



PROSPECTUS



A Concession Business Opportunity to Operate Lodging, Food and Beverage, Retail, Campground, and Related Visitor Services within
Lake Chelan National Recreation Area

Solicitation #
CC-LACH003-26

PROSPECTUS

Lodging, Food and Beverage, Retail, Campground,
and Related Visitor Services

LAKE CHELAN NATIONAL RECREATION AREA
NATIONAL PARK SERVICE
INTERIOR REGIONS 8, 9, 10, AND 12

Contract No. CC-LACH003-26

| | |
|----------------------------------|-------------------|
| PROSPECTUS ISSUED: | January 21, 2025 |
| QUESTIONS DUE: | February 12, 2025 |
| NOTICE OF INTENT TO PROPOSE DUE: | March 21, 2025 |
| PROPOSALS DUE: | April 18, 2025 |

Questions and proposals must be **received** by the National Park Service
no later than by 5:00 P.M. of the due date listed above.

Mark Juretschke
Financial Analyst
National Park Service
Interior Regions 8, 9, 10, and 12

Send Questions via email to:

Mark Juretschke
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BUSINESS OPPORTUNITY

CC-LACH003-26

Department of the Interior

National Park Service
Lake Chelan National Recreation Area

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within Lake Chelan National Recreation Area**

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INTRODUCTION

The National Park Service (“Service”) seeks proposals for a concession contract authorizing the operation of lodging, food and beverage, retail, campground, and related visitor services within Lake Chelan National Recreation Area (Stehekin District), which is designated as a unit of North Cascades National Park Complex. This Prospectus describes, in general terms, the existing business operations and the future business opportunities for services required by the Service. Offerors must review all sections of this Prospectus and, specifically, the terms and conditions of the Draft Concession Contract No. CC-LACH003-26 (“Draft Contract”), including its exhibits, to determine the full scope of a future concessioner’s responsibilities under the Draft Contract. All photos and data in this document are courtesy of the Service.



Exhibit 1. Summary of Draft Contract Terms and Conditions

| Category | Draft Contract Terms and Conditions |
|--|--|
| Draft Contract Term | Ten (10) Years |
| Projected Effective Date | March 1, 2026 |
| Required Services | Lodging, Food and Beverage, Retail, Campground, Fuel Sales, and Shower and Laundry |
| Authorized Services | Equipment Rentals, Guided Instruction, Water and Vehicle Taxi Services |
| Project Gross Receipts (Year 1) | \$1,795,000 - \$1,987,000 |
| Estimated Initial Investment (Year 0) | \$822,000 |
| Minimum Franchise Fee | 2.5% on Gross Receipts |



NOTIFICATION OF INTENT TO PROPOSE

If you plan to submit a proposal in response to this solicitation, you must notify Mark Juretschke via email at mark_juretschke@nps.gov no later than 5:00 p.m. (PDT) on March 21, 2025.

The Service will not accept proposals from entities that do not provide their Notice of Intent to Propose on or before 5:00 p.m. (PDT) on March 21, 2025.

INFORMATION REGARDING THIS PROSPECTUS

In this document, the National Park Service refers to the North Cascades National Park Complex as the “Park” or “Area.”

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 Concession Contract No. CC-LACH003-26, including its exhibits, to determine the full scope of a future concessioner’s responsibilities. The Draft Contract with all exhibits is included in this Prospectus. In the event of any inconsistency between the description of the terms contained in this Prospectus and the Draft Contract itself, the terms of the Draft Contract will prevail.

Certain federal laws apply to this solicitation, including the National Park Service Concessions Management Improvement Act of 1998 (Public Law 105-391 and hereafter referred to as “the Concessions Act”), as implemented by regulations in 36 C.F.R. Part 51. Links to these are available online at the [NPS’s Commercial Services website](#). 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.

“Concessioner” refers to the entity that will be the concessioner under the Draft Contract. “Existing Concessioner” refers to Guest Services, Inc., the existing concessioner for the services currently offered under Concession Contract No. CC-LACH003-12 (“Existing Contract”). The Existing Contract is available upon request.

SITE VISIT

The Service hosted a site visit for organizations interested in bidding on this opportunity on September 27 2024. The pre-release site visit provided interested organizations an overview of the concession operation along with a tour of some of the facilities assigned to the Concessioner under the Draft Contract. A copy of the information document provided at the site visit is available as Appendix 1 to this prospectus.

PROPOSALS

Offerors should carefully review and comply with the proposal instructions, included in the Prospectus.

Offerors must complete the Proposal Package in its entirety. The Proposal Package contains a required transmittal letter, five principal selection factors, and two secondary selection factors. Each selection factor



identifies the minimum and maximum points the Service may award, depending on the quality of the response. A high-quality response includes clear, specific commitments. The following paraphrases the information sought under each selection factor. Where there are discrepancies, the wording of the actual selection factors in the Proposal Package controls.

Principal Selection Factor 1 requires Offerors to describe experience and expertise relating to the preservation and maintenance of historic and non-historic assets.

Principal Selection Factor 2 requires Offerors to describe proposed improvements to visitor services.

Principal Selection Factor 3 requires Offerors to describe its organizational structure and provide documentation to help the Service understand the Offeror and its relationship to other entities. The Service does not score this information specifically but may use it to understand responses elsewhere in the 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 has provided forms Offerors must complete depending on their organizational structure.

This principal selection factor also requires Offerors to describe experience with similar operations, plans for employee recruitment and retention, and its history of violations and infractions as well as the strategies the Offeror will implement to minimize them.

Principal Selection Factor 4 requires Offerors to demonstrate their financial capacity to commence and carry-on operations under the Draft Contract. A high-quality response incorporates commitments made elsewhere in the proposal. The Service's proposal package includes a business history form, and an Excel workbook Offerors must complete in providing responses to this selection factor.

Principal Selection Factor 5 requires Offerors to provide the franchise fee they will pay on gross receipts generated under the Draft Contract. Failure to agree to pay the minimum franchise fee set out in the 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 programs it will implement to promote sustainability within the operations.

Secondary Selection Factor 2 requires Offerors to describe how it will improve and address employee well-being and living conditions.



NATIONAL PARK SERVICE

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 created America's National Park Service to:

...conserve the scenery and the natural and historic objects and the wildlife 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. 54 U.S.C. § 100101(a)

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... 54 U.S.C. § 100101(b)

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, its mission, policies, and individual parks.

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, well before the creation of the Service itself. 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.

The Service uses 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. The term "commercial visitor services" includes lodging, food and beverage, retail, marina operations, guided recreation, equipment rental, experiential transportation, and similar services the National Park Service itself does not provide. The Service implemented regulations for many aspects of the Act, primarily to set out the process for soliciting bids for new contracts and managing the concessioner's investment in structures owned by the United States.

Working with the Service providing commercial visitors services differs from operating outside a park in several respects. By law, the Service approves the rate approval method and, possible, the rates to ensure park visitors do not pay higher fees for goods and services merely because such transactions occur within parks. 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. Our employees review the quality of concession operations and compliance with contract requirements including, when appropriate, the maintenance of facilities. Our contract oversight reflects the best management practices of the private sector industries.

Even with these regulatory requirements, concessioners in national parks enjoy significant benefits. Many parks function as unique visitor destinations. Lake Chelan National Recreation Area and Stehekin, as part of North Cascades National Park Complex, is one such destination, attracting numerous visitors from local, national, and international communities.



