

# RECLAMATION

*Managing Water in the West*

## Recreation Master Plan Goose Bay Planning Area



**Draft:** Master Plan, Commercial Services Plan &  
Financial Feasibility Evaluation

Canyon Ferry Reservoir, Montana



U.S. Department of the Interior  
Bureau of Reclamation  
Billings, Montana

September 2009

## **Mission Statements**

The mission of the Department of the Interior is to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian Tribes and our commitments to island communities.

The mission of the Bureau of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

# **GOOSE BAY RECREATION MASTER PLAN**

**(DRAFT for Public Review)**

**Prepared for the Bureau of Reclamation  
Montana Area Office  
by:  
Aukerman, Haas & Associates, LLC.  
September 28, 2009**

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## **I. INTRODUCTION**

This draft Goose Bay Recreation Master Plan (RMP) was prepared by the Bureau of Reclamation (Reclamation) with the assistance of the private consultant firm-Aukerman, Haas & Associates. The purpose of the Plan is to define the future concession and recreation opportunities that should be provided, either by the Bureau of Reclamation (Reclamation), by a concessionaire, or both, within the Goose Bay Planning Area, hereafter referred to as the Planning Area. The information from the Master Plan provides a framework for future management considerations and is meant to be used by Reclamation to guide development of a prospectus for a new long-term concession opportunity for Goose Bay Marina. The Goose Bay Marina concession area and adjacent Reclamation lands constitute the Planning Area. The Planning Area is located approximately 10 miles south, southeast of Canyon Ferry Dam and adjacent to the reservoir. The RMP takes into consideration the existing recreation opportunities and identifies possible future opportunities, facilities, and services that could be provided by Reclamation and/or a concessionaire. The financial viability of developing certain opportunities, facilities, and services is also assessed in the RMP planning process.

### **A. Canyon Ferry Reservoir**

The Canyon Ferry Unit of the Pick-Sloan Missouri Basin Program was authorized by the Flood Control Act of December 22, 1944, Public Law (Pub. L.) 534. The Canyon Ferry Unit is a multipurpose Federal water resource project that makes important contributions to electrical power, flood control, the municipal water supply, and irrigation. The passage of the Canyon Ferry Reservoir, Montana Act of 1998 (Title X, Pub. L. 105-277), provided Reclamation with specific authority to plan, develop, operate, and maintain recreation and fish and wildlife resources as part of the Canyon Ferry Unit.

Canyon Ferry Reservoir is a long, relatively narrow body of water located in western-central Montana, about 17 miles east of Helena, the state capital (population 28,300). It is formed by the impoundment of the Missouri River by a dam built at Hellgate Canyon in 1954. The reservoir is approximately 25 miles long with 95 miles of shoreline. It has a capacity of 1,892,000 acre-feet of water and is authorized to irrigate approximately 237,600 acres of farmland in the Upper Missouri area of Montana. Canyon Ferry Reservoir currently provides irrigation for 92,600 acres of land. The rest of the land planned for irrigation is undeveloped. Canyon Ferry Reservoir accommodates 3 concession-operated marinas, 12 campgrounds, 12 day-use areas including 3 sites designated for group use, and 2 sites accessible only by boat. Also, one deep-water harbor with boat launches and docks was built by and is under a management agreement with Broadwater County in the Silos Recreation Area at Broadwater Bay. Canyon Ferry Reservoir is administered by the United States Bureau of Reclamation. Reclamation is responsible for providing a wide range of recreational opportunities and managing most of the reservoir's land and water resources. The Bureau of Land Management (BLM) administers multiple-use lands that border the reservoir and lie mainly on the west side, while Montana Fish, Wildlife and Parks manages wildlife areas at the south end of the

lake. The reservoir has long been popular for the recreational opportunities that it offers to fish, boat, camp, hunt, and view wildlife.

## **B. Goose Bay Planning Area**

The Planning Area is located on Bureau of Reclamation lands on Canyon Ferry Reservoir in central Montana near Helena, Montana (See Figure 1. Regional Location Map). The Planning Area consists of 227 acres of land. Of this, 161 acres are Reclamation managed for a campground and 66 acres are in the concession area. The Planning Area has an additional 56 acres of surface water (see figure 5 - map of acres).

The regional location of the reservoir, the location of Goose Bay and other recreation sites on the Reservoir, and the existing concession area boundary are shown on the following maps (figures 1, 2, 3, and 4).

Currently, in the Planning Area there is a Goose Bay Marina concession operation and a Reclamation-managed dispersed semi-primitive campground. Together, Reclamation and the concessionaire offer a variety of facilities, goods and services to the public.



Figure 1: Regional Location Map

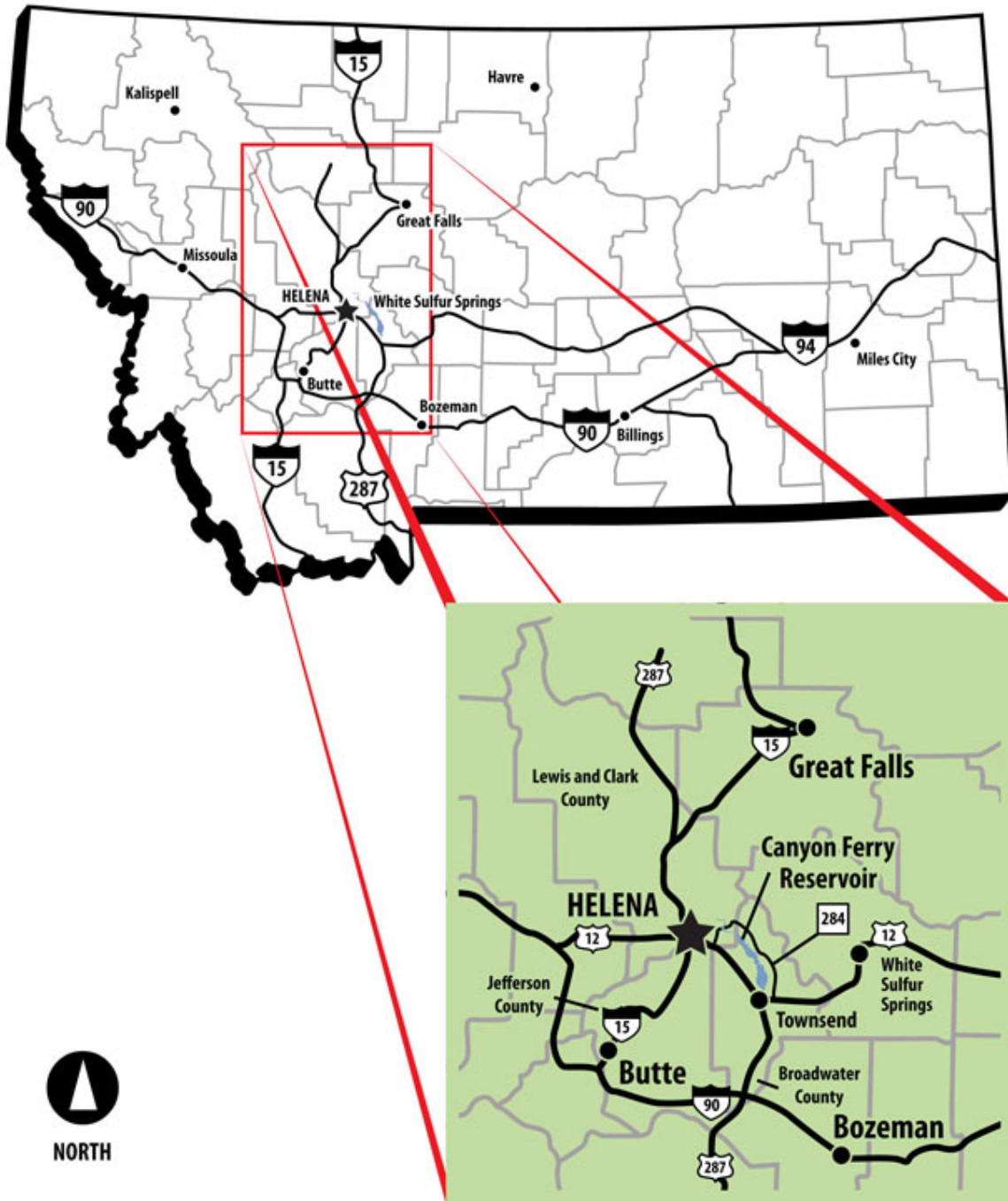
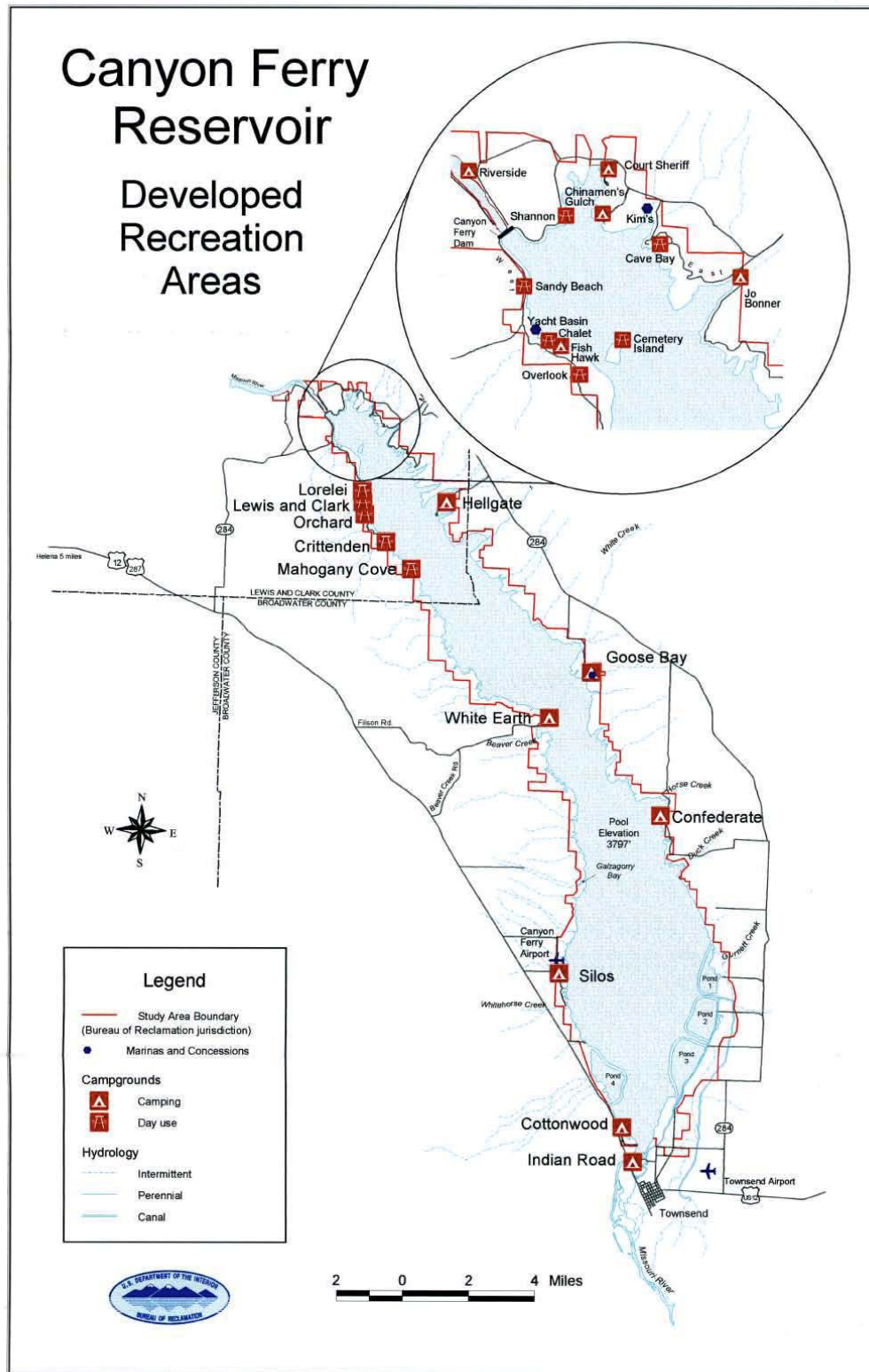


Figure 2:

Developed Recreation Areas



**Figure 3: Aerial Photo of Planning Area**





**Figure 5: Surface Acres Map of Concession Area, Water Area and Planning Area**



### C. Goose Bay Marina Concession

The Goose Bay Marina is located on the eastern shore about midway between the north and south end of Canyon Ferry Reservoir. The Bay is the largest on the Reservoir serving as a marina, and it is a deep-water bay. The Marina has expanded over many years to include, amongst other facilities and services listed later in this report, a new modern boat launch ramp with launch dock, a large parking lot with two CXT toilets, 76 boat slips with 3 new and 2 old docks, new fuel service, expanded house trailer used as the marina store, a cinder block restroom and shower building, a dump station and a 15' x 15' storage building. Marina facilities also include 31 mobile homes, 58 RV camp sites with electric and water but no sewage, and an extensive unimproved area in the east part of the land assignment that is used for the dry storage of boats, boat trailers, RV's and related objects. As is the case with the other marinas on the Lake, the concessionaires are known for their friendly service, and continue to make improvements to this site. In particular, the site has been cleaned up, a new gas fueling system is in place and three docks have been replaced. Reclamation has also helped with facilities on the concession site by building a multi lane boat ramp, large parking area and three new CXT vault toilets. There is a need to replace 2 docks, and refurbish the outside of the restroom and shower building. Utilities and infrastructure need improvements. Any expansion of facilities will require more sewage capacity and another well. This marina plays an important function by providing facilities, goods and services, fuel and refuge from storms midway on the Reservoir.



Figure 6. Goose Bay Marina

The Goose Bay Marina Concession operates under a contract that is directly administered by Reclamation. The concession is a small family operated business that is providing marina and accommodation facilities and goods and services needed mainly by the Marina's mobile home and RV visitors. Based on public input into this report, the concessionaires are viewed by the public as, dedicated and friendly. This concession is seen locally, and with some affection and pride, as a "Montana style operation". The facilities and services of the concession and those of Reclamation are, in general, viewed

by the public as adequate but in need of improvements. Based on input from public meetings, there is public demand for more and improved facilities. Campers desire a mix of facilities that are not too developed and even somewhat primitive. The public pointed out that the Goose Bay area provides a different recreation experience than provided by other campgrounds and commercial services on the reservoir. Goose Bay provides a less developed overnight recreation experience for the local communities. Based upon findings from the Commercial Services Plan (CSP) for Canyon Ferry Reservoir (2004) the Area is experiencing moderate growth. Thus, this report concentrates on planning to meet a relatively moderate growth and a demand for less developed commercial and public campground facilities and services. The ultimate goal for the Planning Area is to meet the public and managerial needs, and to provide a diversity of recreation opportunities that protects and enhances the quality recreation experience enjoyed by all of Canyon Ferry's visitors.

#### **D. Reclamation Managed Lands in the Planning Area**

Reclamation managed lands consist of 161 acres of relatively flat grassy land extending north of the concession managed lands between the Goose Bay Road and the east shoreline of Canyon Ferry Reservoir. Less than one quarter of the shoreline has tree and shrub vegetation. The area is cut in half by a ravine and Scooter Bay. The lands are currently being used by recreationists mainly for camping. Numerous rock fire pits and fire charcoal scars are scattered across the landscape. Other than the concern for grass fires, the only readily observable evidence of environmental damage is from the proliferation of two-track roads. Managers have concern for the protection of the sparse vegetation due to the collection of firewood. The area is mainly used by groups of extended families and friends who circle 3-4 campers and tents in small compounds for privacy and to protect against the frequent strong winds off the Lake. For protection from the winds and to provide convenience and security, recreationists tie off their boats along the south shore of Scooter Bay near their camping areas. Partying and the associated noise, concerns managers and some other campers. The only facilities provided by Reclamation are three CXT toilets. Dirt and two-track roads cross the area following vehicle use patterns. Reclamation has placed some signs on the lands to try to control off road vehicle use. ATV and dirt bike tracks, made by illegal users, cross the lands directly to the north of the planning area.

#### **E. Goose Bay Recreation Master Plan Components**

The Goose Bay Recreation Master Plan includes a Commercial Services Plan (CSP) and a Financial Feasibility Evaluation (FFE) as required by Reclamation's Directives and Standards for Concessions Management by Reclamation (LND 04-01). For this study, the CSP provides information on the types and number of facilities and services that are necessary and appropriate for both concessions<sup>1</sup> and/or government provision in the Planning Area. The CSP is an implementation plan that establishes the most effective and

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<sup>1</sup> A concession is a non-Federal commercial business that supports appropriate public uses and provides facilities, goods, or services for which revenues are collected. A concession involves the use of the Federal estate and usually involves the development of real property improvements.

sufficient ways to plan, authorize, and manage the concession activities at the Goose Bay Planning Area.

The CSP must comply with applicable laws and regulations as well as be mindful of Reclamation's Concession Policy and its Concession Directives and Standards (see Appendix A).

Following is a list of items presented in the CSP as required by LND 04-01:

**The CSP presents:**

- the number of concession and Reclamation facilities and services necessary to meet the public needs
- the type of facilities and services to be provided by Reclamation and by the concessionaire
- the appropriate managing entity-Reclamation or concessionaire
- the approximate location(s) appropriate for commercial and/or Reclamation activities

The Financial Feasibility Evaluation (FFE) addresses the feasibility of providing the concession facilities and services described in this CSP. The results of the FFE logically follow the CSP.

**The FFE presents:**

- A documented determination of the financial viability of the proposed concession operation including:
  - \* A financial feasibility (income/expense) analysis of each of five alternatives
  - \* A comparison of alternatives by financial feasibility (income/expense)
  - \* The estimated fees to be returned to the Government
  - \* A justification for the proposed length of the term of the concession contract
  - \* The underlying assumptions regarding concessionaire capital investment in the concession

In addition to the CSP and FFE, as required by 43 CFR 429.32, this Master Plan serves to document whether the existing mobile homes (currently authorized existing private exclusive recreational use) are compatible with:

1. public needs
2. authorized project purposes, project operations, safety and security

Concurrent with this Recreation Master Plan, an Environment Assessment (EA) has been prepared, and is presented in a companion report. The EA addresses the potential



environmental and social impacts of several alternatives that have been formulated and presented in this Recreation Master Plan.

## **F. The Need for the Goose Bay Recreation Master Plan**

The need for the Goose Bay Recreation Master Plan is demonstrated by the following:

1. The Concession permit for the Goose Bay Marina, currently operating at the reservoir, will expire in 2010. This is an opportunity for Reclamation to consider new management options, such as adding new and improved recreation facilities, goods and services.
2. Proper planning will help ensure that the concession business opportunity is manageable, well-defined and financially viable.
3. There is increasing public interest in improving the variety and quality of facilities and services that promote safe, enjoyable recreational experiences at Canyon Ferry. This was demonstrated in a 2004 survey of Canyon Ferry visitors (see References). The 2004 CSP/FFE for Canyon Ferry projects a 3% per year increase in visitor use of Canyon Ferry Reservoir if more and improved water-related recreational opportunities are made available. The public's recreational needs will be better met if services and facilities at the reservoir are more carefully planned.
4. In February 2003 a Canyon Ferry Resource Management Plan and Environmental Assessment (RMP/EA) was completed. The plan guides overall reservoir resource management over the next ten years. In 2004 a Canyon Ferry Commercial Services and Financial Feasibility Evaluation was also completed. Resource and concession management actions need to be harmonious and integrated with the guidance provided by these two major studies. Preparing a Goose Bay Recreation Master Plan at this time will help ensure that the necessary recreational data, identified facilities and services, and desirable goals and objectives in the RMP and CSP/FFE are considered in planning and management of the Planning Area.
5. Planning is needed to protect the environment and any cultural resources that may be present in the Planning Area.

## **G. Management Goals, Issues and Opportunities for the Planning Area**

### **1. Goals:**

The Recreation Master Plan and Environmental Assessment can be used to plan future facilities and services within the Goose Bay concession area and surrounding Reclamation lands. More specifically to:

1. provide appropriate recreation facilities and services to the public
2. provide an opportunity for a concession operation that is manageable, well-defined and financially viable
3. suggest who should manage the lands within the planning area- Reclamation and/or the concessionaire
4. address the management issues within the planning area

Information in the Plan serves as a basis for Reclamation to prepare a prospectus for a new long-term concession opportunity.

## 2. Issues and Opportunities

- Off-Road Vehicle Use impacts
- Dispersed camping impacts
- The compatibility of the 31 privately owned mobile homes within the concession boundary
- Opportunity to strengthen concession operation
- Replacement of lost revenue, from potential removal of mobile homes in non compliance
- Americans with Disabilities Act (ADA) compliance requirements
- Aging infrastructure, safety and aesthetics
- Meeting public needs and desires for facilities and services

## II. DEFINITION OF TERMS

- **Fixed assets** - facilities, infrastructure, developments and improvements
- **Fixed asset recovery (FAR)** - sale of the fixed assets
- **Buy down** - purchase of the fixed assets through reducing the franchise fee to the concessionaire throughout the life of the contract
- **Capital improvements** - fixed assets that are major facility and infrastructure developments and improvements
- **Franchise fee** - payments of a % of gross revenue to the Government for the exclusive right to operate and financially benefit from the use of the Federal estate.
- **Financial feasibility** - for this report, financial feasibility refers to the ability of a concession to experience a reasonable rate of total return on their money invested in capital improvements over the term of their contract. (a total of around 15% was set as the targeted reasonable rate)

- **Service term** - length of a contract
- **Internal rate of return (IRR)** - percent return on the money invested in capital improvements.
- **Possessory interest** - having a financial investment or ownership in
- **Concession** - is a non-Federal commercial business that supports appropriate public uses and provides facilities, goods, or services for which revenues are collected. A concession involves the use of the Federal estate and usually involves the development of real property improvements.
- **Mobilization** - cost of getting equipment and materials to the site
- **Unlisted-Items** – items not included with basic construction of facility such as drain pipes, new doors etc.
- **Contingencies** – fees and charges such as permits, NEPA documents, power connect fee, water and sewer connect fees etc.
- **Net Cash Flow (Annual)** – cash receipts minus cash expenses over a given period of time. For this study this is a 12 month annual/yearly period of time.
- **Return on Investment (ROI)** - the ratio of money gained or lost on an investment relative to the amount of money invested. This is calculated by subtracting the gain on investment from the cost of the investment and dividing by the cost of investment.
- **Water Recreation Opportunity Spectrum (WROS)** - The Water Recreation Opportunity Spectrum (WROS) was developed by Reclamation as a recreation water and related lands inventory tool for planning and management. Reclamation recommends the use of this tool in all of its recreation related planning efforts.
- **Internal Rate of Return (IRR)** - the annualized effective compounded return rate which can be earned on the invested capital, i.e. the yield on the investment. The higher the IRR the more desirable to undertake a project.
- **Net Present Value (NPV)** –measures the excess or shortfall of cash flows, in present value (PV) terms, once financing charges are met. By definition,  $NPV = \text{Present value of net cash flows}$ .

