

Part I

BUSINESS OPPORTUNITY

Bicycle Rentals, Guided Bicycle Tours, Food and Beverage,
and Other Services

On the South Rim of
Grand Canyon National Park

National Park Service
Department of the Interior

Concession Contract No. CC-GRCA034-25



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INTRODUCTION

Site Visit

A one-day site visit is scheduled for Tuesday, November 7, 2023, to allow interested parties an opportunity to see the facilities. The site visit will begin at 9 a.m. at the bicycle rental facility in the parking lot immediately outside the building and it is expected to last approximately 3 hours. The site visit will cover all facilities assigned to the concessioner.

To attend the site visit, registration is required. To register, please contact Laurie Dyer, Grand Canyon National Park Supervisory Concession Management Specialist, at (928) 856-1072 or Laurie_Dyer@nps.gov, with the name of your company, a contact phone number, mailing address, email address, and the number of people attending from your organization, no later than 4:00 p.m. MST on Thursday, November 2, 2023.

Site visit participants are responsible for obtaining their own lodging, meals, and transportation to the respective facilities. Participants are encouraged to obtain lodging as soon as possible, as lodging in the area is limited. Please be prepared for varying weather and some limited walking. Attendance at the site visit is not required to submit a proposal for the Prospectus; however, attendance is encouraged.

Notification of Intent to Propose

If you plan to submit a proposal in response to this solicitation, you must notify Jennifer Parker, Commercial Services Program Lead, NPS Regional Office Serving Interior Regions 6, 7, & 8, via email at Jennifer_Parker@nps.gov no later than 4:00 p.m. MST on January 9, 2024. The National Park Service ("Service") will not accept proposals from entities that do not provide notice on or before this deadline.

Information Regarding This Solicitation

The Prospectus describes in general terms the existing business operation and the business opportunity for services allowed pursuant to Concession Contract No. CC-GRCA034-25 ("Draft Contract"). It is comprised of five parts:

- I. Business Opportunity (this document)
- II. Proposal Instructions
- III. Proposal Package
- IV. Draft Concession Contract Including Contract Exhibits
- V. Appendices Table of Contents

Summary of Term and Conditions of the CC-GRCA034-25 Opportunity

Location

South Rim of Grand Canyon National Park

Draft Contract Term

10 Years

Projected Effective Date

January 1, 2025

Required Services

Bicycle Rental, Guided Bicycle Tours, Food and Beverage, and Other Services

2025 Projected Gross Receipts

\$3.4 million to \$3.7 million

Estimated Initial Investment

\$727,246

Minimum Franchise Fee

15.0% of gross receipts.



This Prospectus includes Service estimates of revenue and expenses to assist Offerors in developing financial projections. These estimates reflect Service assumptions based on planning decisions, historical concession operating data, industry standards, economic conditions, and comparable and competitive operations. The Service does not guarantee these projections will materialize and assumes no liability for their accuracy. Offerors must compile and present their own financial projections based on independent assumptions, due diligence, and industry knowledge.

Offerors must review all sections of this Prospectus, especially the terms and conditions of the Draft Contract, including its exhibits (Part IV), to determine the full scope of a future concessioner's responsibilities. In the event of any inconsistency between the description of the terms contained in this Prospectus and the Draft Contract, the Draft Contract will control.

Certain federal laws apply to this solicitation including the National Park Service Concessions Management Improvement Act of 1998 (Title IV, Public Law 105-391, and hereafter referred to as "the 1998 Act"), as amended, and its implementing regulations at 36 C.F.R. Part 51. In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, 36 C.F.R. Part 51 will control. 36 C.F.R. Part 51 is available at the [Government Printing Office's Electronic Code of Federal Regulations website](#)¹.

Parts I, II, and III refer to Grand Canyon National Park as "the Park."

"Concessioner" refers to the entity that will be the concessioner under the Draft Contract.

"Existing Concessioner" refers to Bright Angel Bikes, LLC, the concessioner under Concession Contract CC-GRCA034-12 ("Existing Contract"). The Existing Contract commenced on March 1, 2012, expired on February 28, 2022, and has subsequently been extended through February 28, 2025, or until a new Contract is effective, which the Service intends to be earlier than the approved extension date. See the Appendices Table of Contents for how to request a copy of the Existing Contract.

Proposal Overview

Part II of this Prospectus contains the instructions for submitting proposals. Offerors must carefully read and comply with those instructions.

