



# ***Burns Lake***

## ***Community Forest Ltd.***

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*Please ensure your package is complete*

**RFP Notice**  
**Table of Contents**  
**Part A: Details**  
**Part B: Requirements**

**Date: July 7<sup>th</sup>, 2016**

File: Detailed Financial Analysis 2016 – Comfor Management Services Ltd and subsidiaries

## **Notice of Professional Services Contract Request for Proposal – CF2016\_FA\_001**

Comfor Management Services Ltd. (CMSL) seeks, through this competitive RFP process, the services of a qualified organization or individual to conduct a detailed financial and operational analysis of Burns Lake Community Forest Ltd. (BLCF) and CMSL. This analysis will be for the two previous fiscal periods starting November 1, 2013, through October 31, 2015, with an additional review of the current Year to Date. Qualified candidates or firms will be well versed in financial analysis and accounting principles and practices and have experience reviewing financial transactions and statements and supported by the appropriate professional designation.

CMSL Contact: **Frank Varga RPF, General Manager**  
Telephone: **250-692-7724 ext 227**  
Fax: **250-692-7767**  
E-mail: [frank.varga@blcomfor.com](mailto:frank.varga@blcomfor.com)

Request for Proposal will be received not later than **4:00.00 p.m. (local time)** on **August 15th, 2016** at the address shown above. Submissions must be in accordance with the terms and conditions specified in the information package provided. No further advertising will take place.

**Submission of an application does not guarantee inclusion on a resulting short-list or pre-qualified contractors list.**

**CMSL and subsidiaries may reject late submissions.**

**This solicitation is subject to the *New West Partnership Trade Agreement* and Chapter 5 of the *Agreement on Internal Trade*.**



Notice of Professional Services Contract .....	2
Request for Proposal – CF2016_FA_001.....	2
Part A: Details .....	4
1.0 Background .....	4
1.1 Services Required.....	4
1.2 Evaluation Criteria.....	5
Part B: Requirements.....	6
2.0 Proposal Requirements.....	6
2.1 Terms .....	6
2.2 Conditions of Agreement .....	7

## Part A: Details

### 1.0 Background

CMSL is a publically owned corporation 100% owned by the Corporation of the Village of Burns Lake. CMSL was established to run the operations of the Community Forest License K1A. The revenue generated from the K1A licence is through the terms of the Allowable Annual Cut allotted to K1A. Due to a projected significant long-term AAC decrease in the coming years, the Board of Directors of CMSL and BLCF have directed management to conduct a detailed financial review to support the financial viability and long-term sustainability of the community forest area-based tenure.

### 1.1 Services Required

CMSL will require a financial and operational assessment by October 31, 2017. Assessments will be based on, but not limited to, financial statements for the last two years, the current year's budget, and actual performance. It is expected that the project will include a transactional review of all cost centres required for the operation.

This Request for Proposals ("RFP") covers the following services to be conducted at the CMSL Office, as detailed below.

Financial Analysis including, but not limited, to the following:

1. Key financial ratios that reflect past performance;
2. Scenarios for future performance including two to five (2-5) year projected net income;
3. Cash flow projections;
4. Identification of short and long-term contractual obligations;
5. Restructuring recommendations to capture efficiencies, if appropriate;
6. Analysis of functional integration and/or consolidation scenarios for possible contracting out scenarios with projected revenues, expenses, and savings for at least a period of five years; and
7. Comparative performance vis-à-vis comparable companies (major licensees and other Community Forests).

Operational Analysis including, but not limited, to the following:

1. Governance, including analysis of the governing board structure, considering term lengths, appointment process, committee structure, diversity of skill set, interaction between operations and board;
2. Organizational Structure, including an analysis of staff positions and responsibilities with a focus on understaffing or overstaffing at each department and looking for opportunities and costs associated with contracting services out; and
3. Organizational and/or operational restructuring recommendations.

The financial and operational analysis will culminate in a final report for CMSL that will also be shared with the Board and the Public. The report must be comprehensive and include, but not limited to, the following:

1. Executive summary;
2. Company background;
3. Financial projections;
  - a. Pro-Forma operating income, expenses and capital expenditures forecast (pre and post restructuring)
  - b. Summary of financial savings by functional category/department
4. Governance and organizational assessment;
  - a. Organizational structure – employee headcount and positions (pre and post consolidation)
5. Financial/operating performance overview;
6. Comparable performance to other Licensees; and
7. Summary of changes (improvement) in core mission related functions (e.g., transparency, accountability, profit sharing).

## 1.2 Evaluation Criteria

Any company or individual responding to this RFP should be advised that the following skills, experience and responsibilities will be necessary for the success of the selected contractor:

1. Registration with CPA;
2. Flexibility in work scheduling;
3. Adequate Workforce Resources to complete the project on time;
4. Relevant Experience in Financial Analysis and the Forest Industry;
5. Ability to provide sound, independent, and objective advice to CMSL;
6. Possession of excellent communication skills, especially as it relates to the presentation of complex materials to lay audiences;
7. Cost – The proposed fees for each Service. Please identify any subcontractors that will be used and their costs;
8. Familiarity with CMSL Policies and Procedures; and
9. References – Provide examples where similar services were performed, along with contact information, telephone numbers and email addresses.

