



Request for Proposal (RFP)

External Audit and Advisory Services

YMCA of Cape Breton

March 2017

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*Building healthy
communities*

- YMCA Confidential -



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APPENDIX A: YMCA Standard RFP Terms and Conditions

Attachment A: YMCA of Cape Breton Audited Financial Statements 2015



1 Request for Proposal (RFP)

The YMCA of Cape Breton (YMCA) invites your firm to respond to this RFP. The focus of the RFP is to select a firm to provide external audit and advisory services to the YMCA for a 3 year period of April 1, 2017 to March 31st 2020. As a recipient of this document your firm has been identified as a potential candidate to satisfy the YMCA's requirements in this area and this RFP is a tool to help the YMCA understand your organization's relevant capabilities.

It should be noted that the YMCA is not undertaking this process due to the dissatisfaction with the current audit partner.

This RFP is specifically for the YMCA of Cape Breton; however, please note that as a Federation of Associations in Canada, YMCAs may, at their discretion, choose to share outcomes and deliverables within the Federation.

2 YMCA of Cape Breton Overview

Our Mission: The YMCA of Cape Breton is dedicated to the growth of all persons in spirit, mind and body, and to their sense of responsibility to each other and the global community.

Our Values: Caring, Honesty, Inclusiveness, Respect and Responsibility.

Our Functional Areas

We fulfill our charitable mission by meeting the needs of our community in six key functional areas:

- Employment
- Re-education and Training
- Child Care
- Day Camp
- Wellness and Preventative Health
- International Development

Facilities

Frank Rudderham Family YMCA, Sydney, NS
Membertou Branch
Port Hawkesbury Branch
New Waterford Employment Centre
Enterprise Centre, Glace Bay



Governance

An independent volunteer Board of Directors governs YMCA of Cape Breton. The Board meets monthly every 3rd Tuesday.

The Board appoints the President and Chief Executive Officer. Committees of the board include finance committee, nominating committee and other ad hoc committees as required.

The external auditors are appointed by and responsible to the members of the Association as represented by the Board of Directors and the Finance Committee.

Additional information about the YMCA of Cape Breton can be found at www.capebreton.ymca.ca. Information regarding other Canadian associations can be found at www.ymca.ca.

3 Scope of Work

Scope of Services Required

The YMCA of Cape Breton is seeking proposals for the provision of external audit services, including the following:

1. An Auditor's Report on the Combined Annual Financial Statements, including approval of the financial statement section of the Annual Report and issuance of a Management Letter.
2. Attendance at the annual general meeting and present the audited financial statements.
3. Other Special Purpose engagements as required, to be discussed on an as-needed basis.

Value-added services:

The proposal should include a brief description of any value-added services that the Auditor's will provide; advice to YMCA of Cape Breton Staff on issues related financial statements, NPO accounting standards, and any publications related to income tax, GST, etc.

Term

It is anticipated that the successful firm will enter into a three (3) year agreement with the YMCA of Cape Breton, with the option to renew or extend upon completion.

Proposal Evaluation

Lowest cost will not be the sole criteria against which proposals will be evaluated. In consideration of all key objectives described in this document, the evaluation of proposals will be based on a set of criteria that include, in no particular priority:

- Qualifications and experience of the proposed team members, the firm and the local office, including relevant experience with the charitable sector and the YMCA
- Audit approach, including methodology, deliverables and timing
- Approach to client service and account management



- Availability of additional value-added services
- Total cost of services
- Perceived fit with the YMCA and the charitable sector, including a demonstrated understanding of the issues, challenges and opportunities facing the YMCA and the sector
- Involvement with and commitment to local communities and charities
- Overall quality of the proposal

4 Information Requirements

For the purposes of understanding more about your firm and your ability to successfully provide this critical service, please provide the information below as part of your response, clearly referencing each specific question in your response. If additional material is required for one or more questions, please label attachments clearly and reference them in your responses to questions.

4.1 *Capabilities of Your Firm*

1. Please provide an overview of the local practice that would be relevant for this project. Include the number of professional staff at each level and the partner-to-staff ratio.
2. How many audits are performed annually by the local office?
3. What experience does the local office have in providing external audit services to charities and/or not-for-profit organizations?
4. Please provide details of three recent external audit service engagements that were similar in scope and requirements to those of the YMCA and carried out by your local office, including the number of years served and contact information for a key client representative. **Note that the YMCA will not contact these references without providing you with advance notice.**
5. Please provide a summary of the reasons why selecting your firm as the external auditor for the YMCA would be the best decision for this organization.

4.2 *Professional Team Assigned*

1. Please provide information on the size, composition, and organization of the team assigned for this project, including detailed information on the background of any proposed partners, managers, auditors-in-charge, and specialist auditors.
2. What will be the time allocation for each various member of the professional team?
3. What would be the nature and extent of the involvement of the proposed partners, managers, and any specialist auditors in the performance of the YMCA audit?

4.3 *Proposed Methodology*

1. Please provide a general description of the audit approach employed by your firm, including the typical timeline, critical steps, and process that would be employed. Include a description of the technology and work processes employed to ensure an efficient audit program.
2. What processes would you employ to ensure that audit services are customized, responsive, and aligned with the YMCA's business needs?
3. What is your firm's approach to incorporating risk assessment into the planning and conduct of financial statement audits? How would this be incorporated with the YMCA's own risk management processes?



