the IFP.

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# **2. ELIGIBLE ORGANIZATIONS**

## **2.1 General**

Eligible Applicants can include not-for-profit corporations such as occupational regulatory bodies, professional associations, educational institutions, community agencies serving the certification/registration and employment needs of immigrants, associations representing internationally trained individuals, not-for-profit employers, employer representative organizations and associations or others who meet the eligibility criteria set out in Section 2.2 below.

Please note that for the purposes of this Invitation, the term “project” refers to the initiative for which an application is submitted. The term “program” refers to the specific project activities that are developed and delivered to internationally trained individuals. For definitions of key terms used in all invitation documents, please refer to the glossary in Appendix B “Glossary of Key Terms”.

## 2.2 Eligibility Criteria

To be eligible for funding, the Applicant organization must:

- be an incorporated not-for-profit organization for at least two (2) years
- design their programs and services for all internationally trained newcomers to Ontario, ensuring equal treatment of Canadian citizens, permanent residents, convention refugees, refugees and refugee claimants who are eligible to work in Ontario
- have a Board of Directors that is democratically elected and representative of the communities and organizations that use its services
- have bylaws that outline procedures for reporting and accounting to their membership for the organization's operations and performance
- satisfy the Ministry that they can receive, handle and account for public funds in a responsible manner
- demonstrate adequate cash flow management and funds in reserve
- be compliant with the Ontario Human Rights Code and all other applicable laws.<sup>1</sup>

## 2.3 Applicant

Each Application must be submitted by a single applicant. The Ministry encourages partnerships for project delivery wherever appropriate. For the purposes of the Application and subsequent funding contract with the Ministry in the event of a successful Application, a single Recipient must take sole responsibility for the development, implementation, reporting and evaluation of the project. The Applicant will be the single signatory to the contract and will be identified as the Recipient.

In responding to this IFP, the Applicant accepts the terms and conditions set out in the *Ontario Bridge Funding Agreement*, which is posted for reference on the Ministry's website at [www.citizenship.gov.on.ca](http://www.citizenship.gov.on.ca). The Ministry reserves the right to update the *Ontario Bridge Funding Agreement*.

The Recipient will be accountable to the Ministry for all monies and project deliverables and will be considered to be the final decision-making authority for the project on any matters related to the contract. The Recipient is responsible for receiving, administering and allocating funds to any participating organizations. The Recipient is responsible for all financial reporting and reporting on project activities.

If funding is granted, the funding contract may require the Applicant to develop formal agreements and/or memoranda of understanding with any project partners to whom funding may be flowed for the purposes of meeting project outcomes.

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<sup>1</sup> Note: Ontario's Human Rights Code provides for equal treatment in the areas of services, goods, facilities, accommodation, contracts, and employment without discrimination on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, disability, age, family status, marital status, the receipt of public assistance (in accommodation only), and record of offences (in employment only).

Failure to comply with the letter and spirit of the Code will render the applicant ineligible for a grant, and in the event a grant is made, liable to repay the grant in its entirety at the request of the Ministry.

## **2.4 Applicant Documentation**

Applicants must provide the following:

- a) Commitment letters from all participating organizations (see Section 2.5 below)
- b) Evidence of support from other stakeholders
- c) If the applicant is not a publicly funded post-secondary educational institution and tuition/fees will be charged, provide the organization's policies for payment and refund of tuition/fees in the event of student drop out and/or program cancellation.
- d) Audited financial statement or published annual report
- e) Declaration of Conflict of Interest
- f) Constitution or by-laws
- g) Copy of letters patent.

## **2.5 Commitment Letters from Participating Organizations**

With its application, the Applicant is asked to submit a Commitment Letter from each of the Participating Organizations named in the Proposal as responsible for activities related to project deliverables.

Commitment Letters should include the following information and be signed by an individual with signing authority for the Participating Organization:

- statement of agreement with the project objectives and outcomes
- list of the Participating Organization's specific commitments to project deliverables and/roles as defined in the project proposal
- indication of the Participating Organization's commitment to fulfilling its specific obligations as stated in the project proposal.

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## **3. PROJECT DATES**

### **3.1 Project Start Dates**

#### Priority Areas:

Successful applications for proposals serving priority areas should anticipate a start date between September 1, 2009 and March 31, 2010. It is expected that funding may be used to cover typical project phases including planning, development, delivery, evaluation and reporting.

