

**WATERLOO REGIONAL HEALTH NETWORK FOUNDATION (“WRHNF”)**

**REQUEST FOR PROPOSAL (“RFP”)**

**For**

**AUDIT SERVICES**

**The closing date for proposal submissions is at 4pm EST,**  
**on Thursday December 4<sup>th</sup>, 2025**

To be eligible for consideration, proposals must be received by **4pm EST** electronically clearly marked “Proposal for Audit Services” to

**Waterloo Regional Health Network Foundation**  
**Attention: Finance, Investment & Audit Committee Chair**  
**[info@wrhnf.ca](mailto:info@wrhnf.ca)**

## 1) FOUNDATION BACKGROUND & REQUEST

Waterloo Regional Health Network Foundation's (the "Foundation") represents the unification of two former fundraising partners to form a dedicated team of professionals and combined annual revenue of \$35M. The predominate declared purpose of the Foundation is to raise funds to meet current and future needs through means such as financing the purchase of capital assets, patient experience, minor renovations, equipment purchases related to special projects, education, training and health research and innovation, as directed by the donor, for the Waterloo Regional Health Network. The Foundation plays a critical role in ensuring that the community has access to exceptional care by supporting all WRHN sites. WRHN serves the Region of Waterloo and surrounding areas, with a combined catchment of approximately 10% of the Province of Ontario. The population is expected to grow significantly with expected growth around 18.1% over the next 10 years and our existing hospital must be equipped to meet community needs while we prepare for a future new hospital building.

Donations also support critical initiatives for the future of care such as:

- Bringing Waterloo Region its first PET scanner – a vital tool for detecting cancer, evaluating brain disorders, and assessing heart conditions.
- Building a third cardiac catheterization lab – enabling more timely care and expanded cardiac services.
- Developing a neurosurgery program from the ground up.

The Foundation is incorporated via amalgamation, without share capital, under the laws of Ontario and is a registered charity; Registration # 88918 0394 RR 0001. It is exempt from income tax and may issue charitable donation receipts to donors as long as it continues to meet the requirements of the Income Tax Act.

The Finance, Investment & Audit Committee of the WRHNF Board of Directors is responsible for overseeing the conduct of financial management and risk management activities by the Foundation's management, and the review of financial report and risk and control reports provided by the independent auditors. WRHNF is supported by a team of approx. seven (7) finance and operations staff members. The accounting records are maintained in Blackbaud Financial Edge and donor receipts are stored and processed in Blackbaud Raiser's Edge and the affiliated modules. The Foundation payroll for its thirty-four (34) staff members is processed via HUMI bi-weekly. The Foundation also has an Investment Portfolio of \$80 million currently held with Mawer Investments & Rae Lipskie who provide ongoing investment management services. All investments are guided by a Board approved Investment Policy Statement which is targeted to be harmonized this year. SOC 1 / 2 reports are not provided for merchant accounts and will require alternative testing for completeness of revenue to donor records/bank account.

Annual T3010's are prepared internally. For further information and to find historical audited financial statements visit [www.wrhnf.ca](http://www.wrhnf.ca)

We are seeking proposals from qualified audit firms to provide independent annual audit services. Preference will be given to firms with a significant presence in Waterloo Region or its immediate catchment area, reflecting our commitment to local community partnerships.

## 2) RESPONDANT QUALIFICATIONS

This request for proposal (RFP) is for external audit services for a maximum of three (3) one year terms including the period ending March 31, 2026. Audits must be planned and executed in accordance with Canadian generally accepted auditing standards, the Canadian accounting standards for Not-For-Profit as in Part III of the CICA Handbook ("ASNPO"). It is intended that to solicit proposals from firms licensed by the CPA Ontario to perform audit services with expertise having at least 5 years' experience in the not-for-profit sector and professional provincial regulators and can provide a list of at least three (3) clients for which services are currently provided that are similar to the Foundation's requirements.

