BUSINESS OPPORTUNITY

LODGING, FOOD AND BEVERAGE, RETAIL, TRANSPORTATION, AND OTHER SERVICES

GLACIER NATIONAL PARK

Department of the Interior

National Park Service
Intermountain Region

Contract No. CC-GLAC002-14

SUMMARY OF BUSINESS OPPORTUNITY

The following summarizes the key elements of the business opportunity for the GLAC002-14 Draft Contract. Should the facts and figures presented in the Summary differ from or contradict the Draft Contract in any way, the Draft Contract will prevail.

Nature of Business and Services Provided

The Draft Contract describes the following visitor services.

Required Visitor Services for the Draft Concession Contract

Service	Locations
Lodging	Apgar Lake McDonald Rising Sun Many Glacier Swiftcurrent
Food and Beverage	Lake McDonald Rising Sun Many Glacier Swiftcurrent Two Medicine
Retail	Lake McDonald Rising Sun Many Glacier Swiftcurrent Two Medicine
Transportation-Tours and Shuttles	Throughout the Park
Public Showers	Rising Sun and Swiftcurrent
Public Laundry	Swiftcurrent
ATM	Various Locations
Vending	Various Locations

Authorized Visitor Services for the Draft Concession Contract

Service	Locations
Lodging	Stewart Motel at Lake McDonald (Private Inholding)[1]
Historic Hotel Tours	Lake McDonald and Many Glacier
Visitor Entertainment Programs	Various Locations
Children's Educational Programs	Various Locations
Step-On Guide Service	Throughout the Park
Private Vehicle Shuttle Service	Throughout the Park

[1]The Stewart Motel is a privately owned motel with 30 standard rooms located on land owned by the Existing Concessioner within the boundary of Glacier National Park. It has historically operated as part of the Lake McDonald Lodge. See Section 20 of the Draft Contract regarding provisions applicable to the possible operation of the Stewart Motel.

Historical Gross Revenue, 2008-2010[1]

	2008	2009	2010
Total Revenue	$16,204,274	$16,295,262	$18,027,955

[1]"Gross Revenue" as shown here includes all receipts reported by the Existing Concessioner, Glacier Park, Inc., including revenues collected from the operation of the Stewart Motel. A concessioner must pay fees on "gross receipts," defined as gross revenue less certain expenses in Sec. 2 of the Draft Contract.

Source: NPS

Historical Return to the Government, 2008 – 2010

	2008	2009	2010
Total Annual Return to the Government	$1,142,975	$1,173,956	$1,254,540

Source: NPS

Proposed Minimum Franchise Fee:

1.0 percent of annual gross receipts

Required Repair and Maintenance Reserve:

2.35 percent of annual gross receipts

Term of Contract:

16 years; expected to begin January 1, 2014

Estimated Initial Investment:

Item	Amount[1]
Possessory Interest	$22,000,000
Improvement of Replaced, Out-of-Park Support Facilities[2]	$755,000
Deferred Maintenance (Year one)	$1,436,000
Purchase of Existing Concessioner Personal Property[3]	$4,984,000
Personal Property Improvement Requirement	$2,480,000
Other Miscellaneous Improvements	$202,000
Working Capital	$417,000
Other Pre-Opening Expenses	$498,000
Total	**$32,772,000**

[1]All dollar amounts represented in 2014$.
[2]Cost noted inclusive of estimated real and personal property investment costs.
[3]Please refer to Appendix M of the Prospectus for personal property listing.

Source: NPS

Deferred Maintenance in Other Draft Contract Years

In 2015 and 2016, the Concessioner must cure $518,000 and $539,000, respectively, in deferred maintenance.

Personal Property Improvement Requirement (PPIR)

The Concessioner will undertake and complete a Personal Property Improvement Requirement costing not less than $2,480,000, commencing in 2014 with completion by opening of 2015.

Item	Amount[1]
Heidi's Quick Service	$43,500
Two Medicine Quick Service	$72,500
Many Glacier Lodge Stratification	$515,400
Lake McDonald Lodge Stratification	$240,500
Apgar Personal Property Improvements	$290,000
Rising Sun Personal Property Improvements	$485,900
Swiftcurrent Personal Property Improvements	$638,900
Purchase Two Alternative Fuel ADA Buses	$193,300
Total	**$2,480,000**

[1]*All dollar amounts represented in the year of expenditure.*

Red Bus Fleet Rehabilitation/Replacement

The Concessioner will undertake and complete the rehabilitation/replacement of the Red Bus fleet as follows:

Rehabilitate a minimum of 15 Red Buses over the first twelve years of the Draft Contract term costing not less than $4,110,000, per the following schedule:

- A minimum of five by the end of 2020
- A minimum of six more by the end of 2023
- The remainder (if any) by the end of 2025

Replace the remaining 18 Red Buses with alternative fuel vehicles, costing not less than $4,025,000, per the following schedule:

- A minimum of two in 2025
- A minimum of four per year, until the Concessioner has rehabilitated or replaced the entire Red Bus fleet by the beginning of the 2029 season.

No Preferred Offeror

The Director of the Service has determined that no Preferred Offeror for this Draft Contract exists pursuant to the terms of 36 C.F.R. Part 51. This solicitation for commercial visitor services is fully competitive.

Alternative Leasehold Surrender Interest Depreciation

The possessory interest acquired by the Concessioner will automatically convert to Leasehold Surrender Interest (LSI) in accordance with the terms of the Draft Contract. As set forth in Exhibit A to the Draft Contract, the Leasehold Surrender Interest (LSI) will depreciate on a straight-line basis over a forty-year schedule, so that during the 16-year term of the Draft Contract, the initial LSI amount will reduce by approximately forty percent (40%).

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INTRODUCTION

The National Park Service ("Service") intends to award a concession contract in Glacier National Park (Park) for seasonal concession operations at five lodging locations, ten food and beverage locations (some co-located with retail), eight retail locations, road-based tours and transportation-related operations, and other services. This Prospectus describes in general terms the existing business operations and the future business opportunities for the facilities and services required by the Service. Offerors are responsible for reviewing all sections of this Prospectus and, specifically, the terms and conditions of the Draft Concession Contract CC-GLAC002-14 ("Draft Contract"), including its exhibits, to determine the full scope of the Concessioner's responsibilities under the Draft Contract.

The Service is conducting this solicitation in accordance with the National Park Service Concessions Management Improvement Act of 1998 (P.L. 105-391) as implemented by the Service in 36 C.F.R. Part 51. The term "Concessioner" as used in this Prospectus refers to the entity that will be the Concessioner under the Draft Contract. The Term "Existing Concessioner" refers to Glacier Park, Inc., the Concessioner under the existing concession contract ("Existing Contract"). The Existing Contract and a copy of 36 C.F.R. Part 51 are included as Appendices to this Prospectus.

In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, the latter will prevail. In the event of any inconsistency between the description of the terms contained in this Prospectus and the Draft Contract, the Draft Contract will prevail.

The National Park Service and Its Mission

In 1916, President Woodrow Wilson approved legislation creating the Service within the Department of the Interior. That legislation mandated that Congress create America's National Park Service to:

> *…conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such a manner and by such means as will leave them unimpaired for the enjoyment of future generations. (16 U.S.C. 1)*

Additionally, Congress declared that the National Park System should be:

> *…preserved and managed for the benefit and inspiration of all the people of the United States. . . . (16 U.S.C. §1a-1)*

The Service has as its overall mission the preservation and public enjoyment of significant aspects of the nation's natural and cultural heritage. To learn more about the National Park Service, visit www.nps.gov. This site includes information about the Service's mission, policies, and individual park units.