#### All Other Proposals:

Successful applications for proposals serving all other areas should anticipate a start date on or after April 1, 2010. Some projects may be selected for a winter, 2010, start. It is expected that funding may be used to cover typical project phases including planning, development, delivery, evaluation and reporting.

## 3.2 Length of Funding

Applications for projects of up to three (3) years of funding in duration will be considered, depending on the needs of the project, subject to an appropriation being available by the Legislature in accordance with Section 11.3 of the *Financial Administration Act*, R.S.O. 1990, c. F.12.

In developing project timelines, Applicants should assume a minimum of four months from the Application deadline date for a successful application to move through the Ministry evaluation and approvals process.

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## 4. INELIGIBLE EXPENSES

### 4.1 Ineligible Expenditures

Under the terms and conditions of this IFP, the Ministry does not provide funding for:

- participant stipends;
- participant wage subsidies;
- major capital expenditures such as the purchase, renovation or construction of facilities (Note: reasonable purchasing of equipment and furniture directly related to the effective delivery of the project will be considered);
- products and services already funded by another funding body;
- activities that have already been undertaken or completed before an application is made (excludes projects that meet the eligibility criteria for renewable funding outlined in Section 5.2);
- activities that have been previously contracted or completed in a project funded through a previous Labour Market Integration (formerly Access to Professions and Trades) call for proposals or other funding agreement;
- profit-making activities;
- budget deficits; and
- organizations applying for support for political, sectarian and/or religious purposes.

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## 5. PRIORITY AREAS

### 5.1 Priority Areas

MCI is particularly interested in receiving proposals for bridging projects that address one or both of the following two priority areas:

- 1) Projects serving identified priority occupations/sectors
- 2) Renewable operational funding for successful existing pilot bridging projects

Special consideration will also be given to projects that serve under-served geographic areas or offer services to francophone internationally trained individuals.

## 5.2 Priority Occupations/Sectors

Projects serving the following six occupations/sectors will be given priority:

- a. Green economy
- b. Biotechnology
- c. Information communications and technology
- d. Nursing
- e. Dental science
- f. Psychology.

## 5.3 Renewable Funding

Bridging projects currently funded by MCI that are ending before August 31, 2010, are eligible to apply for renewable operational funding. Renewable funding will be awarded to projects targeting licensure and/or employment outcomes for a period up to three (3) fiscal years (2010-2011 – 2012-2013).

Applicants for renewable funding **must** demonstrate that all other options for securing funding have been explored and that Ministry funding is necessary to maintain the project.

In addition to meeting standard evaluation criteria, projects applying for renewable funding must demonstrate the following:

- Successful project outcomes measured against original Ministry of Citizenship and Immigration contract performance commitments.
- Plans to address any current or anticipated gap in service or regional needs.
- Capacity to respond to changing certification/registration and employment requirements (e.g., through employer and/or regulatory representation on project advisory committee).
- Improved responsiveness to the needs of internationally trained individuals as a result of the pilot project outcomes (e.g., through the incorporation of new training, tools or policies into regular business).
- Capacity for continual improvement of all tools, curricula and processes to ensure that the project continues to meet requirements for certification/registration and/or employment.
- Past compliance with Ministry reporting requirements under MCI grant programs.

## 5.4 Under-Served Geographic Areas and Project Serving Francophones

Special consideration will also be given to projects serving priority occupations, proposals for renewed funding and all other projects that propose:

- Services targeting under-served geographic areas with a demonstrated need for services for internationally trained individuals.
- Services targeting Francophone internationally trained individuals.



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## 6. APPLICANT CATEGORIES

All projects, including those serving priority areas, must fall into one of the following three categories of bridging projects:

1. **Getting a License – Bridge Training for Certification/Registration in Regulated Professions or Trades**
2. **Getting a Job – Pathways to Employment for Internationally Trained Individuals**
3. **Changing the System – Institutional Change Initiatives – Fair and Effective Processes**

A specific application form is provided for each category. Please read the category descriptions below carefully to determine the category that best matches the outcomes of the proposed project and apply the guidelines provided in this IFP.

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### 1. **Getting a License – Bridging Projects for Certification/Registration in Regulated Professions or Trades**

#### **General Description**

*Getting a License* projects develop and deliver training and services that assist internationally trained individuals to obtain certification/registration or to complete a significant component of the certification/registration process for their profession (e.g., obtain required clinical or work experience, meet language proficiency requirements, obtain necessary academic/skills training, et cetera). These projects are strategic interventions targeted at one specific sector or occupation.

