



Haldimand-Norfolk
REACH

supporting children, families, communities

Haldimand-Norfolk Resource, Education, And Counselling Help

Request for Proposal Financial Audit Services

Issue Date: November 15, 2024
Submission Deadline: January 31, 2025 at 5:00 p.m.
Submission Recipient: Brooke French, Executive Assistant
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1.0 Proposal Invitation Summary

Haldimand-Norfolk Resource, Education And Counselling Help (Haldimand-Norfolk R.E.A.C.H.) invites qualified accounting firms to submit proposals to perform the annual financial audit for the Calendar 2025 and Fiscal 2025-2026 year. Audits must be planned and executed in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and any provisions of funding agreements held by Haldimand-Norfolk R.E.A.C.H.

Annual extensions will be determined through a vote at the Haldimand-Norfolk R.E.A.C.H. Annual General Meeting. The Auditor should have experience and expertise in performing audits for non-profit corporations, be free of any obligations or interests that may conflict or affect their ability to perform and act as the Auditor of Haldimand-Norfolk R.E.A.C.H. and have the capacity to provide this service in a timely manner.

The audited services related to audited financial statements for the following 2 periods of time:

Calendar year

- Audit report for calendar funded programs (EarlyON Child and Family Centre(s), Special Needs Resourcing, Licensed Childcare)

Fiscal year

- Audit report
- Individual program audit letter (DAP, PAR, Dedicated Supportive Housing)
- Individual ministry audit letter (MCCSS, MoH)

1.1 Definitions

Throughout this request for Proposal the following definitions apply:

“**Auditor**” means the successful Bidder to this Request for Proposal.

“**Audit services**” means the financial audit of and resulting opinion on the annual financial statements of Haldimand-Norfolk R.E.A.C.H. including the separately audited statement of revenue and expenses Calendar and Fiscal.

“**Agency**” refers to Haldimand-Norfolk R.E.A.C.H.

“**Bidder**” means an accounting firm that submits a proposal in response to this Request for Proposal; “**Proposal**” means a submission in response to this Request for Proposal; “**RFP**” means Request for Proposal; “**Services**” means the work requested to be performed as per this RFP.

2.0 Organizational Profile

Haldimand-Norfolk R.E.A.C.H. is a multi-service agency, providing children’s mental health services, developmental services, autism and behaviour services, youth and justice services, adult counselling, a residential program for transitional-aged youth and several early learning and care services including licensed childcare, EarlyON Child and Family Centre(s) and the Community Action Program for Children. Haldimand-Norfolk R.E.A.C.H. serves as the Lead Agency for; the Hamilton/Niagara Regional Student Nutrition Program; Child and Youth Mental Health Services under the Moving on Mental Health initiative; and Coordinated Service Planning under the Ontario Special Needs Strategy. Through our Contact Division, the Agency serves as

the single point of access for children’s mental health and developmental services as well as coordinating the local Service Resolution Mechanism and Complex Special Needs process.

Haldimand-Norfolk R.E.A.C.H. is recognized as a local leader in community education, advocacy, inter-sector collaboration and Community Service Planning. The Agency’s administrative office is located at 101A Nanticoke Creek Parkway, Townsend. Other Agency locations include 12 EarlyON Child and Family Centres, a youth residence program located in Simcoe; satellite service locations at 228 John Street, Simcoe and 110 Ramsey Drive, Dunnville, as well as a number of partner and leased locations throughout the Haldimand and Norfolk Counties. The website is www.hnreach.on.ca.

The Agency has an annual operating budget of \$15 million and employs approximately 180 full and part time staff.

For your reference, please see [Appendix A](#) for H-N R.E.A.C.H.’s Organizational Chart for 2024/2025.

3.0 Expected Deliverables

The Bidder will adhere to all guidelines, timelines and requests specified in this RFP.

Deliverables include but are not limited to:

- Prepare an auditor’s report and post management letters in a format consistent with generally accepted auditing standards for the Calendar funded services and for all services fiscally;
- Discuss the auditor’s report and management letters with the Board of Directors prior to their distribution;
- Representation letter prior to commencing the audit;
- Attend our Annual General Meeting and present to membership (high level) of the most recent annual financial results.
- Meet audit or reporting requirement dates as set out below.
- Provide a post management letter that identifies areas of concern or weaknesses found, recommendations for improvement, and management’s response on any concerns identified;
- Provide special audit reports for the following funders and/or programs:
 - Ministry of Health
 - Ministry of Children, Community and Social Services
 - Direct Accountability Program, Ministry of attorney General
 - Partner Assault Response Program, Ministry of Attorney General
 - Dedicated Supportive Housing, Ministry of Children, Community and Social Services
 - and additional as required
- Complete scope of work;
- Schedule meetings with Haldimand-Norfolk R.E.A.C.H.; and

- Provide required reporting to Haldimand-Norfolk R.E.A.C.H. (weekly updates, project milestone reports).