Historic Red Bus

Overview of Glacier National Park: Majestic Mountains, Rare Glaciers

Glacier National Park, one of our oldest national parks, celebrated its centennial anniversary in 2010.

Established in 1910 as the nation's 10th national park, Glacier National Park preserves the natural beauty and resources of the land. On May 11, 2010, Glacier National Park celebrated its centennial anniversary.

In the early years, visitors typically traveled to the Park from the east by train. The Great Northern Railway ("the Railway") recognized the lack of lodging options in the area. In order to capitalize on this business opportunity and to help market its railway services, the Railway built several hotels and chalets throughout the Park. As the Railway made lodging options available in and around the Park, more visitors came to Glacier National Park to witness its vast landscapes and majestic beauty.

The Park abuts the Canadian border, approximately 32 miles northeast of Kalispell (a 45-minute drive) and 140 miles north of Missoula (a three-hour drive). Glacier National Park straddles the Continental Divide and its dramatic mountain peaks at the center of what is known as the "Crown of the Continent." The Park also abuts the Flathead National Forest to the south and west, the Lewis and Clark National Forest to the southeast, and the Blackfeet Indian Reservation to the east. Several American Indian Tribes, including the Blackfeet Tribe and Salish and Kootenai Confederated Tribes, have strong ties to the Park's land and features.

Glacier National Park also is adjacent to Canada's Waterton Lakes National Park. In 1932, the United States and Canada jointly designated the two parks the world's first International Peace Park. The Parks have both been designated as Biosphere Reserves and together were recognized, in 1995, as a World Heritage Site.

The Park contains over 1,000,000 acres with over 70 species of mammals and over 260 species of birds, including many threatened and endangered species. The spectacular glaciated landscape provides a hiker's paradise, containing over 700 miles of maintained trails leading deep into one of the largest intact ecosystems in the lower 48 states. The Park also contains a sizeable inventory of culturally significant resources, including over 350 structures in the Park listed on the National Register of Historic Sites and six National Historic Landmarks.

Over two million people visit the Park annually to enjoy the broad variety of experiences it offers such as hiking, boating, horseback riding, and driving the Going-to-the-Sun Road. The Park is open year-round; however, most concession accommodations and services are available only from late spring to early fall. Five other concessioners and roughly 30 other commercial operators provide visitor services in the Park through concessions contracts or commercial use authorizations. In addition to the services provided by the Existing Concessioner, other Park commercial services include:

- art and photography workshops;
- backcountry lodging and food service;
- guided hiking, horseback riding, bicycle tours, and cross-country skiing;
- interpretive motor vehicle and boat tours; and
- small boat rentals.

Glacier National Park also has four official partners that facilitate fundraising, coordinate volunteers, and provide environmental education services and materials.

Unique Business Opportunity Nestled within the Crown of the Continent

The Glacier concession portfolio includes five lodging properties with a diverse rooms inventory ranging from rustic to full-service accommodations.

This unique and special business opportunity offers a resort operator the possibility to manage five lodging operations, ranging from full-service lodges to rustic cabins reminiscent of the Park's turn-of-the-century beginnings. Most lodging accommodations offer historic qualities and views unmatched by competitors in the surrounding area.

Two properties, Lake McDonald Lodge and the Village Inn at Apgar, stand on the western side of the Continental Divide, while the Many Glacier Hotel, Rising Sun Motor Inn, and Swiftcurrent Motor Inn stand on the eastern side of the Park. All lodging operations offer food service and retail opportunities.

Many Glacier Hotel
A National Historic Landmark

Lodging: The lodging operation provides the largest source of revenue for the Glacier concession. The Draft Contract requires operation of 498 rooms across five locations, and room types vary from luxury suites to standard lodge rooms to rustic cabins or rooms with shared bathrooms. The Service treats the entire lodging inventory as historic. Despite the unique nature of each lodging property, most notably the public spaces of the Lake McDonald Lodge and Many Glacier Hotel, the fit and finish of most rooms is similar portfolio-wide.

Food & Beverage: Food and beverage contributes the second largest proportion of revenue for the Glacier concession operation. Most of the lodging locations provide one or more food service options. Lake McDonald Lodge offers a full-service dining room, a grill and pizza restaurant, and a lounge. Many Glacier Hotel offers a full-service dining room, sandwiches and other light fare in a lounge, and ice cream, hot dogs, and other snack items in a small retail outlet on the ground level. Rising Sun and Swiftcurrent Motor Inns offer casual, full-service restaurants. The Campstores feature limited snack and packaged sandwich selections.

Retail: Most lodging locations provide a retail store and/or a campstore. In addition, the Two Medicine Campstore is a stand-alone retail operation, historic and unique in its design.

Transportation: The historic Red Bus fleet provides tour services throughout the Park, a signature service of this concession operation. The Service currently owns the Red Bus fleet, but the Concessioner must operate, maintain, and store the fleet. The Concessioner also must provide hiker shuttle service to various trailheads throughout the Park using appropriate vehicles.

Other: The Draft Contract requires the Concessioner to provide employee housing and meals at each location, as well as public showers and laundry facilities, automatic teller machines, and limited vending.

Two Medicine Campstore
A National Historic Landmark

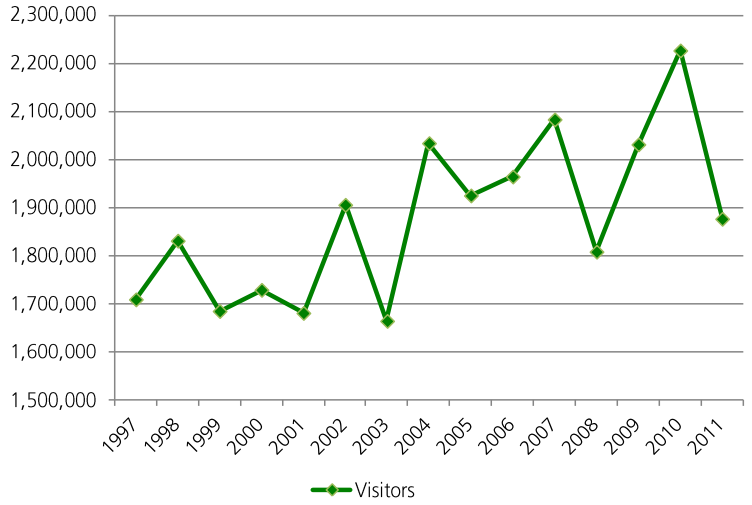
In addition, the Draft Contract authorizes the Concessioner to provide other visitor services such as Step on Guides, historic walking tours, visitor entertainment programs, private vehicle shuttle services, and environmental educational activities.

Glacier National Park Visitation

Since the inception of Glacier National Park in 1910, visitation has increased at a compound annual growth rate of 6.6 percent. Over the last 15 years, visitation has fluctuated between 1.66 million and 2.23 million visitors per year, with a peak occurring in 2010, the Park's centennial year.

Between 2002 and 2011, Glacier National Park visitation averaged 1.95 million

Exhibit 1 – Glacier National Park Historical Visitation



Source: NPS

Although visitation declined several times over the past 15 years, in each instance it recovered relatively quickly:

- Wildland fires in 2001 and 2003 affected visitation numbers due to Park area closures. In 2003, the fires resulted in some Concession Facilities closures as well. In both cases, Park visitation immediately recovered in the following years.
- The 2008 decline appears to correspond to a decline in the overall tourism industry that occurred because of high oil prices and poor economic conditions, making it more difficult for visitors to travel to the Park's relatively remote location.
- In 2009, visitation to the Park began to recover, growing by more than 12 percent. Lower oil prices and improving economic conditions likely allowed consumers to better afford travel. Marked growth in visitation followed into 2010, growing by an additional 10 percent over 2009 levels. A variety of factors likely influenced this relatively strong growth, including the Park's centennial anniversary, the release of Ken Burns' epic documentary on national parks, and overall improvement in the economy.
- The decline in 2011 visitation may be attributed to late spring openings in many locations, due to a heavy snow season, and the economy. It is important to note, however, that overall visitation has averaged nearly two million visitors over the past 10 years.