Part III of this Prospectus contains the proposal package Offerors must complete in its entirety. The proposal package contains a required transmittal letter, five principal selection factors, and one secondary selection factor. Each selection factor identifies the minimum and maximum points the Service may award depending on the quality of the response. The following paraphrases the information sought under each selection factor. The wording of the actual selection factors controls.

Principal Selection Factor 1 requires Offerors to describe how they will protect, conserve, and preserve the resources of the Park. Offerors must describe how they will educate visitors on resource education and trail etiquette.

Principal Selection Factor 2 requires Offerors to first describe how they will provide clients with safe rental equipment and secondly describe their food and beverage operations.

In Principal Selection Factor 3, Offerors must describe their organizational structure and provide documentation to help the Service understand the Offeror and its relationship to other entities. The Service does not score the first portion of Selection Factor 3, but may use it to understand responses elsewhere in a

¹<https://www.ecfr.gov/current/title-36/chapter-I/part-51>



proposal. Incomplete submissions may lead to a lower score elsewhere if the information submitted does not support claims made in response to specific subfactors in this and other selection factors. The Service provides forms Offerors must complete depending on their organizational structure. The rest of this principal selection factor, which is scored, requires Offerors to describe their experience providing similar services and history of violations or infractions and overall strategy to minimize and resolve them.

In Principal Selection Factor 4, Offerors must provide documentation demonstrating that they have the financial resources to commence and carry-on operations under the Draft Contract, including a business history form. Offerors also must complete the provided Excel workbook and provide other information to demonstrate an understanding of the operations under the Draft Contract.

In Principal Selection Factor 5, Offerors provide the franchise fee they will pay on gross receipts generated under the Draft Contract. Failure to agree to pay at least the minimum franchise fee set out in this selection factor will result in the Service finding the proposal non-responsive and ineligible for award of the Draft Contract.

Secondary Selection Factor 1 requires Offerors to describe how they will address solid waste diversion, including single use plastics and how they will monitor and report on this effort.

Doing Business with the Service

The Service has worked with private parties to provide services to visitors dating back to the earliest times of national parks. Many of the iconic lodges and other structures found in America's national parks were constructed and operated by private parties, and that relationship continues today.

We use the term "commercial visitor services" when generally describing services, benefits, and goods provided to visitors within an area of the National Park System by a third party for a fee. Simply put, the term "commercial visitor services" includes lodging, food and beverage, retail, marina operations, guided recreation, rental of equipment, experiential transportation, and similar services the National Park Service itself does not provide. Congress has passed several laws guiding the Service in contracting with third parties to provide these services, including the 1998 Act. The Service implemented regulations for many aspects of the law, primarily to set out the process for soliciting bids for new contracts and managing concessioners' investment in structures owned by the United States.

Working with the Service in providing commercial visitor services differs from operating outside a park in several respects. By law, we approve rates to ensure park visitors do not pay higher fees for goods and services merely because such transaction occurs within a park. The Exhibit B Operating Plan to the Draft Contract lists the rate methods for all visitor services. As with the private sector, concessioners must develop and follow environmental management programs, risk management programs, and similar programs to ensure operations comply with applicable laws. Service employees review the quality of concession operations and compliance with contract requirements including the maintenance of facilities.

Even with those regulatory actions, concessioners in national parks enjoy significant benefits. Many parks function as unique visitor destinations. Concessioners frequently operate with few, if any, in-park competitors, even though we do not grant exclusive rights to provide any visitor services. Although we approve rates, our processes ensure the rates are competitive with similar services near the operating locations. Our contract oversight reflects the best management practices of the private sector industries. We developed operating standards based on similar ones in the private sector to reflect best industry practices for the services provided under the concession contracts.

The National Park Service and its Mission

In 1916, President Woodrow Wilson approved legislation creating the National Park Service within the Department of the Interior. That legislation stated that Congress created 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. Pub. L. No. 64-235, § 1 (codified at 54 U.S.C. § 100101(a)).

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

...preserved and managed for the benefit and inspiration of all the people of the United States. Pub. L. No. 91-383, § 1 (codified at 54 U.S.C. § 100101(b)).

To learn more about the Service, visit www.nps.gov. The website includes information about the Service's mission, policies, and information on individual park units.

