

BUSINESS OPPORTUNITY

CC-ACAD014-24

Department of the Interior

National Park Service

Acadia National Park

**A Concession Business Opportunity for
the Operation of Carriage Tours and Equestrian
Services at Wildwood Stables**

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INTRODUCTION

The National Park Service (“Service”) intends to award a concession contract in Acadia National Park (“Park”) for the operation of carriage tours along historic carriage roads, horse boarding, equestrian camping, and day-use services for visiting equestrians at Wildwood Stables. 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 Contract, including its exhibits, to determine the full scope of a future concessioner’s responsibilities under the Draft Contract.

The Service is conducting this solicitation in accordance with 54 U.S.C. §§ 101911-101926 (P.L. 113-287), 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 terms “Existing Contract” and “Existing Concession Operation” include the temporary contract (TC-ACAD014-21) and the concessions contract (CC-ACAD014-09). The Existing Contract is included as Appendix A and A1 to this prospectus.

If any inconsistency exists between the terms of this Prospectus and 36 C.F.R. Part 51, the latter will prevail. If any inconsistency exists between the description of the terms contained in this Prospectus and the terms of 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.

The Secretary, acting through the Director, promotes and regulates the National Park System

which purpose is to conserve the scenery and the natural and historic objects and the wildlife . . . and to provide for the enjoyment of the scenery, natural and historic objects, and wild life in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.¹

Additionally, Congress declared that the National Park System should be

[p]reserved and managed for the benefit and inspiration of all the people of the United States. . . .²

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 information on individual park units.

MISSION OF ACADIA NATIONAL PARK

Acadia National Park protects ecological integrity, cultural history, scenic beauty, and scientific values within the Acadia archipelago and Schoodic Peninsula and offers visitors a broad range of transformative and inspiring experiences among the park’s diverse habitats, glacially sculpted mountains, and bold, rocky coastline.

¹ 54 U.S.C. §100101(a).

² 54 U.S.C. §100101(b)(1)(C).



SITE VISIT

The Service will hold an in-person site visit for those interested in bidding on this opportunity on the date listed on the inside front cover of this Prospectus. The Service will not provide a virtual tour. The site visit will provide an overview of the concession operation along with a tour of the concession facilities. The Service recommends booking your travel and accommodations as soon as possible as the site visit takes place during one of the most popular times of the year. If you would like more information, please contact:

Acadia National Park
Commercial Services Program
PO Box 177
20 McFarland Hill Drive
Bar Harbor, ME 04609
(207) 288-8735
acad_concessions@nps.gov

SUMMARY OF BUSINESS OPPORTUNITY

This summary provides the key elements of National Park Service Draft Concession Contract ACAD014-24 ("Draft Contract"), including its exhibits for the commercial operation of carriage tours along historic carriage roads, horse boarding, equestrian camping, and day-use services for visiting equestrians in Acadia National Park. "Carriage Tours" are fully narrated horse-drawn carriage tours, including private charters, along the Park's historic carriage roads. If any inconsistency exists between the terms of the Draft Contract and this summary, the Draft Contract will prevail.

Carriages of Acadia, Inc. ("Existing Concessioner") has operated carriage tours and equestrian services under a temporary concessions contract (TC-ACAD014-21) and a concession contract (CC-ACAD014-09) at Wildwood Stables in the Park. The terms "Existing Contract" and "Existing Concession Operation" include the temporary contract (TC-ACAD014-21) and the concessions contract (CC-ACAD014-09).

NO PREFERRED OFFEROR

The Director of the Service has determined that no preferred offeror exists for this Draft Contract. This solicitation for commercial services is fully competitive.

REQUIRED SEASON

The required operating season is from the Saturday of Memorial Day weekend through the second Monday of October each year; however, the Service may authorize earlier opening or later closing dates. The concessioner must accept reservations for available required services from the first business day in January to the second Monday of October each year. The Service may authorize the concessioner to accept reservations up to a year in advance.