### III. PUBLIC INPUT

#### A. Process

The foundation for this plan was laid with a two month public involvement process. Paid newspaper advertisements and a news release were used to announce the public meetings that were held on February 18 and 19, 2009. The news release and paid ads were submitted to the following newspapers for publication on the week of February 9, 2009:

Helena Independent Record, Helena, MT  
The Townsend Star, Townsend, MT  
Bozeman Daily Chronicle, Bozeman, MT  
The Montana Standard, Butte, MT  
Great Falls Tribune, Great Falls, MT

The letter and comment form were also posted on the Canyon Ferry Website <http://www.usbr.gov/gp/mtao/canyonferry/index.cfm>

On February 3<sup>rd</sup>, 2009, a letter was mailed to 207 people on the Canyon Ferry Working Group mailing list. This mailing list is comprised of individuals who have expressed an interest in the management of Canyon Ferry Reservoir, such as local and regional residents, adjacent businesses, adjacent landowners, cabin owners and mobile home owners, local clubs, Congressional representatives, and other local, county, state and Federal agencies. The letter announced the planning process, the public meetings, and requested comments during a 60-day comment period. The letter and public comment form were also posted on the Bureau of Reclamation's Canyon Ferry website.

Public meetings were held on February 18, 2009 at the Public Library Community room in Townsend, MT and on February 19, 2009 at the Montana Association of Counties meeting room in Helena, MT to initiate the public comment period and planning process. The February 18<sup>th</sup> meeting was attended by approximately 20 people, and the February 19<sup>th</sup> meeting was attended by approximately 19 people. Many interested participants who attended the meeting on February 18<sup>th</sup> also attended the meeting on February 19<sup>th</sup>.

From the public involvement process, approximately 107 separate comments/suggestions were received from approximately 48 participants. Approximately 69 comments/suggestions were received during the two public meetings from approximately 39 public participants. Approximately 38 comments/suggestions were received from 9 mailed letters and E-mails.

The results of the public involvement process can be found on the Montana Area Office Concession Management Website <http://www.usbr.gov/gp/mtao/concessions/index.cfm> in the report titled: The Goose Bay Recreation Master Plan - Public Comment Summary and Analysis Report (May 2009).

Other public input was obtained by reviewing past reports, including the Canyon Ferry Visitor Survey, Canyon Ferry CSP/FFE Report, and Federal, State and Regional recreation trends reports (see References).

### **B. Summary-Public Comments from Goose Bay Meetings & Mail Responses**

Following is public input obtained from the *Goose Bay Recreation Master Plan Public Comment Summary and Analysis Report (May 2009)*: Table one is a summary of comments received during the Goose Bay public meetings as well as public comments received by mail and email. Summarized comments are presented under the recommendations “categories” (left column) and the number of comments received for the each of the individual categories (right column).

Table 1. Summary and categorization of all comments received	
Recommendations:	Number of comments received
Too much uncontrolled use	5
Keep mobile homes currently on site	5
Mobile homes out of compliance	5
Want area somewhat primitive but managed not overdeveloped	5
OHV’s are environmental, fire and safety problem & need strict controls	4
Provide a range of opportunities & camping experiences	4
Want developed campsites	3
Sewage/grey water system-dump station	3
Uncontrolled access-need barricades and enforcement	3
ADA ramp and fish dock access	3
Group use /day use shelter	3
Environmental and surroundings concerns	3
Safety concerns	3
Annex planning area for concession management	2
Addition of other facilities headed by fish cleaning station & swim beach area	17

### C. Canyon Ferry Visitor Survey

Following is public input obtained from the *2004 Canyon Ferry Recreation Survey*:

*Facility Needs:* In the 2003-2004 Canyon Ferry Recreation Survey conducted by The University of Montana, the majority of visitors to the Reservoir (45 to 70% depending on the site) expressed a need for more facilities. This is approximately 10-20% higher than 1995. The facility needs cited most for summer visitors included showers, restrooms, electrical hook-ups, dump stations and dock maintenance. Fall/winter cited restrooms and boat ramps. This differs from 1995 when visitors wanted covered picnic tables most, followed by RV facilities and dump stations, beach areas, running water and docks.

*Canyon Ferry Reservoir Visitation:* Although visitation figures are limited and questionable, it is still apparent that visitation in 2003-2004 continues to increase. Traffic counts at only 4 sites indicate visitation of around 185,000 visitors just for those areas in 2003-2004. Based on actual visitor counts, the total visitation for all 15 sites in 1995 was only 80,290. However, in 1995 observations found angler visitor days alone at 94,731. 1997 surveys found similar angler numbers (94,510). The 1998 Canyon Ferry Reservoir Economic Analysis estimated baseline annual visits for all users of the Reservoir to be 220,000. This is a 3% increase per year over the past 13 years. The population of Broadwater County increased 32% in the 1990's, and the population is projected to increase in Lewis and Clark County 15.2% between 1999 and 2010. With the 3% visitor trend and the population increases in the two counties around Canyon Ferry Reservoir, there is every reason to expect that the increase in reservoir visitation will continue.

*Activities:* Overall, the recreation activities with the highest percent participation levels at Canyon Ferry Reservoir in 2003-2004 were swimming, fishing and auto/RV camping. Other activities with high participation levels include boating and sailing. (These activity figures are taken from the 2003/2004 Canyon Ferry Recreation Survey, Institute of Tourism Recreation Service, University of Montana). These Canyon Ferry Reservoir findings are consistent with national, regional and state findings and trends, some of which are shown in the Federal, State and Regional Trends section of this report.

*Reasons for choosing a site:* Close to home, easy access, good facilities, good fishing, repeat visit and scenery

*Visitor characteristics:* Families and small groups of 3-7 people, 88% in summer and 90% in winter, are Montana residents. The majority of visitors come from Lewis and Clark County, and two thirds are repeat visitors.

*Average group trip expenditure (overnight compared to day use):* In 2003/2004 groups spent an average of \$203.46 on overnight trips. For day trips groups spent \$67.37. The overnight group expenditure is double that expended by groups in 1995 and 50% higher than 1995 for day user groups.

*Average group trip expenditure (resident compared to nonresident):* In 2003/2004 resident (summer) \$136.81 and non-Resident \$319.08 expenditures are 50% higher than 1995. Non-resident expenditures are double those of resident.

#### **D. Canyon Ferry CSP/FFE Public Input**

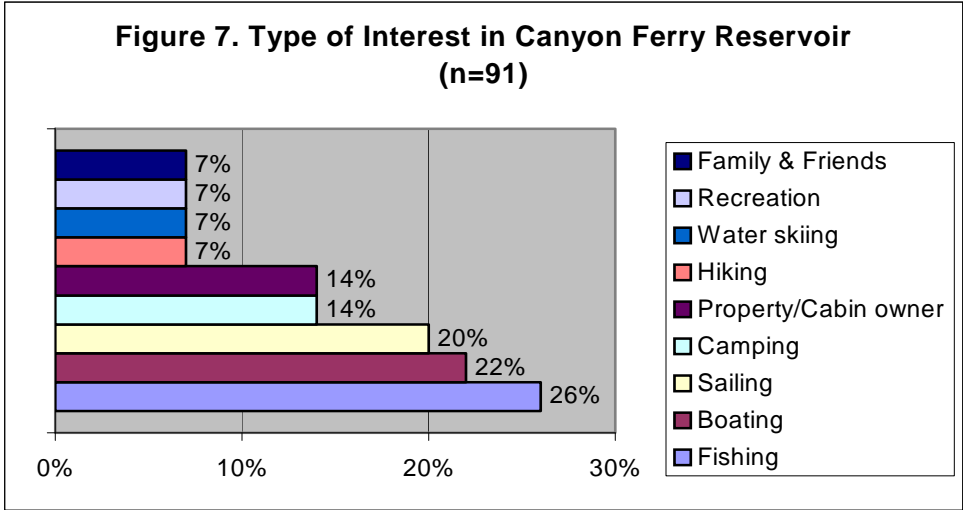
Following is public input obtained from the 2004 Canyon Ferry CSP/FFE report's public information form:

*Disclaimer-The information presented in this section is not from a scientific survey and study of visitors. Therefore, it may not be representative of the views of all of the Canyon Ferry Reservoir visitors. The data are presented to represent a compilation of what input was received from the public who submitted their input on forms during the course of this study. The information in this section is used, along with all other available information sources, to help build a picture of the Canyon Ferry visitor interests, needs and concerns; and the commercial service and recreation needs. It is important to note that unsolicited open-end responses, like these, usually represent the interests and views that are most important to and foremost in the minds of the person submitting the response.*

Following is a summary of responses from ninety-one interested individuals who provided, on forms, input on Canyon Ferry Reservoir's commercial services and facilities. Only the most frequently mentioned responses are described below. The complete list of responses can be found in Appendix B.

Canyon Ferry users have a variety of interests in the reservoir, most of them recreation-related. Fishing (26%) was mentioned most often, followed by boating (22%), sailing (20%), camping (14%), and the possession of property, cabins or homes near the lake (14%). Hiking, water-skiing, recreation in general and spending time with family and friends were each mentioned by 7% of individuals (Figure 7).

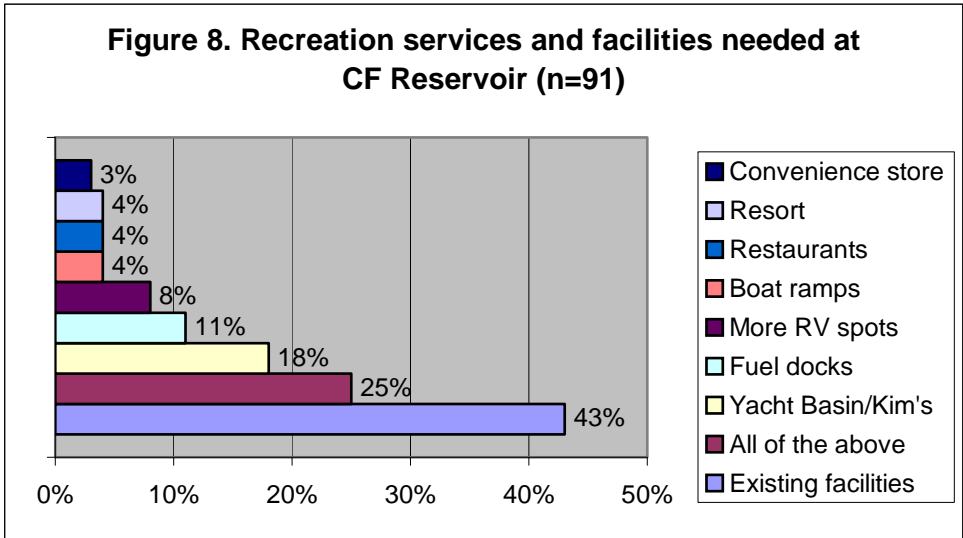
Respondents expressed a wide variety of hopes and desires for Canyon Ferry Reservoir. Eighteen percent did not want to see many changes or additional development around the lake, while 15% mentioned that they did want to see better recreation facilities and have the reservoir developed to its full potential. The importance of being able to continue to use the reservoir for recreation was mentioned by 13% of respondents, followed by the desire to have multiple marinas and vendors available to choose from (11%).



<sup>1</sup> only includes responses mentioned by 7% or more of the respondents

<sup>2</sup> percentages do not add to 100% because respondents were allowed more than one response

When asked what commercial recreation services and facilities (*marinas, stores, docks, launches, ramps, rentals, fuel, programs etc.*) are needed or not needed at or near the reservoir, a majority of respondents mentioned that the existing facilities, with the addition of the new marina at the Silos area, were adequate (43%). Twenty-five percent said that all of the above mentioned services and facilities were needed. The need for additional, accessible fuel boat docks was expressed by 11% of individuals. Other responses included more camping spots and facilities for RVs (8%), additional boat ramps (4%), restaurants (4%), a resort with room or cabin rentals (4%), and a convenience/grocery store/gas station type facility (3%) (Figure 8). An additional question, which asked the respondents what facilities and services they wanted to see at the reservoir, revealed similar answers and therefore re-enforces the above mentioned desired and needed services and facilities at Canyon Ferry Reservoir.



<sup>1</sup> only includes responses mentioned by 3% or more of the respondents

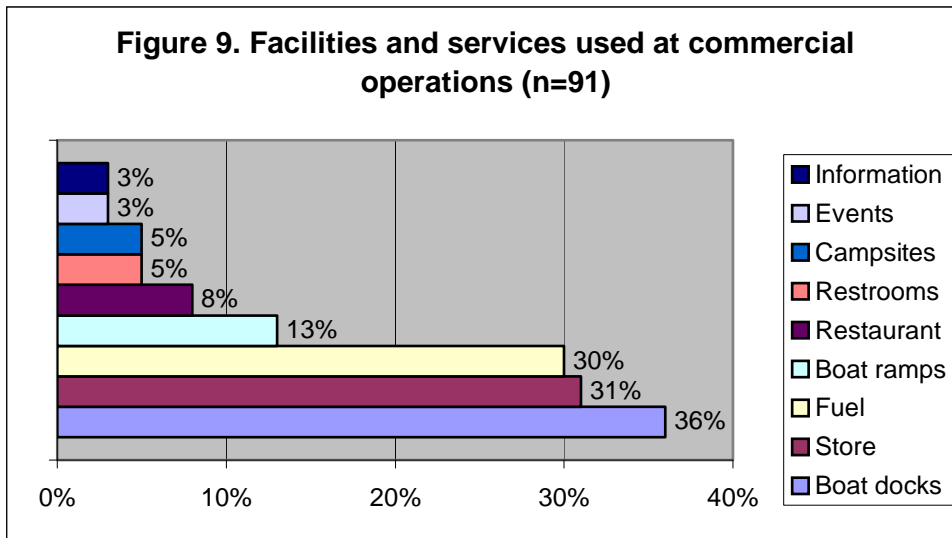
<sup>2</sup> percentages do not add to 100% because respondents were allowed more than one response



Many explanations were given for why the above mentioned recreation facilities and services were needed or not needed at the reservoir. A majority of respondents said that marinas were needed to satisfy the various needs of boaters, fishermen and other recreationists (33%). Eleven percent of individuals said that additional facilities and services were needed (i.e. marinas, boat ramps, campsites) due to limited space and waiting lists for dockage at the existing marinas, congestion in certain parts of the lake or lines at the boat ramps on weekends.

Respondents were very uniform in their answers to the question on where concession-related recreation services and facilities should be located. Thirty-five percent mentioned that the current locations of the marinas and other facilities and services were excellent and should not be moved or eliminated. A majority of reservoir users would like to see the private sector or long-term concessionaires provide concession facilities and services at Canyon Ferry Reservoir (41%). For 27% of respondents it was important to have the current or local operators provide commercial services. Many were strictly opposed to management by a single concessionaire, large corporation or out-of-state management company (14%). An equal amount of individuals did not like the idea of having a government agency provide commercial services at the lake, although 9% mentioned that the government should manage public access facilities and campgrounds.

A majority of the respondents use Yacht Basin Marina on a regular basis (59%), followed by Kim’s Marina (38%), all of the marinas on the lake (16%), Silos RV and Campground (9%) and Goose Bay Marina (5%). Boaters and other recreationists use the marinas mainly for their boat docks (36%), stores and bait shops (31%), boat fuel (30%) and boat ramps (13%). Additional services and facilities mentioned included restaurant/bar (8%), restrooms and showers (5%), camping facilities (5%), events/activities (3%) and lake information (3%). (Figure 9).



<sup>1</sup> only includes responses mentioned by 3% or more of the respondents

<sup>2</sup> percentages do not add to 100% because respondents were allowed more than one response

Twenty percent of respondents did not use Goose Bay Marina, mainly due to the long travel distance from the northern portion of the lake or the often-heavy winds and large waves.

When asked what if anything would improve their facilities and services, many respondents suggested a long-term lease for marinas and more stability and reliability in contracts with the Bureau of Reclamation (30%). Respondents explained that longer lease times would improve the concessionaires' ability to add services and make improvements. Other individuals thought that the existing services and facilities were sufficient and no improvements were necessary (19%). Other improvements mentioned included more boat docks and slips (9%), better bathroom and shower facilities (7%), more full service campgrounds (5%), additional and/or improved parking (4%).

### **E. National, State and Regional Recreation Trends**

Following is public input on recreation trends obtained from National, State and Regional reports:

The National and State trends were not used to make specific local recommendations for this study. However, studies are noted in the References section of this report. Information from the reports was taken into consideration for this Goose Bay study. These trends are important to consider when planning commercial and public facilities and services that will attract and serve non-local reservoir and Marina visitors. The financial feasibility of commercial services at Goose Bay Marina and Planning Area is impacted by both local and non-local recreation visitors. In the case of Goose Bay; State, Regional and National trends are similar to those found and presented in the *2004 University of Montana, Canyon Ferry Reservoir Visitor Survey*. Since Canyon Ferry Reservoir sits in the middle of the Missouri-Madison River corridor, one regional report that is very relevant to the Goose Bay Recreation Master Plan is the *Missouri-Madison 2008 Recreation Visitor Use Counts* report prepared for PPL Montana by American Lands. Following is a summary of findings from this study.

- Recreation groups visited public recreation sites in the Missouri-Madison Corridor an estimated 448,000 times during the peak recreation season May 23 – September 4, 2008.
- Peak use occurred during the July 4th holiday weekend and on the July 26-27 weekend.
- Use distribution by region was as follows:
  - Hebgen-Madison Region 48%
  - Hauser-Holter Region 27%**
  - Great Falls Region 25%
- Of total Corridor visitation, 46 percent occurred on river reaches while 56 percent occurred on reservoirs. The Lower Madison River accounted for the highest portion of use (21%) followed by Hauser Lake (17%) and Great Falls Reservoirs (16%).
- Total estimated visitation by water body, measured as visitor traffic volume, is as follows:
  - Hebgen Lake = 34,204
  - Upper Madison River = 61,937

Ennis Lake = 25,899  
Lower Madison River = 96,114  
**Hauser Lake = 77,771**  
**Holter Lake = 34,269**  
Upper Missouri River = 44,277  
Great Falls Reservoirs = 71,452  
Lower Missouri River = 5,484

- Visitation throughout the Corridor was influenced by cool, wet spring weather that went well into June, resulting in decreased visitation in the early part of the season to most reservoir sites. Subsequent high flows made access to river segments in the Corridor difficult as well, resulting in declines in use of river recreation sites.
- Visitation in the Missouri-Madison Corridor has increased a total of eight percent between 2006 and 2008. This growth was not uniform, however. The Hebgen-Madison and Great Falls Regions of the corridor experienced increases in use while use declined in the Hauser-Holter Region.

Holter Lake showed an 8% decline in visitation from 2007 to 2008. However, there was no decline in camping. According to the BLM, the decline in visitation is probably due to a decline in day use.

Overall visitation to Hauser Lake showed a decline between 2005-2006 and 2006-2007, and a 10% increase between 2007-2008. Managers attributed the increase to increases in day use and boat launches.

The Hauser-Holter Region visitation figures are of particular importance due to their proximity to Canyon Ferry and Goose Bay. According to the report findings summary, the area has received fairly steady visitation over time, with a slight visitation decline for Hauser and Holter. The finding from the Missouri Madison Report support the conservative 3% per year increase in visitation projections for Canyon Ferry and the Goose Bay Planning Area.

#### **F. Goose Bay Road Traffic and Visitation Figures**

Based on 2008 traffic counts conducted by Reclamation on Goose Bay Road, 33,845 vehicles entered the Planning Area or its immediate surroundings. Using a conservative figure of an average of 2.5 passengers per vehicle, this translates to 84,613 visitors. The high visitation months are May thru September. Highest visitation months are June and August. Each of these highest visitation months has visitation double that of any other high visitation month.

Table 2. Canyon Ferry Reservoir Traffic Counts

Traffic Data 2008													
Location	January	February	March	April	May	June	July	August	September	October	November	December	SITE TOTALS
Chinaman's CG			768	760	1916	3232	4823	4253	791	299	249	120	17211
Confederate Road			378	300	772	1508	2665	1142	764	788	946	170	9433
Cottonwood CG			686	788	1053	1278	821	999	889	1098	1066	505	9183
Court Sheriff CG			534	2212	2259	4892	6962	5801	1426	539	360	181	25166
Goose Bay Road			1,294	2164	3675	6588	4017	6481	3643	2646	2154	1183	33,845
Helena Reg Res			7,056	3911	3029	3050	6617	2984	5994	3090	1716	2276	39,723
Hellgate CG			597	1749	2334	5129	7457	6591	2010	913	1182	220	28182
Indian Road CG			3,292	3194	4046	5176	5740	6239	4958	4311	3108	2018	42,082
Shannon Boat Ramp			527	1017	2078	3650	4381	3781	1380	704	474	467	18,459
Silo CG			673	4514	4449	10569	12882	7685	2933	1659	727	1055	47,146
West Shore Drive			N/A	N/A	4074	7006	9811	6849	3862	2931	5353	2169	42,055
White Earth CG			632	918	1768	2977	3276	2610	1367	682	678	303	15,211
MONTHLY TOTALS			<b>16437</b>	<b>21527</b>	<b>31453</b>	<b>55055</b>	<b>69452</b>	<b>55415</b>	<b>30017</b>	<b>19660</b>	<b>18013</b>	<b>10667</b>	TOTAL VISITATION
													<b>327696</b>

	January	February	March	April	May	June	July	August	September	October	November	December	Vehicles Crossing Canyon Ferry Dam
Canyon Ferry Dam	24,430	26,042	32,406	23,590	33,249	61,366	71,246	62,980	40,980	35,922	36,002	25,316	<b>473,529</b>

#### IV. COMPATIBILITY AND COMPLIANCE OF MOBILE HOMES

##### A. Compatibility

There are currently 31 privately owned mobile homes within the Goose Bay Concession Area that meet the definition of private exclusive use. Reclamation’s Regulations and Policy prohibit any use that would result in new private exclusive recreational or residential uses. Reclamation’s Final Rule, *Use of Bureau of Reclamation Land, Facilities, and Waterbodies* that was published in the Federal Register on December 5, 2008 clarifies how Reclamation will address currently authorized private exclusive recreational or residential uses. The Final Rule requires Reclamation to conduct a “compatibility” review every 20 years and a “compliance” review every five years to determine if the existing use authorizations should be continued and/or renewed. This report documents the first compatibility review for the Goose Bay mobile homes and provides additional information regarding the compliance review that will be conducted by Reclamation.

As required by 43 CFR 429.32 (a), this Recreation Master Plan documents whether the existing mobile homes (currently authorized existing private exclusive recreational use) are compatible with:

1. public needs
2. authorized project purposes, project operations, safety and security

Based on input from the public during the public comment period (see Public Comment Analysis report), the mobile homes are compatible with public needs. The location of the mobile homes within the concession area does not prevent access to the reservoir. The mobile homes are not located along the shoreline nor do they occupy prime locations within the concession. The Marina offers a variety of campsites and day-use opportunities available to the recreating public and there are no apparent conflicts between the mobile home owners and short term recreation users. The mobile homes are not presently in conflict with public needs at Goose Bay.

The mobile homes are deemed compatible with project purposes and operations. The land occupied by the mobile homes is not needed for other project purposes and the existence of the mobile homes does not impact the project operations at Canyon Ferry. The safety and security will be evaluated under the compliance section below.