GRAND CANYON NATIONAL PARK

Grand Canyon National Park was designated a National Park in 1919 and a World Heritage Site in 1979. The Park encompasses more than 1.2 million acres and offers an extensive array of recreational activities. The namesake and main feature of the Park, the Grand Canyon, stretches 277 miles, averages 4,000 feet deep along its entire length, reaches a depth of 6,000 feet at its deepest point, and spans 15 miles at its widest point. Among other distinctions, the canyon is considered one of the seven "Natural Wonders of the World."

Over the past five to six million years, the Colorado River and its tributary streams carved the canyon's spectacular width and depth. Nearly 40 different rock layers comprise the canyon walls and provide a record of three of the four eras of geological time, one of the most comprehensive records of geological history in the world. In addition, the canyon and its numerous side canyons and caves provide a plethora of paleontological, archeological, and biological resources.

More than four million people visit the Park annually to enjoy the broad variety of experiences it has to offer, such as hiking, Colorado River rafting, mule riding, and viewing the canyon from different vantage points.

Visitor services are primarily located on the South Rim year-round, and on the North Rim seasonally. The Park welcomes around 5 million visitors annually (approx. 300,000 are attributed to the North Rim). The South Rim visitor services are located at an elevation of approximately 7,100 feet. The South Rim visitor services area is open year-round. The South Rim's average summertime temperatures range from between 48-83°F, while the average wintertime temperatures range from between 19-45°F.

Other operators provide numerous other commercial services at the South Rim, including:

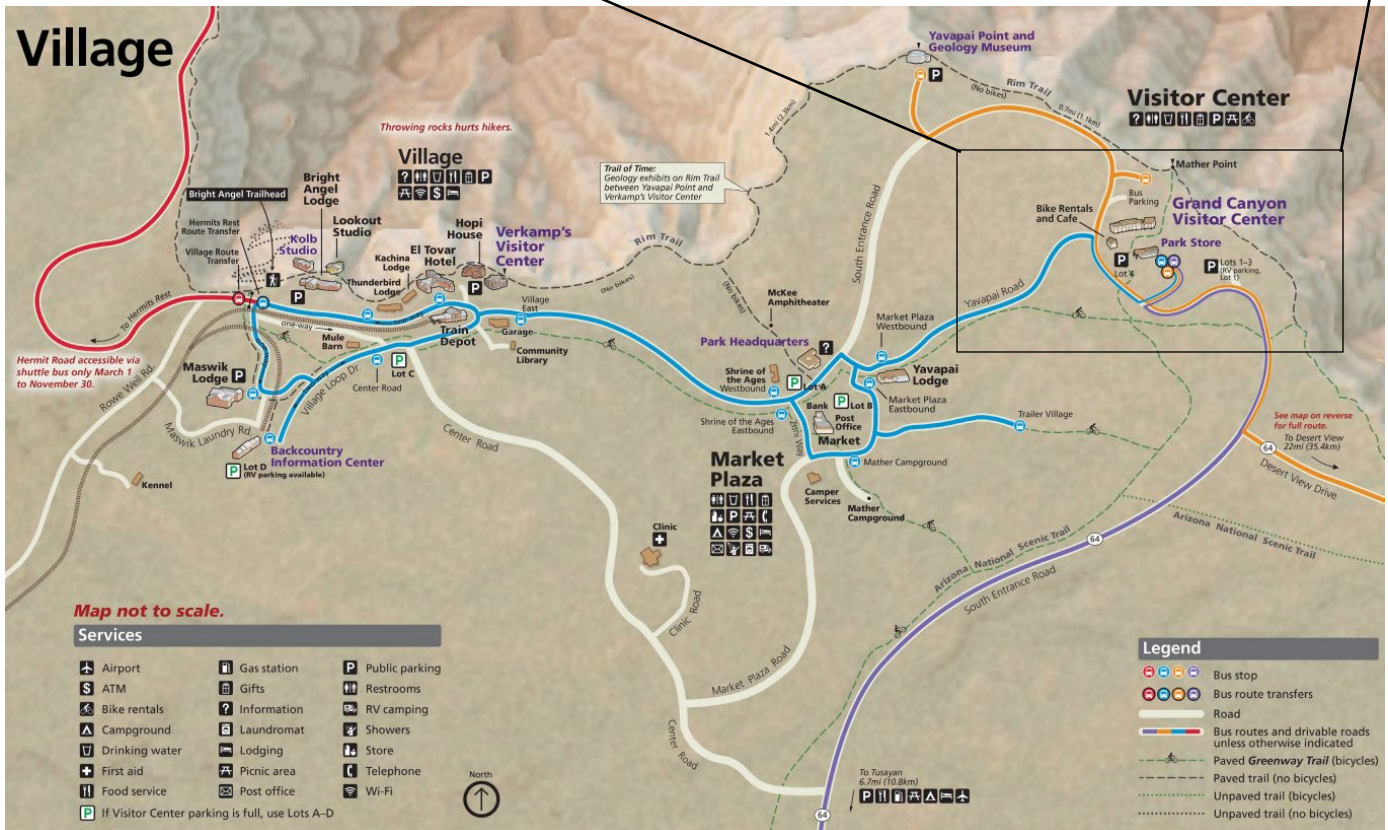
- Lodging / Food & Beverage / Retail
- Guided Interpretive Horse & Mule Rides
- Grocery / Deli / Recreational Gear Rental
- Campgrounds
- Bicycle tours
- Hiking & Backpacking tours
- Backpacking tours
- Commercial motorized tours
- Grand Canyon Railway
- Shuttle services between the North and South Rims