NORTH CASCADES COMPLEX

LEGISLATED PURPOSE AND SIGNIFICANCE

Established in 1968 as a unit of the National Park Service, the Complex is dedicated to conserving, unimpaired, the natural and cultural resources and values of North Cascades National Park, Ross Lake National Recreation Area, and Lake Chelan National Recreation Area for the enjoyment, education and inspiration of this and future generations. Additionally, the Complex shares responsibility for advancing a great variety of national and international programs designed to help extend the benefits of natural and cultural resource conservation and outdoor recreation.

According to P.L. 90-544, October 2, 1968, the purpose of North Cascades National Park Service Complex is:

...to provide for the benefit, use and inspiration of present and future generations certain majestic mountain scenery, snow fields, glaciers, alpine meadows, and other unique natural features...

The stated purpose of the enabling legislation for the National Recreation Areas is:

...to provide for the public outdoor recreation use...and for the conservation of the scenic, scientific, historic, and other values contributing to the public enjoyment...

North Cascades National Park Service Complex contains three park units which are all managed as one and include North Cascades National Park ("NOCA"), Ross Lake National Recreation Area ("ROLA"), and Lake Chelan National Recreation Area ("LACH").

North Cascades National Park Service Complex is 684,245 acres in size, with 61,890 acres in Lake Chelan National Recreation Area. The Complex contains more than half the glaciers in the United States outside of Alaska. These glaciers are an important source of water for salmon, other wildlife, plants, and people in the Puget Sound region. In addition, the Complex's 9,000+ feet of vertical relief, along with the great contrast between climates east and west of the Cascade crest provide habitat for one of the greatest diversities of plant life in North America and for varied fauna including rare and sensitive species. The Complex's variety of waters, both lakes and rivers, and its topography provide a large and expanding nearby population with a wide array of recreational opportunities, including boating, camping, climbing, and backpacking.

The Complex includes 75 structures eligible for the National Register, with an additional 59 structures being listed on the National Register. It also includes four Historic Districts and over 300 archeological sites. The area was home to at least five tribes whose descendants now live nearby and includes, within its boundaries, three contemporary communities.

This Park Complex is in the northwestern portion of Washington State and extends from the Canadian Border to north central Washington. The Park is surrounded on the west, south, and east by almost 6 million acres of national forest lands. Across the international boundary to the north are parks, recreation areas, and forestlands administered by the province of British Columbia.



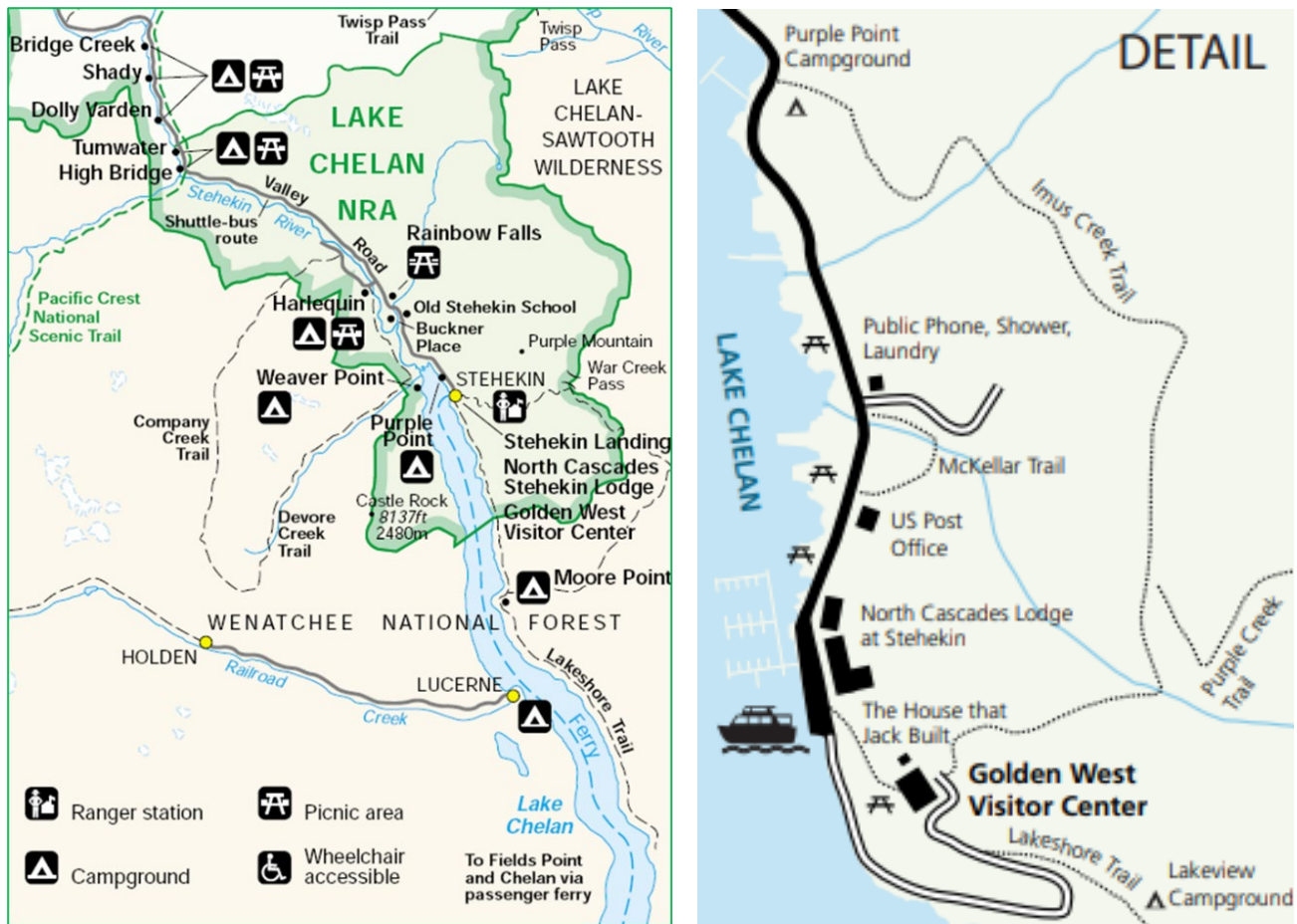
Exhibit 2. North Cascades National Park Complex and Surrounding Region

Lake Chelan (62,000 acres) is a natural lake resting in a glacially carved trough in the Cascades Range. It is one of the nation's deepest lakes, reaching a depth of 1,500 feet. It offers boating, fishing, and lakeshore camping. The average width is less than two miles but extends 50 miles long into the Cascade Mountains.

The lake's northernmost four miles are located within LACH, including the remote community of Stehekin and the Stehekin River Valley. With no road connections to the rest of the world, visitors and residents arrive to Stehekin by passenger ferry, float plane, hiking, horseback, or private boat.

The closest commercial airports are located Seattle (western Washington) and Spokane (eastern Washington). Drive time to the town of Chelan (southern access point for travel to LACH), from either Seattle or Spokane is roughly 4 hours. From Chelan, access to Stehekin is by passenger ferry on Lake Chelan from the points of Chelan, Field's Point Landing and on to Stehekin. Multiple schedule options are available from two commercial passenger ferry companies, with an average duration of 1.5 to 3 hours from Chelan/Field's Point to Stehekin.