Building on the existing skills and knowledge of internationally trained individuals, *Getting a License* projects provide services that assist participants to fill identified gaps in knowledge, skills and/or workplace experience. These projects help participants meet requirements for certification/registration and employment in their profession. Services provided may assist internationally trained individuals in achieving academic equivalency with the relevant academic qualifications required for entry to practice in Ontario, preparing for licensure examinations, acquiring required clinical experience or workplace experience, meeting occupation-specific language and communications requirements or other licensure requirements.

Projects in this category are strongly encouraged to offer or refer participants to a continuum of services that will improve participant licensure and employment outcomes. For example, the project should offer or refer participants to employment services (e.g., counselling and job search skills) and work experience opportunities such as internships, mentorship and job shadowing to prepare them for employment in their profession in Ontario.

## **Services Provided**

Bridging projects in this category offer a combination of the following services:

1. Assessment
2. Training
3. Work experience
4. Employment services
5. Other components as appropriate to addressing the identified gaps of participants.

### **1) Assessment:**

Projects **must directly offer or provide an appropriate referral** to the following assessment services:

- **Credential Assessment:** Directly provides or refers participants to appropriate resources for academic credential assessment for licensure/admission to program.
- **Prior Learning Assessment:** In partnership with regulators and/or employers, assesses skills, knowledge, experience and readiness of participants for licensure/admission to program.
- **Language Assessment:** Provides standardized Canadian Language Benchmark assessment to determine the current language proficiency of participants for admission to the program.

### **2) Training:**

Projects **must directly offer at least ONE (1)** of the following training services:

- **Academic Training:** Provides appropriate academic and/or clinical/workplace training/upgrading to meet degree equivalency or competency requirements for certification/registration.
- **Occupation-specific Language Training:** Provides occupation-specific language training to participants with specified Canadian Language Benchmark level at entry into program and at exit from program.
- **Workplace Culture and Communication:** Provides workplace culture and communication training to prepare internationally trained individuals for employment in their profession in Ontario.
- **Exam Preparation:** Prepares participants to write for examinations required for certification/registration.

### **3) Work Experience:**

Projects are **strongly encouraged** to directly offer or provide an appropriate referral to work experience opportunities:

- **Work Experience:** Provides participants with opportunities for workplace experience, such as internships, mentorship, clinical placements and job shadowing, to satisfy Ontario workplace experience requirements for certification/registration and/or to prepare participants for employment in their profession Ontario.

#### 4) Employment Services:

Projects are **strongly encouraged** to directly offer or provide an appropriate referral to employment services:

- **Employment Services:** Provides employment services and supports to participants such as labour market information, employment counselling, job search skills, job retention and workforce integration strategies, et cetera.

#### 5) Other Components:

- Other project components that will improve identified participant outcomes.

#### **Key Application Elements**

Applicants must establish/demonstrate and provide evidence of the following:

- a) the proposed project will help alleviate skill shortages and address present and future labour market needs in Ontario and/or address the gaps limiting the ability of internationally trained individuals to access the labour market in the one specific sector or occupation to be addressed by the project;
- b) a clear and measurable link between the program to be offered and the improved likelihood of success in obtaining certification/registration in a specified profession or trade;
- c) a specific number of clients advancing measurably towards and/or obtaining certification/registration as a result of participation in the program;
- d) appropriate Canadian Language Benchmark levels for entry to the program have been determined and that the project will provide appropriate language training supports or referral to appropriate available supports to ensure that clients can develop occupation-specific language skills to meet certification/registration and employer requirements;
- e) an appropriate process by which client needs are assessed at intake to identify gaps in knowledge, skills or experience and refer clients to appropriate program elements as required/available;
- f) capacity to do follow-up tracking to report on success in certification/registration and employment at 3 and 12 months after participants have completed the program;
- g) a plan to evaluate and monitor the quality and outcomes of project elements (e.g., curriculum, work placements);
- h) consultations have been held and appropriate working relationships have been established with stakeholders such as occupational regulatory bodies, postsecondary educational institutions, community-based agencies serving newcomer employment needs, groups representing internationally trained professionals, employers and other relevant stakeholders in order to address identified gaps for participants and meet requirements for certification/registration and employment in their profession; and
- i) a description of the applicant's long-term commitment and capacity to embed the program into its ongoing business, including how the training, tools, models and practices developed will continue after the end of developmental funding.

