DISTRICT OF HOPE

REQUEST FOR PROPOSAL *(RFP #PW2020-05)*

(COQUIHALLA CAMPGROUND OPERATIONS)

Responses are to be submitted electronically on or before **1:00 pm October 30th, 2020** to the attention of:

Kevin Dicken
District of Hope
325 Wallace Street
PO Box 609
Hope, BC, V0X 1L0
kdicken@hope.ca

1. Submission Details

a. Electronic copies of the Proposals are to be emailed to kdicken@hope.ca and include the Respondent's Name, Title and marked "**RFP #PW2020-05". A delivery receipt request should accompany the email.**

b. The District reserves the right to cancel this Request for Proposal for any reason without any liability to any proponent or to waive irregularities at their own discretion.

c. The District reserves the right to reject any or all Proposals and to accept the Proposal deemed most favorable to the interests of the District.

d. The District will not entertain any claims for costs related to the preparation and/or presentation of the Proposals.

e. The District is NOT contractually bound to any matters until such time as the District has negotiated a **separate contract** that is totally independent of the RFP process.

*** PROPOSALS WILL NOT BE OPENED IN PUBLIC ***

Queries should be submitted in writing to:
District of Hope
Attention: Kevin Dicken, Director of Operations
E-Mail: kdicken@hope.ca

2. Introduction

The District of Hope is requesting proposals from qualified individuals and/or corporate entities interested in a five (5) year business opportunity to operate a campground (hereinafter referred to as "park") in the District of Hope. The services and facilities are to be managed and maintained by an Operator under an agreement with the District expiring **March 31, 2026.** An optional 5 year contract extension will be considered at the sole discretion of the District.

The Coquihalla Campground has 118 camping sites and is located along the Coquihalla River. Approximately 42 are full service hook ups with cable. The park has access to a variety of fishing opportunities in the area from fly fishing to river boat fishing tours. In addition, it is in a central location to some featured lakes and rivers in the area such as:

Fraser River for world famous salmon and sturgeon fishing.
Spring salmon (Chinook) runs from May through December; and Sockeye runs in the summer, pink salmon runs in the fall, and some Steelhead in the winter.
Skagit River often referred as the best dry fly stream.
Silver Creek is considered a Steelhead and Rainbow heaven.
Kawkawa Lake for Kokanee plus some Cutthroat.
Lake of the Woods annually stocks Rainbow trout.
Jones (Wahleach) Lake is a popular stocked fishing lake.
Silver Lake has a catch and release policy.

In addition to the above:

Walking distance to restaurants and shopping.
Walking distance to recreation complex.
Walking distance to tournament sports fields.
Home to the historic Othello Tunnels – built between 1911 – 1916 to complete the Kettle Valley Railway.
Hiking trails.
Hells Gate.
Charming downtown and art gallery.
Unique Chainsaw carvings exhibits throughout the community
Hope Slide.
Boulder and climbing routes.
Hope golf course along the bank of the Coquihalla River.
Well maintained grass airstrip.
World class glider flying.

The District of Hope (the "District") invites proponents to provide a Proposal in response to this Request for Proposal (the "RFP") for the supply of the goods (if any) and services described in Schedule A (" the "Goods and Services"). The description of the Goods and Services set out the minimum requirements of the District. A person who submits a Proposal (the "Proponent") should prepare a Proposal that meets the minimum requirements, and may by choice, in addition, include goods, services or terms that exceed the minimum requirements.

3. Overview and Scope

District's Interest

The park is considered to be a substantial asset to the larger community and therefore the District will require proper management and protection of the park's natural environment for future generations. The park is designated as parkland and an outdoor recreation facility for the use and enjoyment by the public. The District is committed to accommodating a diverse range of park visitors and promoting opportunities for healthy, nature-based recreational activities within the greater Hope area.

Operator Responsibility:

All Proponents submitting proposals must be aware of the operating requirements which will be negotiated separately and be incorporated into a formal agreement.

Protection of the natural setting in the park is paramount to the District. Proponents should be aware that in order to maintain a healthy ecosystem and minimize adverse effects on the natural surroundings, the successful Operator will be encouraged to use environmentally friendly products (i.e. "green" or eco certified products) in the construction, operation and maintenance of all facilities.