Exhibit 3. Detailed Park Map of Lake Chelan NRA and Stehekin



VISITATION INFORMATION

The following exhibit presents annual visitation data for the North Cascades National Park Complex over the past ten years. From 2014 through 2019, recreation visitation averaged approximately 921,000 visitors per year. Visitation since 2020 has remained strong despite headwinds due to the COVID pandemic. From 2020 to 2023, the North Cascades National Park Complex has averaged 986,000 visitors per year.



Exhibit 4. Annual Recreation Visitation to the North Cascades National Park Complex

| Year | Lake Chelan NRA | Ross Lake NRA | North Cascades National Park | Total | Percent Change |
|------|-----------------|---------------|------------------------------|------------------|----------------|
| 2014 | 35,360 | 710,612 | 23,865 | 769,837 | - |
| 2015 | 32,186 | 772,579 | 20,677 | 825,442 | 7.2% |
| 2016 | 45,514 | 905,418 | 28,646 | 979,578 | 18.7% |
| 2017 | 38,464 | 759,656 | 30,326 | 828,446 | -15.4% |
| 2018 | 38,839 | 892,044 | 30,085 | 960,968 | 16.0% |
| 2019 | 38,785 | 1,088,528 | 38,208 | 1,165,521 | 21.3% |
| 2020 | 30,598 | 920,526 | 30,885 | 1,002,009 | -14.0% |
| 2021 | 40,511 | 855,926 | 17,855 | 914,292 | -8.8% |
| 2022 | 38,207 | 998,019 | 30,154 | 1,066,380 | 16.6% |
| 2023 | 39,419 | 881,837 | 40,351 | 961,607 | -9.8% |

Visitation to Lake Chelan National Recreation Area is highly seasonal. Peak visitation occurs between June and September, with over 61% of visitors each year arriving within this four-month period. The following exhibit summarizes the three-year average monthly visitation to Lake Chelan National Recreation Area between 2021 and 2023.

Exhibit 5. Lake Chelan National Recreation Area Average Monthly Visitation (2021-2023)

| Month | Average Visitation (2021-2023) | Share of Average Visitation |
|--------------|--------------------------------|-----------------------------|
| January | 1,014 | 2.6% |
| February | 1,107 | 2.8% |
| March | 1,467 | 3.7% |
| April | 2,289 | 5.8% |
| May | 3,728 | 9.5% |
| June | 5,383 | 13.7% |
| July | 6,724 | 17.1% |
| August | 6,221 | 15.8% |
| September | 5,745 | 14.6% |
| October | 3,158 | 8.0% |
| November | 1,539 | 3.9% |
| December | 1,005 | 2.6% |
| Total | 39,379 | 100% |

COMPLIANCE WITH FEDERAL, STATE, AND LOCAL LAWS AND PARK JURISDICTION

While the Federal Government owns most of the land within Lake Chelan National Recreation Area, there is an established community with private property parcels dispersed throughout the Stehekin Valley. The National Park Service has proprietary jurisdiction with the state of Washington and Chelan County.



Emergency Services

Given Stehekin's remote location, most emergency services are arranged for and organized by qualified community members (Paramedics, EMTs and Wildland Firefighters). The National Park Service assumes a support role to these services, assisting with communication and water transport services, and providing backup communication links for extended EMS response through Chelan Emergency Services (Chelan EMS). Medical Flight Services (Lifeflight) provide on-call air ambulance service from Stehekin to Chelan, Wenatchee or other regional hospitals; programs exist to provide affordable membership options for residents and visitors.

The National Park Service works cooperatively with Chelan County Sheriff to provide response for non-medical emergencies, or life/safety incidents requiring law enforcement intervention.

Wildland Fire

The National Park Service provides Wildland Fire Support for incidents occurring within North Cascades National Park and Lake Chelan National Recreation Area, including Stehekin. The Park's Fire Management Program works closely with the US Forest Service, state and local resources to provide timely response to wildland fire events occurring in and around North Cascades National Park Complex, including Stehekin.

Public Health and Safety

US Public Health provides oversight and inspection of water systems and food and beverage operations for the concession facilities. NPS maintains the water systems and employs certified operators to run the water/wastewater facilities at Stehekin Landing.

Other Certifications

The Concessioner must determine and obtain all permits, pay necessary taxes, and abide by required labor laws, if required or set higher than federal law, by the appropriate federal, state, or local authority to conduct business within the Area. The Operating Plan (Exhibit B to the Draft Contract) identifies operational codes the Service has chosen to apply to the operations provided under the Draft Contract.

WEATHER AND NATURAL HAZARDS

Weather in the North Cascades varies greatly depending on season and location. From autumn to spring much of the park is buried under a thick layer of snow. The most accommodating weather is from mid-June to late-September when all but the highest trails are generally clear of snow. The west slopes and high peaks catch the brunt of wet systems blowing in from the Pacific Ocean creating a more lush and temperate evergreen forest, while the shielded lower east slopes tend to be warm and dry throughout the summer. The difference between west and east is so great that the western slopes receive an average of 76 more inches of precipitation and 407 more inches of snowfall annually. So much snow falls in the mountains that State Route 20—the only road that traverses the park from east to west—is closed every winter for four or more months.

The east side of the Cascade Mountains, including Lake Chelan National Recreation Area and Stehekin, is drier and warmer in the summer than the west side. Summer temperatures at Stehekin reach the 90's F and can remain this warm from mid-July through the first part of September. Wildland fires, such as the 2024 Pioneer Fire, have disrupted business operations at Stehekin, particularly due to Stehekin's remote location. During the winter, snow accumulations vary, but for the most part snow remains on the ground in Stehekin until March. Consistent accumulations between 1-3 feet are common at Stehekin Landing, with significantly more snow on the ground further up-valley and away from the moderating effects of Lake Chelan.



STEHEKIN

The community of Stehekin is located within Lake Chelan National Recreation Area and is situated at the northern end of Lake Chelan. The community hosts a population of roughly 80-100 year-round residents, growing its residential base in the summer to approximately 300.

Several recreation-oriented businesses are located within the valley offering overnight lodging, food services, a bakery, horseback riding/packing services, biking, and transportation (shuttles to trailheads and valley tours). Additional overnight accommodations are available as privately owned VRBOs or similar vacation rentals. Some rental properties come with a vehicle. There is a K-8 school and a U.S. Post Office located within the community of Stehekin.

The Stehekin Landing serves as an entry and exit point for visitors planning to hike, backpack or climb in the backcountry. A portion of the Pacific Crest Trail runs through the park, and many “through-hikers” travel to Stehekin Landing to pick up packages from the Post Office and prepare for their continued journey north to Canada. More recent PCT travel patterns show an increase of hikers in Stehekin during the early summer months – this traffic is from folks who are hiking the trail from North to South and who are starting their journey in Canada.

Most visitors and residents traveling to Stehekin arrive by boat, using the passenger ferry services available from two vessel transportation providers - Lake Chelan Boat Company and Stehekin Ferry. The services (schedules and rates) provided by both companies are authorized and regulated by the Washington State Utilities and Transportation Commission (WUTC).