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## 2. Getting a Job – Pathways to Employment for Internationally Trained Individuals

### General Description

*Pathways to Employment* projects develop and deliver training and services that assist internationally trained individuals to obtain employment commensurate with their skills, education and experience. These projects are strategic interventions targeted at one specific sector or occupation.

These projects serve internationally trained individuals seeking work in non-regulated occupations or those who already hold the certification/registration required to work in a regulated area. The primary outcome for *Pathways to Employment* is employment, either in the profession for which participants were trained and educated, or in a related profession. Projects in this category provide direct services related to employment (e.g., labour market readiness, job search, work placements) or produce tools that will be used by job seekers or by employment service delivery agencies to assist job seekers (e.g., labour market information websites, labour market readiness assessment tools).

Projects identify and develop sector/occupation-specific employment services and opportunities tailored to the needs of internationally trained individuals not currently offered through other government-funded services, such as Employment Ontario. Projects may also assist internationally trained individuals in meeting other employment requirements, such as providing occupation-specific language or workplace culture and communications training.

### Services Provided

Bridging projects in this category offer a combination of the following services:

1. Assessment
2. Training
3. Work experience
4. Employment services
5. Other components as appropriate to addressing the identified gaps of participants.

#### **1) Assessment:**

Projects **must directly offer or provide an appropriate referral** to the following assessment services:

- **Credential Assessment:** Directly provides or refers participants to appropriate resources for academic credential assessment.
- **Prior Learning Assessment:** In partnership with regulators and/or employers, assesses skills, knowledge, experience and readiness of participants for employment.
- **Language Assessment:** Provides standardized Canadian Language Benchmark assessment to determine the current language proficiency of participants and eligibility for the program.

## 2) Training:

Projects **must directly offer or provide an appropriate referral** to the following training services:

- **Academic Training:** Provides appropriate academic training to help participants meet current employment requirements.
- **Occupation-specific Language Training:** Provides occupation-specific language training to participants with specified Canadian Language Benchmark level at entry into program and at exit from program.
- **Workplace Culture and Communication:** Provides workplace culture and communication training to prepare internationally trained individuals for employment in their profession in Ontario.

## 3) Work Experience:

Projects **must directly offer at least ONE (1)** of the following work experience opportunities:

- Mentorship
- Internships
- Employment Placement
- Job Matching
- Other workplace experience

## 4) Employment Services:

Projects **must directly offer at least ONE (1)** of the following employment services:

- Labour market information
- Labour market readiness assessment
- Employment Counselling
- Job search skills
- Job retention skills
- Workforce integration strategies

## 5) Other Components:

- Other project components that will improve identified participant outcomes.

## **Key Application Elements**

Applicants must establish/demonstrate and provide evidence of the following:

- a) labour market demand in the occupation to be addressed by the project;
- b) a clear and measurable link between the initiative proposed and the improved likelihood of success in gaining employment commensurate with skills and experience;
- c) a specific number of clients obtaining employment in their field or in a related field;
- d) an appropriate process by which client needs are assessed at intake to identify gaps in knowledge, skills or experience and refer clients to appropriate program elements as required/available;

- e) appropriate Canadian Language Benchmark levels for entry to the program have been determined and that the project will provide appropriate language training supports, or referral to appropriate available supports to ensure that clients can develop occupation specific language skills to meet employer requirements;
- f) capacity to do follow-up tracking to report on success in obtaining employment at 3 and 12 months after participants have completed the program;
- g) a plan to evaluate and monitor the quality and outcomes of project elements (e.g., curriculum, work placements);
- h) consultations have been held and appropriate working relationships have been established with stakeholders such as occupational regulatory bodies, postsecondary educational institutions, community-based agencies serving newcomer employment needs, groups representing internationally trained professionals, employers and other relevant stakeholders in order to address identified gaps for participants and meet requirements for employment in their profession; and
- i) a description of the applicant's long-term commitment and capacity to embed the program into its ongoing business, including how the training, tools, models and practices developed will continue after the end of developmental funding.

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### **3. Changing the System – Institutional Change Initiatives – Fair and Effective Processes**

#### **General Description**

*Changing the System* projects are initiatives that enhance the fairness and effectiveness with which Ontario's institutions are able to respond to the integration of internationally trained individuals into the Ontario labour market on a system-wide or sector-wide basis.