It will be incumbent upon the Operator to keep the park in a safe, clean, and sanitary condition; and not remove, destroy damage, disturb or exploit any natural resources of the park.

Proponents are encouraged to submit innovative ideas which will have the effect of increasing visitors and patronage of our local businesses.

4. Mandatory Site Visit

A mandatory site visit will be hosted by the District's Representative to discuss the District's requirements under this RFP. At the time of issuance of the RFP a meeting has been scheduled as follows:

Date	**October 14, 2020**
Time	**10:00am**
Locati	**800 Kawkawa Lake Road, Hope, BC V0X 1L4**

Proponents are to review the site prior to submitting a Proposal to fully acquaint themselves with all existing conditions and equipment of the site, the scope of services of the RFP and to make allowances for such. By submitting a Proposal, the proponent represents that it has examined the site fully as to all conditions, contingencies, risks and circumstances, local or otherwise, which might influence or affect the performance or the cost of the work, including but not limited to: location of the work, existing conditions of structure and equipment, access and all other conditions that a competent Proponent experienced in similar work would consider and take into account, and is further deemed to have included in the contract price all costs occasioned thereby.

5. Proposal Requirements

Only complete submissions will be accepted. Partial submissions will not be considered. Submissions may be revised by written amendment, delivered to the email address, before the Closing Date.

Should the proponent consider additional services and materials appropriate, it should be recommended in their Proposal. The Proponent is to cost these additional items separately.

The proposal must include all of the following information:

a. A profile of the proponent's background and experience:

- Experience with operating a tourist accommodation facility and services.
- Experience with operating and maintaining accommodation facilities in a provincial park or protected park setting.

b. A detailed business plan (see Appendix B for an example):

- Personnel/staffing plan outlining training and qualifications of staff.
- Financial data listing projected annual operating costs for managing the park facilities and delivery of overall services appropriate for a park environment (providing detail on how costs are determined).
- Fees and charges to the public
- List of capital equipment and costs (see Appendix C - Example 1)
- Start up expenses (see Appendix C - Example 2)
- Sources and Uses of Funding (see Appendix C - Example 3)
- Cash flow and income projection of the business for one year.
- Marketing and service plan to support a five (5) year revenue and expense, balance sheet and cash flow projections.
- The Proponent is to include annual preventative maintenance program costs.

c. Sustainable and ecologically sensitive operation:

- Proposed operating and preventative maintenance plan.
- Use of low-impact technologies for water, power, and waste disposal, if applicable.
- Describe the use of eco-friendly products, unique techniques to reduce electrical consumption, and reduce carbon footprint.
- Strategies that minimize negative impacts on the park's natural environment and park facilities associated to park visitors.
- Annual tree safety inspection and maintenance plan.

d. Annual return to the District:

Propose a revenue sharing plan with District and provide an estimated annual amount returned to the District for the term of the contract. The Proponent should propose a percentage figure to be used as a base figure for their calculation and will be fixed for the term of the agreement. See Appendix D – Schedule of gross revenue for 2013-2020.

e. Additional Services:

- Optional additional services or proposed changes to the campground operations.

6. Fees

Any anticipated expenses are to be identified in the Proposal.

Proponents are encouraged to expand their Proposals to detail additional features or performance characteristics or value added options available beyond those requested.

7. Anticipated Timeline

a. The District anticipates that the selection of an Operator will proceed along the following timetable:

Description	Date
RFP Closing	**October 30, 2020**
Contractor Selection & Award	**November 16, 2020**
Signed Contract	**November 30, 2020**
Contract Start	**April 1, 2021**

8. Evaluation and Selection Criteria

The Request for Proposal is used to select a Proponent, who will have demonstrated a capability to perform the services described and according to the following criteria, provided that this list is not exhaustive, or set out in any particular order of priority.

