

TOWN OF THREE HILLS



REQUEST FOR PROPOSAL FOR THREE HILLS RECREATIONAL PARK CAMPGROUND OPERATOR

RFP Issue Date:	October 1, 2026
RFP Closing:	October 21, 2026 @ 4:00 pm (Local Time)
RFP Contact:	Kristy Sidock, Director of Community Services 232 Main Street, PO Box 610 Three Hills, Alberta T0M 2A0
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TABLE OF CONTENTS

1	General	3
	Introduction	3
2	RFP Process	3
	Definitions	3
2.1	RFP Schedule of Events.....	3
2.2	Proponent Questions.....	4
2.3	Amendments to the RFP.....	4
2.4	Proponent Expenses	4
2.5	Multiple Proposals	4
2.6	Submission of Proposals.....	4
2.7	Acceptance or Rejection of Proposals.....	5
3	Confidentiality	5
4	Access to Information and Protection of Privacy	6
5	Conflict of Interest	6
6	Governing Law	7
7	Disclaimer of Liability and Indemnity.....	7
8	Selection Process.....	8
8.1	Evaluation Process	8
8.2	Evaluation Criteria	8
9	Notification to Proponents.....	8
10	Insurance and WCB.....	9

1 General

Introduction

The Town of Three Hills (the “Town”) has prepared this Request for Proposal (“**RFP**”) to retain an experienced and qualified Proponent(s) to operate and maintain the Three Hills Recreational Park Campground.

2 RFP Process

Definitions

“**Contractor**” means the successful Proponent awarded the Contract. The Successful Proponent is not an employee of the Town.

“**Consortium**” means two or more Proponents who submit a Proposal.

“**Contract**” means the formal written and binding agreement entered into pursuant to this Request for Proposal between the Town and the successful Proponent(s) in the form agreed to by the Town in its sole discretion.

“**Evaluation Team**” means individuals who will evaluate the Proposals on behalf of the Town.

“**must**”, “**mandatory**”, “**required**”, “**shall**” means a requirement that must be met in a substantially unaltered form in order from the Proposal to receive consideration.

“**optional**” means a requirement not considered essential, but for which preference may be given.

“**Prime Proponent**” means the Proponent in a Consortium that is responsible for the provision of Services as outlined in this RFP and is accountable for all terms and conditions of the contract.

“**Proponent**” means an organization or a Consortium responding to this RFP with a Proposal.

“**Proposal**” means the Proponent’s response to this RFP and includes all the Proponent’s attachments and presentation materials.

“**Request for Proposal or RFP**” means the solicitation for the Services as outlined in this RFP.

“**RFP Closing**” means **the final date and time for acceptance of Proposals.**

“**Services**” means the functions, duties, tasks and responsibilities to be provided by the Proponent as described in this RFP.

“**should**”, “**desirable**” means a requirement having a significant degree of importance to the objectives of this RFP.

“**Town**” means the Town of Three Hills.

2.1 RFP Schedule of Events

RFP Issue Date:	October 1, 2026
RFP Closing:	October 21, 2026, 4:00 pm
Evaluation of Proposals:	October 26 – 28, 2026
Selection of Preferred Vendor:	October 30, 2026
Contract Commencement Date:	November 1, 2026

2.2 Proponent Questions

All questions regarding this RFP must be directed to the RFP Contact by October 14th at 1:00PM. Enquiries and responses will be recorded and will be distributed to all Proponents. Answers to Questions will be provided by October 16th, 2026. Verbal responses to enquiries are not binding to any party.

The Proponent has a responsibility to notify the RFP Contact in writing, of any ambiguity, divergence, error, omission, oversight, contradiction, or item subject to more than one interpretation in this RFP, as it is discovered, and to request any instruction, decision, or direction required to prepare the Proposal.

2.3 Amendments to the RFP

The Town of Three Hills reserves the right to issue addenda or amendments or change the schedule of events to this RFP. It is the Proponents responsibility to check for any addendums or amendments to this RFP. Proponents must acknowledge and sign off that they have all of the RFP addendums or amendments

2.4 Proponent Expenses

Proponents shall bear their own costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for meetings, interviews or demonstrations related to this RFP prior to the issuance of a contract.