## 3) PROPOSAL MINIMUM REQUIREMENTS

### a) Cover Letter

The individual(s) authorized to contractually bind the Audit firm to all commitments made in the proposal must sign the cover letter with complete contact information, a confirmation that the signer has the authority to legally bind the Audit firm and an acknowledgement that the proposal is a firm and irrevocable offer

The following statements must also be included in the letter:

*We have read the Foundation's Request for Proposal for External Audit Services and fully understand its intent. We certify that we have the resources available to perform all services required by the Request for Proposal and to provide all deliverables within the specified timeframes. We understand that our ability to meet the criteria and provide the required services shall be judged solely by WRHNF. We have not directly or indirectly sought to secure an advantage over any other respondent. We do not accept fees and derive no benefit from relationships with any persons involved in the Request for Proposal. We do not, nor expect to have, any conflict of interest with the Foundation, any member of the Foundation's staff or Board of Directors.*

*I/we make the following certification and assurances as a required element of the RFP that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions that apply to this RFP or the contract entered into pursuant to this RFP:*

- 1. I/we certify that all information provided in the proposal submission is true and factual to the best of my/our knowledge and I/we understand that it is a mandatory condition that applies to this RFP or the contract entered into pursuant to this RFP.*

2. *I/we agree to comply with all of the terms, conditions and provisions as outlined in the RFP, understanding that such conditions apply to this RFP or the contract entered into pursuant to this RFP.*
3. *I/we have carefully examined all the Proposal documents and have a clear and comprehensive knowledge of the services required. I/we are in a position to commence the service immediately after the contract is awarded and to carry it to a satisfactory conclusion, within the stipulated time frame.*

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*Authorized Signature*

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*Authorized Signature*

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*Position*

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*Position*

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*Date*

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*Date*

b) Executive Summary  
Proposal should include an executive summary of the response covering the main financial and risk management issues and other focus areas that WRHNF will face in the near future ; and any limitations or conditions, in non-technical terms. The executive summary should have no reference to price and should not exceed three (3) pages. It should also address why your firm is best suited to assist us and how you are prepared for any changes in non-profit standards.

c) Firm Profile & Engagement Team  
Briefly describe your firm's structure and resources as applicable to WRHNF, including your experience working with other health care organizations and foundations; including the three (3) clients that are currently receiving similar services. What non-audit resources (e.g. IT and other various business process expertise) within your organization can you leverage on our behalf? Provide structure and brief resumes of the proposed engagement leadership team highlighting their experience and roles in the engagement. Provide insight how the Firm provides continuity of engagement members from year to year

d) Scope of Audit Services and Approach  
Describe your understanding of our audit service needs and the scope of work necessary to meet those needs. Include a description of your approach and how it is differentiated from other firms and how this will be valuable to WRHNF. Briefly describe your methods and expectations of both management and of the Finance, Investment and Audit Committee

e) Fee Proposal  
Please ensure that your proposal clearly states the following information, including the anticipated hours, hourly rate and discount (if applicable).

- i) Provide an individual fee proposal for the Foundation
- ii) Provide your pricing approach for additional audit or other financial verification services
- iii) Provide the methodology for any increase in the base audit fees over the term of this agreement
- iv) Provide the methodology for any administration overhead or other fees not included in the base fee
- v) Conversion costs the Foundation will have to bear should the selection committee chose to change auditors

f) Total Proposal should not exceed 15 pages with additional appendices, all of which should be prepared in English

#### 4) PROPOSAL TIMELINES & SUBMISSION PROCESS

Pam Mulhall, Interim Director of Finance & Operations has been selected as the coordinator of the RFP Coordinator on behalf of the Finance, Investment & Audit Committee and its Chair, Neil Duffy . Proposals shall be submitted electronically to:

Pam Mulhall, Interim Director of Finance & Operations [info@wrhnf.ca](mailto:info@wrhnf.ca)

by December 4th, 2025 at 4pm EDT.

#### RFP TIMELINES

- 1) Issue Date Monday November 17, 2025
- 2) Deadline for Questions Friday November 21, 2025 @ 1:00pm EDT
- 3) Deadline for Issuing Addenda/ Question Responses November 20, 2025
- 4) Deadline for Proposal Submission December 4, 2025 @ 4:00pm EDT
- 5) Proponent Presentations (Optional) TBD The above dates are subject to change at the sole discretion of The Foundation. In the event a change is made to these dates, the Proponents will be informed in the same form as the RFP.

#### RFP SUBMISSION PROCESS

Upon request, each respondent will be provided an opportunity to connect with Management to understand the organization and the needs of the organization prior to submitting their proposal.

Any clarification issued by the Foundation in response to any query raised by prospective bidders shall form an integral part of the RFP and may amount to an amendment of the relevant clause in the RFP document.

Any clarification issued by the Foundation to any query raised by prospective bidders will be made available to all other bidders.

The Foundation is not responsible for any misunderstanding of the RFP on the part of the Respondent.