## **B. Compliance**

In addition to the compatibility review, 43 CFR 429 (b) requires Reclamation to conduct a compliance review at least once every five years to determine if the following criteria are being met:

1. Environmental requirements;
2. Public health and safety requirements; and
3. Current in financial obligations to Reclamation.

The compliance review will include an inspection of the mobile home area including the existing electrical, water and septic systems relevant to standard environmental and public health and safety requirements to address any potential concerns. Reclamation will conduct the compliance review a minimum of six months prior to the expiration date of the existing use authorization and will provide the concessionaire with a written report of the results of the review with timeframes for any deficiencies to be corrected. Mobile homes that are not brought into compliance within the specified timeframes will be required to be removed from the concession area.

Authorization for the existing mobile homes will expire with the expiration of the Goose Bay Concession Contract on December 31, 2010. The compatibility and compliance reviews and additional information included in this Master Plan will help Reclamation determine if, and under what terms, the mobile homes should be authorized for the next long term concession opportunity at Goose Bay

### **C. Management of the Mobile Homes**

The following conditions related to the management of mobile homes would be incorporated into the Prospectus package for consideration by prospective bidders:

- Thirty-one Mobile home sites are an *authorized* service under concession contract, subject to the compliance review criteria.
- No new mobile home sites allowed.
- In the event that infrastructure replacement or improvement is needed to support the existence of the mobile homes (new septic, water supply, flood protection works, etc.), the necessary capital investment would be negotiated between the concessionaire and Reclamation.
- The concessionaire may propose a business case for conversion of the mobile home sites to another public use, subject to Reclamation approval.

## **V. COMMERCIAL SERVICES PLAN**

### **A. Goals of the Commercial Services Plan**

The goals of this Commercial Services Plan are to provide information and direction on the:

- \* additional new facilities, services and opportunities that should be required under a future concession contract.
- \* existing facilities, services and opportunities that should continue to be authorized under a future concession contract.
- \* additional new facilities, services and opportunities that should be provided by Reclamation
- \* management of facilities and services
- \* actions that could help the concessionaire provide and/or improve facilities and service and strengthen their operations.

### **B. Existing Facilities, Services and Management in the Goose Bay Planning Area**

The Planning Area is currently divided into two management areas. The Goose Bay Recreation Master Plan Map (Figure 4) shows these two areas, with the concession managed area cross hatched and the Reclamation managed area left blank.

The following facilities and services are currently serving the public in the Planning Area:

#### Concession provided:

- 5 docks with 76 boat slips-3 new docks and 2 needing replacement

- 1 convenience store
- 1 open field area for dry boat, trailer and camper storage
- 1 fuel system with vehicle drive up and boat dockside gasoline
- 58 partial service RV campsites electric and water hook-ups
- 2 undesignated areas on either side of boat ramp for rental of open field space for camping with no utilities
- 31 long-term mobile homes sites
- 1 shower/toilet building with 2 toilets and 2 showers
- 1 dump station
- 1 well
- 4 septic systems
- 1 storage building

Reclamation provided:

- 1 large dispersed campground with no designated sites or facilities
- 1 boat launch ramp
- 6 public CXT restrooms- 3 in dispersed campground, 2 in parking lot and 1 in RV area
- 1 large parking lot



Figure 10. Goose Bay Boat Launch Ramp & Toilets

Concession Managed:

- 5 docks with 76 boat slips
- 1 convenience store
- 1 boat, RV and trailer storage area
- 1 fuel system with vehicle pull up and boat dockside gasoline
- 58 partial service RV campsites- electric and water-no sewage
- 31 long-term mobile home sites

- 1 toilet and shower facility with 2 toilets and 2 showers
- 1 CXT toilet
- 2 undesignated no-services camping fields on either side of boat ramp
- 1 dump station
- 1 storage building

Reclamation Managed

- dispersed campground with 3 CXT toilets
- 1 boat launch ramp
- 1 large parking lot with 2 CXT toilets

### **C. Selection Criteria for Concession Development Alternatives**

The development alternatives of the facilities and services listed below have been selected because they:

- Are likely to be financially feasible.
- Meet future public outdoor recreation needs based on the increased population in the surrounding communities and region.
- Meet the facility and service needs as expressed by the public and reservoir users.
- Do not interfere with the purposes for which the Congress authorized Reclamation's Canyon Ferry Project.
- Are needed to accommodate the visitor use at the Reservoir that has increased approximately 30 percent since 1993.
- Provide quality recreation experiences, facilities and services that will not have a significant negative impact on other facilities and services currently serving the public around Canyon Ferry Reservoir.
- Are compatible with the proposed developments outlined in the 2003 Canyon Ferry RMP.
- Will supply the facilities and opportunities that are necessary to meet future trends in outdoor recreation.
- Will diversify recreation opportunities and experiences at Canyon Ferry reservoir.
- Will strengthen Reclamation's concession partner at Goose Bay



## **D. Concession and Public Service Planning Parameters and Considerations**

Recreation planners and managers need to weigh several factors when considering the alternatives and the future of commercial concession and public facilities and services for Goose Bay:

*Existing facilities*-There is growing demand for more facilities, and with continued increased visitation of three percent per year, more facilities will be needed, especially to meet camping demand on peak holidays and weekends; and for boat docks, slips and anchorages at marinas and public areas.

*Visitation growth*-at present is increasing approximately three percent every year. With campgrounds currently full or near capacity on peak summer weekends, this increased visitation suggests that more campsites and related facilities such as toilets need to be provided. It also suggests that concession RV campgrounds should be economically feasible. Likewise, marina docks and slips, although not yet at capacity at Goose Bay Marina, require upkeep and replacement.

*Public input-demand and desire* - clearly supports additional and improved facilities—especially basic facilities for campgrounds, toilets, docks and berths, and showers both at public and concession areas. At Goose Bay, there is a desire by the public for a more primitive campground with mainly basic facilities.

*Activity figures, as previously presented* - show that swimming is the activity with the highest percent participation level at Canyon Ferry Reservoir, followed by fishing and RV camping. Other activities with high participation levels include boating and sailing. (These activity figures are taken from the 2004 Canyon Ferry Recreation Survey, Institute of Tourism Recreation Research, University of Montana, Pages 100-101). These activity participation levels are similar to those found for the State of Montana, region and Nation.

*Distribution of visitors and concessions* - remains skewed towards much heavier use and provision of marina facilities and services on the Reservoirs north end. However, as the facilities and services are developed and expanded at Goose Bay, more use of the central area of the Reservoir should occur.

*Insect control and shade*- will be important to future visitation, quality of recreation experience and economic growth.

*Public facilities and services* - whether direct revenue producers or not, will add to the success of the commercial concession services. Examples could be the development of the courtesy dock and handicapped fishing pier. These facilities provide services that should attract more visitors and revenue to the concession area. Therefore, there is a case for all facilities and services in the concession area, whether provided by Reclamation or the concession, to be managed by the concessionaire. If the concession area is expanded

to include the campground, then this same scenario suggests that all facilities and services in the Planning Area be managed by the concessionaire.

*Quality visitor experience* - should be the goal of all involved with recreation at the Reservoir. This can only be assured through good planning that identifies what experiences are best suited to offer recreationists; and how the recreation areas on the reservoir should be planned and managed to protect the quality experiences desired by the visitors. There is an opportunity at Goose Bay to diversify the visitor opportunities and experiences by providing a Rural Natural campground with less development than the other campgrounds on the east side of the Reservoir.

*Fees and charges* - will have to be charged at Goose Bay whether the concessionaire or Reclamation is managing the facilities and services. Fees are necessary to provide the needed maintenance and upkeep of the facilities such as: trash disposal, sewage disposal, cleaning of facilities, patrol, health and safety of visitors, noise control, fire protection and road upkeep. Private concessions are businesses that must recover both the cost of development and management, and also experience a reasonable profit. Thus, payment of fees and charges is essential for the concessions very existence. It is also important to note that fees charged by Reclamation should be consistent with other public agency and private sector fees in the region to avoid a situation of unfair competition by the Government. In the case of Goose Bay, the concessionaire charges \$12 for dry camping. It is recommended that camping fees on the Goose Bay Reclamation managed camping area be set at a minimum of \$12. If the concession takes over management of this campground, then fees may need to be higher in order to provide the needed services and still experience a reasonable profit..

*Paving of the Goose Bay Marina road is needed* - and would protect boats from gravel road chips and other damage, reduce dust and encourage more visitation. In turn, this should help boost the bottom line for the Marina concessionaire, thus helping assure the success of the concession.

### **E. Retention of Existing Facilities and Services**

A majority of the facilities and services that currently exist on concession managed lands should remain. Following are recommended changes to the existing facilities and services that are discussed in more detail later in this Plan: replace the two old docks, eliminate the dry camping on both sides of the boat ramp, replace the store or provide a satellite store and determine the appropriate future management of the exclusive use mobile home sites.

### **F. Alternatives for Development, Improvement and Management of Facilities and Services within the Planning Area**

Based upon public input, Reclamation input and professional judgment, the following five alternatives are presented for consideration for facilities, services and management within the Planning Area.

## **Alternative A: No Action/Existing Condition-Partnered Management**

WROS\* Rural Developed (RD)-concession area

WROS Semi Primitive (SP)-campground area

*\* The Water Recreation Opportunity Spectrum (WROS) was developed by Reclamation as a recreation water and related lands inventory tool for planning and management. Reclamation recommends the use of this tool in all of its recreation related planning efforts.*

Following is a list of the existing facilities and services in the Planning Area. Within the existing concession boundary, some of the facilities were provided by the concessionaire and others were provided by Reclamation. The area is currently under partnered management; the lists indicate who provided the facility and who is currently managing those facilities.

### **Facilities and Services**

#### **Concession Area**

##### Concession Provided and Concession Managed:

Five docks with 76 boat slips-3 new and 2 old

Convenience store

Boat, trailer and RV storage area

Fuel system and dockside gasoline

Rental of 58 partial service RV campsites

Rental of approximately 12 no service dry camping areas on both sides of the boat ramp.

Thirty one long-term mobile home sites

One building with 2 toilets and 2 Showers

One dump station

One storage building

One well

Four septic systems

Reclamation provided and Concession Managed

One CXT Toilet

Reclamation Provided and Reclamation Managed

Two CXT toilets

Boat launch ramp

Parking lot

**Camping Area**

Reclamation Provided and Reclamation Managed

Camping area-no designated sites or services

Three CXT Toilets

**Alternative B: Less Development-Partnered Management**

WROS Rural Developed (RD)-concession area

WROS Rural Natural (RN)-campground area

Following is a description of the proposed additional facilities and services to be provided by the concessionaire and by Reclamation.

Under Alternative B, Partnered Management would require that the existing concession area including all public and private facilities and services, be managed by the concessionaire, and the remaining planning area, be managed by Reclamation.

**Suggested Facilities and Services:**

**Concession Area**

Concession Provided and Concession Managed

One additional well

One additional or expanded septic system may be needed

Old store remains with the addition of 1 new satellite store with deck, dock and fuel service near the boat ramp. Sales might include limited commodities such as ice, bait tackle, beverages food service and fuel

Elimination of dry camping immediately east of boat ramp and proposed store, and elimination of camping immediately west of boat ramp, and proposed group picnic shelter, handicapped fishing pier and courtesy dock

Four park model mobile cabins-2 with utilities and 2 without

Additional RV sites –one more loop of 18 with full services after the addition of well and septic system

Mobile home and RV electric hookups to code, and provided by concession. Concession takes over responsibility for electrical system to mobile homes and camper sites and improves and standardizes electrical hook-ups to county code and Reclamation requirements.

Improve outside appearance of shower building & add laundry Facilities

Improved access to docks

Replace old docks with 2 new docks

Dump station signed and advertised to public-more available and visible

One designated buoyed swim beach with covered and wind protected picnic tables, and BBQ grills

Up to 31 mobile home sites in compliance with Reclamation requirements.

#### Reclamation Provided and Concession Managed

One large group picnic shelter with electric, water, wind protected and insect screened

One handicapped fishing pier-covered and ADA accessible

One courtesy dock near boat ramp

Potential assistance with concessionaire for expanded or new septic system

#### **Camping Area**

### Reclamation Provided and Reclamation Managed

Two camping loops with large camping areas of various sizes would be defined with signs as camping allowed areas for group and individual camping. To serve the camping areas and help concentrate groups of campers, the camping areas would include picnic tables (some with wind and sun shelters) and fire rings (fires only in rings). A few small group picnic shelters, (a couple ADA handicapped accessible) would also be strategically located. In order to provide separation between groups, the loops would include designated no camping areas between camping allowed areas.

Off road barriers and signs would be placed in areas where off road use is not allowed.

The northern-most two-track road into the Planning Area would be closed from the Goose Bay Marina road to the current no camping sign.

Strategically located and view screened dumpster/trash receptacles.

One Iron Ranger fee collection site would be located at the entrance to planning area and one in each camping loop.

Campground host sites would be located near each of the loops Iron Rangers. The sites would have water for the hosts and camping loop, and electricity, phone and septic tank for hosts only.

Two wells would serve two campground hosts and two camping loops.

Three group picnic shelters-wind protection and screened for Mosquitoes.

An interpretive sign would be located near the point on the west end of the south loop.

### **Alternative C: Less Development-Single Concession Management**

WROS Rural Developed (RD)-concession area

WROS Rural Natural (RN)-campground area

Following is a description of the proposed additional facilities and services to be provided by the concessionaire and Reclamation.

Under Alternative C, Single Management would require that the entire Planning Area be managed by the concessionaire.

**Suggested Facilities and Services:**

**Concession Area**

Concession Provided and Concession Managed

One additional well

One additional or expanded septic system may be needed

Old store remains with the addition of 1 new satellite store with deck, dock and fuel service near the boat ramp. Sales might include limited commodities such as ice, bait tackle, beverages food service and fuel

Elimination of dry camping immediately east of boat ramp and proposed store, and elimination of camping immediately west of boat ramp, and proposed group picnic shelter, handicapped fishing pier and courtesy dock

Four park model mobile camper cabins- two with utilities and two without

Additional RV sites –one more loop of 18 with full services after the addition of well and septic system

Mobile home and RV electric hookups to code and provided by concession. Concession takes over responsibility for electrical system to mobile homes and camper sites and improves and standardizes electrical hook-ups to county code and Reclamation requirements.

Improve outside appearance of shower building & add laundry facilities

Improved access to docks

Replace old docks with two new docks

Dump station signed and advertised to public-more available and visible

One designated buoyed swim beach with covered and wind protected picnic tables, and BBQ grills

Up to 31 mobile home sites in compliance with Reclamation requirements.

Reclamation Provided and Concession Managed

One large group picnic shelter with electric, water, wind protected and insect screened

One handicapped fishing pier-covered and ADA accessible

One courtesy dock near boat ramp

Potential assistance with concessionaire for expanded or new septic system

**Camping Area**

Reclamation Provided and Concession Managed

Two camping loops with large camping areas of various sizes would be defined with signs as camping allowed areas for group and individual camping. To serve the camping areas and help concentrate groups of campers, the camping areas would include picnic tables (some with wind and sun shelters) and fire rings (fires only in rings). A few small group picnic shelters, (a couple ADA handicapped accessible) would also be strategically located. In order to provide separation between groups, the loops would include designated no camping areas between camping allowed areas.

Off road barriers and signs would be placed in areas where off road use is not allowed.

The northern-most two-track road into the Planning Area from the Goose Bay Marina road would be closed to the current no camping sign.

Strategically located and view screened dumpster/trash receptacles

One Iron Ranger fee collection station would be located at the entrance to the planning area and one in each camping loop.

Campground host sites would be located near each of the loops



Fee stations/Iron Rangers. The sites would have water for the hosts and camping loop, and electricity, phone and septic tank for hosts only.

Two wells would serve two campground hosts and two camping loops.

Three group picnic shelters-wind protection and screened for mosquitoes

Campsites on South side of Scooter Bay could be designated for campers with boats only.

An interpretive sign would be located near the point on the west end of the south loop.

#### **Alternative D: More Development-Partnered Management**

WROS Rural Developed-entire planning area

Following is a description of the proposed additional facilities and services to be provided by the concessionaire and Reclamation, for a higher degree of development.

Under Alternative D, *Partnered management* would require that the existing concession area be managed by the concessionaire, and the remaining planning area be managed by Reclamation.

#### **Suggested Facilities and Services:** **Concession Area**

##### Concession Provided and Concession Managed

One additional well

One additional or expanded septic system may be needed

One new store near boat ramp with food service, dock and fuel

Elimination of camping immediately east of boat ramp and store, and elimination of camping immediately west of boat ramp, group picnic shelter and courtesy dock

Park model mobile cabins- two with utilities and two without

Additional RV sites with full services—one more loop of 18 after additional well and septic system are in place

Mobile home and RV electric hookups to code and provided by concession- Take over responsibility for electrical system to mobile homes and camper sites and improve and standardize electrical hook-ups to county code and Reclamation requirements.

Improve appearance of shower building & add laundry facilities

Improved access to docks

Replace two old docks with two new docks

Dump station signed and advertised to public-more available and visible

One designated buoyed swim beach with covered and wind protected picnic tables, and BBQ grills

Up to 31 mobile home sites in compliance with Reclamation requirements.

#### Reclamation Provided and Concession Managed

One group picnic shelter with electric, water, wind protected and insect screened

One fish cleaning station

One handicapped fishing pier-covered and ADA accessible

One courtesy dock near boat ramp

Boat ramp lighting

One wave suppression buoy line at mouth of Bay

Potential assistance with concessionaire for expanded or new septic system

### **Camping Area**

#### Reclamation Provided and Reclamation Managed

Two camp loops with designated and numbered single, double campsites and some group campsites with leveled pads, fire rings with fires only allowed in rings, and picnic tables with weather

shelter (wind and sun protection) and 3 large group sites with designated and numbered camping sites

Off road barriers and signs

Road closure of the northern most two-track road into the Planning Area from the Goose Bay Marina road

Trails-hiking and biking

Strategically located and view screened dumpster/trash receptacles

Iron Ranger fee collection sites at the entrance to planning area and in each planning loop near host sites

Campground host sites on each loop near Iron Rangers with water for host and camping loop and electricity, phone and septic tank for hosts only.

Two wells to serve two campground hosts and two camping loops

Dump station

Three group picnic shelters-wind protection and screened for mosquitoes

Small boat docks along south side of Scooter Bay for boat tie-off,

Interpretive sign

Trails-hiking, biking, horse riding

### **Alternative E: More Development-Single Concession Management**

WROS Rural Developed-entire planning area

Following is a description of the proposed additional facilities and services to be provided by the concessionaire and Reclamation for a higher degree of development. Under Alternative E, *Single management* would require that the entire Planning Area be managed by the concessionaire.

#### **Suggested Facilities and Services:**

##### **Concession Area**

##### Concession Provided and Concession Managed

One additional well

One additional or expanded septic system may be needed, with Reclamation financial assistance if used by campers for dump station

One new store near boat ramp with food service, dock and fuel

Elimination of camping immediately east of boat ramp and store, and elimination of camping immediately west of boat ramp, group picnic shelter and courtesy dock

Park model mobile cabins- two with utilities and two without

Additional RV sites with full services—one more loop of 18 after additional well and septic system are in place

Mobile home and RV electric hookups to code and provided by concession. Concession takes over responsibility for electrical system to mobile homes and improve and standardize electrical hook-ups to county code and Reclamation requirements.

Improve appearance of shower building & add laundry facilities

Improved access to docks

Replace two old docks with two new docks

Dump station signed and advertised to public-more available and visible

One designated buoyed swim beach with covered and wind protected picnic tables, and BBQ grills

Up to 31 mobile home sites in compliance with Reclamation requirements.

#### Reclamation Provided and Concession Managed

One group picnic shelter with electric, water, wind protected and insect screened

One fish cleaning station

One handicapped fishing pier-covered and ADA accessible

One courtesy dock near boat ramp

Boat ramp *lighting*

One wave suppression *buoy line* at mouth of Bay

Potential assistance with concessionaire for expanded or new *septic system*

### **Camping Area:**

#### *Reclamation Provided and Concession Managed*

Two *camp loops* with designated and numbered single, double *campsites* and some group campsites with leveled pads, fire rings with fires only allowed in rings, and picnic tables with weather shelter (wind and sun protection) and 3 large group sites with designated and numbered camping sites

Off road *barriers and signs*

*Road closure* of the northern most two-track road into the Planning Area from the Goose Bay Marina road

*Trails*-hiking and biking

Strategically located and view screened dumpster/*trash receptacles*

*Iron Ranger* fee collection sites at the entrance to planning area and in each planning loop near host sites

Campground *host sites* on each loop near Iron Rangers with water for host and camping loop and electricity, phone and septic tank for hosts only.

Two *wells* to serve two campground hosts and two camping loops

*Dump station*

Three *group picnic shelters*-wind protection and screened for mosquitoes

Small *boat docks* along south side of Scooter Bay for boat tie-off, campsites on South side of Scooter Bay could be designated for campers with boats only

*Interpretive sign*

*Trails*-hiking, biking, horse riding

Table # 3. Summary of Alternatives

New Facilities/Services	Alt B: Less Development – Partnered Management	Alt C: Less Development – Single Concession Management	Alt D: More Development – Partnered Management	Alt E: More Development – Single Concession Management
New Store with dock & fuel			X	X
Satellite store with dock & fuel	X	X		
1 well	X	X	X	X
1 septic system	X	X	X	X
1 RV camp loop (18 full service)	X	X	X	X
Laundry	X	X	X	X
4 Park Cabins	X	X	X	X
3 Picnic Shelters	X	X	X	X
Group Pavilion	X	X	X	X
2 replacement docks	X	X	X	X
1 courtesy dock	X	X	X	X
Boat Docks Scooter Bay			X	X
10 dry camps	X	X	X	X
Management of Reclamation campground		X		X
Enclosed dry boat/RV storage			X	X
Trail system			X	X
Handicapped fishing pier	X	X	X	X
Swim beach	X	X	X	X
Boat Ramp light			X	X
Wave suppression buoy line			X	X
Fish Cleaning Station			X	X
Interp. Sign	X	X	X	X
3 Fees Stations	X	X	X	X
2Camp Host Sites	X	X	X	X
Dump Station			X	X
Developed Campsites			X	X

\* Items in red above would be provided with potential financial assistance from Reclamation

## **G. Locations and Descriptions of Selected Potential New or Improved Facilities or Services**

Following are descriptions of the proposed locations for facilities; Appendix F contains pictures of the Planning Area, and proposed facilities. The proposed facilities have been superimposed upon photographs where the facilities might be located.

### Concession Area

For the More Developed Alternatives D and E, a new store could be located in the open area south and east of the boat ramp where dry camping spaces are now rented. The new store would replace the existing store and the dry camping. This would make the store more visible and accessible to the public, and should increase sales. The new store would be a full service facility with all of the commodities' now offered, plus snack/fast- food service, a small outdoor deck for eating, fuel service on land and a small service dock with fuel service. Currently, both the store and fuel service are tucked away within the Marina's mobile home and RV parks and are not easily visible to the public.