Lake Chelan Boat Company provides daily scheduled service from Chelan/Field’s Point to Stehekin and return; Stehekin Ferry provides round-trip services from Stehekin to Field’s Point and return. Visitors and residents can schedule services from each company (either round trip or one-way), which allows flexibility in trip planning. Trip duration (one way) averages from 1.5 hours to 4 hours, depending on the vessel/ticket booked. Chartered float plane services may provide additional air transportation to Stehekin on an on-call or reservation basis – companies are based out of Seattle/Renton or Spokane.

During the summer, tent camping is available at 6 small Service-operated front-country campgrounds, 3 of which are boat-in sites. Backcountry camping opportunities are plentiful and many trails beginning in the Stehekin Valley lead visitors deep into the backcountry of North Cascades National Park and provide access to State Route 20 and the communities of Twisp, Winthrop, Newhalem and Marblemount.

Additionally, shuttle buses transport visitors 11 miles up the Service-owned and maintained Stehekin Valley Road; visitors are dropped off at trailheads, or at various other destinations along the route. There is a charge for the shuttle services, and schedules vary according to the season. Winter transportation (taxi services) and tours are available on a limited basis and require advance reservation/notification through authorized service providers. Currently, there are no scheduled shuttle services in the winter months (November through April), and limited services during the months of May and October.

The Stehekin Valley Road also serves local community residents; all private homes are located within the first 9 miles of the Stehekin Valley. During the winter, snow depths are often sufficient to cross-country ski and snowshoe. The residents and local businesses rely upon boats and barges to bring them everything from groceries and merchandise to cars, equipment, and building materials. Stehekin residents must “plan” ahead.

Cell service in Stehekin is limited to calling/texting over wi-fi. Most residents and businesses have satellite internet and cell service through Starlink. Additional phone and internet services are available through Weavtel a local provider in Stehekin.

There are no grocery or retail services available in Stehekin. Food, supplies, materials, and equipment are generally purchased down lake and brought in by one of the transportation vessels or the local barge company. Chelan hosts a Safeway, Walmart and Apple Market as well as an Ace hardware. Regular large



retail and grocery providers (Costco, Albertsons, Lowes, Home Depot) are available in Wenatchee – some stores provide delivery service to Chelan. Other on-line shopping orders (Amazon, etc.) are delivered to Lake Chelan Boat Company and brought in by vessel. Groceries may be ordered on-line (by email) through local vendors in Chelan and delivered to LCBC for transport up lake.

Large orders for bulk items, including materials, supplies, equipment, etc. (including vehicles) are delivered to Mountain Barge Service in Chelan; MBS provides the only barging service on Lake Chelan and runs between Chelan, Lucerne and Stehekin. Trips are scheduled weekly during the summer months (1-2 times), and less frequently during the winter months.

All three transportation companies (Lake Chelan Boat Company, Stehekin Ferry and Mountain Barge Service) list freight costs on their websites; more detailed information may be obtained by calling each vendor.

CONCESSION OPPORTUNITY

The following section describes the services required and authorized by the Draft Contract, as well as other key terms and information regarding the future business opportunity.

DRAFT CONTRACT TERM

The Draft Contract will have a term of ten (10) years, with an effective date of March 1, 2026.

REQUIRED AND AUTHORIZED SERVICES: DRAFT CONTRACT

The following describes the Required Services (i.e., must be provided by the Concessioner) and Authorized Services (i.e., may be provided at the option of the Concessioner) specified in the Draft Contract. All services are located at Stehekin.

Exhibit 6. Required Services

| Services | Description |
|---------------------------|--|
| Lodging | 28 Rental Units, Motel Style Mid-scale lodging, Cabins with Kitchens, One large Vacation Rental House. |
| Food and Beverage | Full-service restaurant |
| Retail | General store including convenience and grocery items, souvenirs, camping and fishing supplies |
| Campground | Two walk-in campgrounds with 15 sites; Flush toilets and potable water. Established campfire pits and tent pads. |
| Public Shower and Laundry | One Public Restroom Unit with Shower; one laundry room with two stackable Washer/Dryer Units |
| Fuel Sales | Vehicles and boats |



Exhibit 7. Authorized Services

| Services | Description |
|-----------------------|---|
| Guided Instruction | Skiing, Snowshoe, and Fishing |
| Equipment Rentals | Winter activities, boats, rental vehicles |
| Water Taxi Services | To various points along Lake Chelan |
| Vehicle Taxi Services | Within the Stehekin Valley |

OVERVIEW OF CONCESSION FACILITIES AND SERVICES



North Cascades Lodge at Stehekin is located directly at Stehekin Landing. As visitors arrive to Stehekin by passenger ferry or private boat, they are greeted immediately by spectacular views of North Cascades National Park and the up-valley view of Stehekin. The passenger ferries dock directly in front of the Concession facilities; visitors and guests are required to walk only a few steps across the promenade and Landing to the front steps of the concession facilities which serve as the central welcome center to guests, visitors and residents arriving to Stehekin.



North Cascades Lodge at Stehekin is comprised of a group of buildings, structures and service areas that allow the concessioner to operate and provide a variety of services. Each building has its own unique history, having been built by private business owners prior to the Park's establishment in 1968. The Park assumed ownership of most of the private land and inholdings at Stehekin Landing and created a concession opportunity for use of the facilities to provide cohesive service offerings to park visitors. The facilities support a full-service restaurant, midscale lodging accommodations, cabins with kitchen, commercial laundry facilities, space for administrative offices, and a General Store that serves both as retail and convenience outlet and as guest check-in/concierge location for visitors.

Additional service opportunities include a lake-front picnic area and swim area, storage buildings, employee housing and a maintenance facility. Several employee housing units are located directly at Stehekin Landing; additional employee housing is located at 2.5 and 4.5 miles up-valley. The entire facility has direct lake access and almost every room has a view of Lake Chelan, the Stehekin Valley and North Cascades National Park.

Visitors can enjoy coffee and breakfast, lunch, or dinner on the deck of the Lodge and are treated to spectacular views of Castle Peak (directly in front), Lucerne, Domke Mountain and Moore Point (south) and McGregor Mountain, Boston, Booker and Buckner Peaks to the North.

Retail - General Store

The General Store serves as central location for visitor information services, guest check-in for lodging and retail and convenience sales. This space is in the front portion of the Alpine House building on the first floor. Dry storage and cold storage (walk in cooler/freezer for Restaurant operations) are in the back. The second story of the Alpine House hosts lodging units #20-28, as well as a small lobby/sitting area for guests. The retail space offers opportunity for sales of convenience items, limited grocery, and camping & backpacking supplies, as well as gifts, souvenirs and other specialty items.



Lodging

North Cascades Lodge at Stehekin features a total of 28 lodging units, consisting of midscale lodge rooms (motel-style units), A-frame chalets/cabins with kitchens, and two newly renovated historic cabins (no kitchens). All rooms have heating units, however there is no air conditioning available in any of the lodge units. Limited cooling systems are available in the Restaurant and Alpine House Lobby.

Cabins with Kitchens

Units 1-7 are listed as Cabins with kitchens and sleep two to six people comfortably, depending on the Unit. All Cabins have views of the Lake and feature porch space sufficient for relaxing and enjoying outside space. All kitchens are equipped with a refrigerator, microwave, two or four burner stove & oven, coffee maker and an inventory of cookware and dinnerware to meet guest needs. Cabin bathrooms feature a shower stall (no tub). Floors are finished with vinyl floor planks with a wood-look finish.