The expected key dates and key deliverables and timing relating to the audit are as followed:

Calendar Year Dates and key Deliverables for the year ending December 31, 2025	
Calendar year interim testing initiated	Mid- September 2025
Update on interim testing that has commenced	Early October 2025
Completion of interim audit work	February 18, 2026
Completion of 2025 year-end audit work	March 18, 2026
Completion and presentation of draft financial statements and management letter to the Board of Directors	March 25, 2026
Board meeting to review and approve final 2025 year-end audited financial statements and management letter	March 25, 2026

Key Dates and key Deliverables for the year ending March 31, 2026 and timing relating to the audit are as follows:	
Interim testing initiated	Mid-January 2026
Completion of interim audit testing	Late February/Early March, 2026
Audit work initiated	May 1, 2026
Completion of 2025 year-end audit work	Mid-June 2026
Completion and presentation of draft financial statements and management letter to the Board of Directors	June 24, 2026
Board meeting to review and approve final audited financial statements and management letter	June 24, 2026

4.0 Guidelines

4.1 Key Haldimand-Norfolk R.E.A.C.H. Contact

Brooke French, Executive Assistant, will be the sole Haldimand-Norfolk R.E.A.C.H. contact for this proposal. Direct all inquiries related to this RFP to:

Email: rfp@hnreach.on.ca

Telephone: 519-587-2441 Ext. 346

4.2 RFP Questions and Answers

Each Bidder is solely responsible for ensuring that it has all information necessary to prepare its proposal and for independently verifying and informing itself with respect to any terms or conditions that may affect this proposal.

4.3 Acceptance of Proposal

Haldimand-Norfolk R.E.A.C.H. reserves the right to reject any or all proposals or to accept the proposal(s) deemed most favorable to Haldimand-Norfolk R.E.A.C.H. All proposals must include a statement of authorization to submit a proposal signed by a principal of the Bidder.

Following the evaluation of the submitted proposals, Haldimand-Norfolk R.E.A.C.H. may consider entering into negotiations for a contract with any prospective Bidder it believes best meets the needs and expectations and offers the best overall content and value. The solicitation of proposals does not in any way commit Haldimand-Norfolk R.E.A.C.H. to accept any proposals or to commence negotiations with any Bidder, and the submission of a proposal does not constitute a legally binding agreement between Haldimand-Norfolk R.E.A.C.H. and any Bidder.

Haldimand-Norfolk R.E.A.C.H. reaffirms its right to make any selection it deems prudent and responding firms or individual participants acknowledge through their participation that such selection is not subject to protest or contest. Haldimand-Norfolk R.E.A.C.H. is not bound to negotiate with the lowest costs or any Bidder.

Haldimand-Norfolk R.E.A.C.H. reserves the right to:

- Not award a contract as a result of this RFP;
- Award contracts to one or more Bidders;
- Modify the tasks based on negotiation with Bidders and/or reduce scope based on proposed costs or any other reason;
- Withdraw this RFP, and/or any item within the RFP at any time without notice;
- Award a contract to the same Bidder(s) or different Bidder(s) for multiple years.

The contract will cover the period July 23, 2025 to July 22, 2026. Annual extensions will be determined through a vote by the membership at the Haldimand-Norfolk R.E.A.C.H. Annual General Meeting.

The successful Bidder will be required to enter into an agreement with Haldimand-Norfolk R.E.A.C.H. for the provision of the Deliverables.

5.0 Proposal Requirements

5.1 Declaration of No Conflict of Interest

The Bidder must declare any real, potential or apparent conflict of interest related to working on this project in their submission.

The Bidder will ensure that their direct or indirect personal interests do not, whether potentially or actually, conflict with Haldimand-Norfolk R.E.A.C.H.'s interests. The Bidder agrees to promptly report any potential or actual conflicts of interest to Haldimand-Norfolk R.E.A.C.H. A conflict of interest includes, but is not expressly limited to the following:

- (a) Private or pecuniary interest in an organization with which Haldimand-Norfolk R.E.A.C.H. does business.

- (b) A private or pecuniary interest, direct or indirect, in any concern or activity of Haldimand-Norfolk R.E.A.C.H. of which the Bidder is aware of or ought reasonably to be aware.
- (c) Pecuniary interests include the pecuniary interest of the Bidder's parent, spouse, partner, child or relative, a private corporation of which the Bidder is a shareholder, director or senior officer, and a partner or other employer.