Institutional change projects will normally involve umbrella or multi-stakeholder organizations to ensure the broad-based support required to achieve systemic and sector-wide impact and outcomes. Such initiatives may include projects that assist groups of employers, occupational regulatory bodies, or post-secondary educational institutions to enhance their capacity to integrate internationally trained individuals effectively and in a fair and transparent manner.

The Ministry is seeking proposals that take a systemic approach to improve outcomes for internationally trained individuals in the following:

- registration/certification for practice in a regulated profession
- workplace integration
- credential assessment and recognition.

The Ministry is also seeking proposals that take a systemic approach to improve:

- access to academic training
- access to employment.

Specifically, projects in this category should target the following outcomes:

- Improved processes for assessment of academic equivalencies and workplace competencies of internationally trained individuals.
- Decision makers in regulatory, academic or employment sectors are aware of the benefits of hiring internationally trained individuals and have developed institutional

- capacity to support their integration effectively.
- Employers are utilising the skills, education and experience of internationally trained individuals through improved recruitment, hiring, workplace integration, and employee retention strategies.
  - Organizations develop and implement inclusive policies and practices that support the integration of internationally trained individuals into the labour market in the following areas:
    - recruitment strategies
    - screening process/methodology
    - hiring practices
    - effective workplace retention practices
    - credential recognition
    - academic/assessment admissions
    - registration/licensure processes.

Measurable benefits to skilled newcomers are expected by year two (2) of the program (e.g., pilots will be underway, newcomers will have been linked with employers, et cetera)

### **Key Application Elements**

Applicants must **establish/demonstrate** and provide evidence of the following:

- a) a clear link between the initiative proposed and the enhanced capacity of the sectors or institutions involved to integrate internationally trained individuals in a fair and effective manner;
- b) performance indicators against which project outcomes will be measured;
- c) appropriate evaluation and monitoring of the quality and outcomes of program elements;
- d) consultations have been held and appropriate working relationships have been developed with groups such as occupational regulatory bodies, postsecondary educational institutions, community based agencies serving newcomer employment needs, groups representing internationally trained professionals, employers, and other relevant stakeholders as required in order to ensure the success of the project;
- e) a plan for consultations with relevant ministries exists for projects that affect the programming of Ontario government ministries, in the event that funding is awarded (e.g., Ministry of Health and Long-Term Care for health-related projects and Ministry of Training, Colleges and Universities for projects in the postsecondary sector); and
- f) a description of the applicant's commitment and capacity to embed the systemic change into its business.

## Evaluation of Applications in All Three Categories:

Projects will be evaluated and scored according to the following criteria:\*

Criteria	Weight
<p>1. Capacity to Deliver Project and Project Governance:</p> <p><i>The Applicant demonstrates that they possess the organizational capacity to deliver the proposed project effectively and achieve the proposed outcomes for internationally trained individuals.</i></p>	24%
<p>2. Demonstrated Need for Project:</p> <p><i>The Applicant demonstrates that the proposed project will help alleviate skill shortages and address present and future labour market needs in Ontario and/or address the gaps limiting the ability of internationally trained individuals to access their profession.</i></p>	10%
<p>3. Outcomes and Performance Measures:</p> <p><i>The Applicant identifies specific outcomes and performance measures that are realistic and achievable within the proposed scope, activities and budget, and are supported by a body of credible research/evidence.</i></p>	7%
<p>4. Project Delivery Plan:</p> <p><i>The Applicant demonstrates a clear linkage between the project activities and the achievement of the proposed project outcomes. The Applicant provides a clear description of the activities that will be undertaken throughout the development, implementation and evaluation of a bridging project.</i></p>	40%
<p>5. Risk Assessment:</p> <p><i>The Applicant demonstrates an awareness of potential risks that could have an impact on successful project outcomes. The Applicant demonstrates a capacity to mitigate risks in response to changing circumstances and has a contingency plan for responding to risks that develop.</i></p>	5%
<p>6. Budget and Financial:</p> <p><i>The Applicant demonstrates an understanding of the costs associated with the development, implementation and evaluation of bridging projects. The budget reflects the proposed project activities and outcomes, and demonstrates an understanding of value for money.</i></p>	7%
<p>7. Long-Term Plan:</p> <p><i>The Applicant demonstrates an understanding that initiating a bridging project is about embedding changes within institutions and practices. Bridging education should not be seen as “special” or a one-off service provided at a specific point in time; it needs to be a permanent change in the way organizations do business and a mainstream part of day-to-day operations for educational institutions, licensure/regulatory bodies and employers.</i></p>	7%
<b>Total:</b>	100%

\*Please note: The decision to grant funds under these programs is at the Ministry’s discretion, regardless of score.