Proposals shall be evaluated to determine the best value offered to the District using the following criteria:

- The Respondent must have or be able to have, prior to commencement of the project, a valid and current District of Hope Business License.
- The Respondent's business and technical reputation and capabilities and the experience of its personnel.
- The Respondent's background and experience in operating a tourist accommodation facility and services; and operating and maintaining accommodation services in a protected park setting.
- The Respondent's business plan to include:
    - Personnel/staffing plan
    - Annual operating costs
    - List of capital equipment and costs

- Start up expenses
- Sources and uses of funding

- Projected cash flow and income of the business (1 year)
- Marketing and service plan to support a (5) year financial plan

- Methodology and approach (understanding of service objectives and outcomes).
- Annual return to the District.
- Optional or additional services or proposed changes to campground operations.
- The Respondent's financial capability to undertake the Project.
- Proposal is clear and logical and shows value for money to the District.

9. Clarification of this Request for Proposal

This is a request for Proposals only and will not give rise to a Contract "A" (bid contract). This request for Proposal process is NOT a tendering process. No legal relations are intended to arise from the RFP process. The District is NOT contractually bound to any matters until such time as the District has negotiated a **separate contract** that is totally independent of the RFP process.

If a Proponent has any questions about the contents of the RFP, or about any matters relating to it the question must be directed in writing, and not orally, to the District's representative at the contact address set out below, on or before **October 26th, 2020.** The District's representative will answer all questions in writing, and may issue a copy of all questions and answers as addenda to the RFP. The RFP process forms complex legal obligations. Any information obtained from any source other than the District Representative is not official and should not be relied upon. Any uncertainty regarding the process, therefore, must be referred to the District Representative.

10. District Representative

The District's representative on this project is Kevin Dicken, and all inquires related to this 'Request for Proposal' are to be directed to:

Kevin Dicken, Director of Operations
District of Hope
325 Wallace Street
PO Box 609
Hope, BC, V0X 1L0
Email:kdicken@hope.ca

11. Notice to Proponents

a. Liability

The proponents shall ensure that the District, its officers, employees and committee members, are saved harmless from any liability whatsoever arising out of proponent's performance or non-performance of the term of this Proposal.

b. Proponent Responsibilities in Submitting Proposals

Each Proponent is solely responsible for the risk and cost of preparing and submitting its Proposal in response to this RFP and neither the District nor its officials, employees, committee members, or

Proponents (including the District's representative) are liable for the cost of doing so or obliged to remunerate or reimburse any Proponent for that cost.

By submitting its Proposal to the District, each Proponent represents and warrants to the District that the information in its Proposal is accurate and complete. This RFP does not impose on the District any duty of fairness or natural justice to any or all respondents with respect to this RFP or the process it creates. Unless the District is expressly permitted or required by this RFP to "act reasonably", the District is entitled to act in its sole, absolute and unfettered discretion.

c. Confidentiality and Freedom of Information of Proposals

All submissions provided to the District become the property of the District, and the information in Submissions will be disclosed as necessary to carry out the RFP process or as required by law, including the Freedom of Information and Protection of Privacy Act. That Act creates a right of access to records in the custody or under the control of the District, subject to the specific exceptions in that right set out in the Act. The District will receive all Proposals submitted in response to this RFP in confidence, including for the purposes of s.21 of that Act. In light of the right of access to information created by that Act, the District does not guarantee that information contained in any Proposals will remain confidential if a request for access in respect of any Proposal is made under the Act. Any information the proponent considers 'personal information' because of its proprietary nature should be marked as "confidential" and will be subject to appropriate consideration as defined by the act.

Proponents are required to keep their Proposals confidential and must not disclose their Proposals, or information contained in them, to anyone else without the prior written consent of the District.

d. Waiver and Allocations of Risk

The District accepts no responsibility or liability for the accuracy or completeness of this RFP (including any schedules or appendices to it) or of any recorded or oral information communicated or made available for inspection by the District (including through the District's representative or any other individual) and no representation or warranty, either express or implied, is made or given by the District with respect to the accuracy or completeness of any of those things. The sole risk, responsibility and liability connected with reliance by any Proponent or any other person on this RFP or any such information as is described in this paragraph is solely that of each Proponent. Each Proponent acknowledges and agrees that it is solely responsible for obtaining its own independent financial, legal, accounting, and other advice with respect to the contents of this RFP or any such information as is described in this paragraph. Each Proponent who submits a Proposal to the District is deemed to have released the District from, and waived, any action, cause of action, claim, liability, demand, loss, damage, cost or expense, of every kind, in any way connected with or arising out of the contents of this RFP or any such information as is described in this paragraph. Each Proponent who submits a Proposal is deemed to have agreed that it is solely responsible and liable to ensure that it has obtained and considered all information necessary to enable it to understand the requirements of this RFP, and of the project, and to prepare and submit its Proposal.