Swissmont Lodge

The Swissmont is a two-story structure, featuring 10 mid-scale lodging rooms (units #9-#19). Each unit has a view of the lake. All units have decks with furniture to provide excellent opportunity to enjoy outside space. The rooms are accessible from the outside stairways and walkways (motel style); there is no elevator, so guests must hand carry overnight gear up the stairs to second story rooms. The bathrooms in the Swissmont feature shower/tub combinations. Flooring is vinyl planking with wood-like finish. All Swissmont rooms have their own designated porch space which is accessible from inside the room. Vinyl doors and windows provide screen options for cross ventilation. Swissmont units sleep four to six.



Alpine House

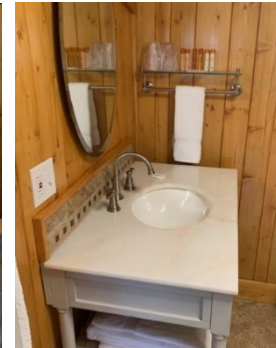
The second and third floors of the Alpine house feature 8 lodging units. Rooms 20-27 are located directly above the General Store (second floor) and are accessible by a staircase and hallway entrance on the north side of the building. Rooms are dispersed along the hallway on both sides, with a large open sitting area located in the front of the building. The room has fantastic viewing opportunities as one entire wall is windows facing the lake and Landing area. This room is a great space for relaxing, especially during the off season when weather may not be suitable for lounging or relaxing outside. The guest rooms are simple hotel style rooms and sleep two people. Each room includes a mini-fridge and coffee maker. The bathrooms have tub/shower combinations.

The third floor of the Alpine House is dedicated space for one Unit with a kitchen. Unit 28 features two bedrooms and one full bath. The unit has a full kitchen and living space. The unit is accessed by staircase from the back of floor two, or by exterior access from a short pathway extending from the main lodge facilities.



Historic Cabins

Two cabins are in the Golden West Historic District and are adjacent to the main lodge facilities by a short walk up the pathway leading to the Golden West Visitor Center. The cabins have been used for a variety of purposes over the years, but primarily sat empty until 2021 when the Service completed renovations to utilize them as rental cabins for guests and visitors of North Cascades National Park. These cabins are uniquely located and provide private access and cozy comfort for guests. The cabins sleep two people and provide a mini-fridge and coffee pot for guest comfort. The bathroom has a corner shower stall (no tub). There is plenty of porch space to enjoy quiet mornings and evenings.



Lakehouse

The Lakehouse is a four-bedroom rental house that sleeps ten to twelve comfortably. The House has two and a half bathrooms, a spacious full kitchen and washer and dryer. The house has direct lake access and includes a large dining and living room area directly adjacent to the kitchen. The house has excellent space for gathering outside with sufficient deck space as well as a good size lawn area. The house is rented with a hot tub – which is located on the deck near the main entrance of the house. The House is located about ¼ mile from the primary lodge facilities and is well within walking distance of the boat docking area, marina, and main lodge facilities (Restaurant and Store) as well as public shower and laundry building.



The following table presents a breakdown of lodging units by type at each location.

Exhibit 8. Lodging Units by Type

| North Cascades Lodge at Stehekin (28 total units) | Number of Units | 2024 Approved Rates |
|---|-----------------|---------------------|
| Swissmont Lodge (motel units) | 10 | \$249-\$264 |
| Alpine House and Units 5 & 6 (motel units) | 9 | \$179 |
| Cabins with Kitchens | 6 | \$264-\$309 |
| Historic Cabins | 2 | \$264 |
| Lakehouse | 1 | \$685 |

Lodging occupancy rates are typically between 90% and 100% from June - September. The Lodge is generally closed December and January with kitchen units (cabins with kitchens) available on a limited basis during the shoulder seasons. The facility opens with a gradual increase in services March through May and is fully operational (all services, full schedule) June through mid-October.

Lodging Rates

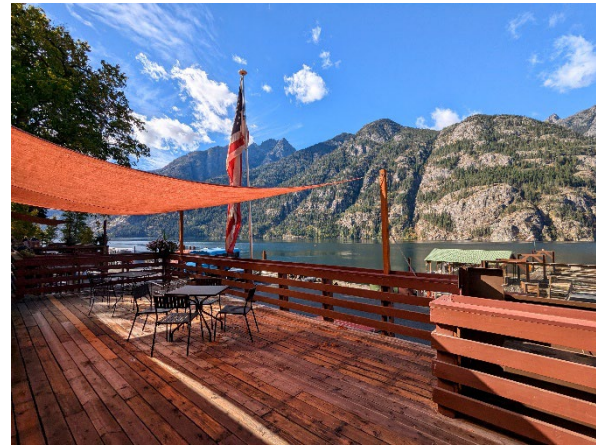
Under the Draft Contract, all lodging room rates will be priced using Competitive Market Declaration (CMD). For more information see Draft Contract, Exhibit B (Operating Plan) and the National Park Service Rate Administration Guide ("Rate Administration Guide"). A copy of the Rate Administration Guide is available on the NPS Commercial Services website.

Food and Beverage

The lodge restaurant is the only full-service restaurant available in Stehekin and is located directly at Stehekin Landing. The restaurant serves visitors and guests of Stehekin and has breathtaking views of Lake Chelan and the Stehekin Valley. It's easily accessible to guests, visitors, hikers, campers, and anyone doing business or recreating at the Landing.

The Restaurant offers full-service meal option during the primary operating season. Interior seating capacity is approximately 80, with exterior seating adding another 30 during primary meal service hours. Breakfast and dinner service typically provide for full-service, sit-down style dining, but may be scaled back to counter ordering service and seat-yourself options if staffing is limited and demand is sufficient to require more streamlined food service opportunities. Lunch-time service is busy and caters to visitors arriving and departing on the passenger vessels. The busiest time is when boats are in port – which is generally from 11:00 am until 2:00 pm on most days. Menu offerings are typically geared at providing healthy food options and easy to prepare food items that can be prepared and served quickly to guests prior to their departure or arrival on vessels or for tours and shuttle services. Breakfast and dinner service may allow for more leisurely dining opportunities for patrons; however, dinner service can be exceptionally busy. The lodge recommends all clients make reservations for dinner (if service is sit-down) and accommodates walk-ins and take-out orders as they are able. The current concessioner offers family dining with a pub-style menu flavor with healthy food choices and kids menu options. Local beer and wine choices are available.

The restaurant deck is a popular gathering place for guests, visitors, and valley residents. The current concessioner has been successful in offering limited appetizer and beverage service on the deck during mid-afternoon to early evening prior to opening fully for dinner service. Typical service hours are 7-10 breakfast, 11-2, lunch and 5-8 dinner services. Hours can be adjusted based on demand and changing menu/service needs.



Campground

Under the Draft Contract, the concessioner will be required to operate two small, walk-in campgrounds. Lakeview and Purple Point Campgrounds are both located at Stehekin Landing and are within walking distance of the boat dock/landing and main concession facilities. Campgrounds are heavily used from June through mid-October. Both Campgrounds have flush-toilets and potable running water. Utility sinks are available for washing. Weather is such that restroom facilities must be winterized, although both campgrounds may be suitable for off-season camping – pit toilets are available when flush toilets are closed (generally mid-October through April).

Both campsites have established food storage boxes, and bear-resistant trash and recycle receptacles.