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## 7. SUBMISSION INSTRUCTIONS

### 7.1 Submission Instructions

To submit an Application, the Applicant must complete and submit the information required in accordance with the instructions set out below. The Ministry may refuse to consider Applications that are incomplete.

**The Application must be submitted using the format provided in the Application Form.**

Applications must be submitted to the following address:

Administrative Coordinator  
Ministry of Citizenship and Immigration  
Immigration Branch  
Labour Market Integration Unit  
400 University Avenue, 3<sup>rd</sup> Floor  
Toronto, ON M7A 2R9

### 7.2 Application Deadlines

The onus remains solely with Applicants to instruct courier/delivery personnel to deliver Applications to the Labour Market Integration Unit by the stated deadline. Applicants assume sole responsibility for late deliveries if these instructions are not followed.

The Ministry may refuse to consider Applications that are received after the submission deadline.

#### Proposals Serving Priority Occupations/Sectors:

The deadline for proposals serving priority occupations/sectors is **11:59:59 a.m. (i.e., prior to 12:00 Noon) on Wednesday, July 15, 2009.**

#### Proposals for Renewed Funding:

The deadline for proposals for renewed funding is **11:59:59 a.m. (i.e., prior to 12:00 Noon) on Wednesday, September 30, 2009.**

#### Proposals for All Other Projects:

The deadline for all other proposals is **11:59:59 a.m. (i.e., prior to 12:00 Noon) on Wednesday, September 30, 2009.**

For all deadlines, special consideration will also be given to projects that serve under-serviced geographic areas or offer services to francophone internationally trained individuals.

### 7.3 Additional Information

Any new or additional information will be posted on the website [www.citizenship.gov.on.ca](http://www.citizenship.gov.on.ca). Please check the website regularly for additional information.

### 7.4 Information Sessions

The Ministry will offer information sessions on the IFP application process. Applicants are strongly encouraged to attend an information session. Information sessions will be held on the following dates:

- 1) June 15, 2009, in-person session in Toronto (in English, with French translation)
- 2) June 17, 2009, by teleconference (in French)
- 3) June 23, 2009, in-person session in Toronto (in English, with French translation)
- 4) June 25, 2009, by teleconference (in English)
- 5) August 19, 2009, by teleconference (in French)
- 6) August 26, 2009, by teleconference (in English)
- 7) September 2, 2009, in-person session in Toronto (in English, with French translation).

**To register for an information session, please send an e-mail to: [Imiifp@mci.gov.on.ca](mailto:Imiifp@mci.gov.on.ca)**

### 7.5 Frequently-Asked Question (FAQ) Teleconferences

The Ministry will also offer FAQ teleconferences, where Applicants can ask questions to Ministry representatives directly. FAQ teleconferences will be held on the following dates:

- 1) July 8, 2009
- 2) September 16, 2009.

Additional information will be posted on the Ministry website.

### 7.6 Inquiries

Inquiries regarding the Invitation must be submitted by e-mail to the Ministry IFP Contact at the following address:

Administrative Coordinator  
Ministry of Citizenship and Immigration  
Immigration Branch  
Labour Market Integration Unit  
E-mail: [Imiifp@mci.gov.on.ca](mailto:Imiifp@mci.gov.on.ca)

“Frequently Asked Questions” will be updated on the Ministry website. The deadline for submitting questions is **September 21, 2009 at 11:59:59 a.m. (i.e., prior to 12:00 Noon)**.

The Ministry may also answer inquiries by e-mail or by telephone.

### 7.7 Applicant Communications

All communications regarding this Invitation should be directed to the Ministry IFP Contact. The Ministry IFP Contact holds all pertinent information regarding this Invitation and application process.

## 7.8 Application Property of the Ministry

Except where expressly set out to the contrary in this Invitation, the Application and any accompanying documentation submitted by an Applicant shall become the property of the Ministry and will not be returned to the Applicant.