2.5 Multiple Proposals

If multiple Proposals are offered, the Proponent must submit each Proposal separately in the same format as outlined in this RFP. Proposals must meet the fundamental intent of this RFP.

2.6 Submission of Proposals

Proposals are to be prepared in such a way as to provide a straightforward and concise description of capabilities to satisfy the requirements of this RFP. All proposals will remain sealed until the RFP closing date. Proposals must be submitted in the format described in *Schedule A - Proposal Requirements*.

Emphasis should be concentrated on the conformance to the RFP instructions, responsiveness to the RFP requirements, on completeness and clarity of content. Proposals must be complete in all aspects. A Proposal shall not be considered if it is conditional or incomplete.

Proposals must note the:

- RFP's name

- RFP Closing
- and addressed to the attention of the RFP Contact

Proposals may be delivered by email to the email address listed on the title page. Proponents mailing proposals should allow for sufficient mail delivery time to ensure timely receipt of their proposals.

Delivery service disruptions will not be acceptable conditions for late Proposal submissions.

For RFP closing purposes the official time and receipt of Proposals shall be as determined by the time recorder used to date and stamp Proposals upon submission to the Town of Three Hills Office.

Proposals that are dated and time stamped after the Closing Date and Time will be deemed late and will not be considered. The Proposals will be opened by the RFP Contact after the RFP Closing. There is no public opening of Proposals.

Proponents are asked to provide a reply to each section in Schedule A and the Proponent must identify and specific provisions with which it is unwilling or unable to comply. Each Proponent must list if the Proponent's company will be completing the work or if the work of a third-party contractor is required.

2.7 Acceptance or Rejection of Proposals

At any time prior to the RFP Closing Date and Time, a Proponent may withdraw its Proposal by submitting written notice to the RFP Contact. The Town reserves the right, in its sole discretion to cancel this RFP without award or compensation to any Proponent, their officers, directors, employees or agents.

The Town reserves the right, in its sole discretion, to accept or reject any proposals; to waive minor informalities of proposals; or to cancel, revise or extend solicitation.

The RFP process is intended to identify prospective Proponents for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service shall be created between the Proponent and the Town by the RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services. Proposals shall be irrevocable and open for acceptance by the Town anytime within ninety (90) days following the end of day of the RFP Closing Date. Proposals will be retained by the Town and will not be returned to proponents.

3 Confidentiality

The Proponent shall maintain security standards, including control of access to data and other information, consistent with the highest standards of business practice in the industry.

A proponent may not at any time directly or indirectly communicate with the media in relation to the RFP or any contract awarded pursuant to the RFP without first obtaining the written permission of the RFP Contact.

All information provided by or obtained from the Town in any form in connection with the RFP either before or after the issuance of the RFP is the sole property of the Town and must be treated as confidential; is not to be used for any purpose other than replying to the RFP and the performance of

any subsequent Contract; must not be disclosed without prior written authorization from the Town; and shall be returned by the Proponents to the Town immediately upon the request of the Town.

4 Access to Information and Protection of Privacy

A Proponent should identify any information in its Quote or any accompanying documentation that is supplied in confidence and for which confidentiality is to be maintained by the Town. The Town will manage and protect information in accordance with applicable law, including Alberta's *Access to Information Act* and *Protection of Privacy Act*, and any other legal requirements. Proponents are advised that, as required by law, information in Quotes may be disclosed to the public (including through access to information requests) and may be shared, on a confidential basis, with the Town's employees and advisers retained for the purpose of evaluating Quotes. If a Proponent has any questions about the collection, use, or disclosure of personal information in connection with this RFQ, questions are to be submitted to the RFQ Contact.

5 Conflict of Interest

For the purpose of this section, Conflict of Interest shall mean:

- i. in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (a) having, or having access to, confidential information of the Town in the preparation of its proposal that is not available to other proponents, (b) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (c) engaging in conduct that compromises, or could be seen to compromise, the integrity of the RFP process; or
- ii. in relation to the performance of its contractual obligations contemplated in the contract that is the subject of this procurement, the proponent's other commitments, relationships or financial interests (a) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgment, or (b) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

Proponents must fully disclose, in writing to the RFP Contact on or before the Closing Date and Time of this RFP, the circumstances of any potential conflict of interest or what could be perceived as a possible conflict of interest if the Proponent were to become a contracting party pursuant to this RFP.