The Concessioner is required to provide the following visitor services during the term of the Draft Contract:

Exhibit 1: Required Visitor Services under the Draft Contract

Service	Brief Description
Carriage Tours	Provide fully narrated horse-drawn carriage tours, including private charters, along the park's historic carriage roads.
Equestrian Services:	
Horse Boarding	Provide temporary horse boarding for visitors who are accessing the carriage roads with their horses or their horse-drawn carriages, which includes vehicle parking, access to the loading area, stall rental, water, and one bag of wood shavings.
Day Use	Provide day-use, which includes vehicle parking, access to the loading and unloading area, and water.
Equestrian Camping	Operate and maintain nine-site camp area in conjunction with boarding, located near the stable.
Hay and Wood Shavings	Sale of hay and wood shavings.

The Concessioner is authorized, but not required, to provide the following visitor services during the term of the Draft Contract.

Exhibit 2: Authorized Visitor Services under the Draft Contract

Service	Brief Description
Vending	Sale of water, other non-alcoholic beverages, and snacks.
Other Merchandise Services	Sale of carriage ride souvenirs and visitor convenience items such as sunglasses and sunblock.
Guidebooks and Maps	Sale of printed material directly related to the carriage road experience and of Acadia National Park and its environs.

Rates

Rates are subject to the approval of the Service.

Annual Gross Revenues

The Existing Concessioner's reported operating results from 2017-2022 are as follows:

Exhibit 3: Existing Concessioner Annual Gross Revenue and Franchise Fees

Year	Gross Receipts	Franchise Fee
2017	\$587,449	\$58,475
2018	\$702,720	\$70,272
2019	\$600,893	\$60,089
2020	\$403,225	\$40,323
2021	\$682,370	\$15,942
2022 ³	\$845,087	\$25,705

Minimum Franchise Fee

Offerors must agree to pay the minimum franchise fee specified in Principal Selection Factor 5 of the Proposal Package (Part III of this Prospectus). The minimum franchise fee is tiered: **Tier 1, five percent (5.0%); Tier 2, twelve percent (12.0%)** of the Concessioner's annual gross receipts (the franchise fee is described in Section 5 of the Draft Contract). Offerors may propose a higher minimum franchise fee for the possibility of additional points as described more fully in the Proposal Package.

Component Renewal Reserve

The Concession must set aside 1.4% of annual gross receipts as a component renewal reserve. This reserve is used to repair or replace building frames, window frames, sheathing, subfloors, drainage, or rehabilitation of building systems such as electrical, plumbing, roof replacement, and similar projects. See Draft Contract.

Term of the Draft Contract

Ten years, expected to begin on January 1, 2024, and end on December 31, 2033.

Estimated Initial Investment

Exhibit 4: Investment Requirements

Type of Investment	Requirement
Personal Property	\$398,699
Startup Expenses	\$14,543
Inventory	None
Total	\$413,242

END OF SUMMARY OF BUSINESS OPPORTUNITY

³ Gross receipts and franchise fee numbers for 2022 have not been reviewed nor audited and cannot be confirmed by the National Park Service.



CONCESSION OPPORTUNITY

Location of Acadia National Park

Acadia National Park is on the Maine coast in the northeastern United States, where the highest mountains on the east coast meet the Atlantic Ocean. The National Park Service manages approximately 48,000 acres, most of which is on Mount Desert Island —approximately 50% of the island’s land mass. The Service also manages a portion of Schoodic Peninsula on the mainland to the east of Mount Desert Island and Isle au Haut, an island 15 miles southwest of Mount Desert Island, as well as various offshore islands.

Mount Desert Island is reached by motor vehicle or public transit on Maine Route 3. A 20-mile loop road connects Mount Desert Island’s lakes, mountains, and seashore. At stops along the Park Loop Road, visitors may view glacier-carved valleys and lakes, the rocky shoreline, and magnificent forests.

The Park was established to preserve the natural beauty of a part of Maine’s rocky coast, coastal mountains, and offshore islands. The Park and the Mount Desert Island areas are two of the most intensely used recreation regions in Maine. Although the Park has a national and international constituency, most visitors come from the New England, Mid-Atlantic, Midwest and Southeastern states, as well as from Canada.