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## 8. IFP SERVICE STANDARDS

The Ministry has established the following customer service standards for the IFP application process:

### Accessible Information:

- In-person and teleconference information sessions will be provided, with details posted on the Ministry's website.
- Applicants will have the opportunity to provide feedback on the information sessions through a survey.
- A dedicated IFP e-mail account is available to applicants to ask questions on the IFP application process ([Imiifp@mci.gov.on.ca](mailto:Imiifp@mci.gov.on.ca)).
- Questions submitted to the IFP e-mail account will receive a response within two (2) business days, or confirmation of receipt and indication of timelines for receiving a response.
- Applicants may submit questions to the IFP e-mail account until September 21, 2009 at 11:59:59 a.m. (i.e., prior to 12:00 Noon).
- Frequently-Asked Questions (FAQs) will be posted on the Ministry's website.
- The standard contract template (*Ontario Bridge Funding Agreement*) is posted on the Ministry website.
- A glossary of key terms is provided (see Appendix B).

### Confirmation of Receipt of Proposals:

- The Ministry will notify Applicants by e-mail within two (2) weeks of Application Deadline to confirm receipt of Applications by the Ministry.

### Notification of Results of the IFP:

- The Ministry anticipates that it will, within a reasonable timeframe of the Application Deadline, notify Applicants in writing whether or not the Applicant will receive funding.

### Evaluation and Feedback

- Applicants will have the opportunity to provide feedback on the IFP application process through a survey accompanying the notification of receipt of submission.
  - Applicants not selected for funding will be provided the opportunity to request feedback from the Ministry within four (4) weeks of receipt of the Ministry's funding decision letter.
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## 9. APPLICANT NOT TO COMMUNICATE WITH MEDIA

An Applicant shall not at any time directly or indirectly communicate with the media in relation to this application process or any legal agreement in relation to this Application without first obtaining the written consent of MCI. MCI may refuse to consider an Application from an Applicant or may rescind a grant awarded to an applicant who has such communication without its written consent.

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## 10. FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

### 10.1 Applicant's Confidential Information

Information provided by an Applicant may be released in accordance with the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F.31, as amended.

An Applicant should identify any information in its submission or any accompanying documentation supplied in confidence to MCI for which confidentiality is to be maintained by MCI. The confidentiality of such information will be maintained by MCI, except where an order by the Information and Privacy Commissioner or a court requires MCI to do otherwise.

### 10.2 Consent

By submitting its application, the Applicant consents to MCI's collection, use and retention of the information as contemplated under the Invitation for Proposals Applicant Guidelines and Application Forms for the purposes of evaluating the Applicant's Application. In particular, the Applicant consents, pursuant to subsection 17 (3) of the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31 to the disclosure, on a confidential basis, of the Applicant's Application or any portion of the Application, by MCI to: (1) MCI's advisers, if any, that are retained for the purpose of evaluating or participating in the consideration of this Application; and (2) other Ministries of the Government of Ontario and/or the Government of Canada as contemplated under section 1.5 of this IFP.

The Applicant acknowledges that MCI may make public the name of any and all Applicants.

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## 11. CONFLICT OF INTEREST

### 11.1 Definition

“**Conflict of Interest**” includes, but is not limited to, any situation or circumstance where the Applicant, or any of its respective advisors, partners, members, directors, officers, employees, agents and volunteers has:

- a) an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage;
- b) other commitments, relationships or financial interests that (i) could or could be seen to exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement; or (ii) could or could be seen to compromise, impair or be incompatible with the effective carrying out of its proposed project;
- c) used confidential information of the Ministry without the Ministry's written consent; or
- d) a direct or indirect financial benefit from the carrying on of the project.

### 11.2 General

Applicants must disclose any actual, potential or perceived Conflict of Interest by completing and submitting the Declaration of Conflict of Interest attached as Appendix A to this Guide.

If the Applicant does not submit a completed Declaration of Conflict of Interest with its Application, the Applicant warrants that, to the best of its knowledge and belief, no actual or potential Conflict of Interest exists with respect to the Application or its performance.

*Applicants who, in the sole opinion of the Ministry, are determined to have a Conflict of Interest may be ineligible for funding.*

## APPENDIX A – DECLARATION OF CONFLICT OF INTEREST

I/ We hereby confirm that there is not, nor was there, any actual, potential or perceived Conflict of Interest relating to the preparation of our Application nor do we foresee any actual, potential or perceived Conflict of Interest in delivering the project as contemplated in our Application and the Invitation.