The Foundation will not acknowledge proposals received after the deadline.

The Foundation shall have the right to cancel this RFP at any time, either prior to or after the Closing Time without award. Thereafter The Foundation may decide to conduct a new procurement process or take other actions at its discretion. The Foundation shall not be obligated to provide reasons for the cancellation.

The Foundation reserves the right to disclose to its Finance Committee members the RFP and any Proposal.

The Foundation reserves the right to require any Proponent to enter into a non-disclosure agreement satisfactory to The Foundation.

All correspondence, documentation and information provided in response to or because of this RFP may be reproduced for the purposes of evaluating the Proponent's submission to this RFP. If a portion of a Proponent's Proposal is to be held confidential, such provisions must be clearly identified in the Proposal.

#### 5) AUDIT SCOPE AND SERVICES REQUIRED

The Service Provider will be responsible for the following but not limited to:

i) Plan and coordinate the annual audit in accordance with the Financial Statements of the Foundation within the timelines of the annual work plan to be reviewed and agreed upon annually to meet the timelines of the Annual General Meeting

Timing	Activity
December/ January	Audit planning meeting with Management to develop audit plan
January	Presentation of audit plan to the Finance, Investment & Audit Committee (FIAC) including risk assessment summary Initiate Annual Client Requirements listing
April/May	Final Fieldwork, perform substantive audit procedures, evaluate results of audit procedures including any control deficiencies and audit misstatements identified
May/ June	Draft audited financial statements Debrief with Foundation Team Presentation of audit opinion and management letter to FIAC
September	Audited Financial Statements presented at the Annual General Meeting

ii) Present the audit plan, including Audit Fees, prior to the annual audit to Management and to the Foundation's Finance Committee.

iii) At least two (2) months prior to the fiscal year-end, the auditor shall meet with designated staff to discuss and agree upon a schedule for the completion of work for the current year.

iv) Conduct the audit of the Foundation's Financial Statements in accordance with generally accepted auditing standards (GAAS) and express an opinion of the financial statements. An Annual Client Requirements Listing is to be provided to the Foundation. Working papers will be prepared by the Foundation, including financial statements with relevant notes.

v) Hold regular status meetings with Foundation management throughout the audit to outline audit status report on and discuss pending items and highlight potential audit findings.

vi) Immediately upon discovery of any information or conditions which would otherwise lead to the inclusion of a statement of qualification of the financial statements the auditors shall inform and fully discuss in person such matters with the Interim Director of Finance & Operations and the CEO.

vii) Provide a Management Letter to the Foundation's Finance Committee regarding any matters of material importance which were discovered during the course of the audit and recommendations on any significant opportunities for improvement of internal controls.

viii) Present their findings to Foundation Management at least 2 weeks prior to the presentation to the Foundation's Finance Committee.

ix) Present their findings to the Foundation's Finance Committee.

x) Attend a Board meeting and the Annual General Meeting of the Foundation if requested

xi) Respond to and discuss with the Foundation staff accounting, auditing, and other issues arising throughout the year. Inquiries are infrequent, usually brief, and specific in nature

and may require written confirmation. It is expected that such inquiries would be included in the fee schedule provided.

## 6) OPTIONAL/ADDITIONAL SERVICES

The Foundation may also require future assistance with the following:

- Assist in preparation of Financial Statements for presentation and the accompanying notes to financial statements
- Assist with preparation/review of the T3010 Registered Charity Information Return.
- Review compliance with CRA fundraising guidance and donor restrictions.
- Provide advisory support regarding accounting for major capital campaigns and endowment funds.

## 7) EVALUATION AND NOTIFICATION PROCESS

Only electronic proposals submitted by closing time will be evaluated for the requirements laid as proposal requirements in Section 3. Should these minimum requirements not be met the response will be eliminated from the process.

Evaluation Criteria	Weighting
Overall Quality, Readability and Completeness of Proposal	5%
Audit Approach and Methodology, the demonstrated value it will bring, and the commitment to client service, efficiency via technology, and clarity of the prepared by client deliverables	30%
Strength of the engagement team as it relates to Foundation experience Relevant Technical Competence and Knowledge, experience of Ontario Healthcare and non-profit organization environments and how it enables our organization, fit with the organization and regional representation within catchment area	25%
Pricing, including specification of what is in scope, out of scope, annual increases and value adds	30%
Presentation, Communication and Interaction * Shortlisted Proposals Only	10%
Total	100%