The Evaluation Team shall review any submissions by Proponents under this provision and may reject any Proposals where, in the sole opinion of the Evaluation Team, the Proponent could be in a conflict of interest or could be perceived to be in a possible conflict of interest if the Proponent were to become a contracting party pursuant to this RFP.

If no written disclosure is provided, the Proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

6 Governing Law

Procedural terms of the RFP Process:

- i. are included for greater certainty and are intended to be interpreted broadly and separately (with no particular provision intended to limit the scope of any other provision);
- ii. are non-exhaustive (and shall not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations); and
- iii. are to be governed by and construed in accordance with the laws of the province of Alberta and the federal laws of Canada applicable therein

7 Disclaimer of Liability and Indemnity

By submitting a Proposal, the Proponent agrees:

- i. to be responsible for conducting its own due diligence on data and information upon which its Proposal is based;
- ii. that it has fully satisfied itself as to its rights and the nature extended to the risks it will be assuming;
- iii. that it has gathered all information necessary to perform all of its obligations under its Proposal;
- iv. that it 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 its Proposal;
- v. to hold harmless the Town, its elected officials, officers, employees, insurers, agents or advisors and all of their respective successors and assigns, from all claims, liability and costs related to all aspects of the RFP process;
- vi. that it shall not be entitled to claim against the Town, their elected officials, officers, employees, insurers, agents or advisors on grounds that any information, whether obtained from the Town or otherwise (including information made available by its elected officials, officers, employees, agents or advisors, regardless of the manner of form in which the information is provided) is incorrect or insufficient;
- vii. that the Town will not be responsible for any costs, expenses, losses, damages or liability incurred by the proponent as a result of or arising out of submitting a Proposal or due to the Town's acceptance or non-acceptance of its Proposal; and
- viii. to waive any right to contest in any proceeding, case, action or application, the right of the Town to negotiate with any Proponent for the contract whomever the Town deems, in their sole and unfettered discretion, to have submitted the Proposal most beneficial to the Town.

8 Selection Process

8.1 Evaluation Process

Proponents should carefully note the mandatory requirements. Proposals that do not meet the mandatory requirements at the submission deadline will be disqualified.

All Proposals will be subject to a standard review process by the Town. During the evaluation process, Proponents may be required to provide additional information to clarify statements made in their Proposals.

The Town reserves the right to invite the top three highest ranked Proponents for an interview and/or presentation made to the Evaluation Team. Alternatively, at the Town's sole discretions, the Town may by-pass the interview process if the top ranked Proponent clearly demonstrates its proposal is superior. Key Proponent management and technical personnel will be expected to participate in the presentation and these interviews/presentations and will be made at no cost to the Town.

The Evaluation Team will make the final decision(s) as which Proposal(s) will be considered for approval.

8.2 Evaluation Criteria

8.2.1 Each Proposal shall be evaluated separately against the criteria listed below:

Evaluation Criteria:

1. Relevant Experience – 30%

Proposals will be evaluated based on the Proponent's relevant experience with similar projects, and a demonstrated ability to translate those experiences into successful project delivery for the Town.

2. Staff Resources – 30%

Ability to meet service and operation expectations

3. Cost and Fees – 30%

Proposal costs including rates, disbursements and materials, as well as fee structures and payment schedules are complete and clear. The Town realizes that conditions other than a price are important and will award contract(s) based on the proposal that best meets the needs of the Town and therefore the lowest priced Proposal need not be accepted.

4. Clarity and Presentation – 10%

Proposals will be evaluated based on the Quality of the submission, completeness of the submission and the ease of navigation to adequately and fully understand and review the material.

9 Notification to Proponents

All Proponents will be notified in writing as soon as possible after acceptance of a Proposal. Selection of a successful Proponent does not obligate the Town to negotiate or execute a Contract in the event that:

- i. financial circumstances of the Town change;
- ii. political, economic or technical conditions change; or
- iii. any other event which was unforeseen occurs and in the opinion of the Town is beyond its control.