e. Closing Date for Proposals

The closing date and time for Proposals is **1:00 pm October 30th, 2020.** All Proposals must be clearly marked with the name and address of the proponent and the 'Request for Proposal' title. Proponents are responsible for ensuring that digital (email) delivery occurs within the deadline. Late Proposals may not be accepted.

APPENDIX A

Operating Requirements for the Coquihalla Campground Facility Use

All Proponents submitting proposals must be aware of the following contractual requirements which will be incorporated into a formal agreement:

1. DEFINITIONS

Operator is the successful proponent with whom the District negotiations a contract with to operate the campground facilities

Operational maintenance is routine, regular, scheduled or periodic servicing, cleaning, inspection of buildings, structures, roads, trails, furnishings, grounds, and utilities to ensure that safe, clean, fully functional and attractive conditions are maintained in all areas. Minor repair and replacement, which includes vandalism, for the repair of broken fixtures, waterlines, furnishings and signs, leaking taps, broken windows and door hardware in buildings and other similar types of work; and all labour, materials, supplies, vehicles, equipment, tools and clothing required to carry out routine maintenance and minor repairs and replacement. Examples of operational maintenance include, but are not limited to: grass cutting, road grading and brushing, campsite cleaning, garbage and recycling collection, inspection and component repair of sewage waste pumping and disposal, painting and staining of all facility components, vandalism repair/replacement, table board refinishing and field coating, sign replacement, dust suppressant, replacement of broken facility components e.g., sprinkler, table plank, sign post, roof, etc.

Preventative maintenance is scheduled repair or component replacement of operating area facilities to keep them in optimum working condition, to ensure facilities remain safe, meet industry and District Standards, and prevent breakdowns and extend facility life span, and identify projects that are in need of critical repair or component replacement. Examples of preventative maintenance include, but are not limited to: shower building roof repair, trail reconstruction, campground graveling, table board replacement, furniture replacement, float and boat ramp replacement, vegetation restoration, gate replacement, etc.

2. OPERATING SERVICE STANDARDS

Possess a general knowledge of the Coquihalla Campground and the District including its natural, cultural and recreation values and facilities.

Possess the necessary skills and knowledge to respond to emergency situations arising in the campground operations.

At least one employee with a valid First Aid Certificate must be present whenever the staff is on duty during the operating season.

The service provider and its employees while on duty must wear a uniform which must be maintained in a clean and tidy condition. The purpose of this is to distinguish employees of the campground.

The Operator must submit a criminal record check including all employees who are placed in positions of trust that are characterized by: duties associated performing park security services, trusted with sensitive information, financial reporting, or working with children.

Answer courteously all campground enquiries concerning park information, complaints, features, park regulations, fees, local attractions, events, other parks and services in the area. Refer any specific questions that you cannot answer to the appropriate information source.

Provide reasonable assistance and friendly, helpful service to campground users at a level at least equivalent to the standards exhibited by tourism and hospitality industries.

Have and maintain Worksafe BC coverage for all employees and subcontractors of the Operator.

Be familiar with the requirements of the Freedom of Information and Protection of Privacy Act and the Personal Information Protection Act governing all personal information that are applicable to the Operator in providing campground services.

Obtain and maintain an annual a District business licence for the term of the agreement.

Camping Reservation Service

Supply, maintain and operate a dedicated facsimile machine line and telephone line (including an answering machine) to receive reservation information and reports 24 hours a day from March 1 to September 15 during the operating season.

Supply, maintain and operate a website, online reservation system, and email.

Vehicle and Equipment Guidelines

Ensure Operator's vehicles and vessels comply with the Motor Vehicles Act (RS Chapter 318) and Regulations there under. Any vehicles used in the performance of the campground operations shall be clean, quiet and well maintained with a sign containing the Operator's name displaced on the side of the vehicle.