The Service's official partner, the Grand Canyon Conservancy, has an interpretive retail presence at the South Rim and uses revenues generated from its outlet to provide environmental education services and materials to Park visitors.



Below is a map of the South Rim of Grand Canyon.

Exhibit 1. Grand Canyon South Rim Map



Grand Canyon National Park Visitation

The following chart presents the visitation of the Park for the past five years. The Services notes the average visitation for the past 5 years is 4,903,356 but the 4-year average, removing 2020, which was affected by the impacts of COVID, is 5,404,921.

Exhibit 2. Grand Canyon Total Annual Visitation

Year	Visitors
2018	6,380,495
2019	5,974,411
2020	2,897,098
2021	4,532,677
2022	4,732,101

CONCESSION OPPORTUNITY

The following presents the key elements of the business opportunity for the CC-GRCA034-25 solicitation. If any inconsistency exists between the terms of the Draft Contract and this Business Opportunity, the Draft Contract will prevail. This section of this Prospectus describes the commercial visitor services required and authorized under the Draft Contract. The Service intends to award one contract under the CC-GRCA034-25 solicitation.

Draft Contract Term and Effective Date

The Draft Contract has a term of **ten (10) years** with an effective date of January 1, 2025. The effective date of the Draft Contract may change prior to award if necessary; however, in such event, the Service will change the expiration date of the Draft Contract, if necessary, to provide ten operating seasons.

Required and Authorized Services

The following exhibit describes the Required Services (i.e., must be provided by the Concessioner), Authorized Services (i.e., may be provided at the option of the Concessioner), and service locations as described in the Draft Contract. The required and authorized services under this business opportunity have not materially changed between the Existing Contract and the Draft Contract.

Exhibit 3. Required Services of the Draft Contract

Service	Location
Bicycle Rental	South Rim
Guided Bicycle Tours	South Rim
Food and Beverage	South Rim
Shuttle Service for Clients	South Rim
Limited Retail	South Rim
Mobility Aid Rental	South Rim



Exhibit 4. Authorized Services of the Draft Contract

Service	Location
Bicycle Repair	South Rim

Overview of Required and Authorized Services

The services under the Draft Contract are provided from one 1,920 square foot building located near the rim of the Grand Canyon, the building is located next door to the Park-operated South Rim visitor center. Public restrooms are provided as part of the visitor center complex.



Operating Schedule

Bicycle rentals, Guided Bicycle Tours and Shuttle Service, for its clients, must be provided daily from approximately April 1 through October 31st and may operate year-round, weather permitting.

Food and Beverage, Limited Retail, and Mobility Aid Rentals must be provided daily, year-round.

Bicycle Rental

The Concessioner must have a rental fleet of at least 100 bicycles and related safety equipment for rent to the public. The Existing Concessioner carries over 400 bicycles in its current fleet. Equipment must include at least two tandem bicycles and two cycles, such as “tri”-cycles and/or bicycles with adult training wheels, to better accommodate disabled visitors. A maximum of 100 bicycles may be stored within the Park during the off-season; all other bikes need to be stored outside of the Park, although the Concessioner may request approval to use additional storage inside the Park. The Concessioner may include some Class 1 electric bicycles (Ebikes) in its fleet.

