



Theatre Cambrian

Where Sudbury Comes to Play!

#findthepassion

Theatre Cambrian Request for Proposal Internal Audit

Theatre Cambrian is currently at a crossroads in its organization. For 27 years, the theatre has run profitably with the assistance of minimal public funding. However, for the past four years, the theatre has run into the following issues:

- Accumulated deficit
- Problems with balance sheets
- Managerial and Governance issues

Theatre Cambrian needs to identify what actions it must take to ensure that the organization continues to reduce its debt. This includes examining the personnel of the organization, the activities the organization produces as well as the governing body of the organization. Theatre Cambrian needs to find ways to minimize its deficit and maximize its profit.

Theatre Cambrian is incorporated in Canada as a non-profit charitable organization. The 8 staff of Theatre Cambrian is guided by a 9-member volunteer Board of Directors, whose mandate is to provide the people of Greater Sudbury an entire year of theatrical performances, professional musical concerts and professional comedy events. We are the only theatre company in Sudbury that is open year round and offer programming in both English and French. Theatre Cambrian's performers are comprised mostly of young adults and teens that have an interest in performing arts. They perform on a volunteer basis and use Theatre Cambrian as a hobby.

Mission:

Theatre Cambrian is a non-profit organization whose purpose is to enrich, educate and entertain our community by providing a superior theatre experience, an avenue for cultural experiences and a venue for artistic expression.

Theatre Cambrian continues to fulfill the following objectives:

- A) By producing a year round season of programming that comprises of (on average):
- Four musical productions
 - Four dinner theatre productions
 - One dinner theatre festival (three shows in the festival)
 - One Youth company production
 - Three educational programs
 - One three day music festival
 - Music, piano and guitar lessons
- B) By providing educational opportunities for the enhancement of the cultural and artistic life throughout the City of Greater Sudbury through professionally lead workshops
- C) By providing performing artists and production technicians a venue in which to hone their skills.
- D) By providing the community a venue in which to volunteer their services year round
- E) By providing a strong economic impact in Greater Sudbury through the creation of paid performance opportunities in the arts and culture sector

We are looking for a consultant to deliver a formal written report that includes an internal audit of our business and organizational practices that includes an implementation plan. The goal of this consultation is to allow Theatre Cambrian to move forward as a sustainable organization. This report will consider Theatre Cambrian's unique operations, audiences and mission. This audit/plan will be prepared and presented/discussed with the Executive Director and Board of Directors.



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The audit component should provide us but not be limited to:

- Suggest cost-saving measures and profit-generating activities within Theatre Cambrian's existing means
- An overview of operational areas identifying strengths, weaknesses, gaps, defects, risks Include cash flow considerations.
- Objective assurance on the sustainability of the organization
- Insight into the programs that Theatre Cambrian is/could be offering

The implementation plan should provide us but not be limited to:

- Strategies that will improve the effectiveness and efficiency of the management and governance of the organization
- Strategies that will allow for long-term organizational and financial sustainability
- Direction on prioritizing core business activities is paramount

SUBMISSION REQUIREMENTS

All proposals shall include but not limited to the following:

- The name of the auditor and the managing principal if applicable.
- Company history, resumes of key personnel involved in the work along with a description of their experience with similar projects.
- Demonstration of expertise and knowledge in working with non profit organizations and completing internal audits.
- If available, a list of similar projects completed along with references shall be provided with telephone numbers and contact names.
- Explanation of auditors approach to the planning, organizing, and management of a project of this nature. Include the projected workload over the course of the project, along with the total number of staff in the project office.
- Provide a detailed time schedule to complete the audit, including proposed dates for formal presentations, documents, etc...
- An outline of the project complete with auditor's responsibilities, Theatre Cambrian's responsibilities, and a description of all documents to be produced.
- Quote for work provided including any travel costs that might be incurred

The contract will begin December 2015 and will be completed no later than February 1st, 2016

SELECTION PROCESS SCHEDULE

- Submit proposal via email to mark@theatrecambrian.ca no later than November 13th, 2015 at 5:00 pm
- Successful candidate will be contacted no later than December 1st, 2015 at 5:00 pm
- Theatre Cambrian will review all submissions.
- Only successful candidates will be contacted to meet with the Executive Director (Date, time, and location of the interview are yet to be determined.).



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The Executive Director will select the auditor to be awarded the contract. The Executive Director will advise all applicants of its decision.

In the event the executive director is not able to negotiate a mutually acceptable contract with the selected auditor, it reserves the right to terminate negotiations and undertake negotiations with another auditor.

Should the RFP not contain sufficient information for the applicant to obtain a clear understanding of the services required by Theatre Cambrian or should the auditor require additional information, please contact:

Mark Mannisto, Executive Director
705-524-7317
mark@theatrecambrian.ca

You may contact the Executive Director up to 5 days prior to the date and time for project submission. All questions and answers will be shared with all bidding auditors.