Most visitors arrive and tour the area by private vehicle. Surrounding communities include Northeast Harbor, Seal Harbor, Southwest Harbor, Bass Harbor, and Bar Harbor. Bar Harbor is the largest of the surrounding communities and is the center of overnight accommodations and other tourist services. Bar Harbor has an estimated year-round population of approximately 5,434.



The pleasantly cool summers of coastal Maine enhance the popularity of the region. Temperatures are sufficiently comfortable to permit enjoyable camping and outdoor activities from June through September, with some overlap into May and October.

The Park has 45 miles of historic carriage roads that were constructed by John D. Rockefeller, Jr., between 1913 and 1940. These roads have an average width of sixteen feet. Motor vehicles are restricted from use of the roads. During the summer, these crushed stone roads are used by visitors for walking and bicycling, as well as horseback and carriage riding.

The Service at Acadia National Park protects and conserves outstanding scenic, natural, and cultural resources for present and future generations. These resources include a glaciated coastal and island landscape, biological diversity, generally clean air and water, and a rich cultural heritage.

The Park provides opportunities for high-quality non-consumptive recreation, education, and scientific research.

Description of Wildwood Stables

Wildwood Stables, on the southeast side of Mount Desert Island, can be accessed by Park Loop Road. The site consists of (1) a horse barn including an office, (2) Four stables, (2) outbuildings, (3) a 9 site equestrian Recreational Vehicle campground with electricity, water, and wastewater, and (4) a restroom (no showers).

In addition, Wildwood Stables is the starting and ending point for a variety of horse-drawn carriage ride interpretive tours for visitors; and an access point to the historic carriage road system for privately owned horse-drawn carriages and equestrian riders.

The main barn was built circa 1913. The office or "el" was built circa 2001. Both buildings are constructed of wood and wood siding with composite shingles on the roof. The main barn and the office are one structure connected by a shared wall.

The newer stall barns were built around 2002. These barns—and their doors and stall partitions—are constructed of wood and metal pipe. The roof is constructed of metal with wood rafters.

Stables A, B, and C are used by horse boarders and equestrian day use. Stable D is used by the existing concessioner equine stock.

The Recreational Vehicle (RV) campground equestrian sites were upgraded in 2018 with utility hookups. See Appendix B for the campground map.

The wood-construction restroom was built in 1999. While any visitor to Acadia National Park may use the restroom, virtually all of the restroom's users are either stable patrons or concessioner employees.

The Island Explorer, a local transit system, has a designated bus stop at Wildwood Stables.

The Service is in the process of implementing a transportation plan/environmental impact statement. The Service does not anticipate the implementation of the plan to significantly affect the concession operation.

Existing Concession Operation

The existing temporary concession contract commenced on April 1, 2021 and expires on December 31, 2023. This concession has operated seasonally from mid-May through the second Monday in October.

The existing temporary contract can be found in Appendix A of this Prospectus.

Existing Carriage Specifications

Carriage specifications may be found in Exhibit A, Operating Plan, of the Draft Contract. The Concessioner provides all livestock and equipment. The current operation uses as many as:

- 24 work horses (12 teams of work horses)
- 5 wagonettes (10 passenger maximum)
- 3 wagonettes (6 passenger maximum)
- 1 wagonette (4 passenger maximum)
- 1 accessible carriage (4 passenger maximum, plus wheelchair)

Existing Carriage Tours

The Existing Concessioner offers narrated interpretive tours, as described below. Information on the latest offerings can be found at <http://www.acadiahorses.com>. Reservations for all carriage tours, including private charters, are strongly advised. The Existing Concessioner has an agreement with the park-adjacent Land and Garden Preserve that allows tours to use the Preserve's historic carriage roads. This agreement does not convey over to the Concessioner and, if the Concessioner wishes to use the Preserve's roads, a new agreement would be required between the Concessioner and the Land and Garden Preserve.

Day Mountain (One Hour): This tour circles coastal Day Mountain and features dense forests, ocean overlooks and distant views of Schoodic Peninsula and the Cranberry Isles. Day Mountain was part of the Rockefeller Estate before it became part of Acadia National Park. This tour provides nature lovers a look at the interesting geology, plants, and wildlife of Acadia National Park.