MARKET AREA OVERVIEW

The map below provides a regional overview. The green area in the northwestern corner of the state indicates the Park's location.

Exhibit 2 – Geographic Context of Glacier National Park

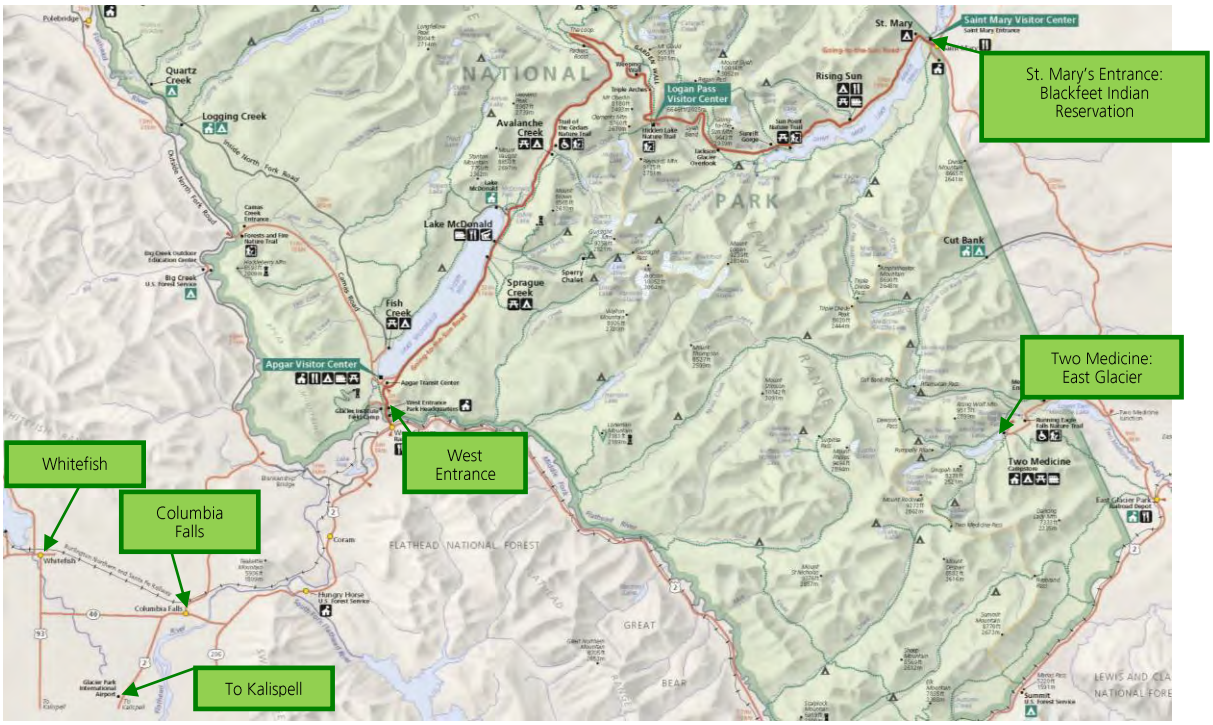
Source: NPS

On the western side of the Park, the communities of Columbia Falls, Whitefish, and Kalispell provide a gateway to the Park and offer a variety of services for visitors to the Park. Visitors may arrive to the area via railway at West Glacier or via air through Kalispell. Columbia Falls, Whitefish, and Kalispell are between 25 and 35 miles from the Park's west entrance.

Visitors come to the eastern entrances of the Park through the Blackfeet Indian Reservation. East Glacier and Browning are the two largest communities on the east side of the Park, approximately 10-50+ miles from various eastern Park entrances. A railway station in East Glacier provides access for many visiting the Park via railway. The rural area on the eastern side of the Park provides fewer available services than on the west side.

The following map provides a geographic context for the Park and surrounding communities.

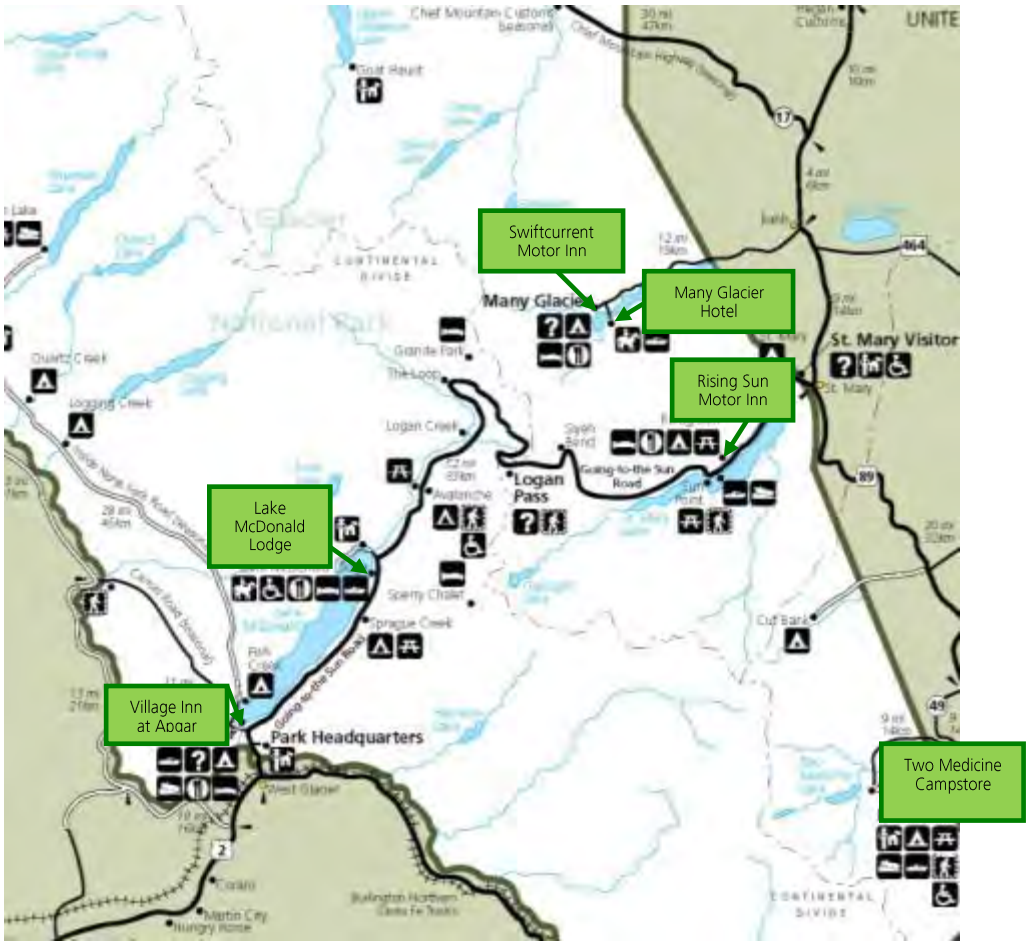
Exhibit 3 – Geographic Context of Glacier National Park



Source: NPS

Glacier National Park offers visitor services throughout the Park. Concessioners provide most of these services through contracts with the National Park Service. The map below provides an overview of the various services throughout the Park. The green highlighted areas indicate the Glacier concession areas relevant to this business opportunity.