Visitor Use Statistics Reporting

Submit to the District within 5 days after the end of each month:

- monthly attendance and revenue forms
- complaint and occurrence reports

Public Relations

General assistance to the public, taking complaints, attending accident scenes, responding to disturbances, dealing with offences.

Site Security

Responsible for providing site supervision to ensure public use, enjoyment, and safety.

Expected to inform visitors of the rules and regulations applicable to the use and occupation of the park facilities.

Take reasonable measures to prevent and discourage vandalism, theft and disorderly conduct within the park. The Operator will be responsible for reporting such acts to the proper law enforcement authority.

Respond to violations of District and provincial laws, regulations, Evict park users causing a disturbance.

Fire Suppression and Emergency Evacuation

Set out a plan to deal with public safety and control which will including taking all reasonable precautions to prevent and suppress fires in the park area

Prepare and plan for an emergency evacuation

Financial Security and Insurance

Provide a security deposit or letter of credit to guarantee the performance of obligations of an operating agreement.

Provide commercial general liability in the amount of not less than $5,000,000 which will include the District as additional insured, replacement value of the facility structures, and a cross liability clause.

4. MAINTENANCE REQUIREMENTS

The Operator will be required to develop an annual operating and preventative maintenance plan to ensure the continued sustainable and economic service life of the park. The plan will incorporate the following components:

Facility inventory (new facilities or changes to existing facilities) Facility maintenance (repair and replacement projects completed)

Conducting and reporting annually a condition assessment on all park facilities to determine repair and replacement projects required.

The costs to operate and maintain the park facilities

Ensure the design, operation, maintenance adhere to or exceed legislated health and safety standards

Maintain accurate documents and drawings for all facilities, equipment and operating systems.

Track all maintenance and repairs and replacement activities and costs.

Maintain copy of all records and have them available at all time for inspection by the District.

Information (Bulletin) Boards/Shelters

Clean information shelter and surrounding area of garbage, debris, litter, cobwebs, leaves, weeds, encroaching vegetation and foreign materials.

Display information in a neat and orderly manner; remove outdated and/or unauthorized notices and post new information as required.

Remove moss, branches, and needles from roof.

Damaged or weathered signs will be replaced by the Operator.

Will coordinate and provide appropriate information and brochures to the Hope Visitor Centre.

Emergency contact information.

Signs

Orient sign message to provide maximum viewing exposure. Replace signs and posts as needed.

Maintain immediate area surrounding signs free of garbage, grass, weeds and brush

Wooden sign posts are desired for aesthetic purposes.

Fencing

Repair immediately any damage to fencing that poses a safety hazard; and when this is not possible, secure the area from public access until repairs can be done.

Gatehouse/Registration Building

Ensure the gatehouse/registration building is in a safe and fully functional condition. Maintain the building and surrounding area in a clean condition, free of dust, dirt, stains, litter, graffiti, cobwebs, debris, garbage, weeds and encroaching vegetation. Ensure facilities and furniture are painted and/or stained as required.

Ensure all building lights, pole lights, and gate lights are fully functional and in good repair.

Ensure notice board is maintained in a clean condition, free of dirt, graffiti, and outdated notices

Ensure flowers are supplied, planted and maintained in both flower beds at the entrance of gatehouse.

Ensure the entrance sign and surrounding area is maintained in a clean condition, free of dust, dirt, stains, litter, graffiti, debris, weeds, and encroaching vegetation. Repair and/or refinishing, painting and staining is the responsibility of the service provider.

BBQ/Picnic Shelter

Clear the fireplace/stove of ashes, coals and unusable wood.

Clean the picnic shelter of dust, dirt, stains, litter, grease, excess water, graffiti, cobwebs, debris and foreign material.

Clean the picnic tables of all cobwebs, dirt, grease and debris.

Keep area surrounding the picnic shelter free of all litter, debris, garbage, weeds and encroaching vegetation.

Ensure roof is kept clear of branches, twigs, moss or other debris.

Ensure eaves troughs and downspouts are kept clean and free flowing. Ensure water is properly drained away from the structures.