5.2 RFP Submissions

The Bidder shall not modify or withdraw its proposal without Haldimand-Norfolk R.E.A.C.H. consent for a period of thirty (30) days after the closing date.

The Bidder's proposal must include and address the following:

a) Technical Proposal

- Introduce the Audit firm and audit team, including the capability of the firm and team.
- Provide a statement declaring the Bidder has no conflict of interest.
- Provide a description of the Bidder's history, experience and recent relevant audits, ideally noting experience in not-for-profit agencies.
- Demonstrate understanding of the scope and provide a description of Bidder's abilities related to audit services.
- Clearly outline if any services will be outsourced.
- Identify the person(s) who would be involved in the audit, their proposed role on the audit, and their experience and qualifications to fulfill that role.
- Describe any professional and technical services that will be called upon to assist in the audit.
- Indicate the Bidder's ability to meet the timelines as set out herein.
- Provide a detailed description of the Bidder's proposed audit strategy, its processes and deliverables.
- Provide a proposed timeline for each component of the audit services to be provided.
- Include the methodology and approaches that would be used in carrying out the audit.
- Include at least three (3) client references who may be contacted to confirm the satisfactory delivery of service by key team member(s) on previous assignments. Information regarding each reference should include the individual's name, position, address, phone number, email address and a brief description of the work completed.
- Provide a description of any value-added services.

b) Financial Proposal

The financial proposal must include all Bidder costs associated with meeting all deliverables and requirements. Respondents may propose to invoice on an interim or final cost basis. All invoices must clearly identify the costs associated.

5.3 Mandatory Requirements Check

Submissions that do not include the mandatory information below may not be scored and can be rejected:

1. Audit proposed work plan and timeline.
2. Audit methodology proposed to complete the audit.
3. A cost quotation that has all-inclusive costs for the proposed audit work which will be performed for the first calendar and fiscal year and for each subsequent three (3) years.
4. Identification of those on the team who will be involved with the project which should include their role within the firm, the audit process and experience.
5. Costs identified in the proposal that clearly establish the basis of remuneration identifying both the hours of work and hourly rates for appropriate categories of audit staff and appropriate out-of-pocket expenses. Costs and timeline aligned with key deliverables.
6. Disclosure statement: any actual or potential conflict of interest.

6.0 Evaluation Process and Criteria

The evaluation process to determine the successful Bidder(s) will involve both qualitative and quantitative elements. As a general framework, all proposals presented by Bidders will be evaluated in the context of the overall value that it brings to the Agency.

The evaluation process will include individual committee member's evaluation and rating of each proposal, followed by committee discussion and ranking of proposals. After preliminary rating and ranking of proposals, interviews will be scheduled with finalists. References will be contacted for all finalists.

The final recommendation of the Agency is not subject to appeal. All Bidders will receive written notification of Haldimand-Norfolk R.E.A.C.H.'s decision regarding their proposal.

Additional information may be required from the selected bidder prior to the awarding of the project. Any information withheld or omitted, or failure to disclose any history of deficiencies shall disqualify the bidder from award of the project and/or contract. Haldimand-Norfolk R.E.A.C.H. reserves the right not to select a bidder for project implementation if, in its determination, no qualified bidder has applied or is sufficiently responsive to the project need.

Where no satisfactory proposal is received, Haldimand-Norfolk R.E.A.C.H. reserves the right to cancel this RFP process, request re-bids, or negotiate a contract for the whole or any part of the provision of the required service as outlined in this RFP.

In the event that no proposal is selected, Haldimand-Norfolk R.E.A.C.H. may elect to issue a new RFP to attempt to expand the pool of potential respondents.

6.1 Evaluation Criteria

The following Pass/Fail Criteria will be applied to all proposals:

Pass/Fail Criteria:

Proposal received on time in electronic (PDF) format Pass/Fail

Disclosure statement: any actual or potential conflict of interest Pass/Fail

Bidders must achieve the Pass Criteria before Haldimand-Norfolk R.E.A.C.H. will consider the Technical Criteria.

Bidders must achieve a rating of 75% or more (a score of 60 out of 80) on the Technical Criteria before Haldimand-Norfolk R.E.A.C.H. will consider their Financial Criteria.

Proposals will be reviewed and ranked on the following criteria and scored out of a 100 point total as follows:

Technical Ranking Criteria	Percentage
Demonstrated understanding of project goals	10%
Approach and methodology	10%
Qualifications of project team and firm's relevant experience	20%
Experience with Multiple Municipal, Provincial and Federal Funders within the Not-for-Profit Sector	20%
References	10%
Project timelines	10%
Total Technical	80%

Financial Ranking Criteria	Percentage
Total cost for audit services for calendar 2025	5%
Total cost for audit services for fiscal year 2026	5%
Total cost for audit services for calendar 2026 and fiscal 2026-2027, calendar 2027 and fiscal 2027-2028	10%
Total Financial	20%

All proposals will be reviewed and scored against the evaluation criteria as described above by the Board of Directors Audit Tendering Subcommittee (Executive Director, Finance Manager, Two (2) Board members).