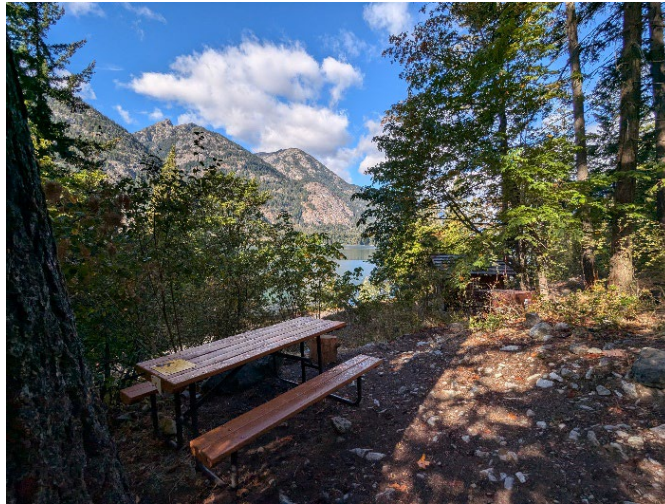
Lakeview

This campground is located just beyond the Golden West Visitor Center, a short five-minute walk from Stehekin Landing. The campground sits higher on the hill and has direct access to the Lakeshore Trail (19-mile hiking trail that runs from Prince Creek to Stehekin and is extremely popular for hikers/backpackers during the spring and early summer months).

The campground has 9 sites, each with a tent pad accommodating a medium-sized tent. Fire rings and picnic tables are also located at each site. Primitive group camping or over-flow space is available at this location. The primitive area does not have picnic tables or a fire-ring, but it does have access to the restroom facilities.

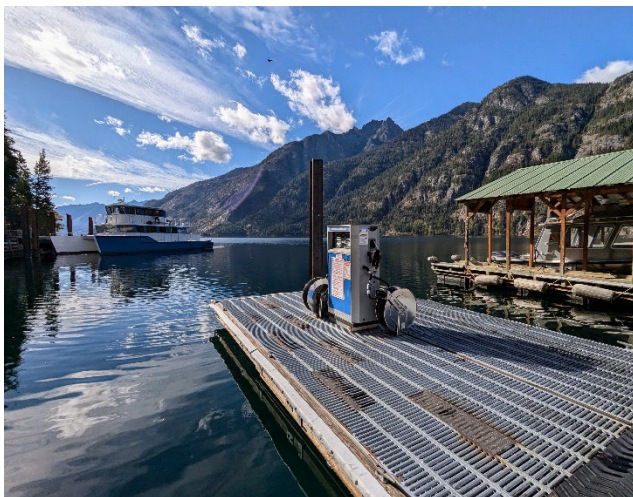
Purple Point

This campground is located directly across from Purple Point dock, on the north end of the Landing area. It is easily accessible by foot (ten-minute walk from marina and primary lodge facilities). The Stehekin Valley Road runs directly in front of the campground and can be busy and congested during core hours when boats are docked in Stehekin. Evenings and mornings, however, provide for peaceful quite camping experiences. The campground has 6 sites, each with a tent pad (medium size tent), fire ring and picnic table.



Fuel Sales

The Concessioner maintains and operates two fueling stations located within the Landing area. The land-based fuel dispensing system is located directly below the General Store at landing level and is available for vehicle fuel. This is a unit with one pump. A second dispensing unit is located on a designated fuel pump dock at the Stehekin Marina docks. Both land and water-based pumps are unleaded only. These are the only commercial fuel pumps located at Stehekin Landing. One additional privately owned fueling station is located approximately two miles from Stehekin Landing and services primarily Stehekin residents.



Public Shower and Laundry

The concessioner maintains a limited-service public shower and laundry facility. A single-unit public restroom includes sink, toilet and one coin-operated shower. An adjacent room provides space for one single unit each washer and dryer and a second stackable washer/dryer unit. The room has space for a small folding

table. Both shower and laundry rooms are accessed by an external door. A picnic table and grassy lawn area provide exterior waiting areas. During peak hiker season, the facilities are heavily used with waiting lines can be several hours long.

The public shower/laundry rooms are located on the first floor of Building #38 (called the Block House). A credit-card operated public phone is available in front of the building. This structure also hosts two employee housing units. One small single bedroom unit is located on the first floor and shares wall space with the public shower and laundry. A second employee housing unit is located on the second floor and features a sufficient kitchen and living area, a small bedroom and bath, and a larger loft area for additional sleeping.

Authorized Services

The concessioner is authorized to provide additional services as part of their service schedule. Authorized services include opportunity for extended winter services, tours, equipment rentals (snow sports, small boat rentals, paddle boards, etc.), rental vehicles and interpretive tours or programs.

FINANCIAL DATA

This section presents revenue projections developed by the Service to assist Offerors in developing projections for future operations associated with the Draft Contract. These estimates reflect Service assumptions based on 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 the accuracy of the projections presented. Offerors must compile and present their own financial projections based on their independent assumptions, due diligence, and industry knowledge. Additionally, the Service does not provide projections for authorized services, as these services may or may not be provided by the Concessioner.

Revenue Assumptions

In developing prospective revenue estimates, the Service assumed changes from historical revenue in part, but not limited to, the following:

- Rates for lodging and other services will generally be established under Competitive Market Declaration. See the Contract's Operating Plan for more information
- Additional revenue from the Lakeview and Purple Point Campgrounds, which are currently managed by the Service.

Exhibit 9. Draft Contract Projected Revenues (Year 1)

| Category | Projected Revenues (2026) |
|--------------------------------|----------------------------------|
| Lodging | \$928,000 - \$1,026,000 |
| Food and Beverage | \$356,000 - \$394,000 |
| Retail | \$392,000 - \$434,000 |
| Campground | \$32,000 - \$36,000 |
| Fuel | \$87,000 - \$97,000 |
| Total Estimated Revenue | \$1,795,000 - \$1,987,000 |

Utilization Assumptions

The following exhibits provide a breakdown of projections of operating statistics by department and location.

Exhibit 10. Projected Lodging Operating Statistics (2026)

| Description | Range |
|---------------------------|---------------|
| Number of Available Rooms | 5,640 – 6,240 |
| Number of Occupied Rooms | 3,780 – 4,180 |
| Occupancy Rate | 65% - 69% |
| Average Daily Rate (ADR) | \$233 - \$258 |

Exhibit 11. Projected Food and Beverage Operating Statistics (2026)

| Description | Range |
|-------------------------|-------------------|
| Number of Covers | 19,000 – 21,000 |
| Average Check per Cover | \$17.80 - \$19.70 |

Exhibit 12. Projected Retail Statistics (2026)

| Description | Range |
|------------------------|-------------------|
| Number of Transactions | 26,130 – 28,880 |
| Average Transaction \$ | \$14.25 - \$15.75 |

Exhibit 13. Projected Camping Operating Statistics (2026)

| Description | Range |
|-----------------------------------|-------------------|
| Number of Occupied Sites | 1,640 – 1,810 |
| Average Revenue per Occupied Site | \$19.00 - \$21.00 |

Exhibit 14. Projected Fuel Statistics (2026)

| Description | Range |
|--------------------------|-----------------|
| Number of Gallons Sold | 21,000 – 23,210 |
| Average Price per Gallon | \$3.97 - \$4.39 |

INVESTMENT ANALYSIS

The Service estimates the total required initial investment by the Concessioner necessary to begin operations required by the Draft Contract, provided below. Offerors must complete their own due diligence and not rely on the Service's estimates in preparing and submitting its proposal in response to this Prospectus. The Existing Contract does not require the Existing Concessioner sell or transfer any personal property to the successor Concessioner.