Rental rates must include per hour, half-day and full-day rates. The Concessioner may also offer long-term rentals to clients who are spending an extended period at the Park.

Authorized routes are shown on the map in Draft Contract, Exhibit A, Operating Plan, Attachment 4. The authorized routes are the same as those permitted for bicycle use by all park visitors as outlined on the Park’s website: <https://www.nps.gov/grca/planyourvisit/bicycling.htm>.

Guided Bicycle Tours

The Concessioner will provide guided bicycle tours for visitors along authorized routes, including interpretation of the Park natural and cultural resources. The Concessioner must provide at least one guided interpretive bicycle tour per day on an approved Park route. All groups must maintain a ratio of not less than one guide for every 10 clients with a maximum group size of 14, including guides.

Shuttle Service

The Concessioner is required to provide shuttle services for bicycle riders and their bicycles to permit users to embark on a “one-way” trip to stops pre-approved by the Service and to provide easy access to the Hermit Road or other authorized routes. Authorized shuttle routes are shown on the map in Draft Contract, Exhibit A, Operating Plan, Attachment 4.

Food and Beverage

The Concessioner must provide year-round food and beverage service that includes hot and cold beverages, as well as “grab-and-go” foods such as pre-packaged sandwiches, wraps, snacks and other hiker-friendly foods. As there is no commercial kitchen in the facility assigned under the Draft Contract, all food preparation must be performed in a commercial facility outside the Concessioner Facilities.

The grab-and-go food and beverage area is approximately 40 square feet. There are outdoor seating opportunities available that are not assigned under the Draft Contract.

Limited Retail

The Concessioner will provide limited retail items including bicycle equipment (inner tubes, chains, patch kits, lubricant, etc.), convenience items related to bicycling (sunscreen, lip balm, etc.), and souvenir items (the Concessioner may design a logo and sell souvenir t-shirts, reusable coffee mugs and hats with its logo). The Concessioner must submit a list of items to be sold for Service review.

Mobility Aid Rental

The Concessioner is required to rent mobility aids, including wheelchairs, to enhance the visitor experience and complement the Park’s accessibility program, which provides bus service, accessible trails and programs designed for visitors with mobility needs. The Concessioner must provide a minimum of five wheelchairs or other Service-approved mobility devices appropriate for Park visitors.

Bicycle Repair (Authorized)

The Draft Contact authorizes the Concessioner to provide bicycle repair.

Employee Housing

To support the required and authorized services, the Draft Contract assigns to the Concessioner four trailer sites (Clinic Trailer Site #4 and Pima Street Trailer Sites #139, #140, #141), each adequately sized for a single-wide house trailer, for employee housing. The Concessioner must provide its own non-permanent employee housing facilities to use on these sites that must comply with the Park’s housing plan. Historically, the Existing Concessioner has arranged for the use of additional sites from other in-Park Concessioners. While the other in-Park concessioners have been receptive to such arrangements to date, the Service does not require those concessioners to cooperate and the Service will not coordinate or facilitate any arrangement between concessioners.

INVESTMENT ANALYSIS

Estimated Initial Investment

The Service expects the Concessioner will incur start-up costs prior to commencing operations, including working capital, personal property, supplies, and inventory. Offerors must make their own determinations of the investment required to support their operations. As described in the Proposal Package section of this Prospectus, Concessioners must demonstrate sufficient start-up funds in their proposals.

The Existing Contract does not require the Existing Concessioner to sell and transfer to its successor other property associated with the concession operations. Even so, the Service has assumed that the Concessioner will negotiate with the Existing Concessioner to purchase much of the personal property needed for operations.

The following exhibit presents the Estimated Initial Investment.



Exhibit 5. Estimated Initial Investment

Item	Estimated Amount (2025 Dollars)
Inventory and Working Capital	\$88,781
Start-Up Cost	\$118,750
Personal Property	\$519,715
Total Estimated Initial Investment	\$727,246

Leasehold Surrender Interest

The Existing Concessioner does not have any Leasehold Surrender Interest (LSI) under the Existing Contract. The Concessioner will not be eligible to obtain LSI as outlined in the Draft Contract and Exhibits A ("Leasehold Surrender Interest") to the Draft Contract, subject to all requirements set forth therein.

Assigned Facilities

The Draft Contract, Exhibit C, Assigned Land and Real Property Improvements (Concession Facilities), contains a complete list and maps of assigned land and real property improvements.