Evaluation results will be kept confidential and will not be made available to any respondent.

Award of any contracts by CMSL shall be subject to the negotiation and execution of agreements for the consulting services contemplated hereby, in form and substance acceptable to CMSL.

## Part B: Requirements

### 2.0 Proposal Requirements

Proposals submitted in response to this RFP should include the following components:

1. Cover Page: Include the project title (“Detailed Financial Analysis (RFP)”), primary contact name, mailing address, email address and phone number;
2. Respondent General Qualifications: Discuss general qualifications based on list of General Evaluation Criteria above. Professional references should include contact names, phone numbers, addresses and email addresses;
3. Fees: Respondents should provide all-inclusive hourly rates for the Required Services; and
4. Proposal Submission and Timelines

Responses to this RFP are due Monday, August 15th, 2016, at 4:00 PM (PST). Proposals must be submitted electronically to:

Frank Varga  
General Manager  
Comfor Management Services Ltd.  
250-692-7724  
frank.varga@blcomfor.com

Proposals may be in Microsoft Word, Excel or PDF format. All questions about this RFP should be submitted via e-mail to Frank Varga. Any questions will be answered with the responses forwarded to all interested parties.

### 2.1 Terms

1. Quotes submitted in response to this RFP by an applicant (“Offeror”) shall be valid for at least 30 days following the closing date of this RFP;
2. Proposals must provide a straightforward, concise description of the Offeror's proposals to meet the requirements of this RFP. Neither multiple nor alternate proposals will be accepted. An Offeror should give specific attention to the clear identification of those portions of its proposal that it considers confidential, proprietary commercial information or trade secrets;
3. The selected Offeror shall be responsible for all services required by this RFP. Subcontractors must be identified and a complete description of their role relative to the proposals must be included in the Offeror's proposals;
4. By submitting an offer in response to this RFP, an Offeror, if selected for award, shall be deemed to have accepted the terms of this RFP. Any exceptions to this RFP must be clearly identified in the proposal. A proposal that takes exception to these terms may be rejected;
5. As part of the RFP review process, CMSL may share materials, data, other information and analyses (collectively, “Information”) with Offerors. As a condition of receiving such Information,

Offerors responding to this RFP shall be deemed to agree to protect, preserve and maintain all such Information on a strictly confidential basis, and to promptly return to CMSL upon its request all tangible copies of such Information in your possession;

6. CMSL is not responsible for loss or damage to material submitted with or in support of this RFP. Any submission to CMSL shall become the property of CMSL (not including any intellectual property rights contained in such submission), and CMSL is not required to return any submitted materials to any Offeror. CMSL is not responsible for any violation of copyright, trademark, patent, trade secret, or other rights that may result from disclosure made by response to this RFQ;
7. Solicitation by CMSL of proposals does not constitute an agreement by CMSL to extend funding to any party for the project under consideration. CMSL may, in its sole discretion, elect not to pursue this project in any manner;
8. By submitting a proposal, each Offeror grants to CMSL the right to duplicate, use, disclose, and distribute all of the materials submitted for purposes of evaluation, review, and research. In addition, each Offeror guarantees that the Offeror has full and complete rights to all of the information and materials included in the proposal. Each Offeror also guarantees that all such materials are not defamatory and do not infringe upon or violate the privacy rights, copyrights, or other proprietary rights of any third party.

## 2.2 Conditions of Agreement

1. If a quote in response to this RFP is selected for funding, Offerors will be required to sign a binding agreement. Until both parties have signed an agreement, no express or implied commitment has been made to provide financial support. Offerors are not authorized to commence work until the agreement is fully executed. If Offerors opt to commence work, they do so at their own risk. No oral or written statement other than the signed, written agreement will govern or modify the relationship;
2. As a condition of agreement, Offerors must guarantee that, among other things, any work they undertake on behalf of CMSL is not defamatory and will not violate or infringe upon the privacy rights, copyrights, or other proprietary rights of any third party. Offerors must also agree to indemnify CMSL against any loss resulting from breach of any of the guarantees contained in the agreement;
3. Those receiving funds from CMSL must be able to comply with a number of requirements that will be included in the operative agreement. These requirements include but are not limited to:
  - a. A demonstration of adequate financial support to complete the work for which they have been contracted and to deliver reports and/or other intellectual property created pursuant to the Agreement
  - b. Maintenance, for 5 years after approval of a final financial report, of a complete file of all subcontracts and other agreements, licenses, clearances, and other documents related to the work undertaken, copies of which shall be made available to CMSL on request

- c. Offerors will be required to provide documentation as to actual costs, and provide supporting detail demonstrating that all costs are reasonable, necessary and allocable to the requirements and objectives of the work undertaken
  - d. The agreement will be governed by and construed in accordance with the laws of the Province of British Columbia
  - e. Other material terms and provisions will be set forth in the documents provided to the Offeror that successfully completes the selection process
4. CMSL will have complete rights to the reports created as deliverables for this project; and
5. CMSL will not be responsible for any costs incurred by an Offeror in preparing and submitting a proposal, or in performing any other activities relative to this solicitation.