Rockefeller Bridge (Two Hours): This tour takes you on a leisurely step back in history featuring some of the most remarkable bridgework in America. Riders may dismount the carriage and explore the Cobblestone Bridge, the first of Rockefeller's bridges built in 1913.

Day Mountain Summit (Two Hours): Once each day, the tour climbs to the summit of Day Mountain for spectacular sunset views of Mount Desert Island's mountains, the seacoast, the Cranberry Isles, Schoodic Peninsula, and the Isle au Haut. A pause at the summit allows for photographs and enjoyment of the beautiful panorama. This tour is not offered after early September of each year due to reduced daylight hours.

Private Carriage Charters: A private ride with friends and family. Choose a time and tour based on availability.

Existing Reservation System

Telephone reservations are required to be accepted by the first business day of January through the second Monday of October each year.

Existing Equestrian Services

The Existing Concessioner operates equestrian services consistent with all applicable laws. Visitors must provide documentation that demonstrates that their horses comply with current State of Maine Department of Agriculture statutes and rules.

Historical Approved Fees

Exhibit 5: Existing Concession Operation Approved Rates 2018-2022

Tour Type	2018	2019	2020	2021	2022
<i>1-Hour Day Mountain</i>					
Adult	\$24.00	\$24.00	\$24.00	\$65.00	\$65.00
Children 6-12	\$14.00	\$14.00	\$14.00	\$60.00	\$60.00
Children 2-5	\$9.00	\$9.00	\$9.00	\$55.00	\$55.00
<i>2-Hour Bridge/Day Mountain</i>					
Adult	\$40.00	\$40.00	\$40.00	\$105.00	\$105.00
Children 6-12	\$16.00	\$16.00	\$16.00	\$100.00	\$100.00
Children 2-5	\$11.00	\$11.00	\$11.00	\$95.00	\$95.00
<i>Private Charter</i>					
1-Hour (up to 4 persons)	\$200.00	\$200.00	\$200.00	\$280.00	\$280.00
1-Hour (up to 6 persons)	N/A	N/A	N/A	\$390.00	\$390.00
2-Hour (up to 4 persons)	\$330.00	\$330.00	\$330.00	\$460.00	\$460.00
2-Hour (up to 6 persons)	N/A	N/A	N/A	\$630.00	\$630.00
3-Hour (up to 4 persons)	\$450.00	\$450.00	\$450.00	N/A	N/A
Stable Fees					
Stall Fee (per night per horse)	\$30.00	\$30.00	\$30.00	\$40.00	\$40.00
Hay (per bale)	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
Shavings (per bale)	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00
Campsite Fee (per night per horse)	\$25.00	\$25.00	\$25.00	\$60.00	\$60.00

Historical Revenues

The Proposal Package section of this prospectus requires offerors to develop financial projections based upon the proposed operation. Offerors should be cautious in the use of historical information. The Service does not provide financial predictions; therefore, offerors are responsible for producing their own pro forma financial statements and relying upon their own financial predictions.

Exhibit 6: Revenue Breakdown by Services

Department	2017	2018	2019	2020	2021	2022 ⁴
Hay/Shavings/Day Use	\$3,444	\$1,905	\$2,251	\$1,591	\$1,584	\$1,758
Books	\$3,783	\$5,067	\$4,167	\$271	\$4,728	\$7,626
Campsites	\$11,140	\$15,200	\$17,075	\$18,840	\$30,660	\$29,340
Carriage Tours	\$493,512	\$613,168	\$509,480	\$326,123	\$578,118	\$741,883
Stall Rentals	\$75,570	\$67,380	\$67,920	\$56,400	\$67,280	\$64,480
Total	\$587,449	\$702,720	\$600,893	\$403,225	\$682,370	\$845,087

Required and Authorized Services

The Service requests offers for the award of a 10-year concessions contract to continue the operation and maintenance of the required and authorized services below. The Service expects that operations under the Existing Contract will remain essentially the same under the Draft Contract.

Essential operating and maintenance requirements are provided in the exhibits to the Draft Contract: specifically, the Operating Plan (Exhibit A) and the Maintenance Plan (Exhibit E).