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.

Estimated Revenue Projections

Revenue Projections by Department

The following exhibit provides a summary of projected departmental revenues for the first operating season (2025).

Exhibit 6. Summary of Projected Departmental Revenues

Department	2025
Bicycle & Wheelchair Rentals and Shuttle Service for Clients	\$599,000 - \$630,000
Food and Beverage	\$1,809,000 - \$1,901,000
Limited Retail	\$203,000 - \$214,000
Guided Bicycle Tours	\$851,000 - \$895,000
TOTAL GROSS REVENUES	\$3,462,000 - \$3,640,000

Rates

Rates are approved in accordance with the Rate Administration Guide is available on the Commercial Services website at <https://www.nps.gov/subjects/concessions/rate-administration.htm>. The Draft Contract, Exhibit A, Operating Plan, defines the rate setting method for each required service. A portion of the 2023 approved rates for required services are provided in the exhibits below. For complete list of the 2023 approved rates, please see Appendix A to the Prospectus. These will be the initially approved rates at the beginning of the Draft Contract.



Exhibit 7. 2023 Rates for Bicycle Rentals

Description	Adult	Youth under 17	Trailer
Hourly	\$23	\$12.50	\$12.50
½ day (5 hours)	\$35	\$25	\$30
Full Day (8 hours)	\$50	\$40	\$40
Multi Day (per day)	\$45	\$35	\$35
24 hours	\$55	\$45	\$45
EBike Hourly	\$20	\$20	N/A
EBike ½ day (5 hours)	\$75	\$75	N/A
EBike Full Day (8 hours)	\$95	\$95	N/A

** Rates for bicycle rentals include use of a bicycle, helmet, riding vest and strap.

Exhibit 8. 2023 Rates for Bicycle Tours

Guided Tour Description	Adult	Youth under 17 (bike or trailer)
Hermit Road (5.5 miles / 3 hours)	\$80	\$60
Yaki Pt Adult (7 miles / 2.5-3 hours)	\$70	\$55
Winter Fat Bike Tour	\$70	\$70

Exhibit 9. 2023 Rates for Transportation

Description	Adult	Youth under 17
Round Trip (2 hour)	\$50	\$40
One Way (1/2 day)	\$50	\$40

Exhibit 10. 2023 Rates for Specialty Rentals

Description	½-Day	Full Day
Tandem Bicycle	\$55	\$75
Tricycle (adult)	\$55	\$75
Road Bike	\$45	\$55
Wheelchair	\$12	\$12

Exhibit 11. 2023 Rates for Additional Charges

Description	Adult	Youth under 17
Bicycle Insurance	\$2	\$2
Late Fee (per hour)	\$15	\$13.50
Lost Helmet Fee	\$25	\$25
Lost Lock Fee	\$20	\$20
Abandonment Fee (Per Bike)	\$110	\$110



Estimated Expense Projections

In developing projected expense estimates, the Service assumed adjustments of certain indirect and fixed expenses to reflect costs associated with this operation. The Service projects that most departmental and indirect expenses will be within industry average ranges.

Minimum Wage

The Concessioner must comply with all provisions of Executive Order 14026 of April 27, 2021, (Increasing the Minimum Wage for Federal Contractors) and its implementing regulations, including the applicable contract clause, codified at 29 C.F.R. pt. 23, all of which are incorporated by reference into the Draft Contract. At this time, there is a nationwide injunction against enforcing EO 14026 and its implementing regulations in contracts that solely authorize seasonal recreational services or seasonal recreational equipment rental. The Service considered the full implications of these requirements in the analysis of the minimum franchise fee. Offerors must consider the impacts of these requirements when developing their financial projections.

As stated in 29 C.F.R. Part 23, the United States Department of Labor will increase the actual minimum wage for federal contractors during the term of the Draft Contract each year based on the annual change in the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W).

Utility Expense

The Service will provide solid waste, water, and wastewater service to the Concessioner. The Concessioner must obtain all other utilities from out-of-park suppliers.

Under Service policy, the Service charges utility users, including Concessioners, rates established annually based on actual operating costs and the amortized cost of capital improvements to utility systems. Refer to Director's Order #35B (a link to which is included in the Appendices to this Prospectus) for more information on this policy. The Service reviews its operating costs for utilities annually and notifies the Concessioner of the new rate in writing at least 90 days prior to rate changes. The Service plans to perform major infrastructure improvements to the Park's wastewater system during the Draft Contract, which will increase utility rates. Utility rates will increase in accordance with DO #35B.

