

Part 2: Concessions Master Plan

Forest Preserve District of Cook County
Chicago, Illinois



Contract 16-40-416

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December 31, 2016

Karen Vaughan
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Forest Preserves of Cook County
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River Forest, IL 60305

Dear Karen,

CHM Government Services ("CHMGS") ("Project Team"), is pleased to present the Final Part 2: Report for the Concessions Master Plan for the Forest Preserve District of Cook County ("FPDCC"). The Final Part 1: Permit and Rentals Master Plan has been delivered under previous cover.

This report has been developed under CHMGS's Contract #16-40-416. This report summarizes the research and analysis conducted to meet the requirements of the Task Order provided by the FPDCC. It has been a pleasure to be of service to FPDCC and we appreciated the opportunity to be part of this interesting and important project.

Respectfully Submitted,



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B. EXECUTIVE SUMMARY

The FPDCC engaged CHM Government Services and its partner Bronner (“Project Team”) under a Services Agreement to undertake the Permits, Rentals, and Concessions Master Plan. The Plan shall serve as a strategic roadmap for a ten-year period that articulates an overall vision for the Permit, Rentals and Concession Department.

For this analysis, CHMGS has analyzed the historical financial and operating performance of the FPDCC’s existing concessions program. In addition, CHMGS has conducted market research for comparable and competitive operations within the area, and provided specific recommendations to improve/expand the concession program with the purpose of maintaining high quality service to existing users, attracting new users, generating new business, and increasing revenue.

PLANNING FRAMEWORK

FPDCC provided the project team with four key planning documents: Next Century Plan, Recreation Master Plan, Gateway Master Plan and Campground Master Plan. These plans were reviewed and consulted and served as the overall framework for the Permit, Rentals and Concession Master Plan to work within. The completion of the Part 2: Concession Master Plan shaped the resulting Concession Master Plan Action Plan. That document provides implementation guidance for the Concession Program over the next five years.

COMMUNITY PROFILE AND DEMOGRAPHICS

The market for recreational services within Cook County as a whole possesses above average income and is ethnically diverse; however, each subarea is unique diverse and has varying levels of average to below average household incomes. As the project team considered concession opportunities, and price points for services, the economic profile differences within the County were taken into consideration. Overall, the community profile and demographic data illustrates the importance of evaluating demand and usage trends by sub area. This analysis also informed recommendations regarding recreational offerings and pricing strategies that serve the needs of all FPDCC residents.

LOCAL, STATE AND NATIONAL RECREATION DEMAND TRENDS

Local, State and National Recreational demand trends support the need for continuation of the existing supply of recreational services and facilities that the FPDCC provides. The Community Needs Survey conducted as part of the Recreation Master Plan confirmed the important role that the FPDCC recreational settings play in resident’s life’s as evidenced by the high rate of participation and repeat visitation. The Community Needs Survey also identified that much of the recreational usage is occurring close to home and does not involve major movement between subareas. Residents identified new opportunities that appropriately build on the existing programs and settings including more rental amenities at trails, water and picnic locations, desire for more winter activities, and guided instruction and programs. Access to sites and within sites remains a barrier for participation but is a high priority identified within the Gateway Plan. The residents appear to realize that FPDCC cannot provide all recreational services and identifies partnerships with other public and nonprofit agencies as a strategy for delivering services.

The State Comprehensive Outdoor Recreation Plan (“SCORP”) supports the important role that Forest Preserves play in providing the supply of recreational settings to meet the recreational demand within the state. Specifically, the SCORP findings support the role of City Parks of County Preserves in

meeting the needs of outdoor team sports, which indicates the ongoing demand for outdoor athletic field space. The SCORP recognized that aquatic facilities within the state play an important role. In the last year, FPDCC entered into a management contract with Swim Chicago for daily operational oversight of all their outdoor aquatic facilities.

National trends identify that ensuring that existing FPDCC facilities and landscapes that support trails is critical to meeting the long term needs of FPDCC residents. The greatest recreational participation is occurring along trail systems (e.g. hiking, biking, running). Camping remains a highly popular recreational activity and the recent launch of camping facilities and programs within the FPDCC would support this national trend. Athletic fields for events are critical to meet both the high participation rates for traditional athletic events (e.g. baseball, softball, soccer, etc.) as well as field events with growing participation rates such as rugby and field hockey. National recreation trend data indicates that the reasons for recreation participation were consistent across ethnic groups with the highest priority being “provides for exercise” followed by “keeping physically fit” and “being with family and friends”. The family and friend priority was second priority for African Americans.

CONCESSION PROGRAM OVERVIEW

The concession program has been part of the FPDCC for over 25 years. Currently, the concession program contributes approximately \$950,000 dollars of concession fees to the FPDCC. Two contracts (e.g. equestrian and golf) generate over 90 percent of the total FPDCC concession benefits. With the addition of the Go Ape contract, these three contracts will provide over 95 percent of the concession fees. While growing and diversifying visitor services revenue must occur, working to improve and enhance the existing contracts should be the first priority to ensure that they can be sustainable into the future. There are currently five different types of contractual legal arrangements governing concessions within FPDCC. These legal arrangements have been developed to address unique aspects of the business relationship (e.g. term, real property responsibilities, capital spending, etc.). Outside the capital contribution component of the golf contracts, there are no maintenance reserves currently contemplated to have the third party operator undertake components of facility maintenance. The current organizational structure for the concession program appears to be sound. However, based upon the future needs of the concession program (e.g. growing program, establishing policies and procedures, growing relationships, streamlining oversight of contracts and potential oversight of campground and aquatic management) it would appear that there is a need to focus priorities and resources to ensure that all program needs are appropriately accomplished. The findings of this Concession Master Plan will assist in this effort.

CONCESSION USER AND MANAGEMENT EXPERIENCES

The Concessions user and management assessment included input on the performance of concessioners from third party reviewers (e.g. secret shoppers, surveys, etc.) interviews with concessioners, discussions with FPDCC leadership, management and staff and input from other FPDCC program leads. External feedback from third party reviewers indicate that most operations were providing high quality service and the areas of greatest improvement were initial visitor contact and engagement.

CHMGS conducted interviews with the concessioners to gain a better understanding of their position on FPDCC's role in planning, contracting, and oversight. CHMGS found common themes amongst the concession responses when asked about the contracting process. In terms of contract length, the concessions indicated that the shorter terms and one-year renewals provided challenges for them in making investment decisions to improve the operations. This included investment in people for management roles as well as personal property investments that could improve the operations. They stated that they would be more willing to invest in the assets if they were to receive longer contract terms. The consensus amongst the concessioners was that there should be more standardized oversight including pre-season, quarterly, and post-season meetings. Overall, for those concessioners that have been operating within the FPDCC for multiple years, they indicated an improvement in the focus and professionalism of the program.

Discussions with the internal senior staff identified opportunities to improve the Planning processes specifically enhancing the interaction between Planning and Development and Concession Department for annual capital budgeting process. The Planning Department is seeking a more strategic and thorough process to understand the needs of the concession operations to align with the FPDCC capital budgeting process. The Planning Department also discussed the need to develop strategies to address both Deferred Maintenance within concession facilities as well as ongoing annual component renewal within facilities. Within the Contracting processes it was noted that the development of an RFP is a complex and time-consuming process. It involves developing a suitable scope of services that includes all relevant operating and maintenance responsibilities. The senior staff indicated that in developing RFP's they would like a greater integration of resource management, facility, finance, and legal teams to be more involved in the ensuring that any scopes of work that include operating and maintenance plans are reviewed by each of these entities. The consensus from the senior staff interviews was that for contract oversight there should be measurable performance indicators developed and monitored throughout the agreement term. The Concession Manager noted that most oversight tools he is developing on his own and it takes time to create systems and processes. He noted that there are other contract oversight tools and processes that he would like to improve such as operational review formats for all asset types.

An stakeholder engagement roundtable identified several issues related to the existing concession program including: (1) impact of new concession on FPDCC natural resources, (2) Balancing use based upon being a preserve vs a park district (3) interest in expansion not just for expansion sake but into activities that are suitable on the landscape (4) ensuring that the existing concession activities which are contributing concession fees to FPDCC are well stewarded to ensure the base of concession fees is secured. The issues identified in the stakeholder interviews indicate a concession program that is continuing to evolve and improve. The recommendations of the Concession Master Plan will provide additional strategies to improve the program.

CONCESSION COMPARABLE ANALYSIS

Fifteen comparable agencies were interviewed about their concession program. This included local Forest Preserves, other municipal park agencies, state parks and federal agencies with concession/permit programs. Most of the comparable agencies indicated that concessions remain a challenging part of their visitor service delivery system. Most professionals responsible for concessions indicated that they were not spending the time necessary to ensure that the program is running as effectively as they would prefer. All recognized that there were probably additional opportunities to improve the way they were managing their programs. Most public agencies with concessions programs create different strategies for managing smaller vs. large contracts as well as contracts that involve agency real property. The setting of concession fees included in some cases base fees and/or percentage fee or combination of both. Larger concessions (grossing over \$500,000) typically had additional financial and investment analysis contemplated in the establishment of the concession fees. The base contract terms for most of the comparable contracts were three to five years. Several of the comparable agencies had specific web sites for educating and promoting their concession programs. These sites were separate from the public agencies procurement sites but linked back to the procurement sites when and RFP was issued. All of the state and federal concession programs have established policies and procedures guiding their programs. Approximately half of the municipal programs had established policies and procedures. Several interviews identified that if they had the staffing and capital budgets they would likely self-operate some of the more traditional concession offerings (e.g. camping, retail, etc.). However, they would likely continue to leave the more complex, specialty services and high cost activities (e.g. guide services and food and beverage) to the private sector market.

CONCESSION ANALYSIS FRAMEWORK

Determining the “benefits” to the FPDCC from concession opportunity is a multifaceted process that includes market, financial and investment feasibility. Only when the business opportunity can pass successfully through each of these feasibility tests is it a viable candidate for a concession. The determination of an appropriate concession fee for each business opportunity requires that each business opportunity proceed through the concession analysis framework. The level of analysis varies based upon the scope and scale of the opportunity. The Concession Master Plan provides insight to the elements that are included in each phase of the analysis framework. Concession Opportunity Analysis

The future opportunities for concession operations result when the supply and demand of facilities identifies market opportunities for expansion or addition of new facilities. The CHMGS team undertook analysis by recreational land use located in the priority Gateways as well as evaluated opportunities to enhance existing operations that maybe located outside of the Gateways. The analysis included: 1) Defining the current scope of operations of existing concession and/or nature of proposed operation. 2) Identifying the most recent three years demand trends for existing concession operations or the national recreation trends if available. 3) Identifying the current competitive market for the existing or proposed facility. 4) Identifying the current condition of the asset in relation to Deferred Maintenance and the annual facility replacement needs costs. 5) Evaluating the psychographic profile of users in the market drawing area and 6) Developing preliminary demand and revenue projections for a market supportable business opportunity and planning level investment cost estimate based upon information available from on line or in house data sources. The resulting analysis identified a greater opportunity for growth in services at existing locations than new

opportunities. The opportunities include: expanding equestrian services, boat rental types and program space, creation of a beach area within the campgrounds, expanded mobile food service vending, opportunities for mountain biking courses, expanded adventure sport facilities and areas, options for winter sports that don't require snow (e.g. ice rinks and ski areas that are artificial, etc.) A prioritization of these opportunities is included as part of the Concession Master Plan Action Plan.

CONCESSION PROGRAM MANAGEMENT RECOMMENDATIONS

A successfully managed concession program requires legal authority, technical guidance and the organizational capacity to execute its mission. The FPDCC requested that the CHMGS project team provide an assessment and recommendations for the FPDCC concession program.

A review of the statutory and regulatory framework guiding the FPDCC concession program identifies that there is guidance on nature of activities within FPDCC, authority to enter into contracts, and longest term of contract. However, there is no guidance on the priority or process for establishing the "benefits" to FPDCC. CHMGS recommends that FPDCC amend the Municipal Code for the Forest Preserve to include language regarding how the FPDCC considers the array and priority of benefits from agreements and form of the benefits. (e.g. concession fee, maintenance reserve fee).

The review of the existing policies, procedures and tools for concession identifies a gap. The FPDCC needs to establish formal policies, procedures, and tools by type of contracts (e.g. small or large) for concession fee setting, length of contracts, how contracts are advertised, how contracts are issued under RFP and reviewed and what elements of contract oversight are included. This was an issue identified in the previous concession review and remains an area that needs to be focused on to ensure standardization of oversight. Samples of comparable agencies policies and procedures have been provided to FPDCC under separate cover.