Exhibit 4 – Glacier National Park Concession Map



Source: NPS

Local Competitive Market

The tourism market in Kalispell/Whitefish/Columbia Falls has varying degrees of dependency on Glacier National Park, with the level of dependency primarily based on an operation's proximity to the Park. In general, the concession operations provided through this business opportunity dominate the market for most of the services provided. The annual opening of the alpine section of the Going-to-the-Sun Road in Glacier has a significant effect on the local tourism industry.

Lodging

Local market lodging occupancy averages about 90% in peak season and between 60% and 80% in shoulder seasons.

The Existing Concessioner's lodging operation leads the local competitive market, having average annual occupancy of about 90%, with all properties near 100% during July and August. Many properties near to the Park set their pricing and operating season based on the in-Park properties.

Swiftcurrent Motor Inn Cabin

Food and Beverage

Rising Sun Motor Inn Restaurant

Most lodging locations include dining on-site. In contrast, the surrounding market area offers very few full-service lodging properties. Nearby Whitefish and Kalispell have numerous dining options, and Whitefish in particular offers a growing selection of upscale restaurants. Few restaurant options exist on the eastern side of the Park, making the Park's concession restaurants popular choices.

Retail

Retail outlets in the region offer products unique to the region, including cultural items and local huckleberry products, as well as general souvenirs. Park-centered merchandise is widely available. Retail shops in Whitefish and Columbia Falls offer a wider variety of items ranging from t-shirts and other souvenirs to high-end artwork and sculpture. Kalispell has national and regional chain stores as well as local boutique shopping. In and around West Glacier, retail outlets focus specifically on Park themes and souvenirs.

East Glacier and St. Mary offer very limited retail opportunities, with options limited to convenience stores and a small number of arts & crafts-oriented specialty stores.

Motorized Tours

As eco-tourism has become increasingly popular, more visitors want to tour and learn about the natural and cultural features of the places they visit. Glacier National Park provides the perfect setting for eco-tourism to expand. Due to its large geographic land area, the vehicle tours provide one of the best ways to see a large portion of the Park's most interesting attractions. Vehicle size limits on the Going–to-the-Sun Road encourage many visitors to tour with concessioners. The Existing Concessioner provides Park tours using the historic Red Bus fleet and the popularity of eco-tourism has led to an expansion of the number and variety of tours offered by the Existing Concessioner. In addition, Sun Tours, a Blackfeet Indian-owned business headquartered in East Glacier, provides tours throughout the Park. Sun Tours offers tours specifically focused on interpreting tribal ties to the Park.

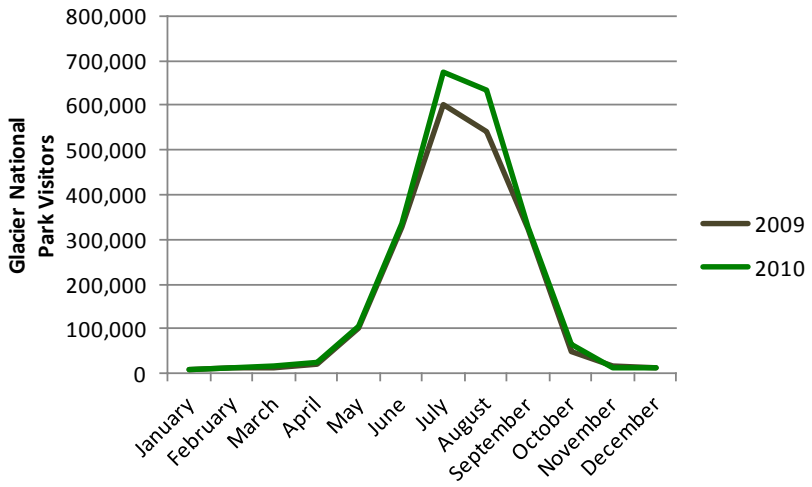
Market Seasonality

The Northern Montana climate features extremes that contribute to dramatic seasonality. Peak Park visitation and operation of most Park concessions coincide with the opening of the Going-to-the-Sun Road. This peak season usually occurs between mid-June and mid-September. The unpredictable nature of the area's spring and fall weather was exhibited in 2011, causing the Going-to-the-Sun Road to open a month later than normal due to record snowfalls.

Park planning documents prohibit year-round concession operations based on lack of demonstrated need for visitor service, concerns related to adverse impacts to wildlife habitat, increased operating expenses for the Service, and infrastructure that cannot support year-round use. As such, the lodging and other visitor services will continue to be summer season operations for the term of the Draft Contract.

The following present seasonality of visitation to Montana and the Park.

Exhibit 5 – Seasonality: Glacier National Park Visitors



[1]*2011 Montana visitation unavailable at the writing of this document.*

Source: NPS

Visitation Factors

As explained above, the unpredictable nature of the weather remains a factor in the peak summer tourist season at the Park. Other factors affecting Park visitation are wildland fires, gasoline prices, U.S. and Canadian travel trends, and general economic conditions.

In addition, the State of Montana has spent the last few years organizing a new marketing and branding effort targeted at sustained growth of state visitation. Many of the pictures used in the campaign feature locations in Glacier National Park, expected to continue as one of the biggest draws in the state.

Village Inn at Apgar

EXISTING CONCESSION OPERATIONS

The Existing Concessioner provides the services summarized below under the Existing Contract, a copy of which is included in an Appendix to this Prospectus.

Exhibit 6 - Existing Concession Services

Outlet	Location	Offerings
Lodging		
Village Inn at Apgar	West side	36 motel rooms
Lake McDonald Lodge[1,2]	West side	74 lodge and motel rooms; 38 cabin rooms
Swiftcurrent Motor Inn[3]	East side	62 motel rooms; 32 cabin rooms
Rising Sun Motor Inn	East side	37 motel rooms; 35 cabin rooms
Many Glacier Hotel	East side	214 lodge rooms

Outlet	Location	Offerings
Food & Beverage		
Lake McDonald Lodge Dining Room, Lounge, and Lake McDonald Restaurant	West side	226 seats across all three venues
Swiftcurrent Restaurant	East side	70 seats
Rising Sun Restaurant	East side	96 seats
Many Glacier Hotel Dining Room and Swiss Lounge	East side	233 seats across all three venues
Rising Sun, Swiftcurrent, and Two Medicine Campstores and Heidi's at Many Glacier Hotel	East side	Packaged foods
Retail		
Lake McDonald Gift Shop and Campstore	West side	3,600 square feet across both outlets; gift shop and campstore with gifts, limited grocery and convenience items, camping supplies
Switftcurrent Campstore	West side	2,165 square feet with gifts, limited grocery and convenience items, camping supplies
Rising Sun Gift Shop and Campstore	West side	2,795 square feet across both outlets with gifts, limited grocery and convenience items, camping supplies
Many Glacier Gift Shop and Heidi's	West side	2,289 square feet across both outlets with gift shop and limited convenience items
Two Medicine Campstore	West side	2,644 square feet with gifts, limited grocery and convenience items, camping supplies
Other		
Red Bus Tours	Throughout	Multiple options for touring Park in iconic red buses; Concessioner responsible for maintenance and storage of the Buses
Hikers' Shuttle	Throughout	Shuttles hiking visitors to/from trailheads from lodging locations on east side of Park
Automatic Teller Machines	At lodging locations	Currently provided through a subconcession agreement
Public Laundry	East side	At Swiftcurrent Motor Inn
Public Showers	East side	At Rising Sun and Swiftcurrent Motor Inns

[1] *Total room count for the Lake McDonald Lodge includes 30 standard rooms housed in the Stewart Motel buildings.*
[2] *The Existing Concessioner will add twelve Lodge rooms in 2013.*
[3] *The Existing Concessioner will add six cabins in 2013.*

Source: NPS

The table below presents the 2012 operating season dates and approved rates as a point of reference. The 2013 approved rates are included as an Appendix to the Prospectus.