The following exhibit summarizes the Existing Concessioner's actual utility usage, rates, and expenses for 2020-2023.

Exhibit 12. Service-Provided Utility Expenses, 2020 - 2023

Year	Solid Waste Rate	Solid Waste Expense*	Water and Wastewater Usage	Water and Wastewater Rate	Water and Wastewater Expense
2020	\$768.02 / month	\$9,216.24	70,013 gallons	\$36.03 / 1000 gallons	\$2,522.57
2021	\$768.02 / month	\$9,216.24	87,923 gallons	\$36.03 / 1000 gallons	\$3,167.87
2022	\$768.02 / month	\$9,216.24	112,339 gallons	\$36.03 / 1000 gallons	\$4,047.57
2023	\$768.02 / month	\$9,216.24	100,815 gallons	\$36.03 / 1000 gallons	\$3,632.36

*Solid waste has historically been charged on a flat rate basis.

The Park is expecting a utility rate increase in 2024 and the rates are forecasted as follows:

- Water and wastewater rate of \$39.63 per 1,000 gallons
- Solid waste rate of \$27.77 per cubic yard

Minimum Franchise Fee

Offerors must agree to pay the minimum franchise fee, as set out in Principal Selection Factor 5 of the Proposal Package (Part III of this Prospectus), although Offerors may propose higher franchise fees in accordance with terms of the Prospectus.



The minimum franchise under the Draft Contract is fifteen percent (15.0%) of annual gross receipts.

HISTORICAL CONCESSION OPERATION

This section presents historical financial, utilization, and operating data for the past three years to assist Offerors in developing projections for future operations associated with the Draft Contract. The Existing Concessioner provided the same services as required and authorized under the Draft Contract during the term of the Existing Contract.

Historic Operating Statistics

The following exhibit provides a summary of historic statistics by department for the past three operating years (2020 – 2022). Please note that the COVID-19 Pandemic impacted operations during the 2020 operating season. The Existing Concessioner operates year-round and rents bikes, weather permitting, except from January 9th through March 5th, when both bike rentals and tours are not available.

Exhibit 13. Historical Revenues by Department, 2020-2022

	2020	2021	2022
Bicycle Rentals	\$370,889	\$593,137	\$565,869
Guided Bicycle Tours	\$256,258	\$669,022	\$803,621
Food and Beverage	\$736,025	\$1,494,314	\$1,707,502
Limited Retail	\$159,840	\$238,970	\$191,886
Bike Repair	\$2,553	\$1,095	\$1,844
Other	\$21,610	\$43,068	\$46,628
Total	\$1,547,175	\$3,039,606	\$3,317,350

Exhibit 14. Historical Franchise Fees Paid, 2020-2022

	2020	2021	2022
Franchise Fees Paid ¹	\$228,835	\$449,481	\$490,608

¹ A concessioner must pay franchise fees on "gross receipts," as defined in Sec. 2 of the Draft Contract.

Exhibit 15. Bicycle Rental and Tours and Transportation Operating Statistics 2020 - 2022

	2020	2021	2022
Bicycle Rentals and Tours	1593	2974	4191
Shuttle Service for Clients	236	3285	5719

Exhibit 16. Food and Beverage Operating Statistics 2020 - 2022

Food and Beverage	2020	2021	2022
Total Covers	184,523	N/A	155,231
Average Check/Cover	\$3.99	N/A	\$11.00