Additionally, CHMGS is of the opinion that the oversight of the Aquatic Centers and Campgrounds should be transferred from CEP to the Concessions program. This would need to be accompanied by staffing hours and/or external consultant capacity since this requires significant oversight due to FPDCC being at risk for the profit or loss of these operations. This recommendation is based upon the fact that these are being managed and operated by third parties under management contracts but the concessions program has a greater depth of skills in overseeing the business elements of these operations. The CEP program should remain involved in setting and evaluating and programming standards and should also have a role in annual planning for programs at these locations.

CONCESSIONS MASTER PLAN ACTION PLAN

To deliver on the recommendations of the Concession Master Plan an Action Plan was developed which includes the categories of activities, priority of completion, and entity responsible for completion. Additionally a priority plan for concessions opportunities is included as part of this study.



C. PROJECT BACKGROUND AND OBJECTIVES

The purpose of this report is to summarize the results of Part 2: DRAFT Report for the Concession Master Plan performed by CHM Government Services (“CHMGS”) (“Project Team”) to support the Forest Preserve District of Cook County’s (“FPDCC”) Permits, Rentals, and Concession Master Plan (“Plan”).

The FPDCC engaged CHMGS and its partner BRONNER under a Professional Services Agreement to undertake the Permits, Rentals, and Concessions Master Plan. The Plan shall serve as a strategic roadmap for a ten-year period that articulates an overall vision for the Permit, Rentals and Concession Department. CHMGS and BRONNER worked collaboratively on the Permits and Rental Master Plan. CHMGS worked exclusively on the Concession Master Plan.

In support of this effort, CHMGS conducted market research for comparable and competitive operations within the area, forecasted financial metrics, and provided specific recommendations to improve/expand the concession program for the purposes of attracting new users, generating new business, and increasing revenue.

D. PLANNING FRAMEWORK

FPDCC provided the project team with four key planning documents: Next Century Plan, Recreation Master Plan, Gateway Master Plan and Campground Master Plan. These master plans created a framework for the project team to build upon for the Permit, Rental and Concession Master Plan. Each document discusses ways for FPDCC to be sustainable for the next generation of preserve users.

POLICY FRAMEWORK

The initial land use recommendations issued for the Forest Preserve in 1929 are the basis for the recommendations of this report. These recommendations include the desire to maintain an 80/20 balance in its land use with 80 percent of the FPDCC’s land to be kept in as natural condition as possible and 20 percent to be available for the development for recreation that is compatible with the FPDCC’s Mission. The overarching mandate both for land area use and for recreation that is compatible for a preserve provides a “sidebars” for the recommendations. The project team considered these sidebars within their recommendations.

NEXT CENTURY PLAN

The Next Century Plan outlines the vision for FPDCC over the next 100 years to restore the preserves to health. This plan has provided four key goals and priorities to set as a foundation for the future. The goals include the following:

- Nature
- People
- Economy
- Leadership

Overall, this plan calls for transforming the forest preserves to places that foster diversity of plants, animals and habitats and welcome diverse people. In addition, this plan focuses on maximizing public and private resources such as permit and concession use for activities to create a sustainable financial program for the future. The project team considered the Next Century plan in developing its recommendations.

RECREATION MASTER PLAN

The goal of the Recreation Master Plan is to provide a vision and set of strategies to guide the development of expanded outdoor recreation opportunities in response to evolving community trends, needs, and interests. The plan helps set forth recommendations for the next 5-10 years to make FPDCC a regional and national leader in outdoor recreation by integrating recreation and environmental education and incorporating best management practices. The project team leveraged the existing supply and demand analysis from this report as well as used this data to help guide the project team in their decision about concession and permit opportunities available at the forest preserves.

GATEWAY MASTER PLAN

The goal of this master plan is to define a class of special gateway sites evenly distributed throughout the FPDCC to encourage people to enter the preserves. The Gateway sites were part of the 2013 Centennial Campaign plan noted above. The Gateway sites have high visibility in high-traffic locations throughout Cook County. Gateway sites may include well-marked trailheads and trails, outdoor concessions or technology that provides information on ways to engage with that site. The Gateway sites were the first priority locations for concession sites due to their high visibility within the county. In addition, the Gateway Master Plan identified permit sites opportunities.

CAMPGROUND MASTER PLAN

The Campground Master Plan looks at ways to integrate the camping program into a system-wide offering for FPDCC. This plan outlines a strategy of offerings to serve youth, families, groups and individuals of all ages, interests, and backgrounds. In addition, the plan looks at enhancing facilities at existing campgrounds as well as new sites by offering a variety of overnight accommodations to create a unique camping experience. The Campground Master Plan provided insight to the intent of the camping program and as well as ways the camping assets could meet other planning and programmatic goals. While this plan served as a planning framework, the analysis contained within this report has focused on the campground operations, as they exist to date.

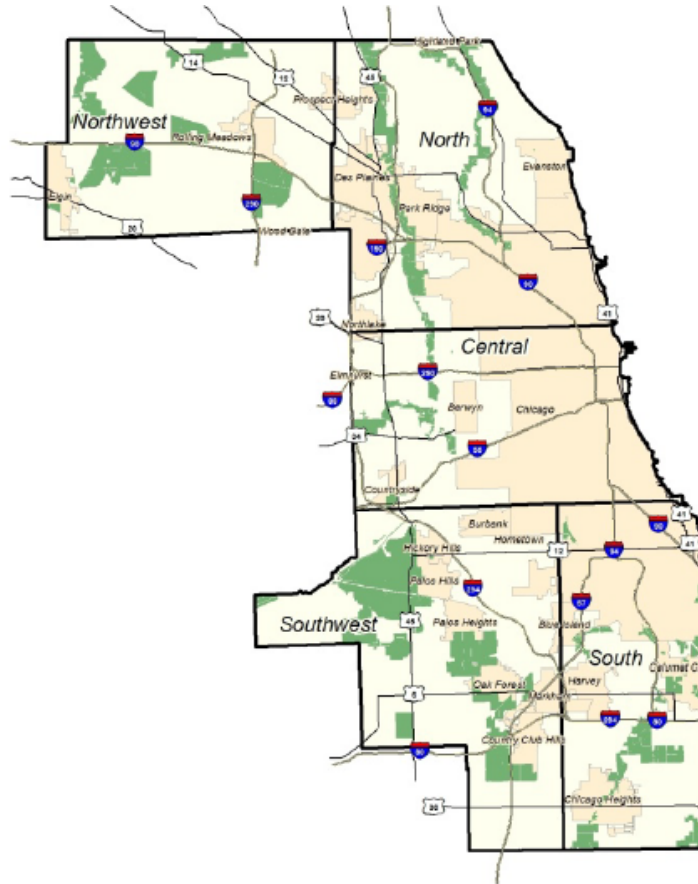
E. COMMUNITY PROFILE AND DEMOGRAPHICS

The Permit, Rentals and Concessions Master Plan requires an understanding of the community for which the FPDCC provides services. According to the U.S. Census, the population of Cook County in 2010 was 5,194,675 and 5,238,216 in 2015. The population has slightly increased by 0.8 percent over the past five years. The Chicago Metropolitan Agency for Planning (CMAP) 2040 Forecast of Population, Households and Employment projects that Cook County will reach 6,182,487 by 2040 – a 17 percent increase in the next thirty years from 2010 to 2040, adding over 987,800 new residents. (This calculation is based on 2000 U.S. Census data).

COUNTY SUBAREAS

Understanding the community profile of the FPDCC requires recognition of the unique sub communities that are part of the FPDCC. As part of the Recreation Master Plan, FPDCC evaluated the economic and demographic profile of five subareas of the FPDCC. Exhibit 1 below illustrates each subarea: North, Northwest, Central, South, and Southwest.

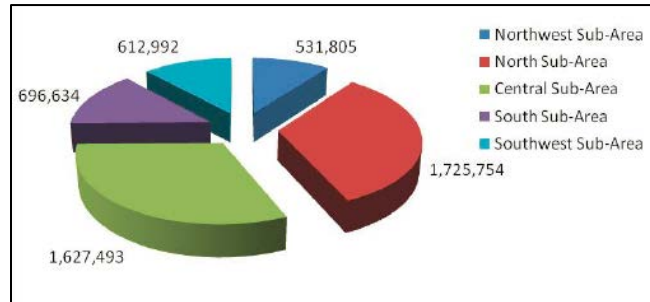
Exhibit 1 - Cook County Subareas



Source: FPDCC Recreation Master Plan, March 2013, Chapter 2 Community Needs Assessment

The population distribution represented in Exhibit 2 shows that the North subarea ranks highest in population (1,725,754) followed closely by the Central Subarea (1,627,493). The South subarea ranks 3rd (696,634), followed by the Southwest subarea (612,992), while the Northwest subarea has the lowest population within Cook County (531,805) according to the U.S. 2010 census. Research from the Recreation Master Plan as well as the Gateway Plan identified that many people utilize the Preserve areas closest to home. As such, it is important to note that the demand for recreational activities may vary by subareas.

Exhibit 2 - 2010 Cook County Subarea Population



Source: ESRI Business Information Solutions, 2016.

Household age can affect the nature of recreational activities that residents participate. Exhibit 3 provides subarea median age, average household size, median income and population distribution. This data would appear to indicate that the largest age differential is between the Central and the Southwest and for the household sizes between the North and the South. Overall, this analysis would appear to indicate that there are no major differences in areas with significantly younger vs. older population. If there were this would need a consideration in proposed selection of types of recreational activities (e.g. younger residents' athletic fields, older residents, more passive activities).

The subarea median income indicates a wide variance. The Northwest subarea has the highest and the South subarea has the lowest. The North and the Southwest subareas are somewhat similar. Median income is one indicator of the ability but not necessarily the willingness to pay for recreational services. As the project team undertook research and recommendations, they focused on evaluating distribution and usage patterns within subareas to gain insight as to whether there appeared to be any impact on usage that may be in part associated with ability to pay. The project teams work in communities across the nation has identified that willingness to pay is not always associated with ability to pay especially for day use activities that provide for family gatherings around special family events/celebrations. Further discussion of these factors occurs later in the permit and concession demand analysis sections.

The distribution of population may affect the demand for activities depending on the supply of FPDC facilities and competitive options. As noted earlier, the Southwest and Northwest areas have the lowest population density. Understanding how population density effects demand patterns is a consideration of the project team's analysis.

Exhibit 3 - Subarea Demographic Overview

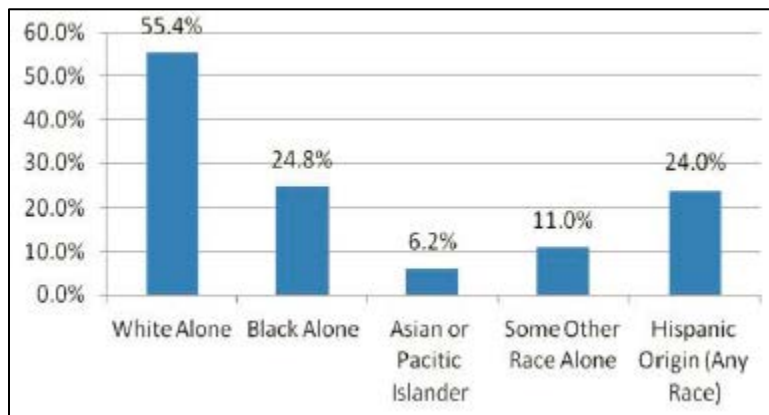
Cook Subareas	County	Median Age (2010)	Average Household Size (2010)	Median Income (2016 forecast)	% of County Population (2010)
North		35.7	2.5	\$62,370	33%
Central		32.5	2.7	\$48,769	32%
South		36.7	2.8	\$40,065	13%
Southwest		39.2	2.7	\$63,015	12%
Northwest		38.0	2.6	\$74,822	10%

Source: ESRI Business Information Solutions, 2016.

RACE/ETHNICITY

The racial composition of the County shows that a high percentage of residents (55.4 percent) are White; the next largest racial group is Black or African American at 24.8 percent then Hispanic at 24 percent. The following exhibit exemplifies the racial composition of population.