Exhibit 7 - 2012 Operating Season

Location	Operating Dates	Approved Rates
Village Inn at Apgar	5/31/12 – 9/17/12	$135-245
Lake McDonald Lodge	5/19/12 – 9/30/12	$127-179
Swiftcurrent Motor Inn	6/8/12 – 9/16/12	$72-134
Rising Sun Motor Inn	6/17/12 – 9/16/12	$118-134
Many Glacier Hotel	6/15/12 – 9/23/12	$149-310

Source: NPS

Swiftcurrent Motor Inn Restaurant

FUTURE OPERATIONS

The following tables present the Required and Authorized (optional) Services for the Draft Contract.

Exhibit 8 – Required and Authorized Services of the Draft Contract

Service	Locations
Lodging	Apgar Lake McDonald Rising Sun Many Glacier Swiftcurrent
Food and Beverage	Lake McDonald Rising Sun Many Glacier Swiftcurrent Two Medicine
Retail	Lake McDonald Rising Sun Many Glacier Swiftcurrent Two Medicine
Transportation-Tours and Shuttles	Throughout the Park
Public Showers	Rising Sun and Swiftcurrent
Public Laundry	Swiftcurrent
ATM	Various Locations
Vending	Various Locations

Service	Locations
Lodging	Stewart Motel at Lake McDonald (Private Inholding)[1]
Historic Hotel Tours	Lake McDonald and Many Glacier
Visitor Entertainment Programs	Various Locations
Children's Educational Programs	Various Locations
Step-On Guide Service	Throughout the Park
Private Vehicle Shuttle Service	Throughout the Park

[1]The Stewart Motel is a privately owned motel with 30 standard rooms, located on land owned by the Existing Concessioner within the boundary of Glacier National Park. It has historically operated as part of the Lake McDonald Lodge. See Section 20 of the Draft Contract regarding provisions applicable to the possible operation of the Stewart Motel.

Source: NPS

Employee Housing

The table below presents the maximum capacity of in-Park employee housing of the Existing Concessioner. The Offeror should anticipate meeting any additional housing needs outside of the Park. Due to the remoteness of the properties and limited employee access to transportation, the Concessioner also must provide meal service and organized recreational opportunities for its employees.

Exhibit 9 – Employee Housing

Location	Total Bed Count, Employee Housing
Lake McDonald	169[1]
Rising Sun	52
Swiftcurrent	50
Many Glacier	192
Apgar Village	2
Two Medicine	2
Total	**467**

[1]The Concessioner must provide six of these beds to other concessioners. Exhibit B, Operating Plan to the Draft Contract provides operational details for employee housing.

Source: NPS

Park Issues to Consider Under the Draft Contract

For the past several years, repairs and stabilization of the Going-to-the-Sun Road by the Service and the Federal Highway Administration involved limiting traffic to one lane in certain locations, which extended the travel time over the road by up to 40 minutes one way, depending on the volume of traffic. The Service anticipates completion of the work in the higher elevation sections of the Going-to-the-Sun Road by the first year of the Draft Contract. Roadwork will continue on this and other park roads during the term of the Draft Contract. To help mitigate vehicle traffic on the road during construction, the Service offers a free public transportation system from Apgar to St. Mary along the Going-to-the-Sun Road and anticipates continuing that service during the term of the Draft Contract.

In addition to the long-term road construction project, unanticipated closures due to rock fall, snow, and weather conditions affect the availability of the Going-to-the-Sun Road.

Park planning documents provide guidance for decisions related to commercial operations in the Park. These documents include the Park's General Management Plan (GMP), completed in 1999, and the Commercial Services Plan (CSP), completed in 2004. The CSP established development plans for Park concession areas, set limits for the allowable operating season, defined a Park-wide limit on the number of guest lodging rooms, and limited the amount of in-Park employee housing. Accordingly, if the Concessioner identifies a need for additional employee housing or other support functions, the Concessioner must meet those needs outside the Park boundary.

During the summer of 2011, the Service closed the northern half of the Many Glacier Hotel in order to retrofit, stabilize, and complete life-safety improvements. This project included renovations of lodging rooms, the main dining room, and the kitchen. If the Service obtains additional funding, it plans to make similar improvements to the southern half of the hotel. This work may occur during the term of the Draft Contract and may require closure of sections of the hotel, including lodging rooms, which may occur during an operating season or over several operating seasons. Further, the project may result in the relocation of retail space from the main lobby to another space within the hotel.

Many Glacier Hotel

FINANCIAL AND OPERATING DATA

The Proposal Package (Part III of this Prospectus) requires Offerors to develop financial projections based on the business operated under the Draft Contract. To assist Offerors in the development of these projections, the Service presents information regarding historical utilization and prospective operating information on the following pages. Please note that operating projections are only estimates based on Service assumptions developed considering publicly available historical data, industry standards, and other comparable information from other facilities.

The Service does not guarantee these projections will materialize and assumes no liability for the accuracy of the projections presented. Offerors must compile and present their own financial projections based on independent assumptions and industry knowledge.

Park Issues to Consider Under the Draft Contract

Offerors should consider the following when completing due diligence in support of their proposals:

- Off-season access to developed areas depends on weather, snow and road conditions, plowing, Service staffing, and wildlife concerns.
- Public vehicle access closes in the fall and does not open again until late spring for most areas. Concessioner administrative access behind Park gates is limited after and before certain dates, which affects planning for construction and maintenance activities.
- Water and wastewater services are not available for operating seasons that extend beyond late September or begin before mid-May or mid-June, depending on the area of the Park.
- Due to the historic nature of the majority of the facilities assigned under the Draft Contract, the remoteness of the facilities, and the seasonality of the access, the Concessioner will have short periods of time to conduct maintenance and capital improvements and must consider this when determining the costs of the projects.

Historical Gross Revenue

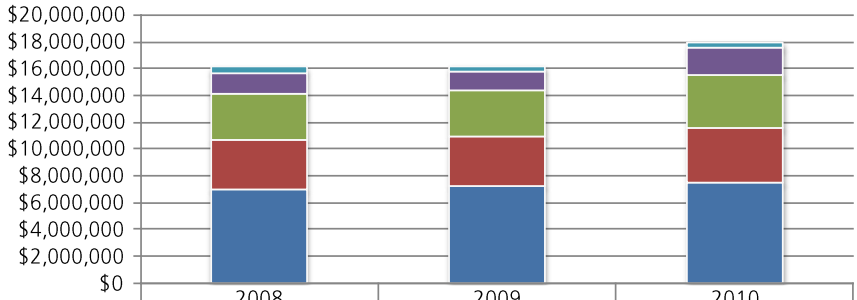
From 2008 through 2010, the Existing Concessioner's total gross revenues increased at an average annual rate of 5.5 percent per year. Please note, however, that much of this growth occurred in 2010, the Park's centennial year. Gross revenues remained flat in 2009, increasing by less than one percent over the prior year.

The Glacier concession generates average revenues of $16.8 million over a four-month operating season

A confluence of factors, including nationwide media coverage of the Park's 100th anniversary, a widely-publicized epic television documentary on the evolution of the national parks, and a rebounding economy, all influenced concession revenue growth in 2010. From 2009 to 2010, lodging increased 2.9 percent, food and beverage increased 11.7 percent, retail increased 14.9 percent, and transportation sustained the largest year-over-year growth of 37.0 percent.