Picnic Tables, Bases and Benches

Surfaces are coated, painted or stained on a regular basis

Remove all graffiti and wash the tops, ends and all exposed surfaces

Replace gussets when they are rotten or if they are not firmly securing the table planks to the base.

Secure cement table bases to prevent them from being pushed over if all planks are removed from the base.

Toilet/Shower and Change House Buildings

Clean building and fixtures of dust, dirt, spots, stains, mould, graffiti, garbage, cobwebs, finger marks, smudges, marks, unpleasant odours, excess water and all foreign material.

Clean and polish all mirrors, bright fixtures and enamel surfaces.

Keep the area surrounding the facility free of all litter, debris, garbage, weeds, encroaching vegetation and overhanging limbs.

Keep eaves troughs, gutters, and downspouts clear and free flowing. Keep roof clear of branches, leaves, moss and litter.

Follow manufacturer's suggested inspection and maintenance schedules for all water heating equipment, valves, pressure tanks or pressure stations.

Provide certification that electrical elements, propane heaters and like equipment have been checked and serviced regularly or as advised.

Promptly repair any loose tiles or wall board using only approved grouts or adhesives.

Clean and service ventilating equipment regularly according to manufacturer's suggested schedule.

Clean and service any filters regularly.

Check and service propane cylinders using qualified personnel, according to Provincial standards.

Ensure water is properly drained away from the structures.

Provide as required toilet paper, soap, paper towels, deodorant, urinal blocks, garbage bags and sanitary napkins.

Ensure that mirrors, bright fixtures and enamel surfaces are clean and polished. Ensure electrical panel is kept clean. Check breakers regularly.

Dike Area

Clean dike area free of litter, garbage, broken glass, driftwood, weeds and all foreign materials.

Ensure no camping or fires on the dike.

Locked gates only to be approved by the District. All keys for locked gates will be supplied to the District.

No planting of trees, shrubs, or food plantings.

Not to be used for storage of any materials or vehicles.

Campground Sites and Area Maintenance

Clean campsites and surrounding area of all litter, broken glass, garbage and foreign material.

Clear fireplaces of ashes, coals and unusable wood.

Keep soil away from wood on table bases.

Retain campsite shape and borders by removing weeds, encroaching vegetation and overhanging limbs, within a minimum of 0.5 metres of the campsite and driveway shoulders.

Rake the site and shoulders to present an overall clean and neat appearance. Keep ditches and culverts clear and properly flowing to ensure water is properly drained away from campsites.

Keep number posts in an upright, visible position. Control weed and brush growth.

Replace any number posts damaged by vehicles or by vandalism.

Keep dust down.

Firewood Provision

Do not use bug infested firewood

Controlled fires

Adherence to campfire bans

Seasoned firewood only

Garbage Collection

Deliver garbage to a refuse dump operating in accordance with provincial laws and regulations.

Replace garbage bags as necessary.

Clean area surrounding the garbage containers of all litter, debris, garbage and weeds.

Garbage shall be emptied before becoming overfull or at a frequency so as not to attract bears or other animals and delivered to a refuse dump operating in accordance with District requirements.

Irrigation

Establish a watering rotation schedule to ensure the District's system is not overtaxed

Lawn Mowing

Keep lawns free of all litter, garbage, debris, foreign materials and excess grass clippings.

Trim immediate areas surrounding trees, sign posts, stairs, fences, buildings and edges along walkways to present a neat and tidy appearance.

Parking Lots and Roads

Clear parking lots, roads and facilities of litter, rocks, weeds, debris, garbage and foreign material.

Maintain smooth parking lots and road surfaces with acceptable aggregate.

Remove encroaching vegetation and overhanging limbs from shoulders, edges and ditches.

Keep culverts and ditches clear to ensure proper drainage. Properly align all curbs, barriers and vehicle control devices.

Maintain emergency vehicle access in the campground area at all times.

Water Posts

Clean water posts and immediate area of mould, sand, gravel, weeds, litter, garbage and foreign material.

Service taps, replace washers and springs regularly. Clear drains of accumulated debris.

Start-Up and Winterizing Operations Start-up (this is a sample list)

Ensure adequate facility maintenance is completed so that the park is ready for occupancy by the first day of the operating season.