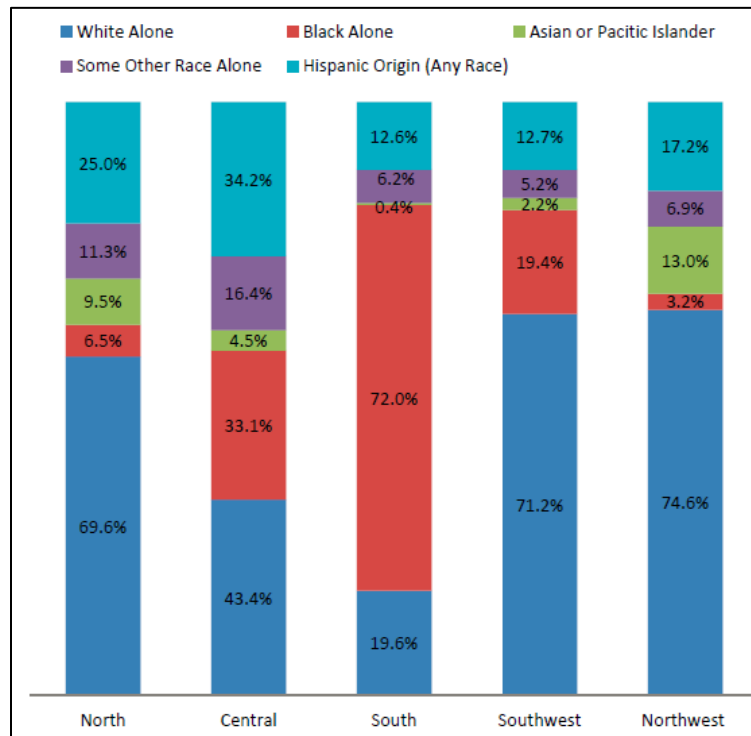
Exhibit 4 - Cook County Ethnicity



Source: ESRI Business Information Solutions, 2016.

Although the highest percentage of residents are white for the County, a breakdown of the racial demographics by subarea shows a more thorough portrayal of the racial makeup. The exhibit below shows greater diversity in the Central subarea, with blacks making up the majority of the population in the South subarea and Whites the majority of the population in the North, Southwest, and Northwest subareas.

Exhibit 5 - Ethnicity by Cook County Subarea



Source: ESRI Business Information Solutions, 2016.

The ethnicity data is important to note in consideration of existing and potential usage of types of recreational activities occurring within FPDCC. The project team’s analysis will evaluate usage rates for activities within each of the subareas and identify if there are any usage trends by ethnicity could affect recommendations

SUMMARY

The market for recreational services within Cook County as a whole possesses above average income and is ethnically diverse; however, each subarea is unique diverse and has varying levels of average to below average household incomes. As the project team considered concession opportunities, and price points for services, the economic profile differences within the County were taken into consideration. Overall, the community profile and demographic data illustrates the importance of evaluating demand and usage trends by sub area. This analysis also informed recommendations regarding recreational offerings and pricing strategies that serve the needs of all FPDCC residents.



F. STATE AND NATIONAL RECREATION DEMAND TRENDS

The project team evaluated multiple recreational demand indicators that may support the need for permits and concession activities. These included information from the FPDCC Recreation Master Plan State Comprehensive Outdoor Recreation Plan (SCORP) surveys, information from the Outdoor Recreation Participation Topline Reports and data available from other leisure industry sources.

LOCAL

The Recreation Master Plan included a Community Recreational Needs Survey during the summer of 2012. The purpose of the survey was to assist in establishing priorities for future capital improvements, programs, and services within the FPDCC. Key survey findings concluded that 74.5 percent of respondents said that they or a household member had visited a Cook County Forest Preserve picnic grove, nature center, trail, golf course, or other amenity during the past year, and 25.5 percent said they had not. These findings indicate a high percentage of usage for FPDCC preserves and other amenities. This suggests that the FPDCC is an important recreational provider to residents. Data suggested that over 20 percent of the respondents were frequent users of FPDCC preserves and amenities coming more than eight times a year. As such, understanding how price point may influence future usage will be important to consider in any recommendations.

Visitation to the five regions that define the geographic area of the FPDCC was relatively even, with the northern region being visited the most often. Further analysis identified that many residents chose to stay within their region to utilize forest preserve programs and amenities. This data further supports the need to understand usage rates of activities within each respective region.

Outdoor Participation in Recreational Activities

Respondents to the Community Recreational Needs Survey identified outdoor activities in which they or someone in their households had participated. The following list provides a ranking order of the top five activities in terms of participation.

1. Hiking or walking (37%)
2. Bicycling (34%)
3. Picnicking (24%)
4. Running (12%)
5. Golf (11%)

Respondents most important use activities are below:

1. Bicycling (13%)
2. Hiking/running (13%)
3. Picnicking (7%)
4. Fishing (5%)
5. Fitness (4%)

Respondents were asked to select the most important new recreational facility out of a list of 12 choices. The top five uses selected were as follows.

1. Winter recreational areas (9%)
2. Outdoor movies (9%)
3. Toboggan/snow tube (9%)
4. Amphitheaters (9%)
5. Natural Play Areas (8%)

Several of the respondent's interests include winter-based activities that are currently being implemented by the FPDCC. Additionally, LL Bean and REI provide some winter programming. FPDCC currently rents skis to the public at the Saginaw Environmental Center. It may be that the public does not realize this service offering exists. The FPDCC has removed all the formal toboggan runs but the settings do provide for self-operated snow tube use or could consider a partnership for snow tube rentals. Over the course of the last year, the FPDCC has expanded its Outdoor Movie nights to multiple locations; however, this program is still in its evolution.

Natural Play Areas can mean different things. Natural Play Areas are outdoor spaces designated for play that are made of natural components such as plants, logs, water, sand, mud, boulders, hills and trees. These components represent the larger wild environment in a way that feels safe and manageable to young visitors. A few man-made components might also be carefully integrated to support creative play, encourage confident exploration and help children develop a lasting affinity for the natural world. Currently, several of these types of areas exist adjacent to or near FPDCC Nature and Environmental Centers including the facilities adjunct to the Crabtree Nature Center and the Little Red School House Nature Center. However, none of these types of facilities exists outside of these locations.

Public and Stakeholder Input

The Recreation Master Plan included public input from public meetings. Listed in the exhibits below are the themes from the responses to questions about current strengths, issues/barriers, and opportunities. The issues that are specifically relevant to the concession master plan are in bold text within the exhibit.

Exhibit 6 - Recreation Master Plan Community Survey Findings: Strengths & Issues and Barriers

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Diversity of locations, space, and patrons • Natural Resources • Well Maintained • Trails • Staff • Variety of activities - canoeing, bird watching, biking, etc. • Collaboration with other groups • Volunteer network • New leadership and improved communication 	<p style="text-align: center;">Issues and Barriers</p> <ul style="list-style-type: none"> • Lack of awareness • Transportation and access • Fear of the outdoors • Safety perceptions • Concerns about disturbing natural areas • Lack of hook/interest to attract new users • Being open to new ideas • Nature deficit • Lack of staff • Maintain what you have
<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Diversity of locations, space, and patrons • Natural Resources • Well Maintained • Trails • Staff • Variety of activities - canoeing, bird watching, biking, etc. • Collaboration with other groups • Volunteer network • New leadership and improved communication 	<p style="text-align: center;">Issues and Barriers</p> <ul style="list-style-type: none"> • Lack of awareness • Transportation and access • Fear of the outdoors • Safety perceptions • Concerns about disturbing natural areas • Lack of hook/interest to attract new users • Being open to new ideas • Nature deficit • Lack of staff • Maintain what you have

Source: FPDCC Recreation Master Plan, March 2013, Chapter 2 Community Needs Assessment

The public engagement identified many ideas regarding new and/or expanded activities. Many of the recreational activities identified in the recreation plan analysis are currently in place. The exhibit below outlines the listing of activities, their current existence within the FPDCC inventory, observations for consideration within this study and the status of who operates or manages the facilities. The term “third party” in these tables refers to any entity who has a legal agreement with FPDCC to operate within the FPDCC.

Exhibit 7 - Recreation Master Plan Community Survey Findings and Status of FPDCC Implementation

Expand Activities			
Item	Currently with the FPDCC Inventory	Current Provider	
Canoe/Kayak	YES	FPDCC/Third Party	
Nature Programming/Interpretation	YES	FPDCC	
Camping	YES	FPDCC/Third Party	
Dog Friendly Areas	YES	FPDCC	
Mountain Biking Trails	YES	FPDCC	
Equestrian Uses	YES	FPDCC/Third Party	
Winter Recreation	YES	FPDCC/Third Party	
Special Events	YES	FPDCC	
Arts & Culture	YES	FPDCC	
Golfing	YES	Third Party	
Portable Recreation- (pop up climbing walls, etc.)	NO	N/A	
Historic Sites Interpretation	YES	FPDCC	
Recreation Events	YES	FPDCC/Permits	
Food Service	YES	FPDCC/ Third Party	
New Activities			
Item	Currently within the FPDCC Inventory	Status for Adding	Current/Future Provider
Archery	Yes	Currently negotiating with Third Party	FPDCC
Disc Golf	NO	Under Construction at Rolling Knolls scheduled to be open in 2017	TBD
Nature Play Areas	YES	Expand at other Nature Centers or other Locations	FPDCC
Challenge Course	YES	Go Ape- Expand to Other locations and/or types of courses and activities	Third Party
Climbing	YES	Expand to other locations	FPDCC
Ice Skating	YES	Consider creation of area	Public Access
Paddle boarding	NO	Water quality must be acceptable for adding the activity	N/A
Geocaching	YES	Expand Locations/ formalize policy	FPDCC/Third Party
Food	YES	Add at new locations.	Third Party

Rentals			
Item	Within FPDCC Inventory	Notes	Current Provider
Bikes	YES	Expand to more locations	Third Party
Canoes/Kayaks	YES	Add variety to inventory	Third Party/FPDCC
Cross Country Ski	YES	Expand at other locations	FPDCC/Third Party
Snow Shoe	YES	Expand at other locations	FPDCC/Third Party
Guided Tours and Self-Guided Tours			
River	No	Expand programming	N/A
Hiking	YES	Expand programming	Third Party
Biking	YES	Expand programming	Third Party
Birding	YES	Continue Programming	FPDCC/Partner Non Profits
Activities Tied to Picnic Pavilions			
Equipment Rental	NO	With exception of Camping Equipment	Permits – In planning
Educational Sessions	NO	Add Programming offering working with CEP similar to Rent a Naturalist for Birthday Parties.	N/A

Source: FPDCC Recreation Master Plan, March 2013, Chapter 2 Community Needs Assessment and FPDCC Staff

The exhibit illustrates that there are additional opportunities for consideration within the concession master plan and that FPDCC is currently delivering the majority of the resident's desires. In addition, most services and facilities desired do not require new facilities but rather expansion of existing facilities.

As such, this information supports the premise that enhancing and expanding on the existing infrastructure and partnership should be a foundational element of the concession program. Additional recommendations on expanding facilities are located in Section J of the report.

In addition to services and facilities, the public engagement identified areas of improvement overall in service delivery. Several of these areas can be enhanced though more expansive marketing efforts by concessioners for those operations for which they are responsible. However, this expectation must come with an understanding that marketing requires the appropriate level of marketing expenses within a concessioner's budget. Therefore, when reviewing annual budgets for entities that are operating under operating agreements that resemble management agreement, FPDCC should consider approving budgets which include reasonable marketing expenses. Additionally, several of these themes should be elements in requirements of operating plans and/or in selection factors for bid evaluation for third party agreements.

Exhibit 8 - Recreation Master Plan Community Survey Findings: Opportunities for Improvement**Opportunities for Improvement**

- **Create more year round activities**
- Integrate nature exploration into programs and outreach
- **Market and promote existing amenities and programs - build awareness campaign**
- Integrate environmental education into recreation activities
- Enhance trail connections, trailheads, and safe crossings
- Increase water access
- Outreach to underserved communities
- Improved focus on youth and families
- Incorporate sustainable practices
- **Expand partnerships** - schools and universities, volunteers, municipalities, **businesses**, youth organizations, environmental groups, user groups, art organizations, transportation groups, museums, community organizations, public health
- Add wayfinding and interpretive signage

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- Add wayfinding and interpretive signage

Source: FPDCC Recreation Master Plan, March 2013, Chapter 2 Community Needs Assessment

Community Recreational Needs Survey Conclusions

The community puts a strong emphasis on traditional outdoor recreation activities such as biking, hiking, and running all activities occurring within the extensive trail system that FPDCC offers. Picnicking also was a high use and important recreational activities for all residents. The top activities including trail use and picnicking are all relatively low cost activities. It is also important to note that the top interests in new recreation opportunities include winter activities, art and culture events, and nature play areas. The new recreation options provide FPDCC the opportunity to expand concession

rentals for cross country skis, boats, bikes, etc. While water activities are tied to suitable bodies of water (e.g. access, safety) winter activities are tied to weather which is highly variable.

STATE

The State Comprehensive Outdoor Recreation Plan (“SCORP”) is a plan that evaluates the outdoor recreation needs of Illinois citizens and determines how best to meet these needs, considering the state’s natural resources, recreational lands and facilities and socioeconomic factors. The SCORP’s first and most basic purpose is maintaining Illinois’ eligibility for receipt of federal Land and Water Conservation Fund (LWCF) monies.