**[or if applicable, strike out the above and include the following:]**

The following is a list of actual, potential or perceived Conflicts of Interest relating to the preparation of our Application or the delivery of the project as contemplated in our Application and the Invitation:

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In submitting this Application, I/we have/have no **[strike out the inapplicable portion]** knowledge of or ability to avail ourselves of confidential information of the Ministry other than confidential information that may have been disclosed by the Ministry to the Applicants in the normal course of the Application process that is relevant to the delivery of the project.

The following individuals, as employees, advisors, or in any other capacity (a) participated in the preparation of our Application; **AND** (b) were employees of the Ontario Public Service (“OPS”) and have ceased that employment in the past 12 months:

<b>Name of Individual:</b>
<b>Job Classification (of last position with OPS):</b>
<b>Ministry/Agency (where last employed with OPS):</b>
<b>Last Date of Employment with OPS:</b>
<b>Name of Last Supervisor with OPS:</b>
<b>Brief Description of Individual’s Job Functions (at last position with OPS):</b>
<b>Brief Description of Nature of Individual’s Participation in Preparation of Application:</b>

***(Repeat above for each identified individual)***

I/we agree that, upon request, I/we shall provide the Ministry a Conflict of Interest Declaration from each individual identified above in the form prescribed by the Ministry.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name and Title

## APPENDIX B – GLOSSARY OF KEY TERMS

<b>Assess</b>	Participants are assessed, not evaluated. For example, internationally trained individuals are assessed in order to determine eligibility for admission to a bridging program.
<b>Eligibility</b>	“Eligibility” refers to the criteria established by a bridging project to determine entry of participants into a bridging program. Eligibility criteria may include level of education, previous work experience, specific technical skills, minimum language proficiency, et cetera.
<b>Evaluate</b>	Projects and programs are evaluated, not assessed. For example, program evaluation is undertaken throughout the life of a bridging project in order to determine its effectiveness in meeting requirements for certification/registration and employment.
<b>Gaps</b>	“Gaps” refers to the difference between the skills, education and experience of internationally trained individuals and the skills, education and experience required for employment in regulated and non-regulated professions in Ontario. Bridging projects provide training and services that “bridge” this gap, without duplicating the previous training, education and experience of internationally trained individuals.
<b>Long-Term Plan</b>	A long-term plan is about embedding changes within institutions and practices. Bridging education should not be seen as “special” or a one-off service provided at a specific point in time; it needs to be a permanent change in the way organizations do business and a mainstream part of day-to-day operations for educational institutions, licensure/regulatory bodies, community agencies and employers. <sup>2</sup>
<b>Marketing</b>	“Marketing” refers to project activities that focus on identifying and reaching employers, regulators and other stakeholder groups in order to communicate how graduates of the program meet current certification/registration and employment requirements for the sector/occupation the project is targeting (e.g., information sessions with employers, networking opportunities with program participants and employers, et cetera)
<b>Participants</b>	Participants are the internationally trained individuals that the project will serve. Participants include Canadian citizens, permanent residents and convention refugees.
<b>Participating Organization</b>	Participating organizations have a formal role in the development and implementation of the proposed project. A participating organization is directly involved in the delivery of a project component such as academic/skills training, language assessment or employment services, or provides ongoing program advice/direction through governance structures such as an Advisory Committee.

<sup>2</sup> Austin, Zubin. *Bridging to Success: A Learning Day about Bridging Programs in Regulated Professions*, Ontario Regulators for Access Consortium, 2008. Funded by the Government of Ontario.

<b>Program</b>	“Program” refers to the training, education, placements, referrals, exam preparation, or any other training or services that are provided to internationally trained individuals in a bridging project.
<b>Project</b>	“Project” refers to the entire initiative, including planning, development, recruitment, marketing, assessment, delivery of pilot programs, evaluation, reporting to the Ministry, audit, et cetera.
<b>Project Advisory Committee</b>	A Project Advisory Committee is a key component of the governance structure for bridging projects. Participation from regulators, employers, internationally trained individuals is encouraged to ensure that the project meets current requirements for certification/registration and/or employment.
<b>Recruitment</b>	“Recruitment” refers to project activities that focus on identifying and reaching potential program participants (e.g., media advertisements, e-bulletins, referrals from other organizations, et cetera)
<b>Stakeholder</b>	Stakeholders do not deliver project components, but are still critical to the successful development and implementation of the proposed project. Stakeholders may be consulted on curriculum development, be targeted in a marketing strategy, or provide information on current regulatory and employment requirements for the sector/profession the project will serve. Stakeholders may include groups representing internationally trained individuals, professional associations, regulators, employers, et cetera.