Inspect water system for leaks and take the necessary action to repair.

Install all facilities that have been removed during winterizing the operating area. Conduct a safety inspection to detect any hazards present in the park that need to be corrected prior to public use. Hazard may include dead trees, hazardous limbs, tripping hazards on pathways and other public use area, holes, structural deficiencies. The inspection must be documented on a form approved by the District.

Winterizing Operations (this is a sample list)

Drain and winterize the entire water system to the manufacture's specifications.

Inspect low point drains to ensure they are clear and operational.

Winterize equipment prior to freeze up and return to District where applicable. Close all drain valves to prevent entry of contaminants.

Remove rubber portions from toilet tanks and flush valves.

Add non-automotive anti- freeze where recommended by specific winterizing instructions, e.g. toilet bowls.

Lock all gates as needed.

Board up all windows of buildings where winter damage or vandalism may occur. Remove any signs and facilities as specified through the annual operating plan. Notify any utility companies of appropriate disconnects as applicable.

The current Operator has designated a portion of the campground for winter use. Proponents are free to propose to continue year round operations at their discretion.

5. FACILITY IMPROVEMENTS

The Operator may wish to propose facility improvements. These improvements require an impact assessment and District approval. Where the life of the improvements are only within the length of the contract, the Operator will be responsible for the cost of the improvements.

APPENDIX B

Sample Business and Operating Plan

A. OPERATING SEASON

B. PERSONNEL/STAFFING PLAN

1. Explain how you plan to recruit, develop and maintain your workers. List the number of employees you will have including their job titles and required skills. Discuss any training that you plan for your employees, including first aid certification.

C. GENERAL OPERATIONS

1. Recreation Site Operations

a. Hours of Operation

b. Cleaning and Maintenance

2. Pricing and Fee Schedule

a. Site fees

b. Fee schedule (define fees to be charged, what type of services may be provided)

c. Fee collection and refunds

d. Sundries

e. Financial controls and accounting procedures

3. Insurance

4. Customer/Visitor Surveys and feedback

5. Emergency Response

6. Security

7. Communication and supplies

8. Capital Equipment List (see Example 1). A list of assets which have useful lives of more than one year. Describe the equipment, quantity, new or used, useful life, and the cost.

9. Use of reports

10. Utilities

11. Garbage Management

12. Site Hazards

13. Signage

14. Advertising

15. Road maintenance

16. Vandalism

17. Improvements

18. Storage

19. Other optional services

D. PRE-SEASON OPERATIONS

E. OPEN SEASON OPERATIONS

F. POST-SEASON OPERATIONS

G. SPECIAL CONDITIONS

H. PREVENTATIVE MAINTENANCE PLAN

APPENDIX C

Example 1: Capital Equipment List

Equipment	Quantity	New/Used	Life	Cost
Total Cost of Capital Equipment:				$

Example 2: Start up Expenses:

Item	Costs
Total of cost of capital equipment	
Beginning inventory of operating supplies	
Legal Fees	
Accounting Fees	
Other Professional Fees	
Licences and Permits	
Repair and maintenance work	
Deposits (utilities such as hydro, gas, telephone)	
Advertising	
Insurance	
Bonds	
Other Expenses:	
Total Start Up Expenses:	**$**

Example 3: Sources of Financing

Sources of Financing	**Amount**
Cash investment by owners	
Secured loans	
Non-cash assets	
Other sources (specify):	
Total sources of financing:	**$**

Example 4: Uses of Financing

Uses of Financing	**Amount**
Facilities	
Equipment	
Initial Inventory	
Working capital for operating expenses:	
Other sources (specify):	
Total sources of financing:	**$**

APPENDIX D

Annual Gross Revenues (2013-2019)

Year	Gross Revenue*	Notes
2019	$493,435	
2018	$484,524	
2017	$476,053	Rate Increase
2016	$396,258	Added Retail Sales (store)
2015	$256,592	
2014	$364,027	
2013	$299,805	

***IT IS IMPORTANT FOR PROPONENTS TO UNDERSTAND THAT THESE REVENUES ARE GROSS, MEANING VOID OF ANY AND ALL EXPENSES.**