The SCORP identifies the supply of and demand for recreational activities. Included in most plans are surveys of residents regarding their most frequently participated in activities as well as their typical length of stay in recreational areas. The SCORP survey categorized recreational participation rates by statewide, urban and rural. Since FPDCC is an urban area, the project team identified in the following exhibit recreation participation rates for both the state and for urban areas.

Exhibit 9 - SCORP Recreation Participation Rates

SCORP 2013 - 2014		
% of household where one person participated in given activity	All	Metro
Pleasure walking	81%	81%
Picnicking	47%	47%
Observing wildlife/Bird watching	43%	42%
Use a playground	40%	40%
Bicycling-roads	38%	40%
Swimming-outdoor pool	36%	37%
Visit amphitheatre/band shell	33%	36%
Hiking	31%	32%
Fishing	31%	29%
Bicycling-trails	30%	33%
Running/Jogging	23%	25%
Golfing	22%	23%
Swimming-lake/river	22%	23%
Motor boating	18%	17%
Softball/baseball	17%	17%
Baggo/Bag toss	15%	16%
Tent camping	14%	14%
Hunting	14%	11%
Canoeing/Kayaking	13%	14%
Horseshoes	12%	12%
Outdoor Basketball	11%	12%
Camping (RV)	11%	10%
Soccer	10%	11%
Off-road vehicle use	10%	9%
Equestrian	9%	10%
Tennis	9%	11%
Ice Skating	8%	9%
Bocce ball	8%	8%
Water skiing	7%	6%
Mountain biking	6%	6%
Cross-country skiing	6%	6%
Sailing	5%	5%
In-line skating	5%	5%
Trapping	5%	4%
Snowmobiling	4%	4%
Pickleball	2%	2%
Lacrosse	2%	2%

Source: Illinois SCORP 2015 – 2019

The exhibit supports a strong interest in picnicking, potential for nature/forest orientated playgrounds, and swimming at an outdoor pool. Additionally, there is a fair level of participation in bicycling, hiking, fishing, and golfing. The survey did indicate lower levels of participation in snow activities such as cross-country skiing, snowmobiling, and ice-skating, all of which had participation rates below ten percent. The length of the winter season typically affects these results. Overall, the project team is of the opinion that the most recent SCORP survey results are a positive indicator for existing and proposed summer outdoor recreation activities.

The 2013-2014 Illinois Outdoor Recreation Survey is the basis for much of the 2015 SCORP demand assessment. The survey involved three surveys of Illinois residents conducted in the fall of 2013 and spring of 2014. The fall 2013 administration included a random sample survey of Illinois residents conducted by the Western Survey Research Center for the Illinois Department of Natural Resources. A random sample of 6,200 Illinois residents resulted in 1,335 responses. A follow-up survey including a subsample of this group to obtain additional information. Young people in Illinois were included in the sample by administering a survey to college students throughout the state in the spring of 2014. The outdoor recreation survey gathered information about Illinoisans’ participation in thirty-seven different activities. The survey includes how often and where they participate.

The survey queried statewide residents about how far residents go to participate in activities, specifically at City Parks or County Preserves. The exhibit below highlights the top ten activities residents participate in at a City Park or County Preserve. Unlike the overall participation rates in Exhibit 6, more people participate in winter activities such as cross-country skiing and ice skating at City or County Preserves, thus suggesting a demand for winter activities at FPDCC. In addition to winter activities, organized sports such as softball/baseball, tennis, and soccer remained the highest use of City or County Preserves.

Exhibit 10 - SCORP Survey – Recreation at City Park or County Preserve

SCORP 2013 - 2014	
% of residents participating in given activity at City Park or County Preserve	
Visit Amphitheatre/band shell	60.1%
Softball/Baseball	59.8%
Tennis	53.2%
Soccer	52.6%
Mountain biking	47.2%
Picnicking	45.7%
Bicycling-trails	44.9%
Cross-country skiing	42.6%
Ice Skating	38.6%
Outdoor Basketball	38.2%

Source: Illinois SCORP 2015 – 2019

The SCORP included a section on Specialized Recreational Facilities Trends and identified several areas. The SCORP identified that the game of pickle ball has seen a resurgence in popularity among older adult populations. Many park districts across the state have converted unused tennis courts into pickle ball courts in recent years. Additionally there has been an interest in Frisbee golf, or disc golf, that the SCORP attributes to an increased interest in alternative physical recreational activities. The SCORP also identified that some aquatic facilities are shifting from traditional outdoor community swimming pools to new accessible splash pads and/or larger aquatic centers with multiple water elements.

NATIONAL RECREATION PARTICIPATION TRENDS

The Outdoor Industry Association's Outdoor Foundation annually produces an Outdoor Recreation Topline Report. This report indicates that nationwide, the top five outdoor activities adults participate in align with activities related to FPDCC destinations: running, fishing, hiking, bicycling, and camping.

The project team reviewed the OIA report and has grouped participation by general outdoor, water based, and winter recreation categories to identify trends for FPDCC concession analysis. The level of and trend in participation factor into the concession opportunity analysis. General activities such as hiking remain popular but the greatest growth has been in more dynamic recreation activities such as adventure racing, BMX biking and climbing. Canoeing and Kayaking remain popular activities and significant growth has occurred in the last year with Stand Up Paddle boarding. Winter recreation increases have occurred in telemarking and freestyle skiing.

Exhibit 11 - Trend in Outdoor Recreation Participation 2009 to 2014

General Outdoor Activities	Participation Levels			% Change	
	2009	2013	2014	2013 -2014	2009-2014
Bicycling (Road)	39,127	40,888	39,725	-2.8%	1.5%
Hiking (Day)	32,542	34,378	3,622	5.4%	11.3%
Camping (<1/4 mile of vehicle/Home)	34,012	29,269	28,660	-2.1%	-15.7%
Wildlife Viewing (> 1/4 mile of vehicle/home)	22,702	21,359	21,110	-1.2%	-7.0%
Camping (Recreational Vehicle)	16,977	14,556	14,633	0.5%	-13.8%
Birdwatching (> 1/4 mile of vehicle/home)	13,847	14,152	13,179	-6.9%	-4.8%
Backpack Overnight	7,757	9,069	10,101	11.4%	30.2%
Bicycling (Mountain Bike)	7,367	8,542	8,044	5.8%	9.2%
Skateboarding	7,580	6,350	6,582	3.7%	-13.2%
Roller Skating In Line	8,942	6,129	6,061	-1.1%	-32.2%
Climbing (Sport/Indoor/Boulder)	4,541	4,745	4,536	-4.4%	-0.1%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,319	2,457	6.0%	19.2%
Adventure Racing	105	2,095	2,368	13.0%	135.6%
Bicycling (BMX)	1,858	2,168	2,350	8.4%	26.5%

Water Sports Activities	Participation Levels			% Change	
	2009	2013	2014	2013 -2014	2009-2014
Canoeing	9,997	10,153	10,044	1.1%	0.5%
Kayaking (Recreational)	6,226	8,716	8,855	1.6%	42.2%
Snorkeling	9,827	8,700	8,752	0.6%	-10.9%
Jet Skiing	7,770	6,413	6,355	-0.9%	-18.2%
Water Skiing	5,228	4,202	4,007	-4.6%	-23.4%
Sailing	4,284	3,915	3,924	0.2%	-8.4%
Rafting	4,485	3,836	3,781	-1.4%	-15.7%
Scuba Diving	2,970	3,174	3,145	-0.9%	5.9%
Wakeboarding	3,561	3,316	3,145	-5.8%	-12.2%
Kayaking (Sea/Touring)	1,776	2,694	3,125	8.1%	64.0%
Stand up Paddleboarding	-	1,993	2,912	38.0%	0.0%
Surfing	2,505	2,658	2,751	2.4%	8.6%
Kayaking (White Water)	1,306	2,146	2,721	9.6%	80.0%
Boardsailing/Windsurfing	1,218	1,324	1,562	18.0%	28.2%

Winter Sports Activities	Participation Levels			% Change	
	2009	2013	2014	2013 -2014	2009-2014
Sking (Alpine/Downhill)	10,919	8,044	8,649	7.5%	-20.8%
Snowboarding	7,421	6,418	6,785	5.7%	-8.6%
Sking (Freestyle)	2,950	4,007	4,564	13.9%	54.7%
Sking (Cross Country)	4,157	3,377	3,820	13.1%	-8.1%
Snowshoeing	3,421	3,012	3,501	16.2%	2.0%
Telemarking (Downhill)	1,482	1,732	2,188	26.3%	47.6%

Note Participation Figures are in 000's for the US Population 6 years and Older

	Large Increase (25%+)	Moderate Increase (0-25%)	Moderate Decrease (0 to 25%)	Large Decrease (25%+)
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Source: Outdoor Recreation Participation Report 2016 by Outdoor Foundation

The Outdoor Industry Foundation evaluates outdoor recreation participation amount diverse groups. The exhibit below illustrates the most popular activities by ethnicity. The reasons for recreation participation were consistent across ethnic groups with the highest priority being “provides for exercise” followed by “keeping physically fit” and “being with family and friends”. The family and friend priority was second priority for African Americans. The activities identified are now all possible within the FPDCC with the creation of the new urban campground locations.

Exhibit 12 - Outdoor Recreation Participation Activity Popularity by Ethnicity

African Americans

Ages 6+

1. Running/Jogging and Trail Running **17%**
2. Road Biking, Mountain Biking and BMX **11%**
3. Freshwater, Saltwater and Fly Fishing **9%**
4. Car, Backyard, Backpacking and RV Camping **4%**
5. Birdwatching/Wildlife Viewing **3%**

Asian/Pacific Islanders

Ages 6+

1. Running/Jogging and Trail Running **23%**
2. Birdwatching/Wildlife Viewing **16%**
3. Road Biking, Mountain Biking and BMX **15%**
4. Car, Backyard, Backpacking and RV Camping **13%**
5. Freshwater, Saltwater and Fly Fishing **10%**

Caucasians

Ages 6+

1. Running/Jogging and Trail Running **18%**
2. Road Biking, Mountain Biking and BMX **17%**
3. Birdwatching/Wildlife Viewing **16%**
4. Freshwater, Saltwater and Fly Fishing **15%**
5. Car, Backyard, Backpacking and RV Camping **15%**

Hispanics

Ages 6+

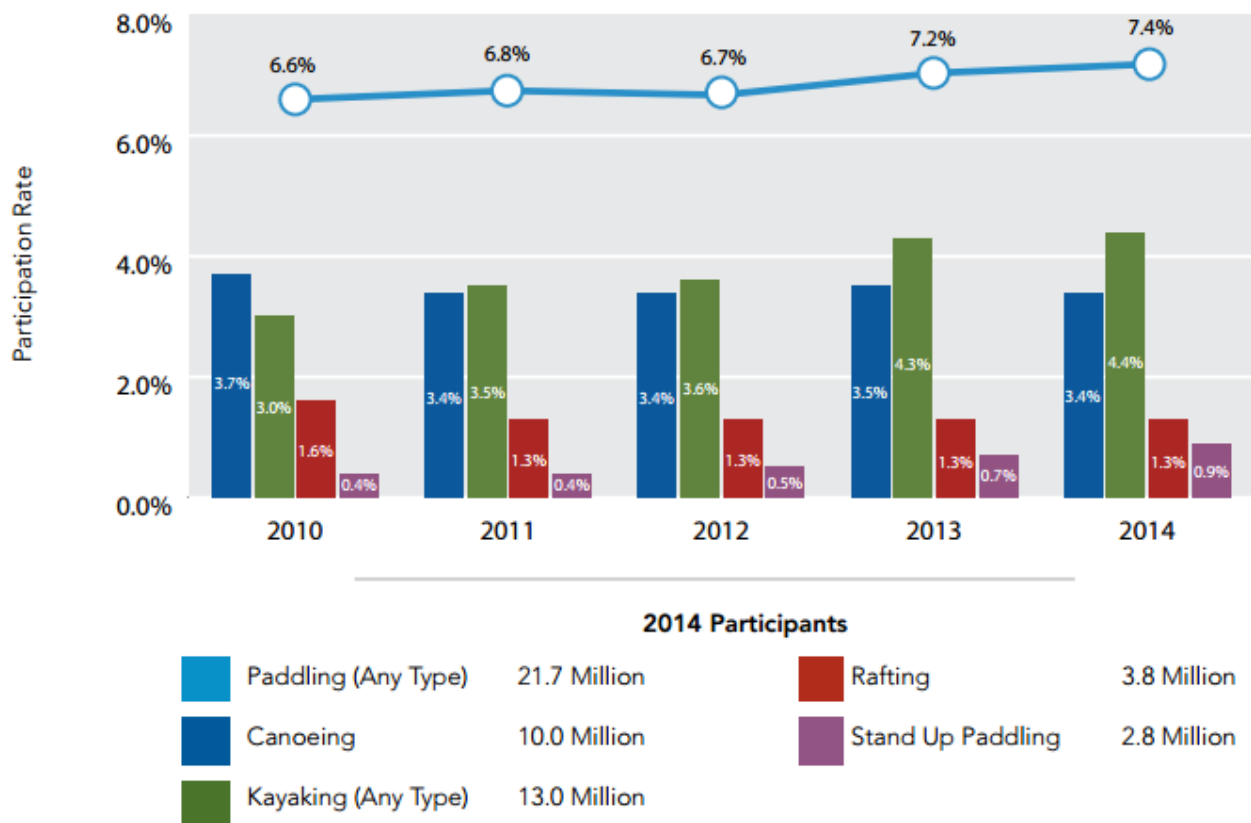
1. Running/Jogging and Trail Running **23%**
2. Road Biking, Mountain Biking and BMX **15%**
3. Birdwatching/Wildlife Viewing **15%**
4. Freshwater, Saltwater and Fly Fishing **14%**
5. Car, Backyard, Backpacking and RV Camping **10%**