For the Less Developed Alternatives B and C, a satellite store could be located in the open area south and east of the boat ramp where dry camping spaces are now rented. The existing store would remain in its current location and continue to sell a full array of commodities. The smaller satellite store would supplement the sales of the existing store by selling commodities and fast snack food items that are immediately needed by the public at the boat launch ramp and campground (ie: fishing tackle, bait, ice, beverages, sandwiches, hot dogs, burgers etc.). The store would be ADA accessible, and have a deck for snacking. A small service dock with boat fuel service and drive up fuel service would be available. Currently both the store and fuel service are tucked away within the Marina's mobile home and RV parks and are not easily visible to the public.

Dry camping would be replaced immediately east & west of boat ramp by a well organized and designed complex that includes the store, group shelter, courtesy dock and handicapped fishing pier with an access walkway from the parking lot and shelter. Some camping could still be allowed to the east of the new complex, away from the boat ramp and east of the store. This would reduce

the congestion that currently occurs in this area and would reduce impacts to the vegetation and shoreline.

Four park model mobile cabins are recommended for the concession area. Two cabins could be located east and west of the existing CXT toilet near the power pole and the RV area, and overlooking the Bay. These could easily have power, and water since the services are already next to the site. The other two cabins could provide a very different, more natural recreation experience, by locating them to the east and south of the RV area, looking to the south and west across the Bay out to the Lake. These cabins would have no utilities and provide rustic sleeping quarters. Tent pads, picnic tables and fire rings would complete the cabin sites. Currently, park model mobile cabins are very popular in recreation areas nationwide. With high fuel prices, renting is becoming even more popular. The park cabins are usually booked months in advance, and generate good income.

Improve the appearance and expand the shower/toilet/ water well pump building to include laundry facilities. This building is located to the east of the Marina store. The interior of the toilet and shower building has recently been refurbished. However, the exterior remains basic grey cinder block. Adding exterior siding or some other aesthetic alterations would improve the overall impression that the concession area makes. Adding laundry facilities would be an important service to RV and mobile home customers, as well as to the public camping and recreating within the Planning Area.

Construct a group pavilion/ picnic shelter with electricity, lighting, water, serving counters, propane cooking facilities and BBQ grills, wind protection and insect screening just to the west of the boat ramp. The group pavilion/shelter should be similar in size to the largest shelter at Hellgate Campground, and large enough to accommodate large groups for weddings, company outings, church outings, extended families, fishing tournaments and others. Based on experience from other shelters rented in the western U.S., and the popularity of shelter reservations at Canyon Ferry Reservoir, rental of this facility should be popular, and provide a solid revenue stream for the concessionaire.

A fish cleaning station could be located next to the north east corner of the boat ramp parking lot and close to the concession dump station. This location is close to power, water, and sewer that are already serving the dump station and mobile homes. This station is recommended for the More Developed Alternatives only-D and E.



A handicapped fishing pier extending over the Bay's water could be located to the right of the proposed group picnic shelter. The pier should be covered and ADA accessible, with a paved or hardened path from the boat ramp parking lot. Canyon Ferry Reservoir currently has no handicapped fishing piers, and with one in ten Americans having some handicap, this type of facility is important.

A courtesy dock could be located south and west of the boat ramp and to the south of the proposed group pavilion. Several visitors near the boat ramp expressed a need for this facility. They indicated that, after they launched, they either had to anchor their boat near shore or pull it up to shore to pick up passengers and gear. The addition of this dock would help reduce congestion and improve the traffic flow near the boat ramp during busy weekends.

An interpretive sign, located south of Scooter Bay and the proposed group shelter near where the south Scooter Bay loop road turns south along the west Lake shore, would add a historical and educational dimension to the Planning Area. This sign would interpret the significance of the white cliffs that can be seen across the Lake.

When Sacagawea saw these cliffs, she recognized them and knew she was close to home, Three Forks and the headwaters of the Missouri River. The Lewis and Clark party camped near the cliffs and Lewis recorded all of this in their journals. [Lewis] Monday July 22cd 1805 "*The Indian woman recognizes the country and assures us that this is the river on which her relations live, and that the three forks are at no great distance, This piece of information has cheered the spirits of the party who now begin to console themselves with the anticipation of shortly seeing the head of the Missouri yet unknown to the civilized world.---the large creek which we passed on Stard. 15 yds. we call White Earth Creek from the circumstance of the natives procuring a white paint on this creek.*"---[3]  
Ref. --<http://leewisandclarkjournals.edu/index.html>

Develop a swim beach/day use area. The swim beach would be located on the east shore of the Lake in the trees west of the boat ramp parking lot. A buoyed area would designate the area for swimming. In this location, the shoreline and lake-bottom gently slope out into the Lake, and already consist of fine soft sand. The beach area would be served by the existing parking lot and toilets.

The area would be designated and signed as a swim beach/day use area with buoy lines delineating the swim area. To provide good access, the tree understory would need to be cleaned up with shrubs trimmed back and some grass cut. The beach sand would need periodic cleaning and raking. It is possible that some ant control would also be needed. Three or four wind protected picnic shelters with picnic tables and BBQ grills would complete the area. The swim beach would be located in a day use area extending from the N.E. point of the entrance to Goose Bay along the shoreline to the north end of the trees.

An enclosed metal boat storage building, 100 X 60 feet, could be located north east of the existing RV campground. This building would provide a year round shelter for recreationists to leave approximately 22 boats and/or campers protected from the elements. Since Goose Bay is fairly remote from other similar storage facilities, this facility would provide a convenient service for boaters and campers.

#### Campground Area

*For the More Developed Alternatives D and E, the area-would have two campground loops, one on each side of Scooter Bay, with designated and numbered single and double campsites and some group sites. Each camping site would have leveled pads, fire ring with fires only allowed in rings, and picnic tables with weather shelters (wind and sun protection). The sites would be designated with rock barriers.*

*For the Less Developed Alternatives B and C, the area- would have two camping loops with large camping areas of various sizes defined with signs as camping allowed areas for group and individual camping. Campers would be allowed to arrange their camper in any configuration they wish as long as they remain within the designated camping area. To serve the camping areas and help concentrate groups of campers, the camping areas would include picnic tables (some with wind and sun shelters) and fire rings (fires only in rings). A few small group picnic shelters, (ADA handicapped accessible) would also be strategically located. In order to provide for separation between groups that maintains a more natural feeling experience, and for allowing for seasonal rotation of camping areas, if ever needed, the loops would include designated no camping areas between camping allowed areas.*

Three Iron Ranger fee collection stations should be located, one at the entrance to planning area and one in each camping loop. These sites should be similar to those located in Hellgate Campground. They should include information/direction signs along with the collection pipe. Campground host sites with water, power, septic tank and phone should be located in close proximity to the collection stations. This placement of hosts would encourage fee payment compliance.

At least five small group picnic shelters could be located, two on the south side of the south Scooter Bay road and three on the north loop of the Scooter Bay road. The shelters should be the size of the smaller shelters provided at Hellgate Campground. Due to strong winds off the lake and mosquitoes in the Planning Area, the shelters should be wind protected and insect screened.

Based upon on-site visits with campers and boaters, small boat docks placed along the south side of Scooter Bay, accommodating two boats at each dock, would help protect boats from wind and waves. These docks are recommended only for the More Developed Alternatives D and E. Locating the docks on the south side of the Bay would also help protect boats from the prevailing winds and waves. Campsites on the south side of Scooter Bay could be designated for campers with boats only, if necessary. An extra fee could be charged for having a boat on a dock.

A trail system for hiking, biking and horse riding would traverse the Planning Area from the north end to the concession area on the south end. This trail could eventually extend from Goose bay along the reservoir shoreline to the north end of Canyon Ferry Reservoir.

The following two Site Plans are conceptual depictions of where facilities and service might be located within the Planning Area for the less developed and more developed scenarios.

#### **H. Conceptual Planning Area Site Plans, with Potential Facilities and Services and Possible Locations of Facilities and Services**

Figure 11. Conceptual Site Plan for the Less Developed Alternatives B and C

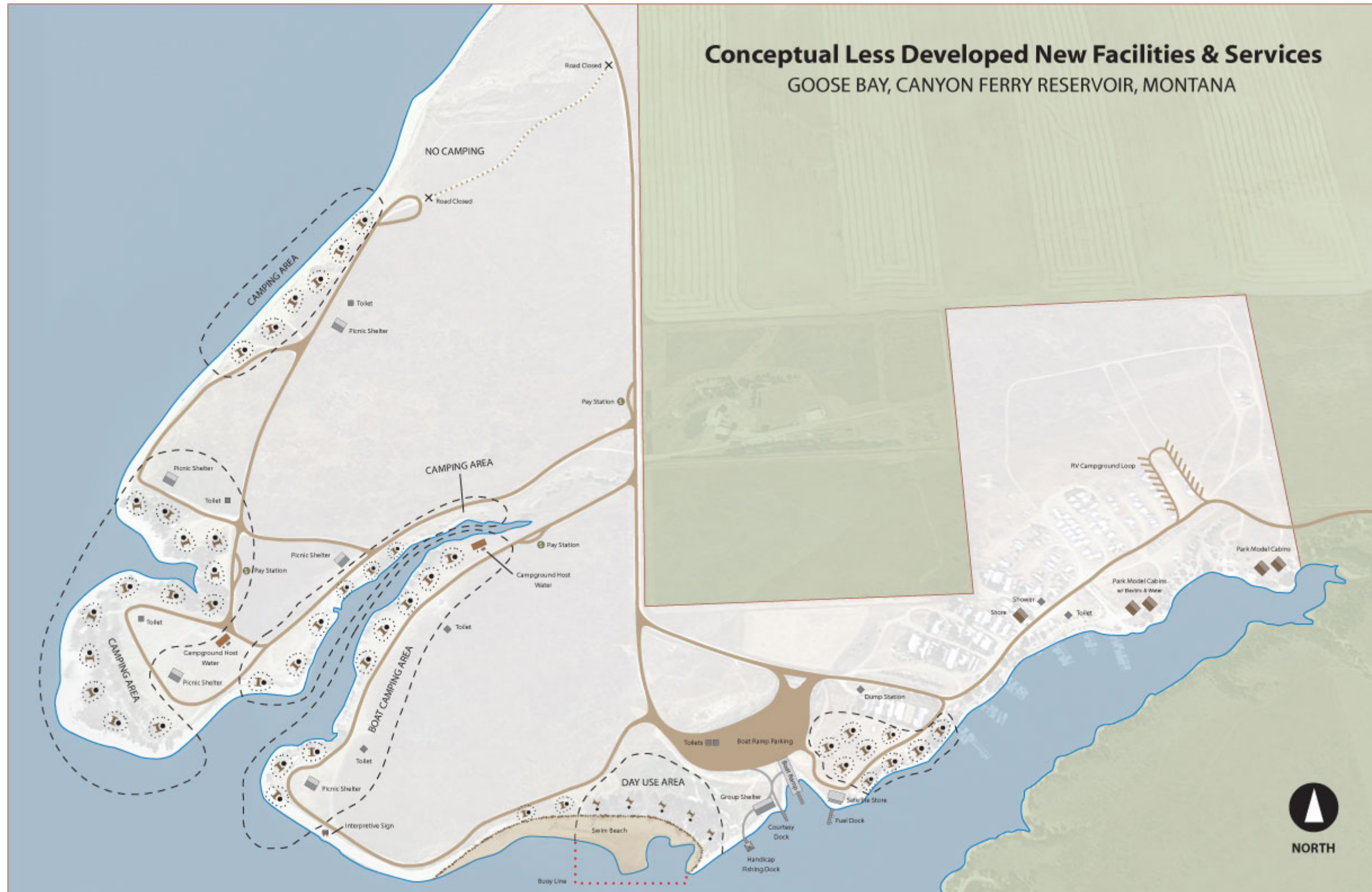


Figure 12. Conceptual Site Plan for the More Developed Alternatives D and E



## J. Ability of Each Alternative to Address Management Issues

### **Alternative A: No Action/Existing Condition-Partnered Management:**

Alternative A does not address any of the management issues listed below.

- Off-road vehicle use impacts
- Dispersed camping impacts
- The compatibility of 31 privately owned mobile homes within the concession boundary
- Strengthens concession operation
- ADA compliance requirements
- Aging infrastructure, safety and aesthetics
- Meeting public needs and desires for facilities and services

### **Alternative B, C, D, and E: Have the Same Abilities to Address the Following Management Issues:**

- *Off-road vehicle use impacts* are addressed through the closure of the northern most two-track road that accesses the Planning Area from the Goose Bay Marina road. Rock barriers, signs and the presence of campground hosts provide further deterrents for off-road use.
- *The compatibility of 31 privately owned mobile homes within the concession boundary* is discussed in section IV of this Plan. The mobile homes are currently compatible with public needs, authorized project purposes and project operations. Compliance will be dependent on the outcome of the compliance review and the response of the concessionaire to addressing any deficiencies identified during the compliance review. Information from this plan and the compliance review will assist Reclamation and the concessionaire in determining future management of the mobile homes.
- *Aging infrastructure* includes: older mobile homes and facilities that may not be in compliance with electric codes, a sewage leach field that is located partially on private property, a well that is at capacity, an older storage building, two old docks that need replacing, a cinder block shower toilet building and an older store building. Upgrades and/or replacement of the aging infrastructure are addressed throughout this plan.
- *ADA compliance* would be met by requiring new facilities to be ADA compliant.

**Alternative B, C, D, and E: With Differing Abilities to Address the Following Management Issues:**

- *Dispersed camping impacts* - For Alternatives B and C, rock barriers and signs designating and separating camping areas; location of picnic tables, shelters and fire rings; closure of the north two-track road and the presence of campground hosts would help limit dispersed camping impacts. For alternatives D and E, all of the above plus designated campsites with pads would further help. The provision of firewood would also help for all of the Alternatives.
- *Direct strengthening of the concession operation* would be accomplished by providing any/or all of the recommended facilities and services in the concession area. Facilities and services recommended for the Reclamation managed camping area would indirectly strengthen the concession by attracting more visitors to the area and keeping visitors on site longer. This translates into higher visibility and more sales of commodities and services offered by the Marina concessions. For Alternatives C and E, concession management and revenue from the Reclamation camping area and group shelter would further strengthen the concession operation.
- Meeting public needs and desires for facilities and services would only be accomplished through implementing Alternatives B and C.

Table 4. Comparison of Each Alternative’s Ability to Address Management Issues

Issues	Alt. A-No Action Existing Condition	Alt. B-Less Developed Partner Managed	Alt. C- Less Developed Concession Managed	Alt. D-More Developed Partner Managed	Alt. E-More Developed Concession Managed
Off-road impacts	No	Yes	Yes	Yes	Yes
Dispersed camping impacts	No	Yes	Yes	Yes	Yes
Compatibility of mobile homes	No	Yes	Yes	Yes	Yes
Strengthens concession operation	No	Somewhat	Yes	Somewhat	Yes
Meets ADA requirements	No	Yes	Yes	Yes	Yes
Aging infrastructure, safety, aesthetics	No	Yes	Yes	Yes	Yes

Meets public's facilities & services desires	No	Yes	Yes	No	No
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**K. Advantages and Disadvantages of Each Alternative Where Differences Between Alternatives Exist**

**Advantages of Alternative A:**

- There is no additional cost to the concessionaire or Reclamation for facilities, services and management.

**Disadvantages of Alternative A:**

- None of the management issues are addressed.

**Advantages of Alternative B: Less Developed-Partnered Management**

- Meets the publics expressed desires for facilities and services.
- Keeps management and control of the campground with government. This in turn reduces the possibility of concession non-compliance with Reclamation management requirements, and reduces the time and expense of oversight of the concession operation.
- Expands the diversity of available recreation experiences on Canyon Ferry by providing a Rural Natural campground with less development than other campgrounds on the east side of the Lake.
- Increases government revenue from fees and charges to help cover the cost of facilities, services and management.
- Reduces campground development and maintenance costs

**Disadvantages of Alternative B: Less Developed-Partnered Management**

- The concession operation would not be financially strengthened with the revenue stream from management of the campground
- Eliminates an opportunity for more interaction between Reclamation and one of its concession partners. Based on a 2005 Reclamation study *An Assessment of Bureau of Reclamation Non-Federal Recreation Management Partners*, prepared by Aukerman, Haas and Associates, more interaction has proven to be the key to a good relationship and the success of Reclamation partners.
- Increases Reclamation's role in on-site recreation management and increases the expense and staff hours needed to manage for recreation and collect and account for revenues from fees.

**Advantages of Alternative C: Less Development-Single Concession Management**

- Meets the publics expressed desires for facilities and services.



- Expands the diversity of available recreation experiences on Canyon Ferry by meeting the public desire for a Rural Natural campground at Goose Bay with less development than other more structured campgrounds on the east side of the Lake.
- Having concession management and a concession revenue stream from the campground, provides an opportunity to financially strengthen the concession operation.
- Eliminates the need for Reclamation to directly manage recreation on-site, and provides a private recreation service that staffs and manages the campground and collects and accounts for revenue from fees.
- Reduces the cost for reclamation of direct recreation management
- Increases interaction between Reclamation and its concession partner, thus increasing the probability of the success of the concession.
- Reduces campground development and maintenance costs

**Disadvantages of Alternative C: Less Development-Single Concession Management**

- Reduces revenue for the government to supplement and recover costs for development of facilities and services and for management oversight.
- Requires more time and expense for Reclamation to oversee the concessionaire's management.

**Advantages of Alternative D: More Development-Partnered Management**

- Keeps management and control of the campground with government. This in turn reduces the possibility of concession non-compliance with Reclamation management requirements, and reduces the time and expense of oversight of the concession operation.
- Increases government revenue from campground fees and charges to help cover the cost of facilities, services and management.
- Provides smaller more structured and developed campsites, which in turn makes it easier for Reclamation to manage and control camping.

**Disadvantages of Alternative D: More Development-Partnered Management**

- Does not meet the public's expressed desire for less developed and structured campground facilities.
- Decreases the diversity of available recreation experiences on Canyon Ferry by providing similar campground facilities to the other campgrounds on the east side of the lake. This would not support the public desire for a Rural Natural, less developed campground and recreation experience at Goose Bay.
- Increases facilities development and maintenance costs.

**Advantages of Alternative E: More Development-Single**

### **Concession Management**

- Concession management and a concession revenue stream from the campground, would help financially strengthen the concession operation.
- Eliminates the need for Reclamation to directly manage for recreation on-site, and provides a private recreation service that staffs and manages the campground and collects and accounts for revenue from fees.
- Reduces the cost for Reclamation of direct recreation management.
- Increases interaction between Reclamation and its concession partner, thus increasing the probability of the success of the concession.

### **Disadvantages of Alternative E: More Development-Single Concession Management**

- Does not meet the public's expressed desires for less developed and structured campground facilities and services.
- Decreases the diversity of available recreation experiences on Canyon Ferry by providing similar campground facilities to the other campgrounds on the east side of the lake.
- Reduces revenue for the government to supplement and recover costs for development of facilities and services and for management oversight.
- Requires more time and expense for Reclamation to oversee the concessionaire's management.
- Increases facilities development and maintenance costs.

## **VI. FINANCIAL FEASIBILITY EVALUATION**

### **A. Goals of the Financial Feasibility Evaluation**

To identify:

- 1 Facility and service upgrades/developments proposed to be provided by Reclamation, and upgrades/developments proposed to be provided by the concessionaire.
- 2 Proposed length of service (term) and franchise fee for the future contract opportunity at Goose Bay Marina concession.
- 3 Economic income/expense information necessary to evaluate the financial viability of facilities and services and alternatives.

### **B. Meeting the Goals**

In order to meet the goals, this Financial Feasibility Evaluation presents:

A documented determination of the financial viability of the proposed concession operation including:

- \* A financial feasibility (income/expense) analysis for each alternative of the capital investments needed for the required new concession developments, improvements and services presented in the Commercial Services Plan.
- \* A comparison of alternatives by financial feasibility (income/expense)
- \* The estimated service term and franchise fees to be returned to the Government
- \* A justification for the proposed length of the term of the concession contract
- \* The underlying assumptions regarding concessionaire capital investment in the concession
- \* Justification for Federal vs. concessionaire capital investment and management requirements

### **C. Estimates and Financial Feasibility (Life Cycle Cost Analysis) of the Proposed Concession Facilities and Services, and Alternatives**

*Disclaimer-No appraisals have been done to provide cost estimates for this study. The costs of facilities and infrastructure listed in this report are estimates based upon available information obtained from Reclamation, the concessionaires, industry standards and the best professional judgment of this contractor. There are many variables that could change these estimates such as who does the construction--is it contracted or done in-house, the materials used, etc.*

*Definition of Terms for Life Cycle Cost Analysis:*

**Mobilization** - cost of getting equipment and materials to the site

**Unlisted-Items** – items not included with basic construction of facility such as drain pipes, new doors etc.

**Contingencies** – fees and charges such as permits, NEPA documents, power connect fee, water and sewer connect fees etc.

**Net Cash Flow (Annual)** – cash receipts minus cash expenses over a given period of time. For this study this is a 12 month annual/yearly period of time.

**Return on Investment (ROI)** - the ratio of money gained or lost on an investment relative to the amount of money invested. This is calculated by subtracting the gain on investment from the cost of the investment and dividing by the cost of investment.

**Internal Rate of Return (IRR)** - the annualized effective compounded return rate which can be earned on the invested capital, i.e. the yield on the investment. The higher the IRR the more desirable to undertake a project.