The following exhibit presents historical revenue trends by operating department over the three-year period analyzed.

Exhibit 10 - Historical Revenue Distribution



	2008	2009	2010
Other	$418,004	$397,389	$426,764
Transportation	$1,565,105	$1,464,727	$2,006,794
Retail	$3,462,207	$3,437,295	$3,948,126
Food and Beverage	$3,738,398	$3,709,761	$4,145,418
Lodging	$7,020,560	$7,286,090	$7,500,883
Total	$16,204,274	$16,295,262	$18,027,985

Lodging Food and Beverage Retail Transportation Other

Source: NPS

Projected Revenue

In developing projected revenue estimates, the Service made the following assumptions:

- Estimated inflation at 2.4 percent on an annual basis;
- Higher average daily rate for all lodge rooms after completion of improvement projects (subject to Service approval);
- Fewer overall occupied room nights due to adjustments for removing the Stewart Motel rooms from revenue and adding rooms resulting from the Existing Concessioner's addition of cabins at Swiftcurrent and conversion of employee dorms to lodging at Lake McDonald Lodge. The assumed lodging inventory totals 498 rooms.
- Additional food and beverage covers for the Quick Service outlets at Many Glacier Hotel and Two Medicine Campstore;
- Additional food and beverage covers due to changes in food service throughout the operation;
- Lower ticket prices for transportation tours on the Red Bus replacement vehicles.

Lodging

Lodging generates the largest proportion of revenue under the Draft Contract. The concession typically opens on the west side of the Park in late May and on the east side in mid-June. Many Glacier Hotel has the largest inventory of rooms within the Park (214 rooms, or 43 percent of total room inventory). The Many Glacier property provides more than 45 percent of average annual gross lodging revenues.

Lake McDonald Cabins

Historically, lodging revenue has generated an average of 44 percent of total concession revenue. The year 2010 generated the highest revenue for lodging over the analyzed period, as visitation surpassed record levels and grew by almost ten percent over 2009. The Draft Contract

requires the Concessioner to operate 498 rooms across five lodging properties, 30 fewer than are operated by the Existing Concessioner. The reduction in rooms results from the removal of the Stewart Motel from the required room inventory because the Stewart Motel lies on land privately-owned by the Existing Concessioner within the boundary of the Park. The Existing Concessioner historically operated the Stewart Motel as part of the Lake McDonald Lodge, with its operation and financial reporting intermingled with the other Park lodging operations. Should the Service not select the Existing Concessioner as the Concessioner, there is no guarantee the existing owner would make the Stewart Motel available to the Concessioner. Consequently, the Service removed revenues and expenses associated with the Stewart Motel from the financial projections.

The following table presents projected ranges for lodging operations in the first stabilized year of operation after completion of all improvements. The Service approves Concession lodging rates.

Exhibit 11 - Projected Lodging Operating Statistics in Stabilized Year (2016)

	Occupied Room Nights	Average Daily Rate
Village Inn at Apgar	3,500 - 3,800	$195 - $215
Lake McDonald Lodge	9,200 - 9,600	$160 - $180
Rising Sun Motor Inn	6,200 – 6,600	$155 - $175
Many Glacier Hotel	20,000 – 21,600	$185 - $205
Swiftcurrent Motor Inn	8,000 – 8,300	$135 - $155
Total	**46,900 – 49,800**	**$170 - $190**
Lodging Revenue as % of Total Revenue		**40% - 45%**

Source: NPS

Food and Beverage

The Service sees an opportunity for an overall improvement in the food and beverage operations at several locations. The Proposal Package asks Offerors for ideas and plans for these operations to offer more variety, and healthy, sustainable, and locally-sourced food options.

In addition, two underserved locations would benefit from new quick service food venues. The outlets at the Many Glacier Hotel and at Two Medicine Campstore could offer specialty coffee drinks, pastries, soup, snacks, and sandwiches.

The following table presents projected ranges for food and beverage operations in the first stabilized year of operation, after completion of all improvements.

Lake McDonald Dining Room

Exhibit 12 - Projected Food and Beverage Operating Statistics (2017)

	Covers	Average Check
Lake McDonald	143,000 – 147,000	$15.00 - $16.00
Rising Sun	38,000 – 42,000	$12.00 - $14.00
Many Glacier	92,000 – 95,000	$25.50 - $26.50
Swiftcurrent Motor	53,000 – 56,000	$9.60 – $10.50
Two Medicine	18,000 – 20,000	$3.00 - $3.50
Total	**344,000 – 360,000**	**$16 - $17**
Food and Beverage Revenue as % of Total Revenue		**25% - 30%**

Source: NPS

Retail

Similar to the rest of the Glacier concession, the retail operation has had stable revenue. Between 2008 and 2009, retail sales were nearly flat, averaging $3.4 million per year. In contrast, the record Park visitation that occurred in 2010 reflected positively in retail gross sales, which grew by 15 percent over sales achieved in 2009.

The Service will require the Concessioner to diversify its retail offerings so that each of the Park's concession retail outlets will feature décor and merchandising that reflects natural or cultural interpretive themes unique to that area of the Park.

The following table presents projected ranges for retail operations in the first stabilized year of operation.

Rising Sun Campstore

Exhibit 13 - Projected Retail Revenue Metrics (2016)

Location	Retail Square Feet	Projected Sales per Square Foot
Lake McDonald	3,600	$350 - $360
Rising Sun	2,795	$300 - $310
Many Glacier	2,289	$435 - $445
Swiftcurrent	2,165	$160 - $170
Two Medicine	2,644	$140 - $150
Total	**13,493**	**$275 - $285**
Retail Revenues as % of Total Revenue		**19% - 22%**

[1]Projected ranges given are based on stabilized year.

Source: NPS

Transportation

As with the food and beverage and retail operations, the transportation operation benefitted from increased Park visitation in 2010. From 2009 to 2010, transportation gross sales increased by 37 percent. Red Bus ridership increased by 22 percent, and the number of available Red Bus trips increased by 25 percent.

In general, the transportation operation has experienced consistent annual growth, with the exception of 2009, when revenues declined slightly (by approximately six percent from 2008).

The following table presents demand and sales metric information for the transportation operation for the first year of the Draft Contract. As noted previously, the Draft Contract requires the next concessioner to implement a rehabilitation and replacement program for the Red Bus fleet. The Service estimates the Concessioner may earn a 25 percent per ticket premium on Park tours taken on rehabilitated buses, compared to tours taken on replacement buses.

Exhibit 14 - Projected Transportation Demand and Sales Metrics (2016)[1]

	Projected Range
Trips	3,700 – 4,000
Riders	52,000 – 56,000
Revenue per Trip	$460 - $480
Revenue per Rider	$41.50 - $45.50

[1]Average revenue per trip and per rider does not reflect the changes in ticket prices anticipated when the Concessioner begins to use replacement vehicles. The Service anticipates Red Bus tour tickets will command a 25 percent premium over replacement vehicle tour tickets. The Service requires rehabilitation of a minimum of 15 historic Red Buses by 2025, after which the Concessioner may rehabilitate additional Red Buses or replace them with different vehicles.

Source: NPS

Other Revenues

The remaining sources of revenue for the Draft Contract include public showers and laundry, vending, automatic teller machines and miscellaneous sales including rental of housing to employees of other Park concessioners.

Other revenues averaged approximately $58,000 over the period reviewed.

The Existing Concessioner charges employees for meals and housing. Because the Concessioner may choose other methods of providing employee housing, the Service did not include projections about that area of expense or revenue.