Source: 2016 Outdoor Recreation Participation Report by Outdoor Foundation

With water-based activities such as SUP and kayaking on the rise, this trend provides an opportunity for FPDCC to capitalize on boat rentals at their water locations. The Outdoor Industry Foundation undertook a paddle sports participation study in 2015 and the findings support continue growth in water based activities. Nationwide, kayaking continues to be the highest category of participation with participation rates highest amount the Caucasian population at 80 percent followed by Hispanics at 8 percent, Asian/Pacific Islander at 4 percent and African Americans at three percent. Nationwide canoeing participation rates are 82 percent Caucasian, followed by Hispanics at 6 percent, African Americans at five percent and Asian/Pacific Islander at four percent. Nationwide, Stand Up paddling, participation rate is 73 percent Caucasian, 12 percent Hispanic, 8 percent Asian/Pacific Islander and five percent African American.

The project teams on site research confirmed that at this time Stand Up Paddle sports is not possible on FPDCC lakes primarily because the lake systems within the FPDCC do not meet state swimming water standards. In addition, there is uncertainty regarding whether there are hazards associated with the natural vegetation or other debris in the lakes. FPDCC is currently evaluating what would be required to meet the state water quality standards. Since kayaking and canoeing involve a low risk of entering the water, they are permissible and these activities remain popular on FPDCC lakes.

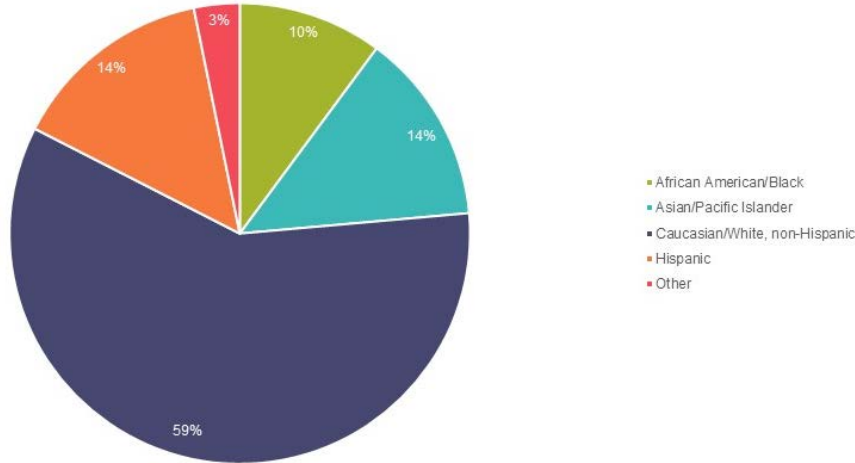
Exhibit 13 - Participation in Paddle sports Ages 6+



Source: 2015 Special Report on Paddle sports 2015 by Outdoor Foundation

In addition to overall outdoor recreation trends, the project team evaluated winter recreation patterns. In a 2014 report, Snow Sports Industries (SIA) provided data on the ethnic demographics of winter recreation provided in the exhibit below.

Exhibit 14 - Ethnic Demographics for Winter Recreation



Source: SIA/Physical Activity Council 2014 Participation Study

The white population at 59 percent is the largest participant in winter recreation. The next largest racial group being Asian and Hispanic at 14 percent then African American at 10 percent. This data indicates that the market for winter recreation in the South subarea, which is predominately African American, may not support as high a demand for winter recreation facilities for cross country skiing and snowshoeing.

WATER PARK AND FAMILY RECREATION CENTER TRENDS

The international Association of Amusement Parks (IAAPA) produces Benchmark Reports on Water Parks, Family Entertainment Centers and Amusement Parks. FPDCC does not provide any of these types of facilities, nor does its mission support their creation. However, it is important to note that these types of activities compete with FPDCC facilities for the consumer’s discretionary leisure time and dollars. Additionally, these industries are typically at the cutting edge of facilities and amenities that are meeting visitor service needs. As such, the project team reviewed the IAAP Benchmarking studies to identify industry trends.

The Waterpark Industry top three trends over the next three years included: Guests willing to pay for higher quality experiences, more extreme thrill activities and healthier food and beverage options. Each of these options has relevance for FPDCC in their concession operations. Improvements in the quality of experience is a key element to any concession operation. The addition of zip lines within the FPDCC speaks to the extreme thrill desire and healthier food and beverage should be an option that is included within existing FPDCC food service contracts.

Family Entertainment Centers (“FEC”) provide insight to what consumers expect within a structured play environment. Adaptive reuse of existing buildings for more recreation entertainment is an option for FPDCC consideration. In a survey of FEC’s, a large percentage of FEC’s now include recreational activities such as indoor climbing walls, golf driving ranges, mini golf, physical play attractions, and zip lines and ropes courses.

Within Family Entertainment Centers, there is a trend towards “Adult Social” gathering locations. Randy White, the CEO of White Hutchinson Leisure calls these facilities, “Community Based Leisure” facilities. These locations provide leisure, social gathering and a high quality food experience. At these locations, typically more than half of the revenues come from Food and Beverage. Top Golf is an example of these types of facilities. Consideration of adaptive reuse of some of the golf course facilities for this type of use is a concession option.

The project team also evaluated the amusement park industry trends and priorities for facility investments. Waterpark and Amusement Park operators reported that their annual investment balance between new attractions and repair, maintain and refurbishment of existing assets. This supports a strategy of adding new but also fixing and maintaining FPDCC concession assets.

SUMMARY

Local, State and National Recreational and Leisure demand trends support the need for continuation of the existing supply of recreational services and facilities that the FPDCC provides. The Community Needs Survey conducted as part of the Recreation Master Plan confirmed the important role that the FPDCC recreational settings play in resident’s lives as evidenced by the high rate of participation and repeat visitation. The Community Needs Survey also identified that much of the recreational usage is occurring close to home and does not involve major movement between subareas.

Residents identified new opportunities that appropriately build on the existing programs and settings including more rental amenities at trails, water and picnic locations, desire for more winter activities, and guided instruction and programs. Access to sites and within sites remains a barrier for participation but is a high priority identified within the Gateway Plan. The residents appear to realize that FPDCC cannot provide all recreational services and identifies partnerships with other public and nonprofit agencies as a strategy for delivering services.

The SCORP supports the important role that Forest Preserves play in providing the supply of recreational settings to meet the recreational demand within the state. The SCORP recognized that aquatic facilities within the state play an important role but that many communities are determining if changes are needed to either simpler (spray pads) or more complex (aquatic centers) facilities. In the last year, FPDCC entered into a management contract with Swim Chicago for daily operational oversight of all their outdoor aquatic facilities. This plan includes an evaluation of the effectiveness of third party management of FPDCC aquatic centers to continue to serve this important need. The SCORP also identifies, as does the Community Survey, that alternative recreational activities such as disc golf and archery are emerging as desirable within communities.

Outdoor access for running, or biking through use of trail systems is a national trend. FPDCC facilities are near to and adjacent to significant trail systems. As such, maintaining a high priority for stewardship of trails within the FPDCC will continue to meet the long-term needs of FPDCC residents. The greatest recreational participation is occurring along trail systems (e.g. hiking, biking, running). Camping remains a highly popular recreational activity and the recent launch of camping facilities and programs within the FPDCC would support this national trend.

Leisure industry trends indicate that the competition for leisure time activities includes private sector operators that continue to invest in adding amenities and maintaining the quality of their existing facilities. A trend to more adventure sports is currently in play. A trend toward more integration of food and beverage along with recreational activities is also emerging.

Outdoor activities at the FPDCC include hiking, biking, fishing, camping, equestrian use, model airplane, model boating, zip line, cross country skiing, swimming, day use picnicking and dog activities

and boating. In addition, access to water and proximity to population centers are key features of the FPDCC system. Recommendations that build upon maintaining, enhancing and expanding facilities that support these activities will continue to meet the recreational demand trends of the residents of FPDCC.



G. CONCESSION PROGRAM OVERVIEW

PROGRAM SCOPE

Licensing and managing of concession visitor services has been part of the FPDDC history. In 1992 when the BRONNER group undertook a high-level review of the concession program, the FPDDC had contracts and/or agreements with 13 different vendors that provided services through 26 concessions. In 2003, when the Billy Casper Golf Course agreement began, the oversight of this program was in the "Recreation Department" along with Permit oversight. In 2005, the FPDDC budget notes as an accomplishment the "coordination of the administration/management of the District's concessions operations with Legal (contract) and Finance (payment) to ensure compliance with all requirements for the District and all needs of the vendor. The budget indicated that in 2005 the concession program had expanded beyond the golf courses, to include oversight two food/fishing concessions, six ice cream concessions, one food/pool concession and two winter sport concessions. In 2015, the Department officially changed its name to include "Concessions" formally in the title.

The project team requested history regarding the number of concession agreements over the past ten years as well as concession fees generated. The exhibit on the following page illustrates that concession fees were \$1.1 million in 2003 and are currently \$950,000 in 2016. These amounts do not include the capital improvement fees which are part of the Billy Casper Golf contract. The capital improvement fees are "returns to FPDDC" but come for a dedicated need, replacement of equipment and improvements to facilities. The major decrease in concession fees comes from the Billy Casper golf contract.

In 2016, the FPDDC had concession agreements with 14 concessioners for delivery of services at 39 locations. This number does not include the variety of locations that REI/LLBean provides instructional services. As such, while the scale of the impact has expanded, the # of concessioners has remained similar over the past 25 years. The biggest shift from over a quarter century is the centralization of the golf course contract.

The exhibit on the following page identifies that agreements with third party operators in FY 2016 provided the FPDDC approximately \$950,000 dollars in concession fees annually. In addition to concession fees, these agreements also include investments on the part of the third party operators. Several of these investments are required as part of the agreements (e.g. Billy Casper Golf annual Capital Investment Requirement and Go Ape Initial and On Going Investments) and the other agreements involve investments in personal property as well as startup expenses.

Two contracts (e.g. equestrian and golf) generate over 90 percent of the total FPDDC concession benefits. With the addition of the Go Ape contract, these three contracts will provide over 95 percent of the concession fees. **While growing and diversifying visitor services revenue must occur, working to improve and enhance the existing contracts should be the first priority to ensure that they can be sustainable into the future.** Should there be challenges with these contracts; the overall concession program would suffer. As such, ensuring the long-term success of these contracts needs to be a foundational focus of the Concession Master Plan.