4. Please describe your firm's internal quality control procedures for specific audit assignments as well as your overall quality assurance program.
5. What is your firm's approach to reviewing the computerized and manual controls over the financial reporting system, including a review of the financial system itself?
6. How will communication with the YMCA be carried out on an ongoing basis and what processes would you employ to identify and address matters related to client satisfaction, performance measurement, or other concerns that may arise?
7. How would you approach the transition of audit services to your organization? What are the key steps and timing?

4.4 *Understanding of the Assignment*

1. What, in the opinion of your firm, are the greatest risks for financial integrity and internal control for an organization like the YMCA?

4.5 *Cost*

1. Please indicate the full pricing associated with your proposed solution. All pricing information should be provided in Canadian dollars, excluding taxes. All applicable fees and charges, both up-front and ongoing, must be identified. Also, please provide an estimate of out-of-pocket program expenses, if applicable, broken down by relevant expense category. Please provide your fixed fee for the next three years.
2. What are the hourly charge-out rates (e.g., tax specialist, partner) for specialty services that your clients typically require?
3. How will the YMCA's pricing be affected by its not-for-profit/charity status?



5 RFP Process

5.1 Communication Information

Heather Somerton

Director of Finance and Administration
399 Charlotte Street, Sydney, NS B1P 1E3
T: 902-562-9622 Ext. 2227
E: hsomerton@cbyymca.com
Fax: 902-562-1586

5.2 Notification of Intent to Respond

Please indicate your intention to respond, by email, to the above email address by the date outlined in the table below. In addition, please provide the contact details of the individual responsible for coordinating your RFP response.

5.3 Q&A

Questions regarding this RFP will be accepted up to the date indicated in the table below. Answers to all questions will be distributed to all proponents. Questions can be submitted **ONLY** by e-mail to the contact person identified above.

5.4 Response Delivery Instructions

Please deliver two (2) hard copies of your proposal, by the time and date as indicated in the table below at the following address:

YMCA of Cape Breton

399 Charlotte St
Sydney, NS,
B1P 1E3

Attention: Heather Somerton

Submissions may also include a CD or USB drive with electronic copies of proposal materials.



5.5 Key Dates

The projected major milestones of this project are as follows (all times Atlantic Time):

Date (2017)	Milestone
5:00pm March 22, 2017	Deadline for indication of intention to submit a proposal.
5:00pm March 22, 2017	Deadline for questions from all proponents.
March 27, 2017	Supply answers to questions
5:00pm April 5, 2017	Final deadline for written proposals.
April 6 th - 12 th , 2017	YMCA to evaluate proposals and complete final recommendation.
April 18, 2017	Present recommendation to Board of Directors
April 19, 2017	Contact successful candidate
June 20, 2017 (tentative)	YMCA of Cape Breton AGM

**Note that the YMCA reserves the right to cancel or alter the RFP process as described in this document at any time*

6 Standard YMCA RFP Terms and Conditions

This RFP process will be subject to the terms and conditions presented in Appendix A.



APPENDIX A – Standard RFP Terms and Conditions

This RFP process is subject to the following terms and conditions:

1. The submission of a proposal shall not in any manner oblige YMCA of Cape Breton to enter into a contract or to be responsible for the costs incurred by your organization in responding to this request.
2. All proposals will become the property of YMCA of Cape Breton.
3. Neither the YMCA nor its representatives bear any liability whatsoever regarding any costs or other burdens your firm may incur during the preparation, submission, and review of this RFP response.
4. Once all proposals are received they will be considered by YMCA of Cape Breton and it is anticipated that a vendor partner(s) will be selected, whom the YMCA will then consider a preferred vendor(s). The selection of the vendor(s) will be at the sole discretion of YMCA of Cape Breton. YMCA of Cape Breton reserves the right to retain more than one vendor for the various products / services contemplated by this Request for Proposal and to retain vendors other than those to whom the Request has been sent.
5. Evaluation of vendor submissions will include a weighted scoring of qualitative criteria as outlined in the RFP document, as well as an evaluation of the financial aspects of the submissions. In the event of a tie score the YMCA evaluation team will consider all available information, both tangible and intangible, and including but not limited to the information contained in the submissions, to arrive at a tiebreaking decision.
6. Any vendor submissions that do not meet mandatory criteria will be disqualified.
7. For the successful vendor(s), any or all answers and information contained within your proposal shall become part of the final agreement between your company and YMCA of Cape Breton.
8. Conflict of Interest: By submitting a proposal, the vendor certifies that no known conflict of interest exists between the vendor, YMCA of Cape Breton, or any related party with respect to the work described herein.
9. Agreement of Non-Disclosure: This document is considered to be proprietary and shall not be disclosed to any other party. It is designed, developed and submitted to potential partners of YMCA of Cape Breton solely for the benefit of YMCA of Cape Breton, along with our strategic partners.
10. Bid Rigging: The respondent certifies that any submitted proposal has been arrived at independently from that of any other bidder. Furthermore, the prices in the proposal have not been knowingly disclosed, and will not knowingly be disclosed by the respondent prior to or after the awarding of any preferred relationship, directly or indirectly to any other bidder or competitor.
11. Responsibilities: YMCA of Cape Breton shall not bear any liability whatsoever regarding any costs or other burdens your company may incur during the preparation, submission, and review of this RFP response.
12. YMCA of Cape Breton reserves the right to engage or maintain vendors outside of the preferred vendor relationship.
13. At no time shall anyone be contacted at any YMCA location in regards to this RFP other than the above listed contact person.



Attachment A: YMCA of Cape Breton Audited Financial Statements
Included under separate cover