**Net Present Value (NPV)** –measures the excess or shortfall of cash flows, in present value (PV) terms, once financing charges are met. By definition, NPV = Present value of net cash flows

*Life Cycle Cost Analysis Summary and Comparisons:*

The summary of the Life Cycle Cost Analysis is an Investment Analysis that is presented in two segments. The first segment is a **comparison of financial information across facilities and services** studied. The second segment is a **comparison of financial information across five alternative groupings of facilities and services**. Both segments show comparisons of facilities and services based upon:

Annual Net Cash Flow - total annual incremental revenue minus total incremental costs

Initial Investment – capital expenditures/total initial collateral costs

Pay Back - years to pay back initial investment

Return On Investment (ROI)

Internal Rate of Return (IRR)

Net Present Value (NPV)

### **1. Comparison of Financial Information Between each of the Possible Facilities and Services**

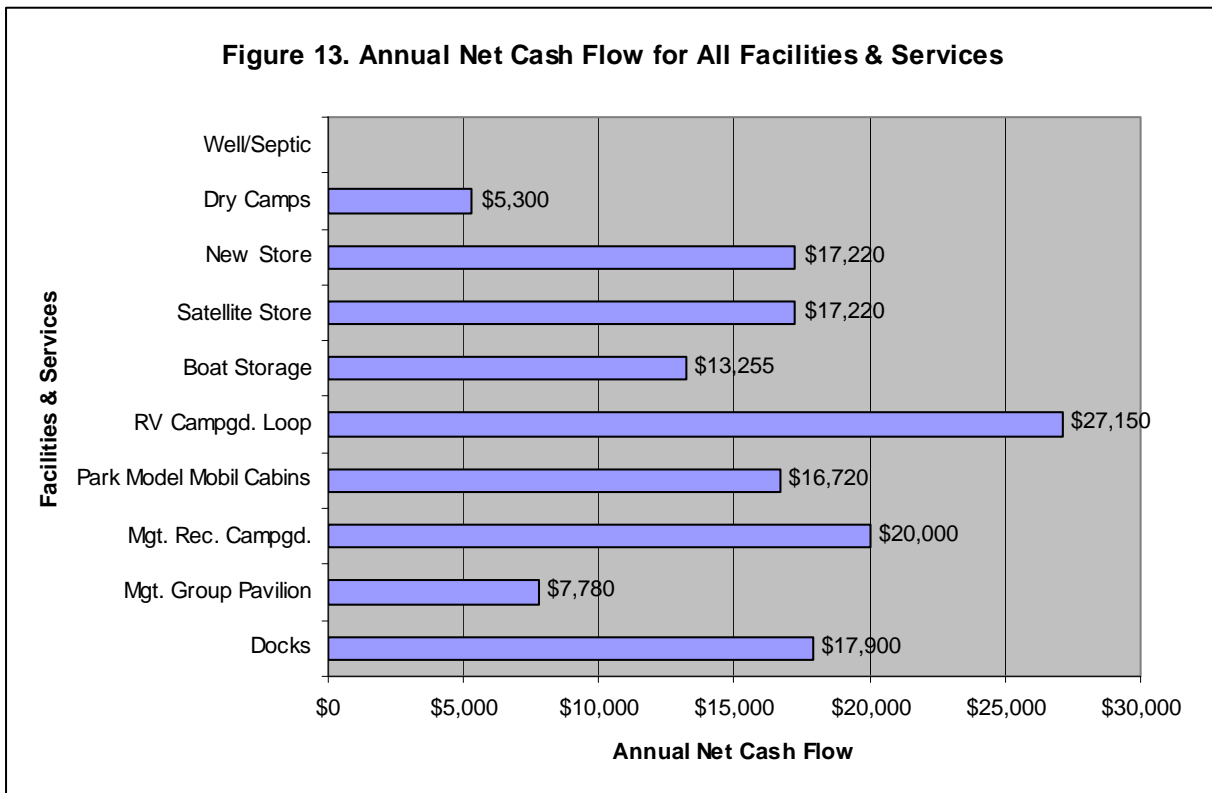
The Facilities and services compared are:

- Additional well and expanded or new septic system
- New Store
- Satellite Store
- Enclosed Dry Boat Storage building
- RV Camp Loop with 18 sites with water and Electric
- Park Model Mobile Camper Cabins
- Management of Reclamation Campground
- Management of Group Pavilion
- Replacement of two old docks and addition of one service dock for store
- Ten dry camp sites

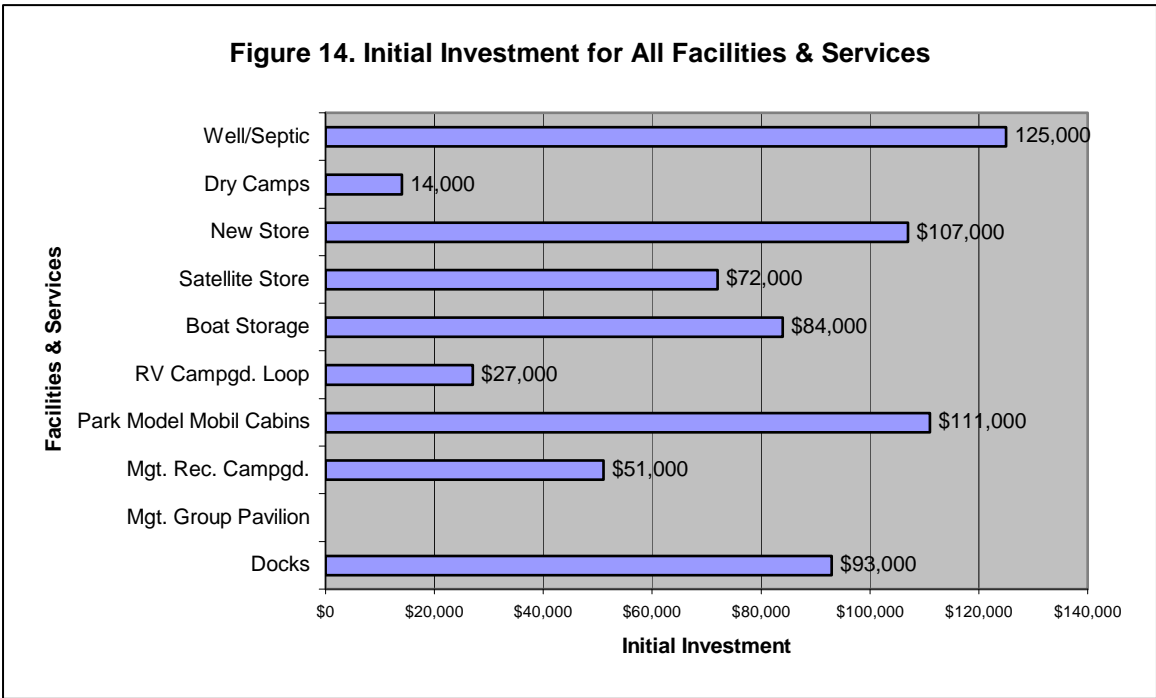
**Table 5. Investment Analysis Comparing All Proposed New Facilities and Services**

	Well /Septic	Dry Camps	New Store	Satellite Store	Boat Storage	RV Campgd. Loop	Park Model Mobile Cabins	Mgt. Rec. Campgd.	Mgt. Group Pavilion	Docks
Annual Net Cash Flow	\$0	\$5,300	\$17,220	\$17,220	\$13,255	\$27,150	\$16,720	\$20,000	\$7,780	\$17,900
Initial Investment	125,000	\$14,000	\$107,000	\$72,000	\$84,000	\$27,000	\$111,000	\$51,000	\$0	\$93,000
Pay Back (years)	0	3	6	4	6	1	7	3	0	5
Return on Investment	0	37.86%	16.09%	23.02%	15.78%	100.56%	15.06%	39.22%	0.00%	19.25%
Internal Rate of Return	-99.91	37.86%	15.13%	23.92%	14.78%	100.56%	13.96%	39.22%	0.00%	19.25%
Net Present Value	(125,000)	\$44,000	\$83,000	\$118,000	\$62,000	\$272,000	\$73,000	\$169,000	\$86,000	\$104,000

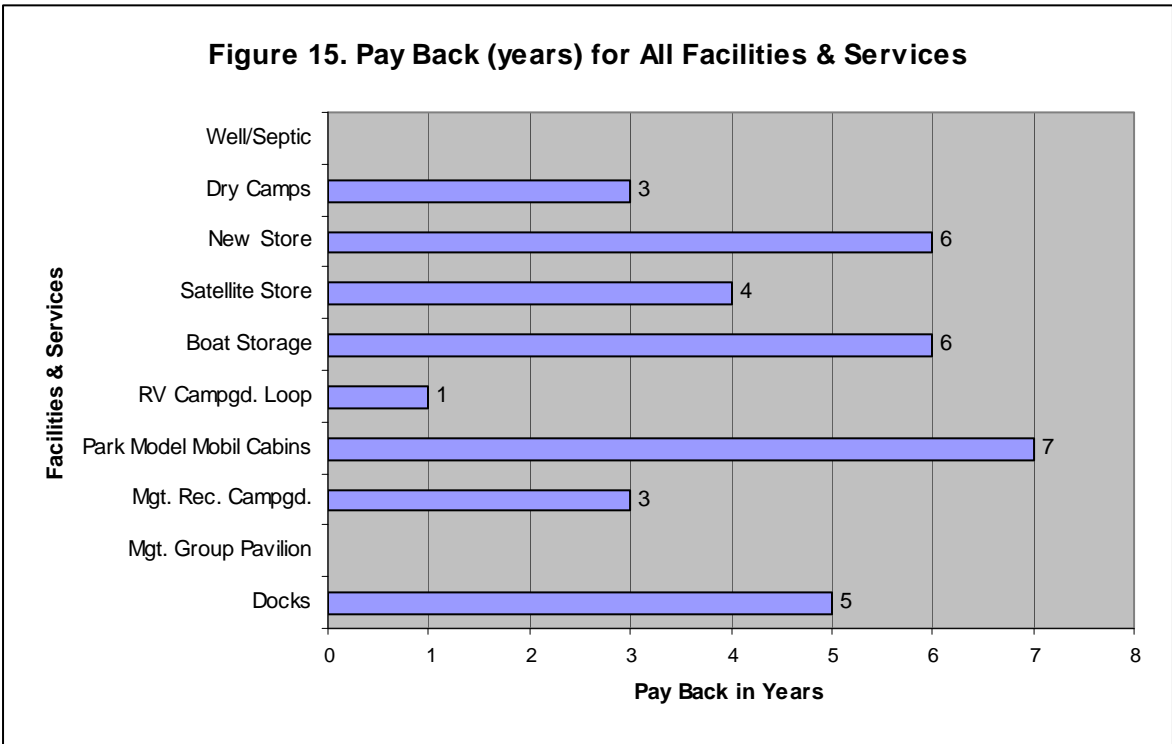
**Figure 13. Annual Net Cash Flow for All Facilities & Services**



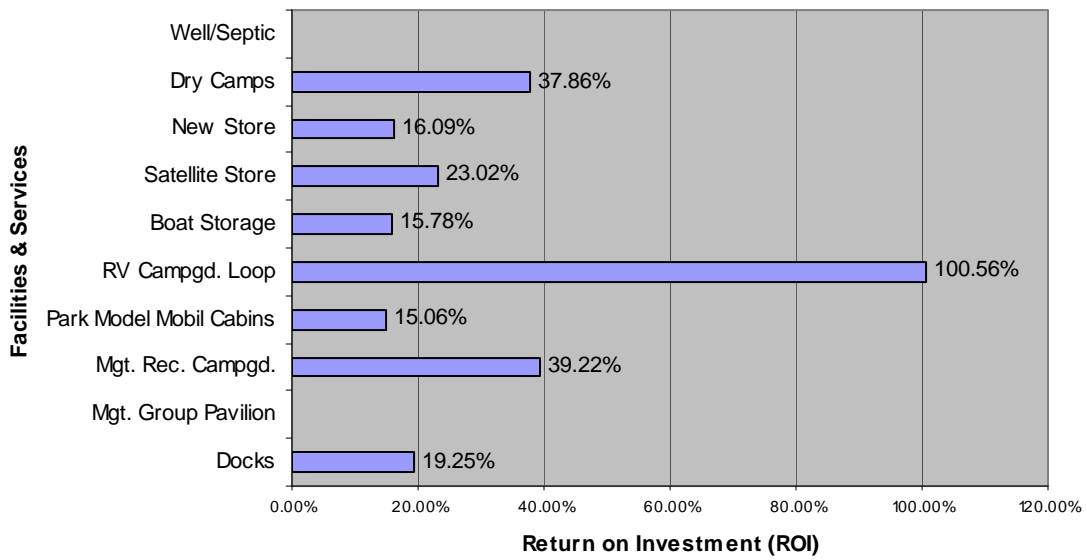
**Figure 14. Initial Investment for All Facilities & Services**



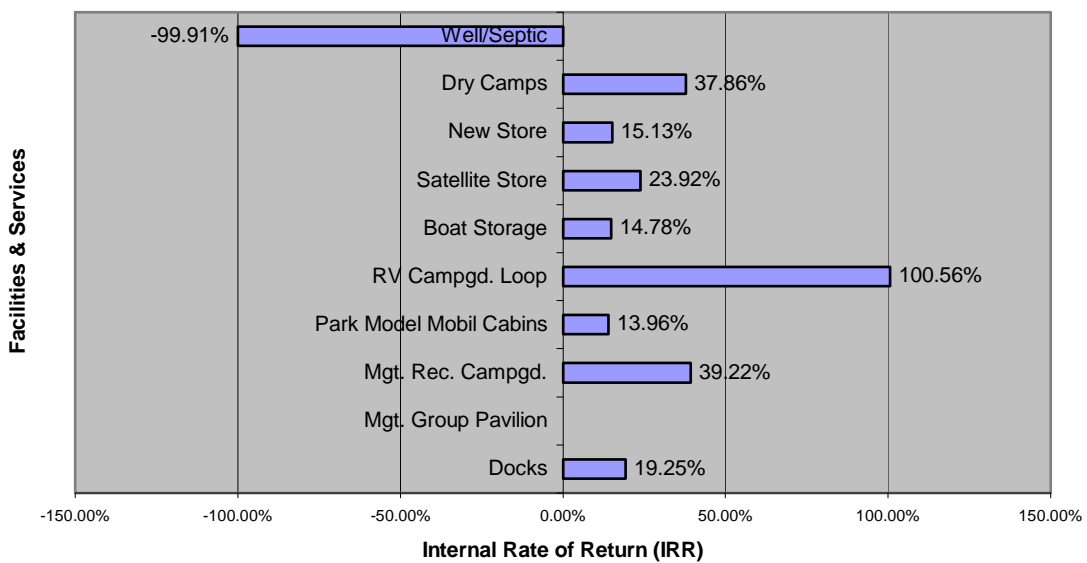
**Figure 15. Pay Back (years) for All Facilities & Services**

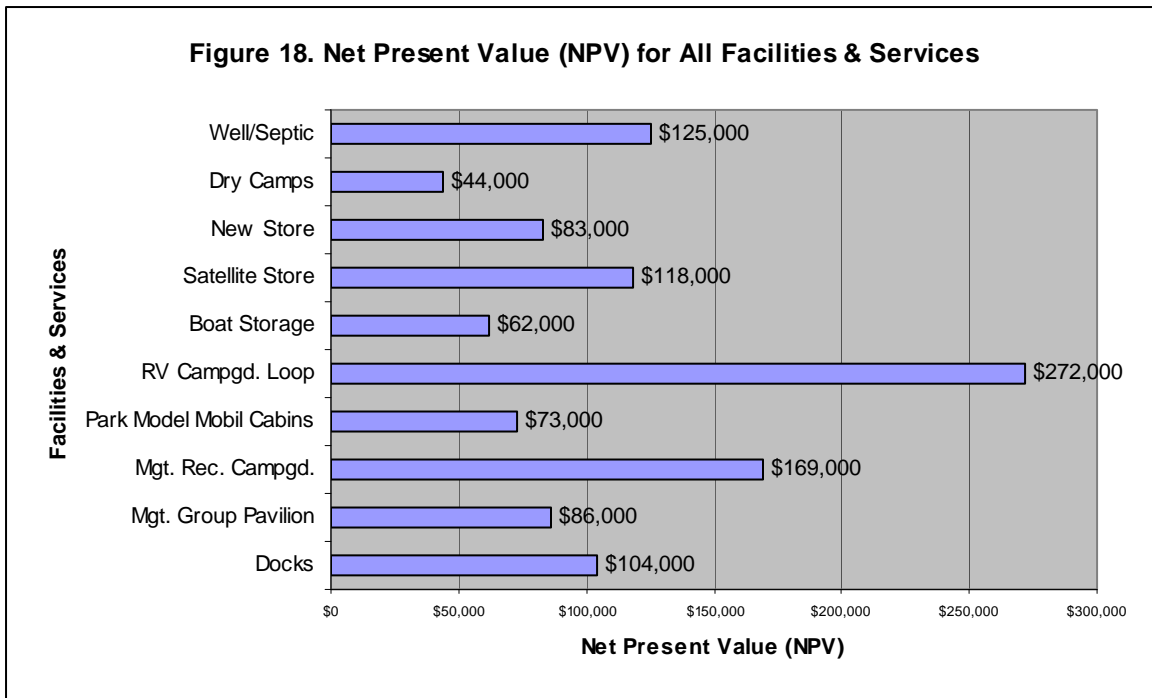


**Figure 16. Return on Investment (ROI) for All Facilities & Services**



**Figure 17. Internal Rate of Return (IRR) for All Facilities & Services**





Based on this Life Cycle Cost analysis, (*see Disclaimer*) all of the proposed facilities and services are financially viable. Although this Cost Analysis assumes that all work will be contracted and/or hired out by the concession operator, much of the construction and management work can be done by the Marina operators. This could save considerable money over the cost estimates presented in this report. For example, existing campsites, similar to the ones proposed, have already been constructed by the Marina operator. The proposed boat storage building is pre-fabricated and comes ready to assemble. According to the manufacturer this is a “simple assembly”. Also, from a campground management perspective, the Marina operator already has experience managing campgrounds that exist on the Marina site.

## 2. Comparison of Financial Information (Life Cycle Cost Analysis) Between Five Alternatives with Varying Groupings of Facilities, Service and Management

The five Alternatives compared are:

\* Alternative A: No Action/Existing Condition

Alternative A includes all facilities and services that presently exist on the Concession site and Reclamation camping area (Planning Area). These facilities and services are:

- 5 docks with 76 boat slips-3 new docks and 2 needing replacement
- 1 convenience store
- 1 open field area for dry boat, trailer and camper storage
- 1 fuel system with vehicle drive up and boat dockside gasoline



- 58 partial service RV campsites electric and water hook-ups
- 2 unspecified areas on either side of boat ramp for rental of open field space for camping with no utilities, “dry camps”
- 31 long-term mobile home sites
- 1 shower/toilet building with 2 toilets and 2 showers
- 1 dump station
- 1 storage building
- 1 large camping area with no designated sites or facilities except 3 CXT toilets
- 1 boat launch ramp
- 6 public CXT restrooms- 3 in campground, 2 in parking lot and 1 in RV area
- 1 large parking lot
- 1 well
- 4 septic systems

Alternatives B-E include all new proposed facilities and services. These are:

\* Alternative B: Less Developed Partnered Management

Alternative B includes these proposed new facilities and services:

- Satellite store
- 1 well
- 1 septic system
- 1 RV camp loop with 18 site with water and electric
- 4 Park Model Mobile Camper Cabins
- Management of Group Pavilion
- 2 new replacement docks and 1 new service dock for store
- 10 dry camps
- Interpretive sign
- 3 group picnic shelters
- Fee collection sites

\* Alternative C: Less Developed Concession Management

Alternative C includes these proposed new facilities and services:

- Satellite store
- 1 well
- 1 septic system
- 1 RV camp loop with 18 site with water and electric
- 4 Park Model Mobile Camper Cabins
- Management of Group Pavilion
- 2 new replacement docks and 1 new service dock for store
- 10 dry camps
- Management of Reclamation campground

\* Alternative D: More Developed Partnered Management

Alternative D includes these proposed new facilities and services:

- New store
- 1 well
- 1 septic system
- 1 RV camp loop with 18 site with water and electric
- 4 Park Model Mobile Camper Cabins
- Management of Group Pavilion
- 2 new replacement docks and 1 new service dock for store
- 10 dry camps
- Enclosed dry boat storage 60 x 100 ft.-22 boats
- Trail system

\* Alternative E: More Developed Concession Management

Alternative E includes these proposed new facilities and services:

- New store
- 1 well
- 1 septic system
- 1 RV camp loop with 18 site with water and electric
- 4 Park Model Mobile Camper Cabins
- Management of Group Pavilion
- 2 new replacement docks and 1 new service dock for store
- 10 dry camps
- Enclosed dry boat storage 60 x 100 ft.-22 boats
- Management of Reclamation campground
- Trail system

Table #6. New Facilities/Services for Cost Comparisons

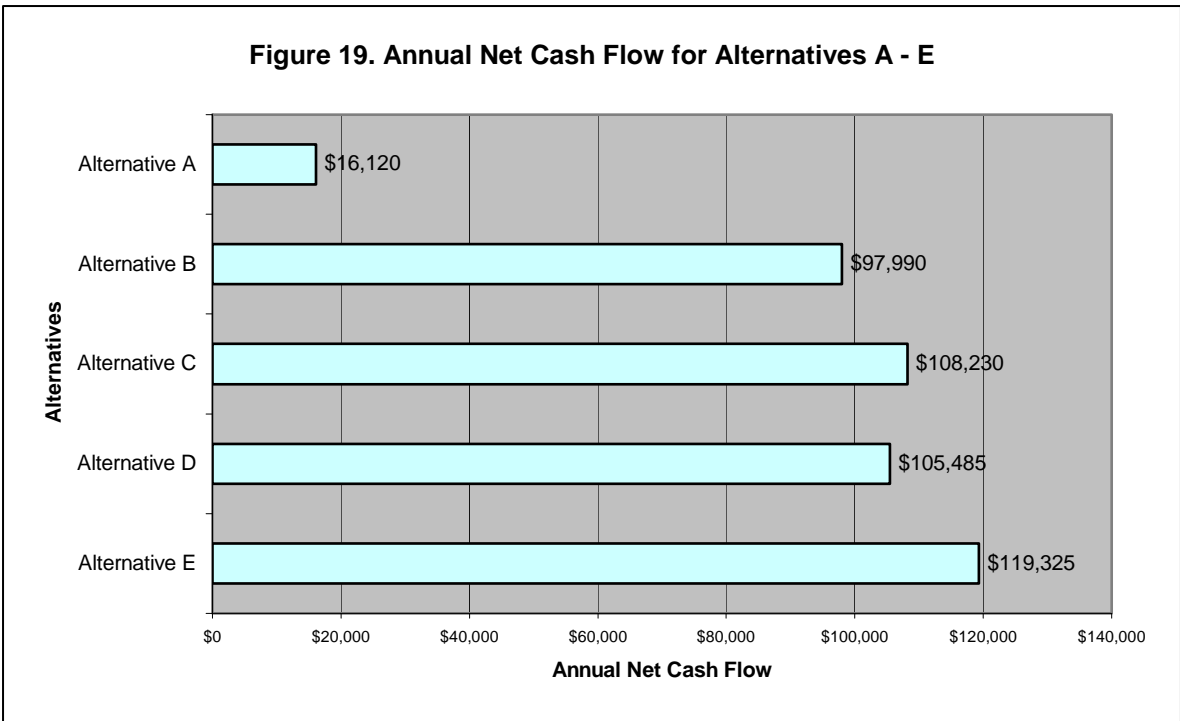
New Facilities/Services	Alt A	Alt B	Alt C	Alt D	Alt E
New Store				X	X
Satellite store		X	X		
1 well		X	X	X	X
1 septic system		X	X	X	X
1 RV camp loop		X	X	X	X
4 Park Model Cabins		X	X	X	X
Group Pavilion		X	X	X	X
2 replacement docks and 1 service dock		X	X	X	X
10 dry camps		X	X	X	X

Management of Reclamation campground			X		X
Enclosed dry boat storage				X	X
Trail system				X	X

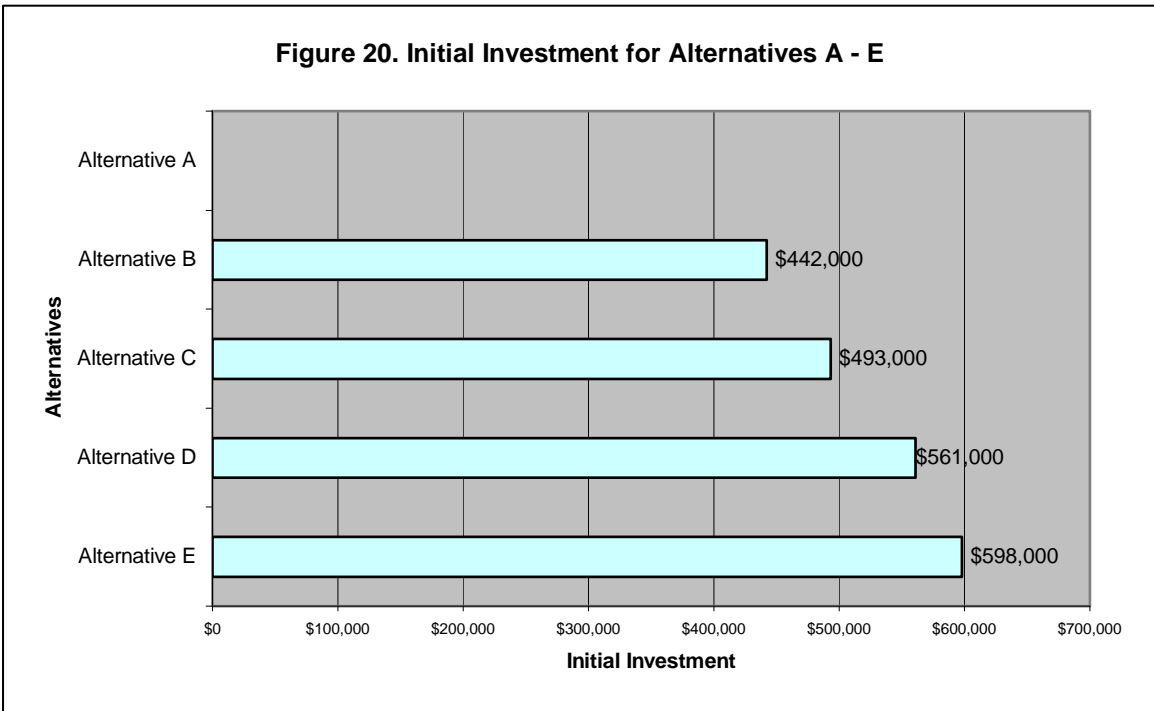
The following tables and bar graphs are presented to summarize the fully detailed Life Cycle Cost Analysis tables presented in Appendix A, and to help the reader visualize the financial differences between the five Alternatives.

