

TERMS OF REFERENCE

FOR

**THE
CONTRACTING OF CONSULTANCY
SERVICES
TO
WRITE A BUSINESS PLAN
For the
CAMP VERLEY SITE**

**CENTRAL JAMAICA CONFERENCE
OF
SEVENTH DAY ADVENTISTS
58 BRUNSWICK AVE.,
SPANISH TOWN.**

Introduction

Camp Verley sits on two hundred and twenty six acres, two rods and nineteen point six perches of land of which some fifty percent is hill. The land was a gift from a Mr. Verley to the Central Jamaica Conference of Seventh Day Adventist churches.

Originally part of the Spring Village sugar estate, the property consists primarily of low lying limestone hills with cockpit type valleys and floors, a ten acre piece of flat land, and contains a spring head – probably the genesis of the name of the estate - which was the water source for the Bushy Park aqueduct. The property also contains a swimming pool, a number of other wall structures and canals associated with the use of the property as an estate and several graves in the hills behind – the remnants of a village that was located there from over two hundred years ago.

For the past thirty years the CJC has been developing the Camp Verley site. Many proposals have been put forward including marble mining, citrus growing and water bottling. The only proposal that has taken root has been the use of the property as a camp site for church conventions, annual youth camps, educational events, and other large church based meetings. It also contains a fledgling sports complex.

Supported by a mandate from the constituency the Conference administration is now determined to push forward with the Camp's development. As a result the Conference is seeking to engage a number of consultants to conduct the preliminary planning tasks to create an integrated development plan to guide said activities in a systematic manner.

Objectives.

The objectives of the project will be to:

- Use the unique environmental situation of the site to cater to the health needs of persons within Central Jamaica, the rest of Jamaica and internationally, through the establishment of an ultra modern and internationally recognized holistic health facility
- Use the facility as part of a program of developmental sustainability
- Use the visitorship generated to enable Camp Verley to become sustainable in the shortest possible time through the optimization of merchandising opportunities reflective of the Seventh Day Adventist Heritage and Camp Verley Brand.
- Ensure the environmental sustainability of the property

Project Goals

This is best understood by grasping the scope of the vision that we have for the park which reads as follows:

“To be the premier Spiritual, Recreational and Training facility within a sustainable economic framework for CJC”

This vision positions Camp Verley as a sustainable, spiritual, recreational, educational and family entity fully integrated into the Seventh Day Adventists lifestyle, and all that is best and positive in the cultural life and fabric of Jamaica.

As such the Conference is seeking to develop the site for its constituency, stakeholders and partners based on the principle of sustainability and by using all of the natural and historic features and situations that have shaped the Camp Verley landscape and experiences. To achieve this we intend to identify and develop as many elements found on the site as is possible. There will also be the opportunity to use the exclusive Camp Verley brand to develop a unique identity and strategic plan.

The Conference recognizes that the production of these plans is a necessity in:

- Providing the organization with a resource document to aid the valorization of the site.
- Informing the organization's decisions in approving development for and alterations to the site.
- Providing a holistic development framework to guide present and future work on the site
- Involving our partners and stakeholders in the planning process and providing them with the means of arriving at informed decisions

Project Purpose:

The plans are intended to streamline the planning and approval process of the Conference and to facilitate entities who want to enter into joint venture agreements with the organization either managing or intending to develop aspects of the proposed developments. It is expected that these plans will set a clear path along which the Conference will consider, approve and implement activities proposed for the site. The document will help to streamline the application process through the proposal of specific activities.

Project Scope

The works shall include: -

- The writing of a business plan for the camp property to complement those that will be developed for the health and bottling facilities, and to include the swimming pool, the recreational activities, the landscaping and all other activities that will enhance the sustainability of the property, .
- Recommendations re the financing options available

Project Deliverables

It is envisioned that the documents should be ready by September 30th 2009. As such the following will be submitted:-

A business plan for the property to include the following headings:

- **Executive Summary**
- **A brief description of the organization**
 - a. Business Objectives Mission, Key Success factors
 - b. History/Start Up Plan
 - c. Operations
 - d. The future
 - e. Internal Analyses
 - f. External Analysis (Environmental, Political, Social, Technological, Legal, Economic)
- **Key Personnel /Management information:**
 - a. Organizational structure, curricula vitae of the management and profiles of the directors, experience and functional responsibilities.
- **Product(s) or Service(s)**
 - a. Description product(s) or service(s)
 - b. Current position (in lifecycle)
 - c. Current and potential level of output
 - d. Sales history and targets
 - e. Technology
 - f. Maintenance/ support considerations
- **Market Analyses**
 - a. Value Proposition
 - b. Competitive Analysis
 - c. Marketing and support strategy
 - d. Pricing Strategy
 - e. Sales Strategy
- **Natural Environmental Factors:**
 - a. Proof that the organization is in compliance with regulations prescribed by National Environment and Planning Agency (NEPA), if necessary
 - b. Potential impacts on the environment
 - c. Description of the measures incorporated into the project to mitigate any adverse environmental impact.
 - d. A Monitoring Plan
- **Political, economic, legal and socio-cultural factors:**
 - a. Government policies relevant to the industry and the company, particularly current incentives or support programmes
 - b. Nature and extent of economic benefits from the project/company, such as improved technology, generation of jobs, use of natural resources, foreign exchange generation /savings, other aspects of development.
 - c. Legislation governing the operations of the business. Legal implications for implementation of project.

- d. Impact of project on socio-cultural development.
- **Technological factors**
Existing technology in the macro environment and organizational capacity to keep pace and mitigate obsolescence. Opportunity for further innovation
- **Implementation**
 - a. Action Plan – Gant Chart – What, when, who and at what cost
 - b. Milestones
 - c. Procurement plan
- **Financial plan:**
 - a. Key Assumptions
 - b. Proposed financial structure for the project/company including breakdown of:
 - c. shareholders equity, external funding, debt and the expected contribution from TEF
 - d. Current balance sheet for the entity.

Last three (3) years' audited financial statements and up-to-date in-house financial statements, if applicable.

Three years projected annual financial statements (cash flow, profit & loss, and balance sheet with assumptions clearly stated)

N.B. A monthly cash flow statement is required for the first year.

Current Submissions

1. A proposed project schedule and methodology based on the listed Deliverables, a start date of 2008 and an end date of 2008.
2. Professional fees for the execution of the project inclusive of any reimbursable cost.
3. A cash flow for the payment of fees based on the Deliverables.
4. A company profile indicating the consultant's or company's accomplishments with similar projects.
5. A copy of the company's TCC or letter from the relevant authorities showing tax compliance in the case of an individual.

This tender must include separate technical and financial proposals and be submitted to the Tender Submission Camp Verley Development, Office of the President, Central Jamaica Conference, 58 Brunswick Rd, Spanish Town, no later than June 30th 2009.

Neither late nor incomplete submissions will be accepted.