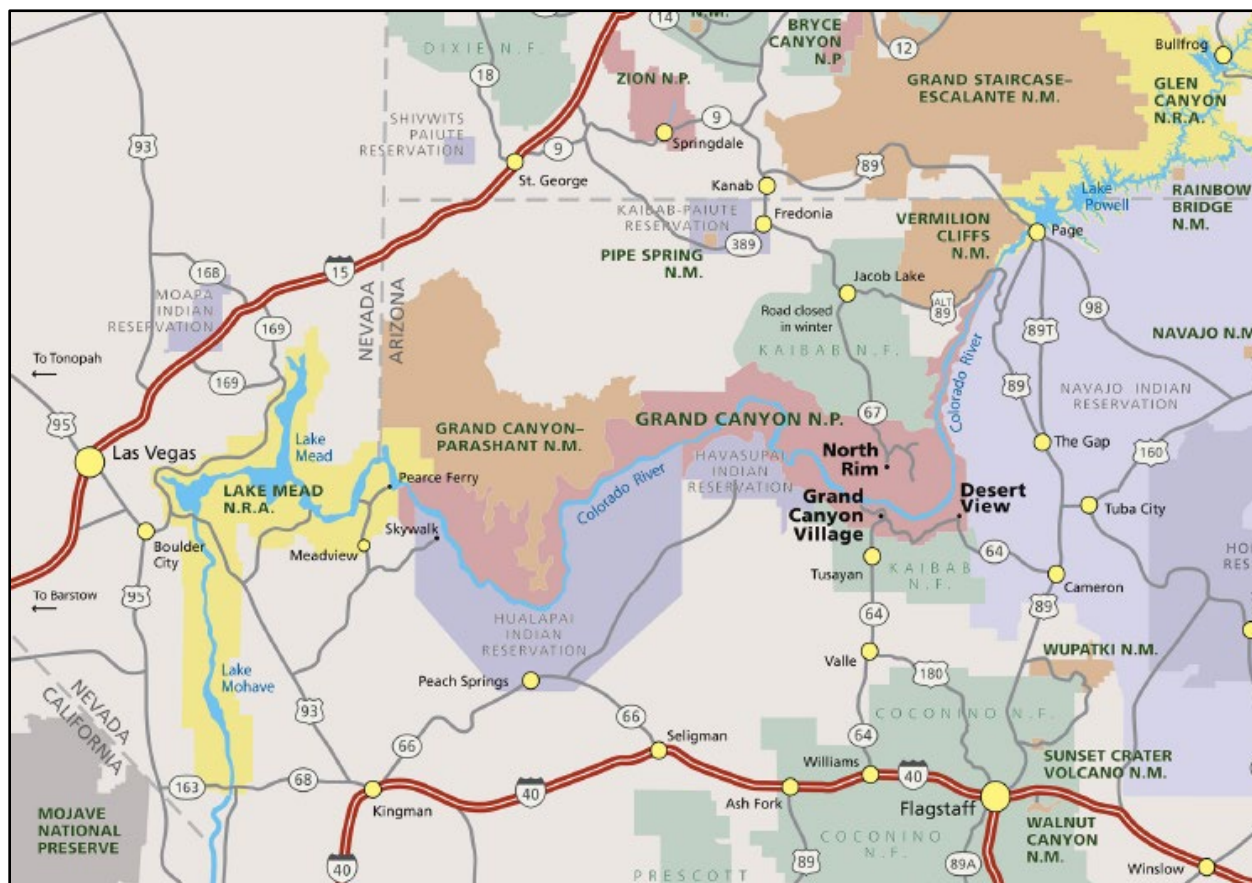
* Food and Beverage operating statistics for 2021 were not reported.



MARKET AREA OVERVIEW

Grand Canyon National Park is in the northwestern region of the State of Arizona, as indicated in the following regional map.

Exhibit 17. Regional Context of Grand Canyon National Park



To reach the South Rim, visitors must drive between 80-90 miles northwest of Flagstaff Arizona. Flagstaff has the nearest airport, as well as Phoenix, AZ, that is 232 miles south, and Las Vegas, NV, which is 277 miles west.

Local Competitive Market

Vendors that operate bike rentals, retail or food and beverage near the park are currently limited to the Tusayan area, which is 6.6 miles from the Grand Canyon Visitor Center. For bicycle rentals, GC Bikes is the main competitor and only offers electric bike rentals for 5 hours, 9 hours, 24 hours, 2 days or for the weekend. Prices for GC Bike electric bike rentals range from \$20-\$90, which is comparable to the Existing Concessioner. However, the Existing Concessioner offers a wider range of bike options at a lower price point range of \$12.50 to \$95. Additionally, the Existing Concessioner offers shorter rental timeframes (such as hourly) and provides the convenience of onsite rentals that differentiates it from the competition. There are numerous competitors that offer offers retail and food & beverage both within the Park and outside the Park in nearby Tusayan. The Existing Concessioner distinguishes itself from this competition by providing locally

sourced, sustainable coffee and food options onsite that can easily be taken to a picnic table to enjoy while taking in the spectacular view of the Grand Canyon.



-- END Part I: Business Opportunity --