Exhibit 15. Estimated Initial Investments

| Required Investments | Estimated Amount (2026 Dollars) |
|---|---------------------------------|
| Personal Property | \$550,000 |
| Inventory | \$62,000 |
| Start-up Costs | \$75,000 |
| Working Capital | \$75,000 |
| Deferred Maintenance | \$60,000 |
| Total Estimated Initial Investment | \$822,000 |

PERSONAL PROPERTY

The Concessioner must provide its own personal property to commence operations, such as personal property used for general concession administration and support, furniture, and equipment. To assist potential Offerors to better understand the type and quantity of personal property necessary for the operation of the Draft Contract, the Service has provided a list of the Existing Concessioner's personal property as an appendix to this Prospectus.

INVENTORY AND WORKING CAPITAL

The Concessioner will need beginning inventory and other working capital for account receivables and accounts payable.

START-UP COSTS

At the start of the Draft Contract, the Concessioner will need to make a one-time investment in a range of activities to commence operations including hiring staff, training that may involve costs in addition to normal wages, implementation of appropriate information technology, quality control, and other systems, legal services, and marketing and advertising beyond normal annual expenditures as well as other necessary start-up costs, such as operating supplies.

ASSIGNED GOVERNMENT PERSONAL PROPERTY

The Service will assign certain government-owned furnishings, maintenance equipment, and campground assets to the Concessioner at no cost. A list is presented in Exhibit E to the Draft Contract. The Concessioner must replace government-assigned assets at its own expense when they reach the end of their useful lives.

LEASEHOLD SURRENDER INTEREST

The Existing Concessioner does not have a leasehold surrender interest (as that term is defined under the 1998 Act, in 54 U.S.C. §101915, and its implementing regulations, 36 C.F.R. Part 51).

The Concessioner will be eligible to obtain LSI as outlined in the Draft Contract and Exhibits A (Leasehold Surrender Interest) and F (Project Procedures) to the Draft Contract, subject to all requirements set forth therein. The Service anticipates that any LSI incurred under the Draft Contract will be related to fixture replacement.

DEFERRED MAINTENANCE

The Concessioner must cure, within the first two years of the Draft Contract term, all deferred maintenance ("DM") for all real property assets assigned under the Draft Contract. The Draft Contract requires the Concessioner to maintain buildings according to the Maintenance Plan (Exhibit H to the Draft Contract), which means DM will not accumulate. The Draft Contract lists DM work orders in an attachment to the Maintenance Plan.

The following exhibit presents estimated DM costs. The Service has estimated these costs for illustrative purposes only; Offerors must develop their own estimates. In addition, the Concessioner must cure the DM to the satisfaction of the Service even if the actual cost total exceeds the estimates provided in this Prospectus.

Exhibit 16. Estimated Deferred Maintenance

| Year | Estimated Amount |
|---|------------------|
| 2026 | \$30,000 |
| 2027 | \$30,000 |
| Total Estimated Deferred Maintenance | \$60,000 |



OTHER DRAFT CONTRACT INFORMATION

The following section provides additional information and requirements of the Draft Contract.

FRANCHISE FEE

Offerors must agree to pay the minimum franchise fee equal to **two and five-tenths of a percent (2.5%)** of the Concessioner's annual gross receipts as set out in Principal Selection Factor 5 of the Proposal Package. 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 Draft Contract including anticipated revenues and expenses. Offerors, however, may propose a higher minimum franchise fee, as described in the Proposal Package.

INSURANCE REQUIREMENTS

In the Draft Contract, Exhibit D (Assigned Land and Real Property Improvements) and Exhibit I (Insurance), the Service included the minimum building insurance requirements for the Concession Facilities and minimum liability insurance requirements required by the Draft Contract.

UTILITIES

The Service will provide water and wastewater service to the Concessioner. The Concessioner must obtain all other utilities (electricity, solid waste, telephone, propane/fuel oil, internet, etc.) from out-of-park suppliers.

The Service charges utility users (including concessioners) the utility systems' operating and maintenance costs and amortized cost of capital improvements to utility systems. The Service has reviewed projected operating and maintenance costs and amortized costs of capital improvements for these utility systems and services and has developed projected rates. The projected rates for water and wastewater to be charged to the Concessioner in 2026 are \$9.10 per thousand gallons and \$11.70 per thousand gallons, respectively, and the Service estimates the Concessioner will use approximately 1.9 million gallons in 2026. Rates are projected to increase annually by the rate of inflation. The Service has incorporated this rate into its franchise fee calculation and will not approve a utility add-on. Refer to Director's Order #35B (a link to which is included in the Appendices to this Prospectus) for more information on this policy.

MINIMUM WAGE

The minimum wage requirements of the State of Washington will apply to the Draft Contract.

The Service has considered the implications of the State and Federal minimum wage requirements in the analysis of the minimum franchise fee, and Offerors must consider the impacts of these Federal and State minimum wage requirements when developing their financial projections.

PREFERRED OFFEROR DETERMINATION

Pursuant to 36 C.F.R. Part 51, the Director has determined there is no Preferred Offeror for the Draft Contract.

PENDING CONSTRUCTION PROJECTS

Alpine House Fire Suppression System

The Service anticipates completing work on installation of a Fire Suppression system for the Alpine House building. This is a Service funded project and will be completed within the first year of the Draft Contract. Work will be completed during the off-season when the building is generally closed for public use. The project will also address deferred maintenance and outstanding component renewal identified for this structure.

Alpine House Cold Storage

The primary cold storage facilities are in the Alpine House. The walk-in cooler and freezer are due for replacement and will require measurable reconstruction to replace with modular units. The Service will work to coordinate project work for cooler/freezer replacement with the Alpine House Fire Suppression system installation. All work will be done during the off-season; work is expected to be completed within the first year or second year of the Draft Contract.

EMPLOYEE HOUSING

Many concession employee housing units are located at Stehekin Landing, near to or within the area assigned under the Draft Contract. Additional housing units are located at 2.5 and 4.5 miles up valley. Because there is limited space at Stehekin Landing and to reduce congestion in this area, concessioner employees are encouraged to leave personal vehicles down lake and bring bikes and e-bikes for summer transportation needs.

Bunkhouse

Located near Lakeview Campground and a short walk to the primary concession facilities. This unit is a 3 bedroom, one bath bunkhouse style housing unit. Has a kitchen and small living space. Typically sleeps 6 (with bunks).

Hilton

Located near the Bunkhouse and Lakeview Campground and a short walk to primary concession facilities. Structure includes a 3-bedroom, one bath housing unit on the main level and a studio apartment with full kitchen and bath on the basement level. The Unit also includes an attached large garage/shop area with significant and walk-in, usable attic access storage. A small storage shed is also located nearby.

Cabins 10, 11, 12

Small rustic cabins located in the Golden West Historic District. Each cabin features various sleeping configurations; they are small and typically best suited for one person or a couple. Cabin 11 has a loft with potential for a third person. The cabins have kitchens and bathrooms (showers only). These are directly adjacent to the main lodge facilities.