The Draft Contract includes a description of required and authorized services. In case of any inconsistency between this section and the attached Draft Contract, the Draft Contract will prevail.

Exhibit 7: Required Visitor Services under the Draft Contract

Service	Brief Description
Carriage Tours	Provide fully narrated horse-drawn carriage tours, including private charters, along the park's historic carriage roads.
Equestrian Services:	
Horse Boarding	Provide temporary horse boarding, which includes vehicle parking, access to the loading area, stall rental, water, and one bag of wood shavings.
Day Use	Provide day-use for visitors who are accessing the carriage roads with their horses or their horse-drawn carriages, which includes vehicle parking, access to the loading area, and water.
Equestrian Camping	Operate and maintain nine-site camp area in conjunction with horse boarding, located near the Stables A, B, and C.
Hay and Wood Shavings	Sale of hay and wood shavings.

The Concessioner is authorized, but not required, to provide the following visitor services during the term of the Draft Contract.

⁴ Revenue for 2022 has not been reviewed nor audited and cannot be confirmed by the National Park Service

Exhibit 8: Authorized Services under the Draft Contract

Service	Brief Description
Vending	Sales of water, other non-alcoholic beverages, and snacks.
Other Merchandise Services	Sale of carriage ride souvenirs and visitor convenience items such as batteries and sunblock.
Guidebooks and Maps	Sale of printed material directly related to the carriage road experience, Acadia National Park, and its environs.

If the concessioner wishes to offer narrated interpretive horse-drawn carriage ride tours on the park-adjacent historic carriage roads owned by the Land and Garden Preserve, the concessioner must have an agreement with the Land and Garden Preserve.

The sale of Vending items, Other Merchandise Services, Guidebooks and Maps require prior approval from the Superintendent.

Assigned Facilities

The assigned facilities include the restroom, four stables, a pole barn for carriages, a separate storage enclosure, fencing, and a barn built circa 1913, with an attached office and a small visitor contact space. The Service reserves the right to store motorized equipment in the pole barn, when the concessioner is not operating, from the second Tuesday of October through May 1 of the following year.

The selected Offeror is *required to maintain and operate the restroom, including the water fountain, and is responsible for solid waste and manure removal.* The assigned septic tank (capacity 4,500 gallons) must be pumped every three years and was last pumped in 2022. Please refer to the Maintenance Plan (Exhibit E).

The barn was rehabilitated for the 2002 season. The lower floor of the barn may be used for storage. The loft of the barn is assigned for hay storage. The Service is planning a full barn floor rehabilitation project, beginning October 2023, during which the concessioner will not have access to the interior of the barn, including the office. The Service anticipates the entire floor rehabilitation project to be completed by May 2024, before the barn and office are needed by the concessioner operation. Also assigned are Stables A, Stables B, Stables C, Stables D, and the Restroom for visitors and concession employees.

Exhibit 9: Assigned Facilities

Asset	Approximate Description	Date Built or Installed
Barn including the Office (Asset 59998)	2614 sq. ft.	1913
Hay Storage (Asset 110743)	450 sq. ft.	1913
Stable A (Asset 59999)	1500 sq. ft.	2002
Stable B (Asset 60000)	1800 sq. ft.	2002
Stable C (Asset 60001)	1800 sq. ft.	2002
Stables D (Asset 60002)	3000 sq. ft.	2002
Restroom (Asset 59997)	484 sq. ft.	1999
Wildwood Stables Carriage and Equipment Storage Building (Pole Barn) (Asset 231334)	2400 sq. ft.	2012

Land Assignment

Please see Exhibit C of the Draft Contract and Appendix B.

Rate Administration

All fees and charges to the public must be approved by the Superintendent before they are effective. Generally, criteria for rate approvals are by comparisons with rates that are charged by similar operations under similar conditions. In this regard, effort will be expended to compare rates with organizations that are in competitive markets.

Environmental Management

The Concessioner will develop, document, implement, and comply fully with a comprehensive written Environmental Management Program (EMP) to achieve Environmental Management Objectives. The initial EMP shall be developed and submitted to the Director for acceptance within sixty days of the effective date of the Concessions Contract. A proposed updated EMP will be submitted for acceptance annually. (See Draft Contract, Section 6). EMP guidance can be found in the Operating Plan, Exhibit A.