Table 7. Investment Analysis Comparing Alternatives A-E

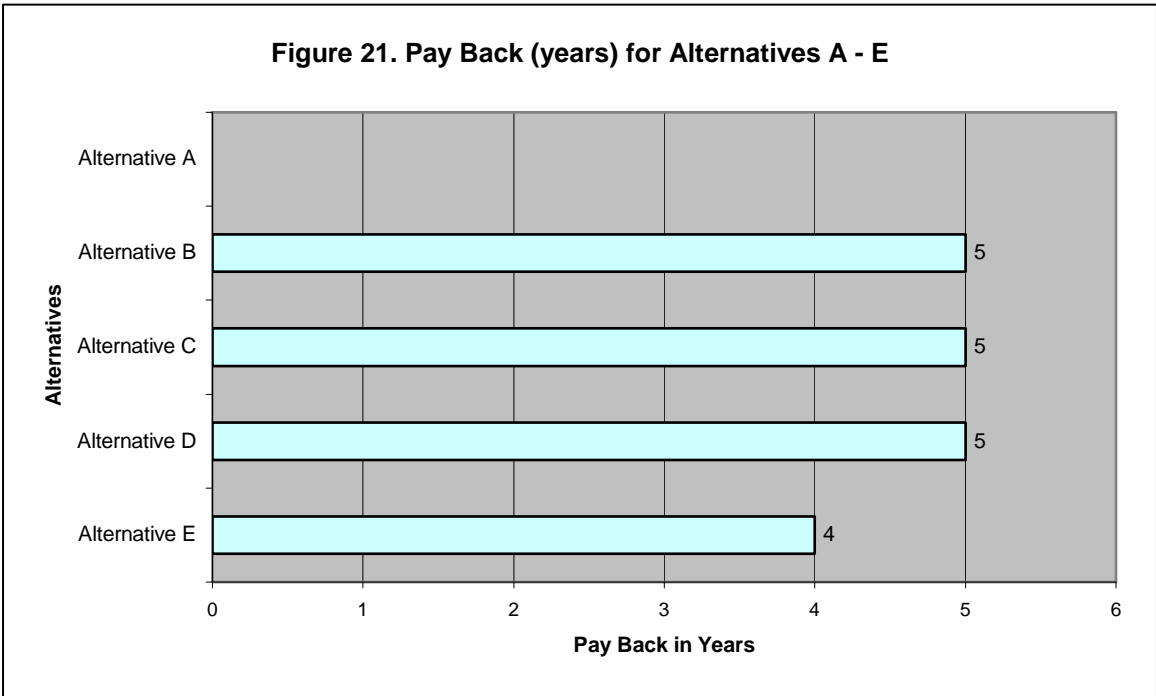
	Alt. A No Action/ Existing Condition	Alt. B Less Developed Partnered Management	Alt. C Less Developed Concession Management	Alt. D More Developed Partnered Management	Alt. E More Developed Concession Management
Annual Net Cash Flow	\$16,120	\$97,990	\$108,230	\$105,485	\$119,325
Initial Investment	\$0	\$442,000	\$493,000	\$561,000	\$598,000
Pay Back (years)	0	5	5	5	5
Return on Investment	0.00%	22.17%	21.95%	18.80%	19.95%
Internal Rate of Return	0.00%	22.17%	21.95%	18.80%	19.95%
Net Present Value	\$0	\$638,000	\$700,000	\$601,000	\$717,000



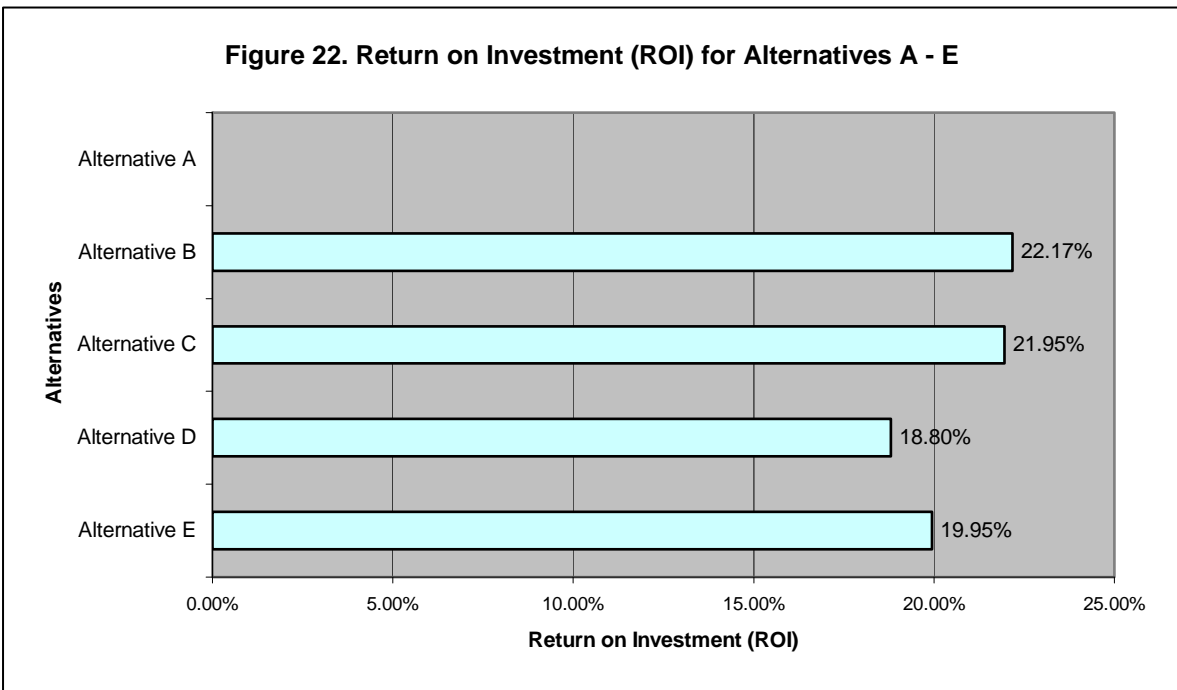
Note: Alternative A: No Action/Existing Condition; Alternative B: Less Developed Partnered Management; Alternative C: Less Developed Concession Management; Alternative D: More Developed Partnered Management; Alternative E: More Developed Concession Management.



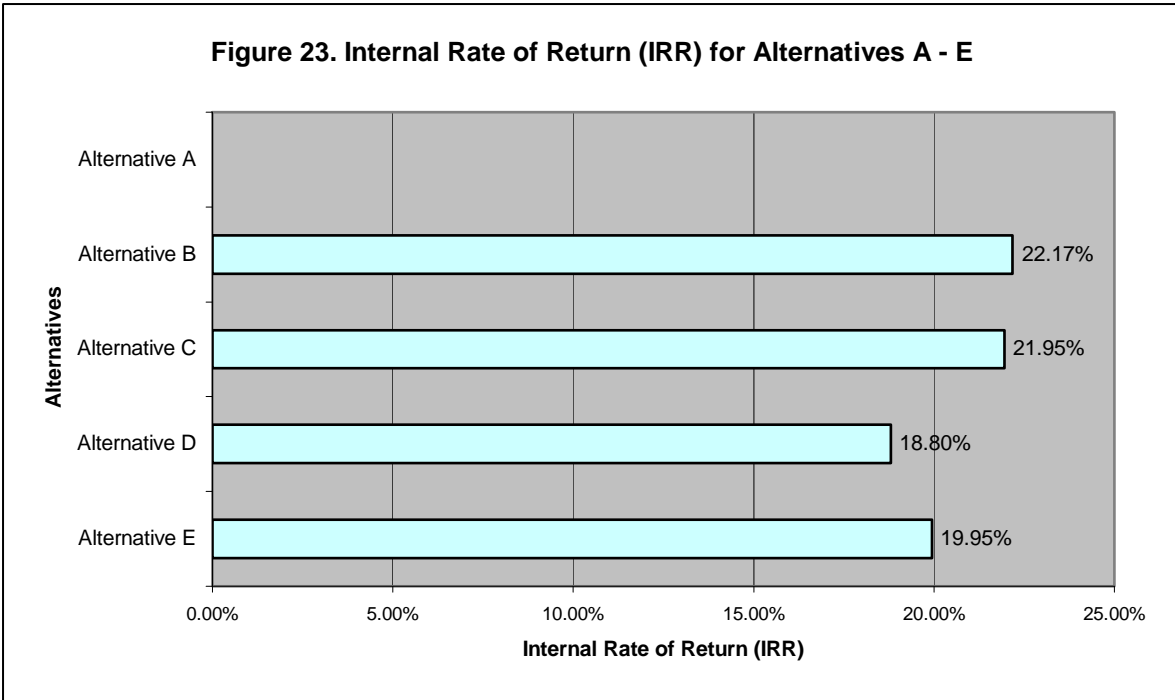
Note: Alternative A: No Action/Existing Condition; Alternative B: Less Developed Partnered Management; Alternative C: Less Developed Concession Management; Alternative D: More Developed Partnered Management; Alternative E: More Developed Concession Management.



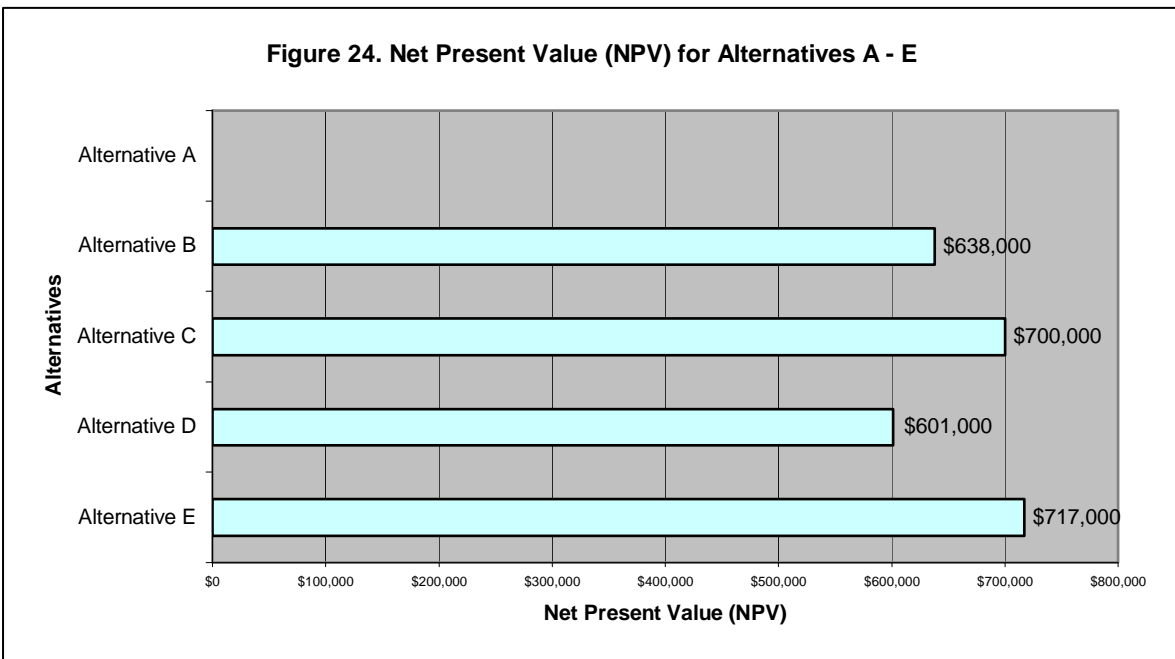
Note: Alternative A: No Action/Existing Condition; Alternative B: Less Developed Partnered Management; Alternative C: Less Developed Concession Management; Alternative D: More Developed Partnered Management; Alternative E: More Developed Concession Management.



Note: Alternative A: No Action/Existing Condition; Alternative B: Less Developed Partnered Management; Alternative C: Less Developed Concession Management; Alternative D: More Developed Partnered Management; Alternative E: More Developed Concession Management.



Note: Alternative A: No Action/Existing Condition; Alternative B: Less Developed Partnered Management; Alternative C: Less Developed Concession Management; Alternative D: More Developed Partnered Management; Alternative E: More Developed Concession Management.



Note: Alternative A: No Action/Existing Condition; Alternative B: Less Developed Partnered Management; Alternative C: Less Developed Concession Management; Alternative D: More Developed Partnered Management; Alternative E: More Developed Concession Management.

#### **D. Justification for Federal vs. Concessionaire Capital Investment Requirements**

The capital improvements and investments suggested for Reclamation are public facilities and services that do not directly return revenue to the concessionaires. The suggested facilities such as the handicapped fishing pier or group shelter and basic infrastructure such as the septic system, are permanent improvements to federal property and title for these improvement would be vested with the United States. These capital improvements help strengthen the concession, provide a service and convenience to the public, improve health and safety, protect the environment and/or help assure visual quality.

#### **E. The Proposed Length of a Concession's Seasonal Operation, and Justification**

Based on existing recreation demand and the experience of the current concession operators and government recreation managers, the length of required recreation seasonal operation should be from May 1 through September 30. The recreation season is short with the majority of use coming in June, July and August.

#### **F. Adjustment of User Fees**

Fees charged by the concessionaires and Reclamation for use of their camping facilities and services at Canyon Ferry Reservoir are low compared to other marinas, private businesses and concession areas in the region, State and across the country. There is always reluctance to raising user fees. However, given that the net income and IRR of these small concessions is relatively low, it is recommended that user fees be increased. Research has shown that the public is more likely to support increased user fees for recreation if they believe they will receive value for their money. In the case of Goose Bay, the main value is in assuring that the concessions are economically viable and able to provide their needed services. In the case of Reclamation, fees are necessary to provide the needed operation and maintenance. It is recommended that user fees be adjusted across all concessions and at Reclamation managed sites. A rate should be set that will help assure recovery of operation and maintenance costs, a reasonable income and working capital while still providing services and facilities at an affordable cost to the public. It is the responsibility of the concessionaire, with Reclamation approval, to determine what they consider a reasonable income and what fees they need to charge to achieve this income at their concession. Neither this report nor Reclamation should determine these fees. However, it is the responsibility of Reclamation to oversee prices and assure that their fees and those of the concessionaire at Goose Bay are reasonable and comparable to those charged locally in the private sector. Currently, at Goose Bay Marina, dry camping fees are \$12. This is recommended as the minimum fee for this type of camping at Goose Bay and in other Reclamation and concession areas.

#### **G. The alternatives, recommendation and justification for the proposed length of service term and proposed franchise fee for a concessions contract**

##### **1. Assumptions and Disclaimer**

- The financial feasibility of the concession is based, in part, upon the estimated value of the existing fixed assets. Without having an appraisal of these assets, the values assigned to property, infrastructure, and capital improvements may not be the same as those found in an appraisal. The values assigned to the fixed assets are estimates using Reclamation figures, values assigned by the concessionaires, industry standards and professional judgment.
- Each alternative is based upon the estimated value of the fixed assets, the required improvements and the personal property.
- The improvements are assumed to be taking place within the first four years of the concession contract. The sooner the improvements and additional facilities and services recommended in this CSP/FFE are made, the sooner the public will benefit and the sooner the concession should begin to experience greater return on their investments.
- It is assumed that the inflation rate will be 2.5%.
- Financial feasibility assumes a targeted IRR of 15%. However, a concessionaire may opt for a lower IRR.
- One objective that this study set out to demonstrate was the minimum time (term) required for the concession to achieve a reasonable IRR (15%). In order to demonstrate this, a franchise fee of 0.0% was assumed. This was done because it was assumed that the primary goal of Reclamation at Canyon Ferry was not so much to experience a financial return, but to make sure that the facilities and services offered by the concession would continue to be available to the public. This is particularly important at Goose Bay, where the small “mom and pop” operation is operating well below the 15% IRR. It is possible that the Government will require a franchise fee of 2%. If this is the case, it is assumed that the term of the contract would be extended.

## **2. Other Financial Considerations**

- a. An approved prospective buyer may assume the existing concession contract for the remainder of the term.
- b. An approved prospective buyer may negotiate a new long-term contract with Reclamation.
- c. If there are no successful bidders or buyers of the concession, then Reclamation should consider negotiating the purchase of the existing assets.



### **3. Service Term of the Concession Contract and Justification**

The computer economic model shows that a 15-year term for the Goose Bay concession is the minimum time period required to come close to a reasonable IRR. A 15-year contract with a 0.0% franchise fee with the concessionaire selling their FAR would be minimally financially feasible depending on the IRR that the concessionaire is willing to accept. At a base franchise fee of 0.0%, Goose Bay Marina would need a minimum 15-year contract with the concessionaire selling their fixed assets, personal property and improvements at the end of the contract. This is based on a return on their money invested in capital improvements (IRR) of 12.0%.

### **4. Franchise Fee and Service Term for the Concession Contract**

If a franchise fee is required by Government, then a longer term 20 year contract with a franchise fee of 2% and the concession selling their FAR would be more financially feasible. This is recommended for the Goose Bay Marina concession contract. It is consistent with the finding in the Canyon Ferry CSP/FFE, and consistent with the concession contracts for the other Canyon Ferry Marina concessions.

## **H. Technical Viability**

All of the proposed facilities are technically viable. There are no unusual requirements for construction or infrastructure.

## **VII. Recreation Master Plan Summary Recommendations and Conclusions**

### **A. Summary and recommendations**

Following are some highlights that help summarize the information in this report.

1. All facilities and services analyzed are technically viable.
2. Except for the well and septic system, which are essential services that do not directly produce revenue, all facilities and services analyzed and presented for concession provision and management are financially feasible, should produce a good return on investment and financially strengthen the concession.
3. Except for Alternative A, No Action, all of the four other Alternatives are financially relatively comparable. Net cash flow, pay back years, return on investment and internal rates of return are all relatively similar. Selection of an alternative based on finances will probably be determined mainly by the cost of the initial investment, potential financial assistance from Reclamation for development of capital improvements and/or opportunities for revenue from concession management of Reclamation facilities, and the ability of the concessionaires to obtain funding for capital improvements.

4. Except for the replacement of two old docks, the elimination of dry camping on both sides of the boat ramp, the replacement of the store or provision of a satellite store and determining the appropriate future management of the mobile home sites, all other facilities and services that currently exist within the concession boundary should remain.
5. Authorization for the existing mobile homes will expire with the expiration of the Goose Bay Concession Contract on December 31, 2010. This study found the mobile homes compatible with public needs and Canyon Ferry Project purposes. Reclamation will conduct a compliance review to ensure that the mobile homes meet environmental, public health and safety and financial obligations. The review will be conducted at least six months prior to the expiration date of the existing use authorization and will provide the concessionaire with a written report of the results of the review with timeframes for any deficiencies to be corrected. The results of the compliance review and the information in this plan will help Reclamation and the Concessionaire determine if, and under what terms the mobile homes should be authorized for the next long term concession opportunity at Goose Bay.
6. Lost revenue from rental of dry camps around the boat ramp could be replaced, and more money made through rental of a group pavilion.
7. At Reclamation's Goose Bay camping area, there is a strong desire by the camping public for a more primitive camping area with basic facilities and services that include mainly more toilets, picnic tables, fire rings and some mosquito, wind and sun protection. Within health, safety and environmental constraints, which are discussed in the EA associated with this Plan, these public desires should be the focus of the development of the Goose Bay camping area. The less developed Alternatives, B and C meet these public desires. The more developed Alternatives D and E do not meet the public desires.
8. Since the public camping at Goose Bay are mainly extended families and small groups, any site development plan selected for Reclamation's Goose Bay campground should allow for the grouping of campers and tents. The freedom to group and choose how to position campers and tents allows groups to protect their sites from the wind and provide privacy. If the campground is a more developed one with designated sites and camper pads, then the design for location of camping pads should consider this grouping and prevailing winds.
9. If the Less Developed Alternative is selected for camping, then the location of picnic tables and fire rings and the designation of camping areas will direct where camping occurs. Spaces, at least the size of the designated camping areas should be left between camping areas. These spaces will allow for privacy and a more natural feeling and recreation experience than having campsites right next to each other. Although there is little evidence of soil compaction and loss of grass in

areas that are currently being camped on, the concept of spaces between sites will allow yearly resting and rotation of use of camping areas if environmental damage does begin to occur.

10. Reclamation's Water Recreation Opportunity Spectrum planning/inventory tool is meant to help provide a diversity of recreation experiences and opportunities at recreation areas. If the premises behind this tool are followed, then Alternatives B and C, Less Developed, provide a diversity of recreation camping experiences on Canyon Ferry Reservoir. Alternatives D and E duplicate what is already available and do not provide a diversity of recreation camping experiences and opportunities.
11. *Fees and charges*-will have to be charged at Goose Bay weather the concessionaire or Reclamation is managing the facilities and services. It is recommended that camping fees on the Goose Bay Reclamation managed camping area be set at a minimum of \$12. If the concession takes over management of this campground, then fees may need to be higher in order to provide the needed services and still experience a reasonable profit.
12. Alternative C - Less Developed Concession Managed, meets all of the management issues outlined for this Plan. None of the other Alternatives accomplish this.
13. Alternatives C and E, Concession Management of the entire Planning Area, financially strengthens the concession and shows a greater financial benefit to the concessionaire over Partnered Management, Alternatives B and D.
14. Alternative C - Less Developed Concession Managed provides the best combination of meeting management issues and providing financial benefits,
15. A 20 year contract with a token franchise fee of 2% and the concession selling their FAR upon termination of the contract is recommended for the new Goose Bay contract.
16. In the new concession contract, all facilities in the concession area should be managed by the concession, not Reclamation.
17. An additional well is needed in the concession area.
18. Two new wells along with electricity, septic tank and water will probably be needed to attract campground hosts to the Reclamation camping area. These wells can also provide water for the two camping loops.
19. A new concession septic system will probably be needed to handle sewage from the expanded use proposed in this Plan. This is an expensive capital improvement with no immediate return on investment for the concession. Reclamation should

consider helping their partner with this improvement, especially if a fish cleaning station is placed on the concession land.