Unit 8

This is a former lodging rental unit which has been used most recently for housing a supervisory lodge employee. The Unit is located above the Commercial Shower/Laundry.

Building 38

Units A and B are located on the first and second stories of the Public Shower/Laundry Building – lower unit is suited for single or double occupancy; upper unit can sleep 1-3.



Miller House

This is an historic structure, conveniently located at Stehekin Landing and directly adjacent to the primary lodge facilities. This is a single-family residence with 3 small bedrooms (one downstairs and two sleeping areas upstairs). Includes comfortable living space and full kitchen and bathroom (shower/tub combo). The unit includes a washer and dryer. The unit has been used to house Management staff, or seasonal employees as a shared housing environment. It can sleep 3 comfortably and 4 or 5 with bunks.

Rec Center Apartment

A small two-bedroom apartment located on the lower floor of the Rec Center. Shares wall space with the Post Office lobby. Has been used to house 1-2 senior management or maintenance employees.

Bowles

Located 2.5 miles from Stehekin Landing. This single-family house is rustic and has a complex water system which the NPS maintains. The front of the house includes a kitchen living room, bath, and small bedroom; additional sleeping space is allocated in the back of the house – a second bath and washer/dryer located in the back of the unit. Used as shared housing. Sleeps 6 (with bunks and shared bedroom space).

YACCs

Two small duplex studio apartments located 4.5 miles up valley near the NPS maintenance facility. Units include a small living/bedroom with room to fit a bed, small table and chairs, and a few small pieces of furniture. Each unit has it's own bathroom (shower stall only). Units are accessed from the outside and share an internal door that can be locked for privacy.

COMPETITIVE ENVIRONMENT IN AND AROUND THE PARK

Lodging

The concession facilities provide the only lodging services directly at Stehekin Landing which is the primary portal for all visitors arriving and departing Stehekin by passenger ferry. There are several additional lodging options available within the Stehekin community to include Stehekin Valley Ranch and approximately 10-12 private rental options.

Private Cabin Rentals

The private cabin rental options are dispersed throughout the first 6-7 miles of the valley, accessible by Stehekin Valley Road or along Company Creek Road. The closest vacation rentals to Stehekin Landing are located 1.5 miles from the Landing with proximity to Stehekin Pastry Company and the Stehekin Garden (local organic garden selling produce and specialty items). Two cabin rentals are available directly behind Stehekin Pastry Company, and others are within close walking distance of this central location within the valley. Additional rentals are available on Company Creek Road (approximately 6-7 miles from Stehekin Landing). Smaller 2 person cabins are available as well as larger cabins that easily fit families or small groups. Visitors and guests are encouraged to do their research online to determine best fit rentals for group or individual needs.

Stehekin Valley Ranch

Located 9 miles up the valley from the Landing, Stehekin Valley Ranch offers a variety of services including lodging options for Tent Cabins (no running water, shower, and bathroom available at the main Ranch house), Cabins or Wagons (cabins and wagons each have their own bathrooms and kitchenettes). Most rentals come with a package for meals served at the cookhouse. Guests enjoy home cooking with fresh local



ingredients. The Ranch provides transportation to/from Stehekin Landing, and offers various activity packages including horseback riding, kayaking, fishing, electric bikes, or massage services (when available).

Food and Beverage and Retail

In addition to the full-service food and beverage options provided by the concessioner at Stehekin Landing, there are two additional locations that offer a variety of menu options and different dining styles.

Stehekin Pastry Company

Stehekin Pastry Company is located 1.8 miles from Stehekin Landing and offers a variety wide selection of sweet and savory pastry items. Also available are breakfast items, sandwiches, soups salads. Alternative menu items are available for those with specific dietary needs (low-carb, gluten-free, etc.). Coffee/Espresso and ice-cream are also available. The bakery is open for breakfast and lunch service.

Stehekin Pastry Company manages a small retail outlet where folks can purchase local souvenirs and art. Items for sale include t-shirts, sweatshirts, coffee mugs, stickers, post cards, cards, limited local art and similar items.

Stehekin Valley Ranch

While meals are provided to guests as part of their lodging accommodations package, the Ranch opens to the public for dinner service most days of the week during the summer months. Ranch fare is buffet style, with an entree special of the day. Buffet includes entree plus salads and bread, and non-alcoholic drinks. Dessert may be ordered as an extra and generally features pie made from Stehekin Pastry Company. Guests are served and sit in the large Ranch style dining room, complete with long log tables, sawdust floor and camp coffee brewing over a large stone fireplace.

Transportation/shuttle options are available for visitors who are staying elsewhere in Stehekin and wish to enjoy dinner at the Ranch.

The ranch uses locally grown organic produce as available and provides food options to meet various dietary needs (gluten free, vegetarian, and vegan options).

Limited souvenir items specific to Stehekin Valley Ranch are available in the gift shop area of the Ranch Cookhouse. T-shirts, sweatshirts, coffee mugs, and similar souvenir items are available.

The House That Jack Built

The House That Jack Built is unique in its retail offerings as all items sold within the 200-foot retail space are hand-made and locally produced items. All items are hand-crafted and created by local artists and crafters and feature, note cards, jewelry, hand sewn clothing, blankets, quilts, wall art, photography, books for sale written by local authors, and screen-printed t-shirts and clothing items. The artists volunteer their time to staff the shop, which is located near the Golden West Visitor at Stehekin Landing. The shop is generally open Memorial Day through Labor Day, hours vary depending on staffing availability and boat schedules.

Dock Fee Program and Boat-in Campsites

There are 4 boat-in campgrounds located within Lake Chelan National Recreation Area and near Stehekin Landing. Boaters must have a Dock Fee Permit to use the docks in Lake Chelan National Recreation Area and it is the same permit needed for using the docks provided by the U.S. Forest Service along other parts of the Lake Chelan shoreline. At the south end of the lake, dock passes are available at select locations in Chelan and at the Chelan Ranger Station. North Cascades Lodge in Stehekin is an authorized seller for the Lake Chelan Dock Permits and is the only location at the north end of the lake where permits are sold.



EXISTING CONCESSION CONTRACT

The Existing Contract commenced on March 1, 2012, and as extended, is set to expire February 28, 2026.

CONCESSION OPERATIONAL PERFORMANCE OVERVIEW

The following exhibits present historical annual gross receipts by department and franchise fees paid to the Service from calendar year 2021-2023 under the Existing Contract.

The Existing Concessioner pays a franchise fee of five percent (5.0%) of gross receipts.

Exhibit 20. Existing LACH003 Historical Department and Total Revenues

| Department | 2021 | 2022 | 2023 |
|----------------------|--------------------|--------------------|--------------------|
| Lodging | \$720,081 | \$823,739 | \$1,018,485 |
| Food and Beverage | \$360,990 | \$129,159 | \$382,795 |
| Retail | \$301,339 | \$339,983 | \$397,119 |
| Fuel | \$73,294 | \$108,000 | \$85,867 |
| Transportation* | \$80,262 | \$0 | \$0 |
| Total Revenue | \$1,535,966 | \$1,400,881 | \$1,884,266 |
| Franchise Fees Paid | \$76,263 | \$69,358 | \$93,844 |

**The Existing Contract required transportation services (Rainbow Falls Bus Tour and Stehekin Valley Shuttle Bus) through the 2021 operating season. This service is no longer required under the Existing Contract, and the Service will not make this a required or authorized service of the Draft Contract.*





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