The Board of Directors Audit Tendering Subcommittee will forward their recommendation to the Haldimand-Norfolk R.E.A.C.H Board of Directors for approval and adoption.

6.2 Method of Resolving a Tie Score

- Highest score in the “Experience with Multiple Municipal, Provincial and Federal Funders within the Not-for-Profit Sector” Technical Criteria will be used to determine the successful Bidder.
- If this is tied, the highest score in the “Qualifications of project team and firm’s relevant experience” Technical Criteria will be used to determine the successful Bidder.
- And if this is tied, the highest score in the References will be used to determine the successful Bidder.

7.0 Application Procedure

If any additional clarification is needed, please contact Brooke French, Executive Assistant by email at rfp@hnreach.on.ca.

Interested Bidders shall submit an electronic version of all required documentation in PDF format. Should you require an alternative format/mode of submission, please contact the individual named above.

All proposals must be submitted electronically to the attention of Brooke French, Executive Assistant, rfp@hnreach.on.ca.

Packages received after the closing time (5:00 p.m.) will not be accepted.

Haldimand-Norfolk R.E.A.C.H. reserves the right to amend this RFP document through written addendum, up to three (3) business days prior to closing time.

7.1 Electronic Bid Submission and Timeline

The Bidder shall not modify or withdraw its proposal without prior consent from Haldimand-Norfolk R.E.A.C.H. for a period of thirty (30) days after the closing date. The RFP tentative timeline is as follows:

Request For Proposal opens to tender:	November 15, 2024
Deadline for questions, clarifications:	December 13, 2024 at 5:00 p.m.
Bidder submission deadline:	January 31, 2025 at 5:00 p.m.
Interviews for selected Bidders, if required:	February 19, 2025
Bidder selected and notified:	February 24, 2025
Contract start date:	July 24, 2025
Contract completion (preferred):	2026 AGM, with potential for an additional 2 years

The RFP timetable is tentative only and may be changed by Haldimand-Norfolk R.E.A.C.H. at any time.

Submitted application packages do not in any way constitute a binding agreement between Haldimand-Norfolk R.E.A.C.H. and any bidder. Haldimand-Norfolk R.E.A.C.H. shall not be obligated in any manner to any Bidder, unless and until a written contract has been duly executed between Haldimand-Norfolk R.E.A.C.H. and the successful bidder.

7.2 Conditions of Proposal

All costs incurred in the preparation of a response to this RFP are the responsibility of the Bidder and will not be reimbursed by Haldimand-Norfolk R.E.A.C.H.

Late or incomplete applications will not be accepted for review and rating. Any proposal may be disqualified if it deviates from the submission instructions in the RFP.

7.3 Ineligibility

Under the following conditions, an individual or entity is ineligible to be a Haldimand-Norfolk R.E.A.C.H. Bidder, and therefore may not submit a proposal.

- Haldimand-Norfolk R.E.A.C.H. employees and Board members and their immediate family

8.0 Indemnification

The Bidder shall hold Haldimand-Norfolk R.E.A.C.H. as well as the Board of Directors and employees of Haldimand-Norfolk R.E.A.C.H. harmless and shall indemnify any and all awards and costs related to any claim or action brought against any of them for property damage, bodily injury, death or other causes, as a result of responding to this RFP or a service provided to Haldimand-Norfolk R.E.A.C.H. by the Bidder.

9.0 Assignment

The Bidder shall not assign or transfer all or any part of its rights or obligations under this agreement without the prior written consent of Haldimand-Norfolk R.E.A.C.H.

10.0 Governing Law

This Agreement shall be governed and construed in accordance with the laws of the Province of Ontario.

11.0 Appendix A: Haldimand-Norfolk REACH Organizational Chart 2024/2025

Haldimand-Norfolk REACH is Lead Agency for:

- Child and Youth Mental Health Services
- Hamilton/Niagara Regional Student Nutrition Program
- Coordinated Service Planning under the Special Needs Strategy

Haldimand-Norfolk REACH 2024/2025 Organizational Chart

FUNDERS

- Counties of Haldimand and Norfolk
- United Way of Haldimand and Norfolk
- Public Health Agency of Canada
- Ministry of Health
- Ministry of Children, Community and Social Services
- Ministry of Attorney General
- Hamilton Health Sciences