Exhibit 15 - FPDCC Concession Program Summary 2003 to 2016

Vendor	Concession Year over Year Comparison													
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
REI											\$ -	\$ 3,500	\$ 4,096	\$ 5,622
LLBEAN											\$ -	\$ 4,575	\$ 4,116	\$ 4,601
Cummings Square											\$ -	\$ -	\$ -	\$ 2,514
Ice Cream			\$ 22,000	\$ 3,301	\$ 8,000	\$ 31,985	\$ 31,985	\$ 16,700	\$ 12,196		\$ 24,783	\$ 26,053	\$ 34,603	\$ 41,250
Whealan Pool Concessions			\$ 7,800	\$ 8,000	\$ -	\$ 2,400	\$ 650	\$ 2,350	\$ 368	\$ 1,010	\$ 1,447	\$ 719	\$ 4,000	\$ -
Cermak Pool Concessions							\$ 650	\$ 2,350	\$ 368	\$ 1,010	\$ 1,010	\$ 719	\$ 4,000	\$ -
Green Lake Concessions							\$ 650	\$ 2,350	\$ 368	\$ -	\$ 1,000	\$ 719	\$ 4,000	\$ -
Skokie Lagoons							\$ 10,000	\$ 12,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 28,472
Busse Boat House			\$ 8,654	\$ 9,241	\$ 6,707	\$ 7,707	\$ 7,956	\$ 7,247	\$ 6,491	\$ 1,625	\$ 5,767	\$ 4,333	\$ 13,134	\$ 12,183
Tampier Boat House											\$ 4,932	\$ 7,017	\$ 7,145	\$ 6,381
Maple Boat House			\$ 7,119	\$ 2,000	\$ 12,790	\$ 9,428	\$ 6,848	\$ 5,876	\$ 4,058	\$ 4,817	\$ -	\$ -	\$ -	\$ 8,671
Golf - Billy Casper Base Fee	\$ 1,089,951	\$ 1,803,071	\$ 1,756,337	\$ 1,633,168	\$ 1,513,536	\$ 1,334,772	\$ 1,009,062	\$ 969,461	\$ 638,060	\$ 1,013,118	\$ 719,840	\$ 584,989	\$ 631,209	\$ 630,274
Golf - Billy Casper Capital Improvement Fee	\$ 398,961	\$ 428,972	\$ 392,371	\$ 338,719	\$ 397,852	\$ 281,046	\$ 559,890	\$ 605,446	\$ 630,126	\$ 398,743	\$ 719,265	\$ 417,492	\$ 415,134	\$ 445,607
Golf - Food Service & Pro Shops			\$ 6,450	\$ 6,450	\$ 6,450	\$ 6,450								
Glen Grove			\$ 173,448	\$ 145,159	\$ 66,666	\$ 120,000	\$ 221,666	\$ 199,219	\$ 134,000	\$ 100,000	\$ 120,600	\$ 130,000	\$ 194,000	\$ 181,972
Swallow Cliff											\$ -	\$ -	\$ -	\$ 800
Bike and Roll											\$ -	\$ -	\$ 3,849	\$ 8,884
Windy City Bike Rental							\$ 500							
Go Ape											\$ -	\$ -		\$ 16,298
Zorbing											\$ -	\$ -	\$ 8,000	\$ -
Total	\$1,488,912	\$2,232,043	\$2,374,179	\$2,146,038	\$2,012,001	\$1,793,788	\$1,849,857	\$1,822,999	\$1,440,034	\$1,534,323	\$1,612,643	\$1,194,116	\$1,341,286	\$1,393,530
Total Excluding Capital Improvement Fees	\$1,089,951	\$1,803,071	\$1,981,808	\$1,807,319	\$1,614,149	\$1,512,742	\$1,289,967	\$1,217,553	\$ 809,909	\$1,135,580	\$ 893,379	\$ 776,624	\$ 926,152	\$ 947,923
Pepsi											\$ -	\$ -	\$ -	\$ 10,000
Oak Park Tennis											\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Hometown Vending													\$ 1,110.00	\$ 458.00

Note: Billy Casper Capital Improvement Fund is an ongoing contractual commitment. The amount varies from year to year based upon capital improvement needs. However, it is closely monitored and all contract commitments will be met prior to contract term ending

Source: FPDCC

Exhibit 16 - FPDCC Summary of Third Party Agreements 2016

Vendor	Activity	Term	Gross Revenue	Gross Revenue	Payment Schedule	Concession Fee	
			2015	2016		2015	2016
Vendor Service Agreement							
REI	Recreational Programming	1/3/16 to 12/31/17	\$19,820	\$28,110	20% commission fee on all registration fees collected each month. Payment due on or before the 25th of the following month.	\$4,675	\$5,622
LLBean	Recreational Programming	1/1/2017 to 1/1/2020			20% commission fee on all registration fees collected each month. Payment due on or before the 25th of the following month.	\$4,116	\$4,565
Goalie's Goodies	Retail	3/31/16 through 3/31/17		\$524	Annual Fee: \$2,500 base fee \$1,250.00 is due when the VSA is executed and \$1,250 is due no later than 7/1/16 3% of gross sales: Due the 15th of every month (1st due 7/15/16).		\$2,514
Professional Services Agreements							
Autofrost	Ice Cream	5/1/16 - 5/1/19 Renewable for two (2) one (1) year optional extensions.			Annual Fee: \$9,500 (25% is due prior to April 1st and the remaining 75% is due no later than July 1st)		\$9,500
PARS	Ice Cream	5/1/16 - 5/1/19 Renewable for two (2) one (1) year optional extensions.			Annual Fee (2016 - 2018): \$25,750 (25% is due prior to April 1st and the remaining 75% is due no later than July 1st) Annual Fee (2019): \$26,750 (25% is due prior to April 1st and the remaining 75% is due no later than July 1st)	\$17,750	\$25,750
Windy City	Ice Cream	5/1/16 - 5/1/19 Renewable for two (2) one (1) year optional extensions.			Annual Fee (2016 - 2017): \$6,000 (25% is due prior to April 1st and the remaining 75% is due no later than July 1st)		\$6,000
Swim Chicago Southland	Pool - Cermak, Green Lake, Wheelan	4/1/16 to 9/15/2018 Plus two one year extensions	\$517,528	\$531,315		N/A MGT AGREEMENT	N/A MGT AGREEMENT

Vendor	Activity	Term	Gross Revenue		Payment Schedule	Concession Fee	
			2015	2016		2015	2016
Facilities Management Agreements							
Chicago Canoe and Kayak	Skokie Lagoons - Boat Rentals	4/11/16 - 4/11/19 Renewable for two (2) one (1) year extensions.	\$211,858	\$229,445	<p>Monthly Fee: 5% of gross sales due the 15th on the following of each month May - November Year 2016: \$17,000 (annual) \$4,250 (25%) \$12,750 (75%) Year 2017: \$17,000 (annual) \$4,250 (25%) \$12,750 (75%) Year 2018: \$19,000 (annual) \$4,750 (25%) \$14,250 (75%) Year 2019: \$19,000 (annual) \$4,750 (25%) \$14,250 (75%) Year 2020: \$21,000 (annual) \$5,250 (25%) \$15,750 (75%) Year 2021: \$21,000 (annual) \$5,250 (25%) \$15,750 (75%) 25% of the annual fee: due no later than April 1st 75% of the annual fee: due no later than July 1st</p>	\$13,999	\$28,472
	Maple Lake - Boat Rentals	5/4/16 - 11/4/16	\$11,970	\$73,416	<p>2016 Base Fee \$5,000 25% due on or before May 13th. 75% (balance) due on or before July 1st. 5% of Gross Sales May - October due on 15th of following month.</p>		\$8,671
	Busse Reservoir - Boat Rentals	4/10/15 to 4/10/18 Renewable for two (2) one (1) year extensions.	\$175,775	\$234,160	<p>2016 Base fee: \$8,500 with 10% (\$850) due before January of each initial year. 2016 Monthly payments: \$1092.86 plus 2% of gross receipts due the 15th of every month May through November. Year 2015: \$7,500 + 2% of Gross Receipts Year 2016: \$8,500 + 2% of Gross Receipts Year 2017: \$9,500 + 2% of Gross Receipts Year 2018: \$10,000 + 2% of Gross Receipts Year 2019: \$11,000 + 2% of Gross Receipts</p>	\$13,572	\$12,183
T&M	Boat Rentals	4/14/15 to 4/14/18 Renewable for two (2) one (1) year extensions.	\$68,180	\$70,029	<p>2015 to 2019 Base fee: \$12,509.19 with 10% (\$1,250.91) due before January 1st of each initial year. Monthly payments: \$715.60 plus 2% of gross receipts due the 15th of every month from May through November.</p>	\$7,144	\$6,381
Billy Casper	Golf	1/1/03 to 12/31/23	\$10,010,854	\$10,610,555	<p>Base fee: \$450,000 and paid in 3 equal installments on or before 4/30, 09/30, 12/31 of each year. Gross Revenues: Between \$6,400,000 and \$6,900,000 pays 10% to the District. Between \$6,900,001 and \$7,400,000 pays 20% to the District. Between \$7,400,001 and \$7,900,000 pays 30% to the District. Between \$7,900,001 pays 50% to the District. 20% fee: On gross sales of all alcohol revenue. Fees paid 45 days after the end of each 6 month period of calendar year. Capital Improvement Funding: Year 2016 \$450,000 Year 2017 \$450,000 Year 2018 \$450,000 Year 2019 \$400,000 Year 2020 \$450,000 Year 2021 \$450,000 Year 2022 \$450,000</p>	\$651,783	\$630,274
Billy Casper	Campground Facilities Management	12/1/14 to 12/1/17	\$387,160	\$691,748		N/A MGT AGREEMENT	N/A MGT AGREEMENT

Vendor	Activity	Term	Gross Revenue		Payment Schedule	Concession Fee	
			2015	2016		2015	2016
Concessions							
Glen Grove	Equestrian	3/1/16 /- 3/1/2020 Renewable for a one (1) year extension option	\$945,811	\$916,413	Flat Fee (Due Monthly): Year 2016 - Year 2018 - \$14,000 2019: \$15,000 2018-2020: \$16,000 5% of gross sales: due quarterly (1st due 6/15/16.)	Total \$194000 Total (Excluding Glen Grove Arrearage) \$114,000	\$181,972
Swallow Cliff	Food, Beverage, Retail	1/14/16 - 1/14/17 Renewable for two (2) one (1) year extension options.		\$5,187	Year 1: 10% of annual \$6,000 base fee due at execution of agreement. Remainder of fee is due the 15th of the following month. Year 2: 10% of annual \$5,100 base fee is due when the contract is extended. Remainder of the fee is due on a monthly basis plus 2% of gross sales. Year 3: 10% of annual \$5,100 base fee is due when the contract is extended. Remainder of the fee is due on a monthly basis plus 2% of gross sales.		\$800
Bike and Roll	Bike Rentals	5/1/15 - 5/1/17 Renewable for two (2) one (1) year extension options.		\$24,109	Monthly Payments: \$1,157.14 and 5% of gross sales due on the 15th of each following month May November. 10% fee is due no later than January 1st. Year 2015: \$9,000 (annual) \$900 (10%) \$8,100 Year 2016: \$9,000 (annual) \$900 (10%) \$8,100 Year 2017: \$9,000 (annual) \$900 (10%) \$8,100	\$3,849	\$8,884
Design, Construction, Maintenance, and Operation License							
Go Ape	Zip Line, High Ropes Course	7/1/16 - 7/1/20 Renewable for five (5) one (1) year extension options.		\$407,439	Annual Fee: \$20,000 Annual Minimum Usage Fees: paid quarterly within 30-days of period ending. Gross Revenues Payment Schedule: If less than \$800,000 pays 4% If between \$800,000 and \$900,000 pays 6%. If between \$900,000 and \$1,000,000 pays 8%. If between \$1,000,000 and \$1,200,000 pays 10% Higher than \$1,200,000 pays 12%		\$16,344
Total			\$12,348,956	\$13,822,450		\$910,888	\$947,932

Source: FPDCC

PROGRAM AGREEMENTS

The FPDCC has third party agreements with a variety of entities that operate on FPDCC land or within FPDCC facilities. Currently, two separate departments within FPDCC are responsible for oversight of these entities: Permits, Rentals and Concessions (“PRC”) and the Conservation and Experiential Programming (“CEP”) Department. The exhibit below identifies the type of legal agreement, the framework for oversight of the activity and the FPDCC department oversight.

Exhibit 17 - Third Party Agreements within FPDCC

Type of Agreement	Type of Activity		FPDCC Department Oversight
Type of Legal Agreement: Vendor Service Agreement		Framework for Oversight	
REI	Programming	Concession	Permits, Rentals and Concessions
LLBean	Programming	Concession	Permits, Rentals and Concessions
Goalie's Goodies	Food and Beverage	Concession	Permits, Rentals and Concessions
Type of Legal Agreement: Professional Services Agreements			
Autofrost	Ice Cream	Concession	Permits, Rentals and Concessions
PARS	Ice Cream	Concession	Permits, Rentals and Concessions
Windy City	Ice Cream	Concession	Permits, Rentals and Concessions
Swim Chicago Southland	Pool - Cermak, Green Lake, Whealan	Management Agreement	Conservation and Experiential Programming
Type of Legal Agreement: Facilities Management Agreements			
Chicago Canoe and Kayak-Busse Lake	Boat Rentals	Concession	Permits, Rentals and Concessions
T&M	Boat Rentals	Concession	Permits, Rentals and Concessions
Billy Casper	Golf	Concession	Permits, Rentals and Concessions
Billy Casper	Campground Facilities Management	Management Agreement	Conservation and Experiential Programming
Type of Legal Agreement: Concessions			
Glen Grove	Equestrian	Concession	Permits, Rentals and Concessions
Swallow Cliff	Food, Beverage, Retail	Concession	Permits, Rentals and Concessions
Chicago Canoe and Kayak-Maple Lake and Skokie	Boat Rentals	Concession	Permits, Rentals and Concessions
Bike and Roll	Bike Rentals	Concession	Permits, Rentals and Concessions
Type of Legal Agreement: Design, Construction, Maintenance, and Operation License			
Go Ape	Zip Line, High Ropes Course	Concession	Permits, Rentals and Concessions

Source: FPDCC

The exhibit illustrates that the arrangements for each of these third party relationship varies based upon the needs of FPDCC and short and long-term strategies for engagement. The following paragraphs will identify the key features of each of these types of agreements and the pros and cons of their agreement structures. Note, the categories of contracts discussion is organized based upon their legal framework not their oversight framework.