The successful Proponent should note that if the parties cannot execute a Contract within thirty (30) days, the Town may invite the next-best-ranked Proponent to enter into a Contract.

10 Insurance and WCB

The successful Proponent must obtain and continuously hold for the term of the contract, insurance coverage with the Town listed as “Additional Name Insured” the minimum limits of not less than those stated below:

- Commercial General Liability – not less than \$5,000,000 per occurrence
- Vehicle Third Party Liability – not less than \$2,000,000 per occurrence
- Error & Omissions Insurance – not less than \$500,000 per occurrence

The Proponent must comply with all applicable laws and bylaws within the jurisdiction of the work. The Proponent must further comply with all conditions and safety regulations of the Workers’ Compensation Act of Alberta and must be in good standing during the term of any contract entered into from this process.

Schedule A - Proposal Requirements

Introduction

The Town of Three Hills Recreational Park is home to the Three Hills Campground and the Town's baseball diamonds. The campground is municipally owned and operates year-round, providing accommodations for short-term visitors, seasonal workers, tournament participants, and other guests travelling to or staying in the Three Hills area.

The campground currently consists of 46 serviced campsites, including:

- 40 full-service sites with power, water, and wastewater connections;
- 4 power-only sites; and
- 2 sites with power and water.

In addition to the serviced sites, the campground includes an unserviced area that may be used for tenting and overflow camping when required. A campground map identifying the location and configuration of the sites and amenities is included in the Campground Information section of this Request for Proposal.

The campground offers a variety of amenities and services for guests, including an online reservation system through Let's Camp, washroom and shower facilities, complimentary internet access, a camp kitchen, playground, and firewood sales. The campground is located immediately adjacent to the Town's baseball diamonds. This location results in increased campground activity during baseball tournaments and other community events, particularly on weekends throughout the spring and summer months

The campground remains open throughout the year; however, water and wastewater services are seasonal due to freezing temperatures during the winter months. Water services are generally activated in April, as soon as weather conditions permit, and are typically shut down in October when temperatures begin to fall below freezing. Exact dates vary from year to year based on weather conditions. Electrical service remains available at designated sites, allowing the campground to continue operating on a limited-service basis throughout the winter.



The Three Hills Campground is located at 1401 2nd Street NE (Hwy 583) on the east side of Town

Objectives

The Town of Three Hills is seeking proposals from qualified and experienced Proponent(s) to provide the management, operation, and general maintenance of the Three Hills Campground. The successful Proponent will be responsible for coordinating the day-to-day activities necessary to ensure the campground is operated in a safe, clean, efficient, and welcoming manner.

The primary objective of this Request for Proposal is to secure a Campground Operator who will provide reliable and professional campground management while maintaining a high level of customer service for campground guests and visitors. The Campground Operator will be responsible for the general management and operation of the campground, including reservations, site management, collection of applicable fees (through Let's Camp), general cleaning and maintenance, monitoring of campground facilities and amenities, and other duties identified within the Scope of Work.

The successful Proponent will be expected to work cooperatively with Town Administration and staff and promptly communicate any operational, maintenance, safety, or customer service concerns requiring the Town's attention.

Requirements

The successful Proponent will be required to meet and maintain all applicable certification, licensing, insurance, and screening requirements throughout the term of the agreement.

At a minimum, the successful Proponent shall:

- i. Provide proof of an active Workers' Compensation Board (WCB) account and maintain appropriate WCB coverage throughout the term of the agreement, where applicable;
- ii. Provide satisfactory Criminal Record Checks, including Vulnerable Sector Checks where required by the Town, for the Campground Operator and any employees or volunteers who will be working at the campground; and
- iii. Obtain and maintain a valid Town of Three Hills Business Licence annually for the duration of the agreement.

Campground Maintenance

The successful Proponent will be responsible for the general upkeep, cleanliness, and day-to-day maintenance of the campground to ensure the facility remains clean, safe, and presentable for guests.

The successful Proponent shall:

- i. Maintain and clean the campground washroom and shower facilities, storage areas, campsites, and campground green spaces;
- ii. Complete routine grounds maintenance within the campground, including mowing (weekly or

more if needed), trimming, and other general upkeep as required;

- iii. Supply the equipment and tools necessary to maintain the campground green spaces and complete the maintenance responsibilities assigned to the Campground Operator;
- iv. Regularly inspect the campground and promptly report maintenance concerns, damage, safety hazards, or repairs requiring Town attention; and
- v. Maintain campsites and common campground areas in a clean and orderly condition, including the collection and removal of litter as required.