Employee Dormitory

Projected Future Expense Assumptions

In developing projected expense estimates, the Service made the following assumptions:

- Staffing levels remain similar to current levels for existing operations, and are appropriately staffed for expanded operations;
- The Concessioner will house senior management outside the boundary of the Park;
- The Service estimates the need for support facilities for winter storage and maintenance of the Red Bus fleet and other vehicles, the concession laundry operation, and space for administrative and reservations functions outside of the Park to be approximately 52,000 square feet. Leasing expense for this space is estimated to total $380,000 to $400,000 in 2014;
- The Service estimates the 2014 expense for third-party maintenance of the Red Bus fleet and other concession vehicles to range between $160,000 and $190,000;
- Food and beverage costs increase because of improved food products, and meeting minimum levels of healthy and sustainable food options.

Lake McDonald

REQUIRED INVESTMENTS UNDER THE DRAFT CONTRACT

Although the required services in the Draft Contract will not change from the Existing Contract, some enhancements and changes within the services will occur. The Service will require the following improvements that require Concessioner capital investment.

- Enhanced Quick Service coffee, pastries, packaged sandwiches: Two Medicine and Many Glacier
- Stratification of lodging: Lake McDonald and Many Glacier
- Improvement of personal property: Village Inn, Rising Sun, Swiftcurrent, Lake McDonald, and Many Glacier
- Concessioner funded rehabilitation and replacement of Red Bus fleet
- Purchase of two alternative fuel buses to accommodate accessible tour services
- Acquisition of out-of-Park support operations, including laundry

Lodging, food and beverage, and retail present opportunities for maximizing revenue

Quick Service Coffee and Packaged Sandwiches, Two Medicine and Many Glacier

The space occupied by Heidi's on the ground floor of the Many Glacier Hotel offers an opportunity to serve customers staying in or visiting the hotel and its iconic lakeside location. A relatively small investment in personal property equipment will support repositioning the Heidi's Market to a quick service venue serving specialty coffee, pastries, packaged sandwiches and other prepared food items. This will expand on the opportunity for visitors to enjoy coffee and pastries while overlooking Swiftcurrent Lake or pick up sandwiches and snack items before leaving for a day in the Park.

The stand-alone Two Medicine Campstore location offers an opportunity for a more substantial food operation. Although visitors currently can purchase hot dogs, brewed coffee, and snack items here, the kitchen is not in use, nor is it configured properly to expand foodservice. Visitors to this location and campers in the nearby campground do not have immediate access to substantive food and beverage options. With some minor renovation and installation of more commercial dishwashing equipment, Two Medicine could accommodate a quick service venue that offers items such as specialty coffee, pastries, soups, and packaged sandwiches in a currently underserved location. The Service assumes the Concessioner would do most food preparation at another location and make daily deliveries of pastries and packaged sandwiches to the Two Medicine location. This operational approach will limit the number of employees required by Two Medicine food operation, since the location has extremely limited employee housing space (as noted in Exhibit 9).

Required investments for this project are limited to personal property and possibly some fixtures and small real property improvements; however, the Service does not anticipate these investments will be considered "new construction or a major rehabilitation" as defined in the Draft Contract.

Stratification of Lodging through Finishes and Personal Property Investment: Lake McDonald and Many Glacier

Although lodging in the Park leads the local market, and while the exteriors and public spaces of each property offer guests a diverse array of experiences, the interiors of guest lodging rooms are relatively similar across the portfolio with outdated furnishings and décor past their useful lives. By 2015, the Concessioner must completely replace and upgrade all the personal property in the guest rooms and some public space personal property at the Lake McDonald Lodge. In addition, the Concessioner must replace or refurbish some room and public space personal property of the Many Glacier Hotel.

Lake McDonald Lodge

The Concessioner must provide stratification of the lodging inventory by providing upscale personal property, soft goods, amenity packages, as well as floor and wall finishes in a portion of the rooms at both Lake McDonald Lodge and Many Glacier Hotel. The Concessioner must make these improvements to 12 cabin rooms and 15 lodge rooms at Lake McDonald Lodge and to 30 balcony rooms and 30 non-balcony rooms at the Many Glacier Hotel.

Improvement of Personal Property: Village Inn, Rising Sun, Swiftcurrent

The service levels of the Apgar Village Inn, Rising Sun, and Swiftcurrent properties range from rustic cabins at Swiftcurrent to basic accommodations. To meet visitor expectations, these properties require updating through a complete replacement of personal property and décor as well as upgrading amenities, and new floor and wall finishes. By 2015, the Concessioner must complete these projects in all rooms in these three properties.

Concessioner Funded Rehabilitation and Replacement of Red Bus Fleet

Historic Red Bus

An interpretive tour of the Park aboard one of the iconic and historic Red Buses (circa 1930s) is one of the signature experiences of a visit to the Park. In 2001, a partnership of the Service, Glacier Park, Inc., Ford Motor Company, and the National Park Foundation completely rehabilitated the fleet of 33 Red Buses. At the current use level, however, the Red Bus fleet will begin to fail at some point during the term of the Draft Contract. The Service currently owns the Red Bus fleet; however, the Concessioner must ensure continued service by the Red Bus fleet.

To facilitate continued Red Bus service in the Park, the Draft Contract requires the Concessioner to rehabilitate a portion of the Red Bus fleet and replace another portion of it. The Concessioner will rehabilitate a minimum of 15 buses over the first twelve years of the Draft Contract term. The Concessioner will replace the remaining 18 non-rehabilitated Red Buses with alternative fuel vehicles at a rate of at least two in 2025 and then four buses per year thereafter, until the Concessioner replaces or rehabilitates the entire Red Bus fleet by the beginning of the 2029 season. The replacement vehicles must be accessible per ADA and replicate the experience provided by the Red Buses, specifically, the open views. In addition, the replacement vehicles must feature easy loading and unloading.

The Service encourages the Concessioner to consider rehabilitating more than the minimum number of Red Buses. As an additional incentive, the Service estimates that rehabilitated Red Bus trip tickets will command a 25 percent premium over tickets for trips taken on replacement vehicles.

Purchase Two Alternative Fuel Buses to Accommodate ADA-Accessibility Needs

Currently, visitors who require ADA-accessibility do not receive a fully comparable Red Bus tour experience. The configuration of the Red Buses makes it impossible to retrofit these vehicles to safely accommodate a passenger sitting in a wheelchair. As such, the Draft Contract requires the Concessioner to provide an accessible tour experience truly comparable to a Red Bus tour by the beginning of the second year of the Draft Contract. The vehicle must offer a panoramic roof view, ADA-accessibility, and use an appropriate alternative energy source such as gas/electric hybrid for energy efficiency. These buses must be similar to the buses used to replace the Red Buses as described above in the "Rehabilitation and Replacement" project.

Use of Out-of-Park Facilities for Laundry, Administration, Reservations, and Red Bus Storage

The Existing Concessioner provides most of the support facilities and operations, including laundry, warehousing, administrative offices, maintenance shops, and the Red Bus and other fleet storage, on land it owns outside the Park.

The Concessioner must acquire space outside the Park for these support facilities and operations. The Service assumes the Concessioner will lease existing space in an area outside the Park.

INVESTMENT ANALYSIS

Possessory Interest

The Existing Contract requires the Existing Concessioner to sell and transfer to the successor its possessory interest and all other property it used or held for use in connection with such operations. Appendix A of this Prospectus includes a copy of the Existing Contract including all amendments and agreements.