20. Dry camping around the boat ramp area creates congestion, a safety hazard, presents a potential environmental danger, and is visually displeasing. It is recommended that this camping be eliminated and replaced with a well designed public use area
21. It is recommended that the dry camping be replaced with a complex that includes a store with fuel and dock, handicapped fishing pier, courtesy dock and large group pavilion.
22. The current concession store, fuel station, dump station and showers mainly serve the RV campers and mobile homes adjacent to these facilities. In their current location, they are not easily visible to the public. With the addition of the boat ramp, Reclamation camping area and the expanded use of the concession and Planning Area, these facilities, in their current location, do not adequately serve the public. It is recommended that a new store or satellite store with fuel and dock be located to the area east of the boat ramp. The public need to be made more aware of and made to feel invited to use an improved building with showers and new laundry facilities, and the dump station.
23. All of the new facilities suggested for concession development have the potential to substantially improve the financial strength of the concession.
24. Canyon Ferry Reservoir has no handicapped fishing access piers, ADA requires new facilities to be handicapped accessible. A handicapped fishing pier is recommended for the concession area.
25. Swimming is the number one recreation activity on Canyon Ferry Reservoir. The Goose Bay Planning Area contains a high quality sand beach and natural swim area. It is recommended that this area be improved and developed as a day use area.
26. Mosquitoes are a problem and potential deterrent to recreation at Goose Bay. Reclamation is addressing this problem through a spray program. It is also recommended that Reclamation proactively screens the proposed recreation picnic pavilions and the large group pavilion in the Planning Area.
27. A concerted effort between the public, Reclamation and the concession should be made to have the Goose Bay Road paved.

## **B. Conclusions**

The Goose Bay planning area is divided into two distinctly different areas. The concession area is highly developed, while the Reclamation camping area is still quite

natural. These two areas are separated by enough distance and a hill to block the two areas from view and sounds of each other. This is beneficial since the recreation users of each area are currently seeking and finding the distinctly different experiences that each area offers.

The Goose Bay Reclamation camping area offers a very different recreation camping experience than other campgrounds on the east side of Canyon Ferry reservoir. This is a Rural Natural experience compared to the Rural Developed and even Suburban experience offered by the other developed and structured campgrounds with their multitude of sites that are closely spaced, and have designated campsites with paved and hardened single and double pads. The camping visitors to Reclamation's Goose Bay camping area are mainly families and small groups of local friends who are seeking to escape their suburban environment and "do their own thing". It is crucial to these recreationists that their experience be preserved at Goose Bay. There is no need to re-create what already exists at other areas. There is a need to provide diversity at Canyon Ferry. This can be done relatively easily and with relatively little expense by following the recommendations in this Recreation Master Plan and selecting one of the Less Developed Alternatives. Concerns regarding fire and off road vehicle use can also be mitigated with the actions proposed in this Plan. Group partying and the related noise and problems is minimal compared to many other reservoirs providing recreation in the western US. This behavior can easily be reduced with the presence of campground hosts, law enforcement officers and managers. The only environmental concern identified in the EA associated with this plan was the proliferation of roads. This too can be addressed by proposed steps in this Plan such as placement of signs, barriers and the presence of management. In summary, there is no need for a highly structured and developed campground at Goose Bay.

The Concession area provides a very different recreation experience from the Camping area. The type of recreationist using this area typically desires many of the amenities of home; and wants a very structured, developed and social setting. Providing this experience requires a highly structured and designed site, numerous facilities and controls, and close monitoring and management. The facilities, services and management steps outlined in this Plan are designed to provide this experience while maintaining health, safety, the environment and aesthetic quality.

A concession contract is not only a legal agreement but a partnership between Reclamation and the concessionaires. It is in the interest of the public and the private concession that the business opportunity is financially successful. Most of the proposed facilities and service should financially strengthen the concession. Reclamation could also provide an opportunity for the concession to generate revenue from user fees from managing the Reclamation camping area and obtaining rental revenue from managing a Reclamation-provided group pavilion.

Another important goal of this Master Plan was to identify the length of a new concession contract (Service Term) and the concession fee (Franchise Fee) to be paid to Reclamation. Based upon findings from computer models, the need for a substantial

length of loan payback time to obtain funding from financial institutions and consideration of fairness and consistency with other Marina concession contracts at Canyon Ferry, this Plan recommends: a 20 year contract with a franchise fee of 2% and the concession selling their FAR (the facilities they own) upon termination of the contract.

Finally, the selection of any action, individual facility or service and any Alternative presented in this Recreation Master Plan is dependant on the goals of Reclamation, the Marina concession operator and the public. In general, except for No Action Alternative A, there is very little financial difference between the other Alternatives, B, C, D, and E. Therefore, a final choice of any Alternative for the Goose Bay Planning Area comes down to prioritizing non financial goals. Ultimately, whatever Alternative, management option, services or individual facilities might be selected, the Marina operator, Reclamation and the public stand to benefit from expanded facilities and services, and additional Marina concession revenue and sustainability of operations.

***Disclaimer: The dollar amounts and costs presented in this report are only estimates and not meant to be construed or used as exact or final costs for facilities and services. The facilities and services pictured and described are only examples of what might be. Size of facilities, nature and quality of materials selected for construction, government regulations and requirements, local vs. national or regional variations in costs and rapidly fluctuating costs of materials, labor, interest rates, transportation costs etc. will cause these estimates to vary. When and if facilities are constructed, additional up-to date cost analysis must be done before deciding to proceed with construction***

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# APPENDIX A: Life Cycle Cost Analysis

Canyon Ferry Goose Bay Marina Concession									
Life Cycle Cost Analysis Alternative A No Action/ Existing Condition 2007 Figures									
		INTEREST RATE	6.5%						
		ECONOMIC LIFE	20						
I. CAPITAL EXPENDITURES		BREAKDOWN BY FACILITY							
ITEM DESCRIPTION	UNIT PRICE	UNIT	Store, Licenses, Gas, Oil	Campgds Rv & MH	5 Docks-Rents			Docks	TOTAL
1	Store, Licenses Gas/oil Sales								
2	Campgrounds RV & Mobile Homes								-
3	Dock Rents								-
4									-
5									-
6									-
7									-
8									-
9									-
10									-
11									-
12									-
13									-
14									-
	<b>SUBTOTAL</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Mobilization	5%	-	-	-	-	-	-	-
	Unlisted Items	10%	-	-	-	-	-	-	-
	<b>CONTRACT COST</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Contingencies	15%	-	-	-	-	-	-	-
	<b>FIELD COST</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Design	3%	-	-	-	-	-	-	-
	Construction Oversight	3%	-	-	-	-	-	-	-
	<b>TOTAL INITIAL/ COLLATERAL COST</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
II. OPERATING COSTS		Store, Licenses, Gas, Oil Campgds Rv & MH 5 Docks-Rents							
	Number of Facilities								TOTAL
	Operating days per year								
	Estimated Seasonal Hours								
	Hourly Rate								
	Total Seasonal Wages								
	Benefits	7.5%							
	Total Incremental Labor								
	Operating Supplies/Maintenance								
	Utilities								
	Marketing Costs								
	Other stipen, mileage, waste								
	Overhead	15.0%							
	<b>Total Incremental Costs</b>								\$ 180,001
III. REVENUE		TOTAL							
	Number of Facilities								
	Days used per year								
	Fee per use								
	Number of Fees per facility per day								
	<b>Total Incremental Revenue</b>								\$ 201,975
IV. INVESTMENT ANALYSIS		TOTAL							
	Net Cash Flow								\$ 16,129
	Initial Investment								
	Pay Back (years)								
	Return on Investment (ROI)								
	Internal Rate of Return (IRR)								
	<b>Net Present Value (NPV)</b>								
V. BREAK-EVEN ANALYSIS		TOTAL							
	Break-Even Revenue								
	Break-Even Days used per year per facility								
	Break-Even Fee								
	Break-Even Daily Usage								

**Canyon Ferry Goose Bay Marina Concession**

Life Cycle Cost Analysis - Alternative B Less Developed Partnered Management

		INTEREST RATE	6.5%								
		ECONOMIC LIFE	20								
I. CAPITAL EXPENDITURES				BREAKDOWN BY FACILITY							
ITEM DESCRIPTION	UNIT PRICE	UNIT	Satellite Store	Dry Camps	RV Camp Loop	Park Cabins	Campgd. Mgt.	Mgt Gp Pavilion	Docks	Well & Septic	TOTAL
1 Satellite Store with deck and doc	\$50,000.00	EA	1								50,000
2 Dry Boat Storage 60x100 22 boats		EA									-
3 Camp Loop 18 sites water/Elec.	\$20,000.00	EA			1						20,000
4 Park Model Mobile Camper Cabins	\$20,000.00	EA				3					60,000
5 Campground Management		EA									-
6 Group Pavilion Management		EA									-
7 Dock replace \$30000 store \$5000	\$35,000.00	EA							2		70,000
8 Well \$6,000 Septic 83,000	\$69,000.00	EA								1	89,000
9 Water	\$14.50	LF	100				100			0	2,900
10 PK Cabins Elec. level, pad, grate	\$1,000.00	EA				4					4,000
11 Park Cabin ADA	\$23,000.00	EA				1					23,000
12 Dry Camps	\$1,000.00			10							10,000
13											-
14											-
15											-
	<b>SUBTOTAL</b>		\$ 51,450	\$ 10,000	\$ 20,000	\$ 88,450	\$ -	\$ -	\$ 70,000	\$ 89,000	\$ 328,900
	Mobilization	5%	2,573	500	1,000	4,423	-	-	3,500	4,450	16,445
	Unlisted Items	10%	5,145	1,000	2,000	4,000	-	-	7,000	8,900	28,045
	<b>CONTRACT COST</b>		\$ 59,168	\$ 11,500	\$ 23,000	\$ 96,873	\$ -	\$ -	\$ 80,500	\$ 102,350	\$ 373,390
	Contingencies	15%	8,875	1,725	3,450	14,531	-	-	12,075	15,353	58,009
	<b>FIELD COST</b>		\$ 68,000	\$ 13,200	\$ 26,500	\$ 111,400	\$ -	\$ -	\$ 92,600	\$ 117,700	\$ 429,400
	Design	3%	2,040	-	-	-	-	-	-	3,531	5,571
	Construction Oversight	3%	2,040	396	795	-	-	-	-	3,531	6,762
	<b>TOTAL INITIAL/ COLLATERAL COST</b>		\$ 72,000	\$ 14,000	\$ 27,000	\$ 111,000	\$ -	\$ -	\$ 93,000	\$ 125,000	\$ 442,000
<b>II. OPERATING COSTS</b>											
			Satellite Store	Dry Camps	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	TOTAL
	Number of Facilities		1	10	18	4		1	2	1	
	Operating days per year		80	60	90	80		60	120	0	
	Estimated Seasonal Hours		240	120	200	40		60	0	0	
	Hourly Rate		\$12.00	\$12.00	\$12.00	\$12.00		\$12.00	\$0.00	\$0.00	
	Total Seasonal Wages		\$ 2,880	\$ 1,440	\$ 2,400	\$ 480	\$ -	\$ 720	\$ -	\$ -	\$ 7,920
	Benefits	7.5%	200	100	200	-	-	100	-	-	600
	Total Incremental Labor		\$ 3,080	\$ 1,540	\$ 2,600	\$ 480	\$ -	\$ 820	\$ -	\$ -	\$ 8,520
	Operating Supplies/Maintenance		40,000		250	300		300	100	-	40,950
	Utilities		900		1,000	600		600	-	-	3,100
	Marketing Costs		200		200	200		200	-	-	800
	Other stipen, mileage, waste				500				-	-	500
	Overhead	15.0%	6,600	200	700	900		300	-	-	8,700
	Total Incremental Costs		\$ 50,780	\$ 1,740	\$ 5,250	\$ 2,480	\$ -	\$ 2,220	\$ 100	\$ -	\$ 62,570
<b>III. REVENUE</b>											
			Satellite Store	Dry Camps	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	TOTAL
	Number of Facilities		1	18	18	4		1	36	1	
	Days used per year		80	60	90	80		50	1	0	
	Fee per use		\$650.00	\$12.00	\$20.00	\$60.00		\$200.00	\$500.00	\$0.00	
	Number of Fees per facility per day		1	1	1	1		1	1	0	
	Total Incremental Revenue		\$ 68,000	\$ 12,960	\$ 32,400	\$ 19,200	\$ -	\$ 10,000	\$ 18,000	\$ -	\$ 160,560
<b>IV. INVESTMENT ANALYSIS</b>											
			Satellite Store	Dry Camps	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	TOTAL
	Net Cash Flow		\$ 17,220	\$ 11,220	\$ 27,150	\$ 16,720	\$ -	\$ 7,780	\$ 17,900	\$ -	\$ 97,990
	Initial Investment		72,000	14,000	27,000	111,000	-	-	93,000	125,000	442,000
	Pay Back (years)		4	1	1	7		0	5	0	5
	Return on Investment (ROI)		23.92%	80.14%	100.56%	15.06%		0.00%	19.25%	0.00%	22.17%
	Internal Rate of Return (IRR)		23.92%	80.14%	100.56%	13.96%		0.00%	19.25%	-99.91%	22.17%
	Net Present Value (NPV)		\$ 118,000	\$ 110,000	\$ 272,000	\$ 73,000	\$ -	\$ 86,000	\$ 104,000	\$ (125,000)	\$ 638,000
<b>V. BREAK-EVEN ANALYSIS</b>											
			Satellite Store	Dry Camps	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	TOTAL
	Break-Even Revenue		\$ 57,314	\$ 3,011	\$ 7,700	\$ 12,554	\$ -	\$ 2,220	\$ 8,540	\$ 11,345	\$ 102,684
	Break-Even Days used per year per facility		67	14	21	52		11	0	0	
	Break-Even Fee		\$716.43	\$2.79	\$4.75	\$39.23		\$44.40	\$237.23	\$0.00	
	Break-Even Daily Usage		0.8	0.2	0.2	0.7		0.2	0.5	0.0	

**Canyon Ferry Goose Bay Marina Concession**

Life Cycle Cost Analysis - Alternative C Less Developed Concession Management

		INTEREST RATE	6.5%									
		ECONOMIC LIFE	20									
<b>I. CAPITAL EXPENDITURES</b>					<b>BREAKDOWN BY FACILITY</b>							
ITEM DESCRIPTION	UNIT PRICE	UNIT	Satellite Store	Dry Camps	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	TOTAL	
1 Satelite Store w deck & dock	\$50,000.00	EA	1								50,000	
2 Dry Boat Storage 60x100 22 boats											-	
3 RV Camp Loop 18 sites Water/Elec	\$20,000.00	EA			1						20,000	
4 Park Model Mobile Camper Cabins	\$20,000.00	EA				3					60,000	
5 Campground Management truck etc	\$20,000.00	EA					2				40,000	
6 Management Group Pavilion		EA						1			-	
7 Dock replace 2@30000 1@5000	\$35,000.00	EA							2		70,000	
8 Well \$6,000 Septic 63,000	\$69,000.00	EA								1	89,000	
9 Water	\$14.50	LF	100			100				0	2,900	
10 Park Mobile cabin ADA	\$23,000.00					1					23,000	
11 PK Cabins Elec. level, pad, grate	\$1,000.00	EA				4					4,000	
12 Dry camps	\$1,000.00	EA		10							10,000	
13											-	
14											-	
15											-	
<b>SUBTOTAL</b>			\$ 51,450	\$ 10,000	\$ 20,000	\$ 88,450	\$ 40,000	\$ -	\$ 70,000	\$ 89,000	\$ 368,900	
Mobilization	5%		2,573	500	1,000	4,423	-	-	3,500	4,450	16,445	
Unlisted Items	10%		5,145	1,000	2,000	4,000	4,000	-	7,000	8,900	32,045	
<b>CONTRACT COST</b>			\$ 59,168	\$ 11,500	\$ 23,000	\$ 96,873	\$ 44,000	\$ -	\$ 80,500	\$ 102,350	\$ 417,390	
Contingencies	15%		8,875	1,725	3,450	14,531	6,800	-	12,075	15,353	62,609	
<b>FIELD COST</b>			\$ 68,000	\$ 13,200	\$ 26,500	\$ 111,400	\$ 50,800	\$ -	\$ 92,600	\$ 117,700	\$ 480,000	
Design	3%		2,040	-	-	-	-	-	-	3,531	5,571	
Construction Oversight	3%		2,040	396	795	-	-	-	-	3,531	6,762	
<b>TOTAL INITIAL/ COLLATERAL COST</b>			\$ 72,000	\$ 14,000	\$ 27,000	\$ 111,000	\$ 51,000	\$ -	\$ 93,000	\$ 125,000	\$ 493,000	
<b>II. OPERATING COSTS</b>												
			Satellite Store	Dry Camps	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	TOTAL	
Number of Facilities			1	10	18	4	50	1	2	1		
Operating days per year			80	80	90	80	120	60	120	0		
Estimated Seasonal Hours			240	120	200	40	2000	60	0	0		
Hourly Rate			\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$0.00	\$0.00		
Total Seasonal Wages			\$ 2,880	\$ 1,440	\$ 2,400	\$ 480	\$ 24,000	\$ 720	\$ -	\$ -	\$ 31,920	
Benefits	7.5%		200	100	200	-	1,800	100	-	-	2,400	
Total Incremental Labor			\$ 3,080	\$ 1,540	\$ 2,600	\$ 480	\$ 25,800	\$ 820	\$ -	\$ -	\$ 34,320	
Operating Supplies/Maintenance			40,000		250	300	7,000	300	100	-	47,950	
Utilities			900		1,000	600	700	600	-	-	3,800	
Marketing Costs			200		200	200	500	200	-	-	1,100	
Other stipen, mileage, waste					500		10,000		-	-	10,500	
Overhead	15.0%		6,600	200	700	900		300	-	-	8,700	
Total Incremental Costs			\$ 50,780	\$ 1,740	\$ 5,250	\$ 2,480	\$ 44,000	\$ 2,220	\$ 100	\$ -	\$ 106,570	
<b>III. REVENUE</b>												
			Satellite Store	Dry Camps	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	TOTAL	
Number of Facilities			1	10	18	4	50	1	36	1		
Days used per year			80	60	90	80	50	50	1	0		
Fee per use season			\$850.00	\$12.00	\$20.00	\$60.00	\$12.00	\$200.00	\$500.00	\$0.00		
Number of Fees per facility per day			1	1	1	1	2	1	1	0		
Total Incremental Revenue			\$ 68,000	\$ 7,200	\$ 32,400	\$ 19,200	\$ 60,000	\$ 10,000	\$ 18,000	\$ -	\$ 214,800	
<b>IV. INVESTMENT ANALYSIS</b>												
			Satellite Store	Dry Camps	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	TOTAL	
Net Cash Flow			\$ 17,220	\$ 5,460	\$ 27,150	\$ 16,720	\$ 16,000	\$ 7,780	\$ 8,900	\$ -	\$ 108,230	
Initial Investment			72,000	14,000	27,000	111,000	51,000	-	93,000	125,000	493,000	
Pay Back (years)			4	3	1	7	3	0	10	0	5	
Return on Investment (ROI)			23.92%	39.00%	100.56%	15.06%	31.37%	0.00%	9.57%	0.00%	21.95%	
Internal Rate of Return (IRR)			23.92%	39.00%	100.56%	13.96%	31.37%	0.00%	7.18%	-99.91%	21.95%	
Net Present Value (NPV)			\$ 118,000	\$ 46,000	\$ 272,000	\$ 73,000	\$ 125,000	\$ 86,000	\$ 5,000	\$ (125,000)	\$ 700,000	
<b>V. BREAK-EVEN ANALYSIS</b>												
			Satellite Store	Dry Camps	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	TOTAL	
Break-Even Revenue			\$ 57,314	\$ 3,011	\$ 7,700	\$ 12,554	\$ 48,629	\$ 2,220	\$ 8,540	\$ 11,345	\$ 151,313	
Break-Even Days used per year per facility			67	25	21	52	41	11	1	0		
Break-Even Fee			\$716.43	\$5.02	\$4.75	\$39.23	\$9.73	\$44.40	\$474.46	\$0.00		
Break-Even Daily Usage			0.8	0.4	0.2	0.7	1.6	0.2	0.5	0.0		