The Campground Operator will not be responsible for the maintenance of the camp kitchen, playground, trees, garbage bin removal, snow clearing, utility repairs and opening/closing of the water system. These areas will remain the responsibility of the Town of Three Hills unless otherwise agreed to in writing.

Campground Reservation and Fee Collection

The successful Proponent will be responsible for the day-to-day administration of campground reservations and guest services.

The successful Proponent shall:

- i. Administer and manage campground reservations through the Town's existing Let's Camp online reservation system;
- ii. Monitor reservations and campground occupancy and ensure guests have completed the required reservation and payment process;
- iii. Assist campground guests with reservations, site assignments, check-in procedures, and general campground inquiries as required;
- iv. Monitor campground use and address situations where sites are occupied without the appropriate reservation or payment;
- v. Ensure campground rules and policies are communicated to guests and assist with addressing concerns that may arise during their stay; and
- vi. Arrange for the purchase, hauling, delivery, stocking, and availability of firewood for sale to campground guests.

Term

The commencement date for the Campground Operator agreement is November 1, 2026.

The Town recognizes that different operating models may be suitable for the Three Hills Campground. Proposals will therefore be considered from Proponents proposing either an on-site resident Campground Operator model or an off-site Campground Operator model. Proponents should clearly describe their

proposed operating model and how they intend to provide adequate campground coverage, guest services, and response to issues that may arise.

The initial term of the agreement will be three (3) years. The agreement may be extended for an additional two (2) years upon the mutual written agreement of the Town and the successful Proponent.

Proponents are requested to submit a proposed monthly fee for providing the services identified within this Request for Proposal. The proposed fee should clearly identify any assumptions, exclusions, additional charges, or services that are not included within the monthly fee.

The Town reserves the right to negotiate the final scope of services, compensation, and terms of the agreement with the successful Proponent prior to execution of the agreement.

General Proposal Requirements

The Contractor will:

Proponents are expected to provide sufficient information within their proposal to demonstrate their ability to successfully manage and operate the Three Hills Campground and fulfill the requirements outlined in this Request for Proposal.

At a minimum, proposals shall include the following:

i. Experience and Qualifications

Provide an overview of the Proponent's relevant background, qualifications, and experience related to the management, administration, operation, and maintenance of campgrounds, facilities, hospitality operations, or other similar facilities.

ii. References

Provide a minimum of two (2) references from organizations or individuals for whom the Proponent has provided services similar to those outlined within this Request for Proposal. References should include the organization or individual's name, contact person, telephone number, and a brief description of the services provided.

iii. Proposed Operating Plan

Describe how the Proponent intends to manage, operate, and maintain the Three Hills Campground, including the proposed approach to daily operations, campground coverage, maintenance, reservations, guest services, and responding to issues that may arise.

The proposal should identify the anticipated staffing that will be used to fulfill the requirements of the agreement. If the Proponent intends to utilize employees, volunteers, subcontractors, or other third parties to perform any portion of the work, this must be clearly identified within the proposal.

iv. Customer Service

Describe the Proponent's approach to customer service and how they will ensure campground guests receive courteous, professional, and timely service. The proposal should also identify how customer service expectations will be communicated to and maintained by any employees, volunteers, or subcontractors involved in campground operations.

v. Partnership with the Town

Describe how the Proponent intends to work cooperatively with the Town of Three Hills, including communication with Town Administration and staff, reporting of operational or maintenance concerns, and supporting the campground as part of the Town's overall recreation and tourism services.

vi. Financial Proposal

Provide the proposed monthly fee for the management, operation, and maintenance of the Three Hills Campground for the initial three (3) year term of the agreement.

The financial proposal should clearly identify what is included within the proposed monthly fee and outline any additional costs, exclusions, assumptions, or services for which the Proponent would expect additional compensation.

If the proposed monthly fee will change during the three-year term, the Proponent shall clearly identify the proposed fee for each year of the agreement.