Rising Sun Cabins

The Service and the Existing Concessioner have agreed that the value of the Existing Concessioner's possessory interest is $25,000,000. The Service intends to pay the Existing Concessioner $3,000,000 before the effective date of the Draft Contract to buy down the possessory interest amount due the Existing Concessioner to $22,000,000. The Concessioner must compensate the Existing Concessioner for its possessory interest pursuant to the terms of the Existing Contract. Under the terms of the Draft Contract, the possessory interest purchase amount becomes the Concessioner's initial Leasehold Surrender Interest (LSI) amount, which will depreciate over the term of the Draft Contract as set forth below.

Leasehold Surrender Interest

As set forth in Exhibit A to the Draft Contract, the LSI value will depreciate on a straight-line basis on a forty year schedule, so that during the 16-year term of the Draft Contract, the initial LSI will reduce by approximately forty percent (40%). The Service does not intend to approve construction projects or major rehabilitation projects that will increase the amount of LSI during the term of the Draft Contract. Any LSI-eligible fixture replacements during the term of the Draft Contract will be depreciated on a 40-year schedule from their respective dates of placement in service.

Snyder Lodging at Lake McDonald Lodge

Personal and Other Property

The Existing Contract also requires the Existing Concessioner to sell and transfer to its successor other property used or held for use in connection with the operation. The Service estimates the value of personal property the Concessioner must purchase from the Existing Concessioner at approximately $5 million in 2014 dollars. This total includes personal property such as furniture, trade fixtures, equipment, vehicles, and certain artwork and antiquities considered historic or culturally significant to the Park. This personal property is contained at the assigned facilities, but does not include personal property required to equip adequately out-of-Park operations necessary to provide the services required under the Draft Contract. This total is only an estimate, and the final determined value could differ from this estimate. A recent inventory list provided by the Existing Concessioner of Other Property is included in the Appendix to the Prospectus.

The estimated value of personal property held by the Existing Concessioner does not include the estimated value of new personal property investments required by the Draft Contract.

The Draft Contract also requires the Historic Personal Property described in Exhibit K to remain with the operation without compensation at the expiration of the Draft Contract. The Service considered this requirement when setting the minimum franchise fee.

The historic Red Buses, including their color scheme and overall look and style, are property of the Service. However, there may be some depictions of the vehicles and the logos on them that are identified with the Existing Concessioner and may be protected by trademark or copyright law. The new Concessioner (if other

than the Existing Concessioner) may choose not to use the trademarked items associated with the Prior Concessioner, but if it does desire to use these items it must verify and comply with the legal restrictions that may apply prior to use of these items.

Out of Park Investment

The estimated lease expense for the support facilities mentioned in the previous section (support facilities for winter storage of the Red Bus fleet and other vehicles, the concession laundry operation, and space for administrative and reservations functions outside of the Park) includes a build-out of the rented space.

Village Inn at Apgar

Working Capital, Inventory and Pre-Opening Costs

The Concessioner will incur other startup costs prior to commencing operations. The Service has estimated working capital at approximately $417,000 in 2014 dollars to include merchandise inventory. The Service estimated preopening costs at approximately $498,000 in 2014 dollars to include production of collateral materials, management staff recruitment, relocation, and administrative support, and operating supplies.

Deferred Maintenance (Year One)

Within the first year of the Draft Contract, the Concessioner must cure some deferred maintenance of Concession Facilities. Factors including remoteness, the historic nature of the facilities, short construction season, no winter access and limited access in spring and fall, affect costs for planning and executing deferred maintenance projects.

Estimate of Required Investment

The following exhibit details the estimated initial investment of the Concessioner as projected by the Service.

Exhibit 15 – Estimated Initial Investments

Item	Amount[1]
Possessory Interest	$22,000,000
Improvement of Replaced, Out-of-Park Support Facilities[2]	$755,000
Deferred Maintenance (Year one)	$1,436,000
Purchase of Existing Concessioner Personal Property[3]	$4,984,000
Personal Property Improvement Requirement	$2,480,000
Other Miscellaneous Improvements	$202,000
Working Capital	$417,000
Other Pre-Opening Expenses	$498,000
Total	**$32,772,000**

[1]All dollar amounts represented in 2014$.
[2]Cost noted inclusive of estimated real and personal property investment costs.
[3]Please refer to Appendix M of the Prospectus for personal property listing.

Source: NPS

Investment in Other Draft Contract Years

Deferred Maintenance

In 2015 and 2016, the Concessioner must cure $518,000 and $539,000, respectively, in deferred maintenance.

Personal Property Improvement Requirement (PPIR)

The Concessioner shall undertake and complete a Personal Property Improvement Requirement costing not less than $2,480,000 commencing in 2014 with completion by opening of 2015. The Service anticipates the PPIR will require some real property expenditures totaling $202,000.

Exhibit 16 – Personal Property Improvement Requirement

Item	Amount[1]
Heidi's Quick Service	$43,500
Two Medicine Quick Service	$72,500
Many Glacier Lodge Stratification	$515,400
Lake McDonald Lodge Stratification	$240,500
Apgar Personal Property Improvements	$290,000
Rising Sun Personal Property Improvements	$485,900
Swiftcurrent Personal Property Improvements	$638,900
Purchase Two Alternative Fuel ADA Buses	$193,300
PPIR Total	**$2,480,000**
Real Property	$202,000

[1]*All dollar amounts represented in the year of expenditure.*

Red Bus Fleet Rehabilitation/Replacement

The Concessioner will undertake and complete the rehabilitation/replacement of the Red Bus fleet as follows:

Rehabilitate a minimum of 15 Red Buses over the first twelve years of the Draft Contract term costing not less than $4,110,000, per the following schedule:

- A minimum of five by the end of 2020
- A minimum of six more by the end of 2023
- The remainder (if any) by the end of 2025

Replace the remaining 18 Red Buses with alternative fuel vehicles, costing not less than $4,025,000, per the following schedule:

- A minimum of two in 2025
- A minimum of four per year, until the Concessioner has rehabilitated or replaced the entire Red Bus fleet by the beginning of the 2029 season.

REPAIR AND MAINTENANCE RESERVE

The Draft Contract requires the Concessioner to establish a Repair and Maintenance Reserve to ensure the availability of funds to accomplish certain recurring component renewal needs. Please see Section 10(c) of the Draft Contract for the terms and conditions of the Repair and Maintenance Reserve. The Concessioner must fund the Repair and Maintenance Reserve by allocating two and 35-hundredths percent (2.35%) of annual gross receipts. This amount represent a minimum: the Concessioner may have to expend additional monies to maintain the Concession Facilities to the satisfaction of the Director.

INSURANCE REQUIREMENTS

The Service has included minimum insurance requirements in Exhibit I of the Draft Contract (Part IV of the Prospectus). Interested parties should consider these requirements in preparing their proposals.

FRANCHISE FEES

The minimum franchise fee is one percent (1.0%) of annual gross receipts as defined in Sec. 2 of the Draft Contract.

TERM AND EFFECTIVE DATE

The CC-GLAC002-14 Draft Contract has a term of sixteen (16) years beginning on its effective date, which the Service estimates as January 1, 2014. The effective date of the Draft Contract may change prior to contract award if determined necessary by the Service. The Service will change the expiration date of the Draft Contract to continue the same term length from any adjusted effective date.

SITE VISIT

A two-day site visit occurred on September 19 and 20, 2012. At that time, Service personnel provided an overview of the Park, along with a tour of existing Concession Facilities associated with the Draft Contract. Site visit materials are available at http://www.concessions.nps.gov or by calling Jan Knox, Chief of Concessions Management, Glacier National Park, at 406-888-7908 or email her at jan_knox@nps.gov. Due to winter closures, the Service cannot provide additional site visits prior to the proposal due date.