FPDCC Concession Agreement Types

- *Vendor Services Agreements (“VSA”)*

These agreements provide for a one-year term and are typically used to “try out” new business ventures that are in locations where user demand is hard to quantify since there is no previous sales or historical data. These agreements cover both instructional services as well as provision of food service operations. A review of the current agreements identifies that the level of detail in the scope of service varies between these two operations as well as the method for FPDCC compensation.

Entity	Pros	Cons
FPDCC	<ul style="list-style-type: none"> • Opportunity to Test Concepts and Relationships – Low Risk. 	<ul style="list-style-type: none"> • Effort to Advertise and Award. • Risk of the Operator being undercapitalized (e.g. not enough money for startup capital).
Third Party Operator	<ul style="list-style-type: none"> • Opportunity to Test Concepts and Create Relationships with FPDCC. 	<ul style="list-style-type: none"> • Start Up Costs High in relation to Term Length. • Base fee to FPDCC may be at margin of operation. • Level of Oversight from FPDCC in form of reporting and compliance required within Statement of Work. • Ability to Convert to Longer Contract Terms.

- *Professional Services Agreements (“PSA”)*

Three of the agreements are for mobile ice cream services involving the providing of personal property at designated locations. The other agreement is for the provision of services at the aquatic centers and does not involve any investment in personal property at the locations. As such, the agreement format applies to business opportunities with different operating objectives. The scope of services vary in extent of detail and the terms vary from a base of two year plus a one year extension for the aquatic center to four year base with two one year extension. The FPDCC compensation structures vary from a biddable flat fee per location for the ice cream contract to reimbursable expenses plus a management fee for the aquatic contract. There is no maintenance reserve fee for FPDCC asset stewardship included.

- *Facility Management Agreements (“FMA”)*

These agreements include operations that are located within FPDCC facilities, typically require personal property investments and may involve capital improvements. The boat rental agreements at Busse and Tampier Lake are under this category and both the campground and golf course management contracts are under this type of agreement. A review of the FMA’s identifies that these agreements apply to business opportunities with different operating objectives. The campground

agreement provides for reimbursement of expense as well as a management fee that neither of the other two agreements provide. The boat rental agreements involve the requirement to purchase personal property but not investments in capital improvements but the golf course contract does. The terms range from base of three years for the campground contract, to a base plus two years for the boat rental contracts to a base of ten years plus ten for the golf contracts. The FPDCC compensation structures include an annual fee plus percentage of revenue for the boat rental agreements; an agreement with budget reimbursable and management fee for the campground contract; and the golf course contract has a base fee, a percentage fee of total revenue and alcohol and a capital investment amount. There is no maintenance reserve fee for FPDCC asset stewardship included. All maintenance and capital decisions for the campground and aquatic contracts are done by FPDCC.

- *Concession Agreements*

These agreements include operations that are located within FPDCC facilities, typically require personal property investments and may involve capital improvements. The equestrian stables, food service at Swallow Cliff and the bike rental operation are under these types of agreements. The equestrian agreement includes a capital investment provision while the other two provide maintenance requirements. The terms range from base of three years plus two years for the bicycle agreement; base of four years plus two for the equestrian agreement and base of one year plus two one year extensions for the food service agreement. The compensation structure for the bicycle rental is a base fee plus a percentage; the equestrian stables are a flat fee and percentage of revenue and the food service is an annual fee. There is no maintenance reserve fee for FPDCC asset stewardship.

Professional Service, Facility Management and Concession Agreements		
Entity	Pros	Cons
FPDCC	<ul style="list-style-type: none"> • Provides for longer term relationships where scope of service and demand level can be quantified. 	<ul style="list-style-type: none"> • Term may not provide adequate return on investment in personal property by operator. • Setting of base fees should require analysis of profitability and Return on Investments. • Initial term should provide for opportunities to change scope of services if market or operational issues change. • No maintenance reserve fee for asset stewardship.
Third Party Operator	<ul style="list-style-type: none"> • Scope of service and known demand base provide for ability to forecast business opportunity. 	<ul style="list-style-type: none"> • Base fee to FPDCC may be at margin of operation. • Inability to shift scope of services within the initial term.

- *Design, Construction, Maintenance and Operation License (“DCMO”)*

FPDCC has one DCMO license with Go Ape for a Zip Line and Ropes Challenge Course. This agreement includes investments by Go Ape in the form of personal property that is fully removable at the end of the agreement. It also includes an investment by FPDCC in existing real property improvements that exist at the Bemis Woods Site. The compensation arrangements under this agreement include a base fee and a stepped fee based upon revenue thresholds. The term provides for a base of seven years and up to three one-year extensions for a total of a ten-year contract.

Entity	Pros	Cons
FPDCC	<ul style="list-style-type: none"> • Agreement provides for provision of design and operational expertise. • Agreement provides for sizable personal property investment on part of third party. • Agreement provides for removal of equipment at end of term 	<ul style="list-style-type: none"> • Reliance on expertise of operator for design standards. • No personal property or maintenance reserve fee for FPDCC stewardship.
Third Party Operator	<ul style="list-style-type: none"> • Agreement provides for third party to develop concepts that meet their operational objectives • Agreement term appears to provide for suitable term for return on investment. 	<ul style="list-style-type: none"> • Reliance on FPDCC design standards for support facility.

The third party agreements also include maintenance and utility responsibilities. The exhibit below notes which party holds each of these responsibilities. FPDCC covers the cost of refuse removal and facility maintenance for all but the equestrian and golf course agreements. The boat rental agreements include cost sharing for water and electric at Tampier Lake and electric currently at Maple Lake. Since potable water was not available at Swallow Cliff, the third party operator had to cover the cost for potable containers of water. Plans are in place for 2017 to include a water filtration system. Both the equestrian and golf course agreement include full payment of utilities. These costs, with meters and with direct relationships to the operation, are reasonable. If there are other uses for some of the facilities, (e.g., public restrooms for other picnic areas, etc.) there should be scrutiny of costs allocation.

For those agreements where FPDCC has facility maintenance responsibilities, the funding for fixing facilities is a combination of FPDCC facility maintenance operational funding and FPDCC planning and development Capital Improvement (“CIP”) funding. **There are no maintenance reserves currently contemplated to have the third party operator undertake components of facility maintenance.** There are set fees for capital improvements included within the golf course agreement. The capital improvements can include both personal property as well as real property improvements. The equestrian agreement has no agreed upon fees associated with facility maintenance but does have a process for which capital improvements shall be approved. As such, within the equestrian contract, if there are building failures that are unanticipated, there is no guaranteed funding in place

for planned preventative as well as emergency repairs. Overall, there are opportunities to improve FPDCC asset stewardship, through planned maintenance reserves within each contract.

Exhibit 18 - Maintenance and Utility Responsibilities of Third Party Operator in FPDCC Agreements

Type of Agreement	Type of Activity	Site and Building	Personal Property	Facility	Waste	Water	Electric	Sewer	Propane/ Fuel	Tele-communication
Type of Legal Agreement: Vendor Service Agreement		Janitorial	Maintenance	Maintenance	Removal					
REI	Programming	n/a	yes	n/a	n/a					
LLBean	Programming	n/a	yes	n/a	n/a					
Goalie's Goodies	Food and Beverage	yes	yes	no	no			n/a		
Type of Legal Agreement: Professional Services Agreements										
Autofrost	Ice Cream	n/a	yes	n/a	no				yes	
PARS	Ice Cream	n/a	yes	n/a	no				yes	
Windy City	Ice Cream	n/a	yes	n/a	no		n/a		yes	n/a
Swim Chicago Southland	Pool - Cermak, Green Lake, Whealan	yes	no	no	no	no	no	no	no	no
Type of Legal Agreement: Facilities Management Agreements										
Chicago Canoe and Kayak-Busse Lake	Boat Rentals	yes	yes	no	no	Water Well Currently	yes	no	yes	yes
T&M	Boat Rentals	yes	yes	no	no	yes	yes	no	yes	yes
Billy Casper	Golf	yes	yes	yes	yes	yes	yes	yes	yes	yes
Billy Casper	Campground Facilities Management	yes	yes	no	no	no	no	no	no	no
Type of Legal Agreement: Concessions										
Glen Grove	Equestrian	yes	yes	yes	yes	yes	yes	yes	yes	yes
Swallow Cliff	Food, Beverage, Retail	yes	yes	no	no	yes	no	no	no	no
Chicago Canoe and Kayak - Maple Lake and Skokie	Boat Rentals	yes	yes	no	no	Water Well Currently	yes	no	yes	yes
Bike and Roll	Bike Rentals	n/a	yes	n/a	no	n/a	n/a	n/a	n/a	n/a
Type of Legal Agreement: Design, Construction, Maintenance, and Operation License										
Go Ape	Zip Line, High Ropes Course	yes	yes	no	no	no	no	no	n/a	yes

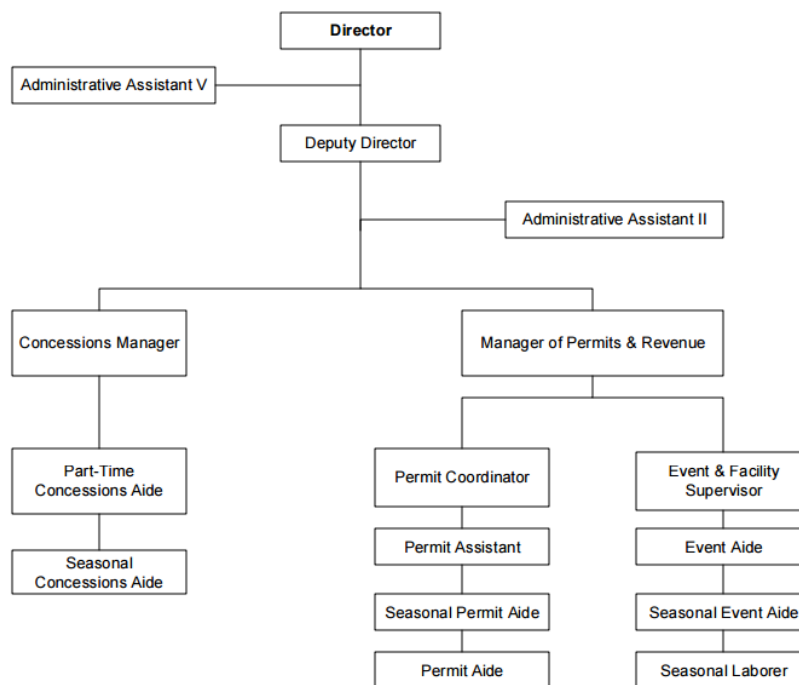
Source: FPDCC

PROGRAM MANAGEMENT AND ORGANIZATION

The Permits, Rentals, and Concessions Department (“PRC”) of the FPDCC has as their stated mission: “to support the Forest Preserve District’s mission by connecting Cook County residents with their Preserves through appropriate recreational activities permitted picnics and volunteer experiences”. The Conservation and Experiential Programming Department manages the agreements for the three aquatic centers and five campgrounds as well as programming at these facilities and the new facilities at Rolling Knolls, Cummings Square and Swallow Cliff. The Planning and Development, Finance and Administration and the Facilities and Fleet Maintenance Departments also have played an important role in managing elements of the third party agreements. This section outlines the staffing and functions for the concession program based upon the program’s current scope and scale.

The PRC Department services three program areas. The organizational chart below identifies the resources related to the each program area.

Exhibit 19 - 2016 Organizational Chart for the FPDCC Permit, Rentals and Concessions Department



Source: FPDCC

The project team reviewed the job descriptions of those individuals who primarily serve the programmatic needs of the Concession Program. Additionally, the project team spoke with team members to gather their insight as to roles and responsibilities. The following are observations regarding organizational and functional design of the FPDCC Concession Program

Based upon the scope of programmatic responsibilities of the Director, the Deputy Director position provides for additional capacity to handle staff and policy issues of both program areas, supports

additional oversight and management of the Concessions program as well as support on strategy for RFP development.