Risk Management

The Concessioner will develop, document, implement, and comply fully with a comprehensive written Risk Management Program (RMP) to achieve Risk Management Objectives. The initial RMP shall be developed and submitted to the Director for acceptance within sixty days of the effective date of the Concessions Contract. A proposed updated RMP will be submitted for acceptance annually. (See Draft Contract, Section 3 (c)). RMP guidance can be found in the Operating Plan, Exhibit A.

INVESTMENT ANALYSIS

The equipment, stock, personal property, and inventories currently used in this operation are owned or rented by the Existing Concessioner. The Concessioner may elect to procure necessary equipment and stock from any source. The Concessioner may elect to negotiate with the Existing Concessioner for the purchase of any assets.

Negotiations may be conducted directly with:

Michael Carpenter
Carriages of Acadia
(207) 532-8197

carriagesofacadia@gmail.com

The Concessioner must provide such equipment, equine stock, personal property and inventories as may be necessary for the proper and efficient operation of these services and facilities.

The Concessioner must maintain the grounds and structures that are assigned by the Contract. However, construction of capital improvements is not permitted.

Local utility companies provide services to the Concessioner and bill the Concessioner accordingly. See Appendix C.

Required Investment Summary

Exhibit 10: Estimated Investment Requirements

Type of Investment	Requirement
Personal Property	\$398,699
Startup Expenses	\$14,543
Inventory	None
Total	\$413,242

Offerors should not rely on Service estimates in preparing and submitting proposals in response to this Prospectus. It is the responsibility of Offerors to make their own determinations as to the scope of the required investment.

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. In determining the minimum franchise fee, the Service, using available industry data, considered the probable value to the Concessioner of the privileges granted by the Draft Contract. This probable value is based upon a reasonable opportunity for net profit in relation to capital invested and the obligations of the contract including anticipated revenues and expenses.

The following describes the minimum franchise fee acceptable to the Service:

5.0% of Gross Receipts for annual Gross Receipts between \$0 and \$250,000; plus,

12.0% of Gross Receipts for annual Gross Receipts exceeding \$250,000.

Example: A concessioner with annual Gross Receipts (GR) of \$600,000 would pay \$54,500 in franchise fees as calculated below.

5.0% of GR between \$0 and \$250,000 (5.0% x \$250,000) = \$12,500

12.0% of GR exceeding \$250,000 (12.0% x \$350,000) = \$42,000

TOTAL \$54,500

COMPONENT RENEWAL RESERVE

The Concession must set aside 1.4% of annual gross receipts as a Component Renewal Reserve. This Reserve is used to repair or replace building frames, window frames, sheathing, subfloors, drainage, or rehabilitation of building systems such as electrical, plumbing, roof replacement, and similar projects. This Reserve cannot be used for routine operational maintenance of facilities or housekeeping and groundskeeping activities. Also, this Reserve cannot not be used to construct "Capital Improvements" as defined in 36 CFR Part 51, i.e., the construction of a "structure," a "major rehabilitation," or the installation or replacement of "fixtures and non-removable equipment". See Draft Contract.

TERM AND EFFECTIVE DATE OF THE CONTRACT

The contract will be for a term of ten (10) years. The contract will likely be effective January 1, 2024.

MARKET AREA OVERVIEW

EXHIBIT 11: PARK VISITATION

Year	Recreation Visitation	Percentage Change
2011	2,374,645	-5.2%
2012	2,431,736	2.4%
2013	2,254,924	-7.3%
2014	2,563,129	13.7%
2015	2,811,184	9.7%
2016	3,303,393	17.5%
2017	3,509,271	6.2%
2018	3,537,575	0.8%
2019	3,484,836	-1.5%
2020	2,669,034	-23.4%
2021	4,069,098	52.5%
2022	3,970,260	-2.4%

Local and Regional Market

Please see Maine Office of Tourism, 2022 Economic Impact & Visitor Tracking Report, as Appendix D of this Prospectus.