**Canyon Ferry Goose Bay Marina Concession**

Life Cycle Cost Analysis - Alternative D More Developed Partnered Management

		INTEREST RATE	6.5%								
		ECONOMIC LIFE	20								
<b>I. CAPITAL EXPENDITURES</b>					<b>BREAKDOWN BY FACILITY</b>						
ITEM DESCRIPTION	UNIT PRICE	UNIT	New Store	Boat Storage	RV Camp Loop	Park Cabins	Dry Camp	Mgt Gp Pavilion	Docks	Well & Septic	TOTAL
1 New Store	\$75,000.00	EA	1								75,000
2 Dry Boat Storage 60x100 22 boats	\$60,000.00	EA		1							60,000
3 Camp Loop 18 sites water/elec.	\$20,000.00	EA			1						20,000
4 Park Model Mobile Camper Cabins	\$20,000.00	EA				3					60,000
5 Campground Management											-
6 Group Pavilion Management		EA						1			-
7 Dock replace 2@30000 1@5000	\$35,000.00	EA							2		70,000
8 Well \$6,000 Septic 83,000	\$89,000.00	EA								1	89,000
9 Water	\$14.50	LF	100	100		100				0	4,350
10 PK Cabins Elec. level, pad, grate	\$1,000.00	EA				4					4,000
11 Park Cabin ADA	\$23,000.00	EA				1					23,000
12 Dry Camp	\$1,000.00	EA					10				10,000
13											
14											
15											
	<b>SUBTOTAL</b>		\$ 76,450	\$ 61,450	\$ 20,000	\$ 88,450	\$ 10,000	\$ -	\$ 70,000	\$ 89,000	\$ 415,350
	Mobilization	5%	3,823	3,073	1,000	4,423	500	-	3,500	4,450	20,768
	Unlisted Items	10%	7,645	6,145	2,000	4,000	1,000	-	7,000	8,900	36,690
	<b>CONTRACT COST</b>		\$ 87,918	\$ 70,668	\$ 23,000	\$ 96,873	\$ 11,500	\$ -	\$ 80,500	\$ 102,350	\$ 472,808
	Contingencies	15%	13,188	10,600	3,450	14,531	1,725	-	12,075	15,353	70,921
	<b>FIELD COST</b>		\$ 101,100	\$ 81,300	\$ 26,500	\$ 111,400	\$ 13,200	\$ -	\$ 92,600	\$ 117,700	\$ 543,800
	Design	3%	3,033	-	-	-	-	-	-	3,531	6,564
	Construction Oversight	3%	3,033	2,439	795	-	396	-	-	3,531	10,194
	<b>TOTAL INITIAL/ COLLATERAL COST</b>		\$ 107,000	\$ 84,000	\$ 27,000	\$ 111,000	\$ 14,000	\$ -	\$ 93,000	\$ 125,000	\$ 561,000
<b>II. OPERATING COSTS</b>			New Store	Boat Storage	RV Camp Loop	Park Cabins	Dry camp	Gp. Pavilion	Docks	Well & Septic	TOTAL
Number of Facilities			1	1	18	4	10	1	2	1	
Operating days per year			80	365	90	80	60	60	120	0	
Estimated Seasonal Hours			240	360	200	40	120	60	0	0	
Hourly Rate			\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$0.00	\$0.00	
Total Seasonal Wages			\$ 2,880	\$ 4,320	\$ 2,400	\$ 480	\$ 1,440	\$ 720	\$ -	\$ -	\$ 12,240
Benefits		7.5%	200	300	200	-	100	100	-	-	900
Total Incremental Labor			\$ 3,080	\$ 4,620	\$ 2,600	\$ 480	\$ 1,540	\$ 820	\$ -	\$ -	\$ 13,140
Operating Supplies/Maintenance			40,000	500	250	300	300	100	-	-	41,450
Utilities			900	600	1,000	600	600	-	-	-	3,700
Marketing Costs			200	200	200	200	200	-	-	-	1,000
Other stipen, mileage, waste					500						500
Overhead		15.0%	6,600	900	700	900	200	300	-	-	9,600
Total Incremental Costs			\$ 50,780	\$ 6,820	\$ 5,250	\$ 2,480	\$ 1,740	\$ 2,220	\$ 100	\$ -	\$ 69,390
<b>III. REVENUE</b>			New Store	Boat Storage	RV Camp Loop	Park Cabins	Dry camp	Gp. Pavilion	Docks	Well & Septic	TOTAL
Number of Facilities			1	1	18	4	10	1	36	1	
Days used per year			80	365	90	80	60	50	1	0	
Fee per use			\$850.00	\$2.50	\$20.00	\$60.00	\$12.00	\$200.00	\$500.00	\$0.00	
Number of Fees per facility per day			1	22	1	1	1	1	1	0	
Total Incremental Revenue			\$ 68,000	\$ 20,075	\$ 32,400	\$ 19,200	\$ 7,200	\$ 10,000	\$ 18,000	\$ -	\$ 174,875
<b>IV. INVESTMENT ANALYSIS</b>			New Store	Boat Storage	RV Camp Loop	Park Cabins	Dry camp	Gp. Pavilion	Docks	Well & Septic	TOTAL
Net Cash Flow			\$ 17,220	\$ 13,255	\$ 27,150	\$ 16,720	\$ 5,460	\$ 7,780	\$ 17,900	\$ -	\$ 105,485
Initial Investment			107,000	84,000	27,000	111,000	14,000	-	93,000	125,000	561,000
Pay Back (years)			6	6	1	7	3	0	5	0	5
Return on Investment (ROI)			16.09%	15.78%	100.56%	15.06%	39.00%	0.00%	19.25%	0.00%	18.80%
Internal Rate of Return (IRR)			15.13%	14.78%	100.56%	13.96%	39.00%	0.00%	19.25%	-99.91%	18.80%
Net Present Value (NPV)			\$ 63,000	\$ 62,000	\$ 272,000	\$ 73,000	\$ 46,000	\$ 86,000	\$ 104,000	\$ (125,000)	\$ 601,000
<b>V. BREAK-EVEN ANALYSIS</b>			New Store	Boat Storage	RV Camp Loop	Park Cabins	Dry camp	Gp. Pavilion	Docks	Well & Septic	TOTAL
Break-Even Revenue			\$ 60,491	\$ 14,444	\$ 7,700	\$ 12,554	\$ 3,011	\$ 2,220	\$ 8,540	\$ 11,345	\$ 120,304
Break-Even Days used per year per facility			71	263	21	52	25	11	0	0	
Break-Even Fee			\$756.14	\$1.80	\$4.75	\$39.23	\$5.02	\$44.40	\$237.23	\$0.00	
Break-Even Daily Usage			0.9	15.8	0.2	0.7	0.4	0.2	0.5	0.0	

**Canyon Ferry Goose Bay Marina Concession**

Life Cycle Cost Analysis - Alternative E More Developed Concession Management

		INTEREST RATE	6.5%										
		ECONOMIC LIFE	20										
<b>I. CAPITAL EXPENDITURES</b>		<b>BREAKDOWN BY FACILITY</b>											
ITEM DESCRIPTION	UNIT PRICE	UNIT	New Store	Boat Storage	RV Camp Loop	Park Cabins	Campgd. Mgt.	Mgt Gp Pavilion	Docks	Well & Septic	Dry Camps	TOTAL	
1 New Store	\$75,000.00	EA	1									75,000	
2 Dry Boat Storage 60x100 22 boats	\$60,000.00	EA		1								60,000	
3 Camp Loop 18 sites water/elec.	\$20,000.00	EA			1							20,000	
4 Park Cabins	\$20,000.00	EA				3						60,000	
5 Campground Management truck etc	\$20,000.00	EA					2					40,000	
6 Group Pavilion Management		EA						1				-	
7 Dock replace 2@30000 1@5000	\$35,000.00	EA							2			70,000	
8 Well \$6,000 Septic 83,000	\$89,000.00	EA								1		89,000	
9 Water	\$14.50	LF	100	100		100						4,350	
10 Park Mobile Cabin ADA	\$23,000.00	EA				1						23,000	
11 PK Cabins Elec. level, pad, grate	\$1,000.00	EA				4						4,000	
12 Dry Camps	\$1,000.00	EA									10	10,000	
13												-	
14												-	
15												-	
<b>SUBTOTAL</b>			\$ 76,450	\$ 61,450	\$ 20,000	\$ 88,450	\$ 40,000	\$ -	\$ 70,000	\$ 89,000	\$ 10,000	\$ 445,350	
Mobilization	5%		3,823	3,073	1,000	4,423	-	-	3,500	4,450	500	20,268	
Unlisted Items	10%		7,645	6,145	2,000	4,000	4,000	-	7,000	8,900	1,000	39,690	
<b>CONTRACT COST</b>			\$ 87,918	\$ 70,668	\$ 23,000	\$ 96,873	\$ 44,000	\$ -	\$ 80,500	\$ 102,350	\$ 11,500	\$ 505,308	
Contingencies	15%		13,188	10,800	3,450	14,531	6,600	-	12,075	15,353	1,725	75,796	
<b>FIELD COST</b>			\$ 101,106	\$ 81,300	\$ 26,500	\$ 111,400	\$ 50,600	\$ -	\$ 92,600	\$ 117,700	\$ 13,200	\$ 581,200	
Design	3%		3,033	-	-	-	-	-	-	3,531	396	6,564	
Construction Oversight	3%		3,033	2,439	795	-	-	-	-	3,531	396	9,798	
<b>TOTAL INITIAL/ COLLATERAL COST</b>			\$ 107,000	\$ 84,000	\$ 27,000	\$ 111,000	\$ 51,000	\$ -	\$ 93,000	\$ 125,000	\$ 14,000	\$ 598,000	
<b>II. OPERATING COSTS</b>			New Store	Boat Storage	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	Dry Camps	TOTAL	
Number of Facilities			1	1	18	4	94	1	2	1	10		
Operating days per year			80	365	90	80	120	60	120	0	50		
Estimated Seasonal Hours			240	360	200	40	2000	60	0	0	50		
Hourly Rate			\$12.00	\$12.00	\$12.00	\$12.00	\$15.00	\$12.00	\$0.00	\$0.00	\$12.00		
Total Seasonal Wages			\$ 2,880	\$ 4,320	\$ 2,400	\$ 480	\$ 30,000	\$ 720	\$ -	\$ -	\$ 600	41,400	
Benefits	7.5%		200	300	200	-	2,300	100	-	-	-	3,100	
Total Incremental Labor			\$ 3,080	\$ 4,620	\$ 2,600	\$ 480	\$ 32,300	\$ 820	\$ -	\$ -	\$ 600	44,500	
Operating Supplies/Maintenance			40,000	500	250	300	7,000	300	100	-	-	48,450	
Utilities			900	600	1,000	600	700	600	-	-	-	4,400	
Marketing Costs			200	200	200	200	500	200	-	-	-	1,500	
Other stipen, mileage, waste					500		10,000		-	-		10,500	
Overhead	15.0%		6,600	900	700	900		300	-	-	100	9,500	
Total Incremental Costs			\$ 50,780	\$ 6,820	\$ 5,250	\$ 2,480	\$ 50,500	\$ 2,220	\$ 100	\$ -	\$ 700	\$ 118,850	
<b>III. REVENUE</b>			New Store	Boat Storage	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	Dry Camps	TOTAL	
Number of Facilities			1	1	18	4	94	1	36	1	10		
Days used per year			80	365	90	80	50	50	1	0	50		
Fee per use			\$850.00	\$2.50	\$20.00	\$60.00	\$15.00	\$200.00	\$500.00	\$0.00	\$12.00		
Number of Fees per facility per day			1	22	1	1	1	1	1	0	1		
Total Incremental Revenue			\$ 68,000	\$ 20,075	\$ 32,400	\$ 19,200	\$ 70,500	\$ 10,000	\$ 18,000	\$ -	\$ 6,000	\$ 238,175	
<b>IV. INVESTMENT ANALYSIS</b>			New Store	Boat Storage	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	Dry Camps	TOTAL	
Net Cash Flow			\$ 17,220	\$ 13,255	\$ 27,150	\$ 16,720	\$ 20,000	\$ 7,780	\$ 17,900	\$ -	\$ 5,300	\$ 119,325	
Initial Investment			107,000	84,000	27,000	111,000	51,000	-	93,000	125,000	14,000	598,000	
Pay Back (years)			6	6	1	7	3	0	5	0	3	5	
Return on Investment (ROI)			16.09%	15.78%	100.56%	15.06%	39.22%	0.00%	19.25%	0.00%	37.86%	19.95%	
Internal Rate of Return (IRR)			15.13%	14.78%	100.56%	13.96%	39.22%	0.00%	19.25%	-99.91%	37.86%	19.95%	
Net Present Value (NPV)			\$ 83,000	\$ 62,000	\$ 272,000	\$ 73,000	\$ 169,000	\$ 86,000	\$ 104,000	\$ (125,000)	\$ 44,000	\$ 717,000	
<b>V. BREAK-EVEN ANALYSIS</b>			New Store	Boat Storage	RV Camp Loop	Park Cabins	Camp Mgt	Gp. Pavilion	Docks	Well & Septic	Dry Camps	TOTAL	
Break-Even Revenue			\$ 60,491	\$ 14,444	\$ 7,700	\$ 12,554	\$ 55,129	\$ 2,220	\$ 8,540	\$ 11,345	\$ 1,971	\$ 173,122	
Break-Even Days used per year per facility			71	263	21	52	39	11	0	0	16		
Break-Even Fee			\$758.14	\$1.80	\$4.75	\$39.23	\$11.73	\$44.40	\$237.23	\$0.00	\$3.94		
Break-Even Daily Usage			0.9	15.8	0.2	0.7	0.8	0.2	0.5	0.0	0.3		

## **APPENDIX B. Sewer Options for Existing and Potential Facilities At Goose Bay Marina Concession**

A possibility for sewage treatment at Goose Bay is to develop an entirely new system that would handle sewage not only for the campsites but for all of the existing and proposed new on-site facilities. An all-inclusive system may be required to handle sewage from the existing system that may be near or over capacity. If an all-inclusive system was put in place at Goose Bay, then the cost estimates for each facility requiring the use of the sewage facility would need to be adjusted to reflect the shared cost of the sewage system. Options for a sewage system were developed by Aukerman, Haas & Associates in 2002 for another recreation financial feasibility analysis. The options and costs are based on sewer systems designed to handle a 150 campsite campground that includes a central building with toilets and showers, two SST/CXT type toilets, and a dump station. The sewage capacity needs and system for Goose Bay should be somewhat similar. However, local County requirements may call for a different system for Goose Bay. The options and costs for the AHA 2002 study are presented here. In order to update financial figure estimates to approximate 2009 costs, a cost of living increase of at least 3% per year for 6 years, or 18%, needs to be added to 2002 figures.

### Sewer Options

The following options and costs are based on sewer systems designed to handle a 150-campsite campground that includes a central building with toilets and showers, two SST/CXT-type toilets, and a dump stations.

#### Option #1: Septic with leach/absorption fields

This is the least expensive option. It is recommended assuming that an adequate distance from the water, consistent with state standards, can be maintained. The proposed location of the RV campground should allow for this option. Sewage would go into three 5,000 gallon septic tanks that are aligned in series. From the tanks, effluent would gravity flow or be pumped (probably not required at the RV campground location) to two 50-foot by 100-foot absorption fields with infiltration chambers set 3 feet deep. Use of the fields would be alternated. A splitter device set in a manhole would allow alternating flow between the fields. This field needs good percolation rates through silt-sand. The fields give off no odor and are covered and invisible to the public. The only maintenance and operation cost is in pumping the tanks once a year (two partially and one fully). The fields can be located adjacent to any restroom, dump station or building, making this system ideal for campground. The estimated costs to build this system are show in Table 8.

Table 8 ---- Estimated costs for septic with leach absorption field----option 1

Two 50-foot by 100-foot absorption fields (\$2.80 per sq. foot for 10,125 sq. feet)	\$28,350
Three 5,000-gallon septic tanks	\$30,000
Includes \$10,000 Zolar pump and manhole, \$2,000 splitter device for force flow, \$8.00 for gravity flow or \$10-15 for forced-flow main line	\$12,000
Total	\$70,350

Option #2: Evapo-transpiration field

Effluent is pretreated in three 5,000-gallon septic tanks. It then gravity flows into two 50-foot by 100-foot fields that are lined with 35 mil. PVC liners. Infiltration chambers are set in rows 7 feet apart and backfilled with silty sand. The fields are covered with 4 inches of topsoil and planted. The plants feed off, and therefore eliminate, the effluent. This system has no odor, but the fields are usually visible and should be located away from the campground and foot-traffic areas. It is also necessary in this dry climate to keep the vegetation on the fields wet. The estimated cost to build this system is shown in table 9.

Table 9 ---- Estimated costs for evapo-transpiration field----option 2.

Two evapo-transpiration fields with liners and infiltration chambers	\$40,000
Three 5,000 gallon septic tanks	\$30,000
Pumps, splitter, main line, topsoil, plants contingency	\$30,000
Total	\$100,000

Option #3: Wetlands System

Sewage effluent comes into headworks where it is ground and treated with ammonium nitrate. It then flows into an aeration pond. Effluent then goes into wetlands, which are dug down 5 to 6 feet. The bottoms of the ponds are compacted 95 percent and lined with Bentonite to 8 feet up the sides. The site is filled 12 to 18 inches of influent of effluent and water and planted with bullrushes. Transpiration takes place through the bullrushes. A 4-acre site would be needed to serve the RV campground. This system is being successfully used in several communities in Arizona. Kingman, Arizona, is a leader in the development and use of the system. The system there is now serving 12,000 people and has double this capacity. This system is not well suited for campgrounds because of cost, odor, insect (fly and mosquito) problems, and maintenance and environmental compliance requirements. RV campground O&M expenses are shown in table 10.

The estimated total costs are based on a percentage of the costs of Kingman's system and estimated from other experienced professionals) for the wetlands system is \$200,000.

**For all three Options, add 18% to all cost figures for approximate 2009 price estimates.**



## **Appendix C: Concession Regulations and Fees**

### **GOOSE BAY MARINA, INC.**

#### **2008 CAMPGROUND REGULATIONS**

The speed limit in camp is 5 mph. This includes motorcycles, ATV's, or any other motorized vehicle. Please observe this speed limit to help reduce dust and for safety reasons. Motorcycles, ATV's, etc, may be driven in and out of camp, at the speed limit, but not in surrounding field, through campground except to a camp space, up and down ramps or walkways. Paths are for foot traffic only.

The prices quoted for camping are for on R.V. only. Each unit must be on a separate camp space. Each unit must be registered at the office. If you are camping in a tent you must also register at the office. Campfires are allowed only in the fire rings provided. You may use propane BBQ's for cooking. No campfires will be allowed when fire danger is high. You will be advised when necessary. The wind can come up suddenly so be prepared for this. Do not leave your campfire unattended at any time. Put all fires out when retiring or when you leave your campsite. Do not remove the metal BBQ pits where they have been placed on your campsite. Keep noise down after 10:00 p.m. Dogs must be kept leashed or tied up. Do not allow them to run loose. Do not leave your pet tied up or in your R.V. when you are gone. Clean up after your pets, not only on your camp space, but anywhere you walk them.

Bathrooms and showers are open 24 hours. Please help to keep them clean. Do not put anything in toilets that may plug them up. We are on a septic system so do not put diapers, sanitary napkins, coffee grounds, etc, down the toilets. Porta-pots should be taken care of at the sanitary station. Do not run any grey water onto or into the ground. The sanitarian checks this regularly and are very strict about violations. Keep a container of some kind at your drains and dispose of at the sanitary station. We would appreciate your reporting any violations of this to the office and report any damage or malfunctions at the public bathrooms so we can take care of it as soon as possible.

We will be happy to take phone messages; however, unless it is an emergency we will not be able to deliver them except after store hours. If you are expecting a message check at the store.

There is no swimming allowed from or around docks. Do not run on docks or allow your children to play on them. All children are to be with an adult when on docks. Children 12 or under must have a life jacket on. Respect other people's boats and property and keep children away from them. There is no fishing allowed from the docks except at the boat slip you are renting. If children are fishing they may only fish from the dock you rent. There is no-wake speed limit from the buoys into the bay. You are legally responsible for any damage done to other boats or the docks which is caused by your wake. No wake speed is idle speed with no white water showing behind the boat.

There are garbage cans located throughout the campground. Do not put garbage in them to the point that it cannot be lifted out of the cans. Because of restrictions at the landfill we are not allowed to dump any fish or animal parts in the dumpsters so do not put fish entrails, etc. in garbage cans. Left-over building materials, wood, glass, etc., old or

broken furniture should be hauled to Dry Gulch Transfer Station. Any questions check at store.

We ask that you do not use generators in the campground area where the sites are set up for hookups. Check at the office if you wish a spot without hookups and can use a generator. These will be allowed to run only during daylight hours.

If you have any questions, check with the office located in the store.

Boats, boat trailers, vehicles, etc. are to be parked out of the area where the e R.V.'s are set up. This gets very congested and makes it difficult for campers leaving or coming onto a spot.

If you wish to set up a tent next to your R.V. you may do this for immediate family only. Any other tents will have to be on a separate camp spot and be registered at the office. If more than one tent is put on a campsite you will be asked to take it down and move it. Each camp spot has a designated plug in for power. There are 20, 30, and 50 amp services. If the spot you have does not have the power you need, another camp spot will have to be assigned to you. Do not add extension cords in order to plug into someone else's receptacle. Never unplug another R.V. to use their power watering of any grass etc is restricted. We are on a well here which is being used for the whole campground. Do not leave hoses running longer than ½ hr or water by hand. If our water pressure goes down we will be turning the hoses, etc. off.

## Appendix D: Pricing for Facilities

Goose Bay Marina Price Sheet  
GOOSE BAY MARINA, INC.  
300 Goose Bay Lane  
Townsend, MT 59644  
406-266-3645

RATES EFFECTIVE FOR 2009 Season beginning April 1, 2009

Mobile home lots with full hookups - \$155.00 per month

R.V. spaces with power and water: 20 amp & 30 amp

\$17.50 per day---\$95.00 per week---\$165.00 per month

50 amp ----- \$19.50 per day---\$120.00 per week ---\$190.00 per month

Dry camping with no hookups:

\$12.00 per day---\$60.00 per week---\$80.00 per month

Seasonal camping with power and water:

\$145.00 per month. Our season camping is limited to 5-1/2 months. After that length of time the R.V. must be moved off the campsite for a minimum of 2 weeks, after which time it may be put back on a campsite if you wish to stay longer. When the R.V. is moved the campsite is to be cleared of personal items such as steps, BBQ's etc.

**IF YOU ARE ON THE CAMP SPOT LESS THAN 5-1/2 MONTHS, THE RATE IS \$165.00/MONTH.**

Boat Slips:

Up to 18' slip - \$430.00 per season

20' slip or longer \$470.00 per season

\$12.00 per day, \$60.00 per week: \$130.00 per month (all size slips)

Dry Storage:

\$30.00 per month: one unit

\$45.00 per month; two units

## Appendix E. Campground Cost Estimates from Other Canyon Ferry Campgrounds

### Goose Bay Planning Area Campground Facilities Costs

#### Cost Estimates for Goose Bay Campground and Marina

• CXT Vault Toilets – Installed	\$20,000 each
• Pilot Rock Standard Fire rings 32” Outside Diameter	\$125.00 each
• Pilot Rock ADA Double Walled Fire Ring Fire Rings	\$260.00 each
• Pilot rock ADA Side Accessible Picnic Tables	\$620.00 each
• Iron Ranger – Fee Collection –Shell/Insert each	\$589.50 each/\$476.25
• Litchfield Picnic Shelter 16’X20’	\$23,500 each
• Aggregate for 20’40’X6” parking and 15’X30’X6” Camping pad 23 CY per campsite at \$120.00 per CY =	\$2,760.00

#### Existing Facilities with the Marina

- Campsites with hook ups 62
- Without hook ups 25 plus
- Shower House with flush toilets – 1
- Vault Toilets – Boat Ramp 2 – Marina Campground 1

#### Existing Facilities with the Bureau of Reclamation Campground

- Primitive campsite – Number of campsites undetermined
- Vault Toilets 3

#### Unit Cost for Standard Campsite

• Aggregate for 20’X40’X6” parking and 15’X30’X6”	\$2,760.00
• Pilot Rock Standard Fire rings 32” Outside Diameter	\$ 125.00
• Pilot Rock ADA Side Accessible Picnic Tables	\$ 620.00
• Campsite Signage	\$ 100.00
• Delineation Stones	\$ 100.00
• \$100 per stone x 2	<u>\$ 200.00</u>

Total	\$3,805.00
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## **Appendix F. Pictures of Existing Use and Proposed Facilities**

**Current** – Existing Boat Ramp and Camping at Goose Bay

**Proposed:** Handicap fishing pier, screened group shelter & waiting dock

**Proposed:** Satellite Store & Dock

**Proposed:** Swim Beach

**Proposed:** Park Model Mobile Cabins

**Proposed:** Fish Cleaning Station

**Proposed:** Dry Boat Storage Facility

**Existing:** Group Camping at Scooter Bay

**Proposed:** Interpretive Sign near Scooter Bay

**Proposed:** Docks at Scooter Bay



Existing Boat Ramp and Camping at Goose Bay





Proposed Handicap Fishing Pier, Screened Group Shelter & Waiting Dock



Existing Location



Proposed Satellite Store & Dock



Existing Location





Proposed Swim Beach



Existing Location - Winter







Proposed Dry Boat Storage Facility



Existing Location



Existing Group Camping at Scooter Bay



Circle of Campers - Scooter Bay





Proposed Docks - Scooter Bay



Existing Location