The Concession Manager's scope of responsibilities is broad including RFP planning and contract development and concession oversight and support and administrative management. While these three areas or responsibilities are all part of concession program management (e.g., planning, contracting and oversight) the project team has found that when concession managers have to execute all three simultaneously (e.g. prepare an RFP and continue oversight for contracts) typically something does not get accomplished at the appropriate level. Additionally, the project team has found that while Concession Managers within public agencies typically have operational observations that can benefit operation plans for contract; however, their skill sets in developing RFP are not as strong. Strategies to offset these issues include leveraging other internal staff with the skill sets of RFP development and/or contracting with external firms. It appears that the Concession Manager is able to leverage the skill sets of both the Deputy Director, Administrative Assistant V and the Finance Department in the development of RFP's.

Since 2016, the oversight of the campground and aquatic center lies with the Conservation and Environmental Programming department with Concessions providing support. The oversight includes programming, facility management, budget oversight and marketing. The project team's recommendation is that oversight and management should occur within concessions with CEP consulted and engaged on program issues. Since these are management contracts, the level of oversight and management will also need to transfer with some staff capacity augmentation.

Interviews with Concessioners regarding operational oversight indicated satisfaction with the level of oversight that is occurring. However, Concessioners indicate there remains a lack of coordination between FPDCC departments in oversight of Concessioners. They have no problem with delivering forms and reporting to respective departments. However, they would prefer that the Concession Manager be the facilitator for all FPDCC interactions and work issues up the organizational change and then back down to the concessioner for communication.

SUMMARY

The concession program has been part of the FPDCC for over 25 years. Currently, the concession program contributes approximately \$1 million dollars of concession fees to the FPDCC. Two contracts (e.g. equestrian and golf) generate over 90 percent of the total FPDCC concession benefits. With the addition of the Go Ape contract, these three contracts will provide over 95 percent of the concession fees. While growing and diversifying visitor services revenue must occur, working to improve and enhance the existing contracts should be the first priority to ensure that they can be sustainable into the future. There are currently five different types of contractual legal arrangements governing concessions within FPDCC. These legal arrangements have been developed to address unique aspects of the business relationship (e.g. term, real property responsibilities, capital spending, etc.). Outside the capital contribution component of the golf contracts, there are no maintenance reserves currently contemplated to have the third party operator undertake components of facility maintenance. The current organizational structure for the concession program appears to be sound. However, based upon the future needs of the concession program (e.g. growing program, establishing policies and procedures, growing relationships, streamlining oversight of contracts and potential oversight of campground and aquatic management) it would appear that there is a need to focus priorities and resources to ensure that all program needs are appropriately accomplished. The findings of this Concession Master Plan will assist in this effort.



H. CONCESSION USER AND MANAGEMENT EXPERIENCES

SECRET SHOPPER SURVEY FINDINGS

In 2015, Anonymous Insights, Inc. (AI) conducted 140 on site shops and 86 telephone shops at 18 locations for the FPDCC. These shops use a standard review process and cover the operating season from July to October 2015. The program goals for 2015 were to attain a minimum score of 100% on the “friendly factor” and 90% on overall scores. In 2015, there were no reviews of the campgrounds, food service at Swallow Cliff, REI and LLBean and Ice Cream trucks. Billy Casper provides as part of their contract, consumer research for their golf courses and campgrounds. This was not available to the CHMGS at the time of this report.

In 2015, the Maple Lake Boat House concession was rated above 90 percent overall, Skokie Lagoons, Busse Lake Boat House, Cermak and Whealen Aquatic Center were rated 80 or above and Glen Grove, Green Lake and Tampier Lake were below 80 but above 75 percent. The survey found that the initial visitor contact and engagement were the greatest areas of improvement for those operations that scored below 80 percent.

STAKEHOLDER INTERVIEWS

Concessioner Interviews

CHMGS conducted interviews with the concessioners to gain a better understanding of their position on FPDCC’s role in planning, contracting, and oversight. Depending on the operation, the concessioner either was involved with the planning of the RFP and operation requirements or was completely separate. Concessioners who were more involved with the planning process found that they were able to develop and manage their operation to fit the needs and wants of the FPDCC.

In addition to planning, CHMGS found common themes amongst the concession responses when asked about the contracting process. In terms of contract length, the concessions indicated their frustration with one-year contracts and multiple single year option renewals vs. one multiple year renewal. They indicated that the shorter terms and one-year renewals provided challenges for them in making investment decisions to improve the operations. This included investment in people for management roles as well as personal property investments that could improve the operations. They stated that they would be more willing to invest in the assets if they were to receive longer contract terms. Additionally, there were some stated concerns about utility allocation within concession agreements. For example, public restrooms that provide services both to a day use as well as a rental or food service operation, need to contemplate what percentage of water or power are truly used by a concessioner.

Contract oversight also varied between the concession operations. For some operations, concession oversight was more prominent within the day-to-day operation; however, the consensus amongst the concessioners was that there should be more standardized oversight including pre-season, quarterly, and post-season meetings. Additionally, the concessioners found that communication with internal FPDCC staff was a challenge as there was not one specific point of contact.

Overall, for those concessioners that have been operating within the FPDCC for multiple years, they indicated an improvement in the focus and professionalism of the program.

FPDCC Program and Senior Staff Interviews

FPDCC requested the project team undertake interviews with internal senior including the Superintendent, and staff such as the directors of the Departments of Conservation and Experiential Programming, Planning and Development, Resource Management, Strategic Initiatives, and the Chief Financial Officer. The interviews focused on the concession process through three key areas: planning, contracting, and oversight.

Planning

Discussions with the internal senior staff identified opportunities to enhance the interaction between the Planning and Development and Concession Department for annual capital budgeting process. The Planning Department is seeking a more strategic and thorough process to understand the needs of the concession operations to align with the FPDCC capital budgeting process. The Planning Department also discussed the need to develop strategies to address both Deferred Maintenance within concession facilities as well as ongoing annual component renewal within facilities. They indicated a desire for there to be a tradeoff between asset stewardship fees in the form of a maintenance reserve and concession fees. This would provide for the ability of the concessioner to assist with some facility maintenance under the guidance of the FPDCC. Additionally, concessioners identified that several of the concession facilities they are operating lacked critical operational necessities. This includes layout of operations for visitor service such as check in desks and or line of sites for rental operations. Feedback from the Resource Management Department indicated that to date they have been suitably involved in key planning decisions.

Contracting

The development of an RFP is a complex and time-consuming process. It involves developing a suitable scope of services that includes all relevant operating and maintenance responsibilities. The senior staff indicated that in developing RFP's they would like the resource management and facility, finance, and legal teams to be more involved in the process. The resource and facility management team can assist with improving the element of the operation and maintenance plans. No interviews indicated concerns about the agreement terms being too short; rather the internal interviews indicated that the terms were short for new vendor agreements to manage risk.

The Director of Strategic Initiatives is interested in ensuring there is an alignment between FPDCC strategic initiatives and goals and agreements operating and maintenance plan elements. She sees several elements in some of the contracts (e.g. providing # of free access to concessions activities). However, figuring out a way to capture accomplishments that are part of FPDCC strategic goals would be mutually beneficial.

Conversations with the senior staff identified a need to enhance the RFP distribution across a wide array of businesses. The FPDCC is currently struggling to find operators to bid on their concession programs and would like to create a new portal for companies to research for opportunities within the FPDCC. In addition to attracting bidders, the senior staff are interested in ensuring there is an alignment between FPCC strategic initiatives and goals and operating and maintenance elements in agreements.

Contracting involves the review and awarding of the RFP. Senior leadership indicated that following the development of the Scope of Work, the RFP process then moves to the Procurement Department. The review of the RFP is coordinated between procurement, concessions and finance. Interviews

indicated that there are no standard financial templates developed by land use for inclusion in the RFP responses.

Oversight

The consensus from the senior staff interviews was that there should be measurable performance indicators developed and monitored throughout the agreement term. The Concession Manager noted that most oversight tools he is developing on his own and it takes time to create systems and processes. He noted that there are other contract oversight tools and processes that he would like to improve such as operational review formats for all asset types. The senior staff discussed time management and staffing problems for oversight of the contracts. The Director of Permits, Rentals, and Concessions stated that they are spending too much time on smaller contracts that don't bring in enough revenue and not enough time is spent on larger concessions that will be impactful on the entire concession program. In addition, there are issues with whom the concession staff should reach out to within the FPDCC. The concessioners would like to streamline immediate communication to one staff and ensure that if there are multiple perspectives from FPDCC on dealing with the issue that they are adjudicated by FPDCC and then delivered back via the one individual. Oversight of the contracts tend not to involve Resource Management; however, they desire to be more involved in review of any annual operational and maintenance plans submitted by concessioners to better understand what resource management issues are of concern.

FPDCC External Stakeholder Interviews

FPDCC requested the project team undertake discussions with a member of the FPDCC Leadership Council as well as the Friends of the Forest Preserve. The FPDCC Leadership Council representative wanted to ensure that improving existing concession operations were the first priority. This includes improvement in the condition of facilities as well as expansion of services at the existing locations. This individual was also cognizant of the need for operators to be financially successful as part of their long-term success in the partnership with FPDCC.

Conversations with the Friends of the Forest Preserve identified a preference for the FPDCC to build upon its existing concession success to ensure that the existing concessions are well-maintained vs building more facilities. Overall, his organization would desire more activities that occur in nature without the impact on nature. The organization was concerned about the recent development of the Go Ape contract. For context, he directed the project team to the findings from the 2002 study conducted by the Friends of the Forest Preserve. Specifically, he referenced the user survey that indicated, "People understand the difference between parks and forest preserves and that they value the preserves primarily as places in which nature exists". He noted that the study indicated a low priority from the surveyed users for developed recreation. He did indicate that the many of the existing concession operators have been good partners with the Friend of the Forest Preserve for outreach and fundraising.

FPDCC Roundtable Interview Session

FPDCC requested the project team undertake a roundtable interview with members of the FPDCC; their organizational partners such as the Friends of the Forest Preserve and several external comparable agencies (e.g. Chicago Park District, DuPage and Lake County Forest Preserve.) A listing of attendees at this meeting is in the Appendix.

After providing an overview of the process and some key findings to date, the conversation focused on issues surrounding the concession program as well as possible ideas for concession activities. Issues related to the existing concession program included:

- Impacts of new development on FPDCC land resources.
- How to balance stewardship of a Forest Preserve vs. some market perception that uses align with those in a Park uses that exist within Park Districts?
- Challenges of promoting the existing activities that are available (e.g. marketing).
- Ensuring equity in placement of concession visitor services
- Recognizing the potential limitations on growth of the program due to the mission of the FPDCC.

New ideas for concessions began with how to ADD to the existing concessions and augment their developed space.

- Creation of a beach area at one of the campgrounds. What would this involve (e.g. water draining, clearing, maintaining and monitoring)?
- Creation of a portable water feature at a swim beach.
- Use of campgrounds for special events and weddings. This process has been approved by the Board of Commissioners but has not been instituted as of the writing of this report.
- Special event concessions opportunities where personal property could be “placed” on the landscape and do not have long-term impacts on the resource.
- Guide services vs. introductory services within the FPDCC such as birding, fishing, hiking, and art programs. These would need to be coordinated with the “free” programming that CEP offers.
- Fitness and Wellness programs within the FPDCC using campgrounds or other locations as hubs.
- Adding Food Service at locations where sports teams have activities.
- Opportunities to concession out use of indoor room rental facilities.

SUMMARY

The Concessions user and management assessment included input on the performance of concessioners from third party reviewers (e.g. secret shoppers, surveys, etc.) interviews with concessioners, discussions with FPDCC leadership, management and staff and input from other FPDCC program leads. External feedback from third party reviewers indicate that most operations were providing high quality service and the areas of greatest improvement were initial visitor contact and engagement.

CHMGS conducted interviews with the concessioners to gain a better understanding of their position on FPDCC's role in planning, contracting, and oversight. CHMGS found common themes amongst the concession responses when asked about the contracting process. In terms of contract length, the concessions indicated that the shorter terms and one-year renewals provided challenges for them in

making investment decisions to improve the operations. This included investment in people for management roles as well as personal property investments that could improve the operations. They stated that they would be more willing to invest in the assets if they were to receive longer contract terms. The consensus amongst the concessioners was that there should be more standardized oversight including pre-season, quarterly, and post-season meetings. Overall, for those concessioners that have been operating within the FPDCC for multiple years, they indicated an improvement in the focus and professionalism of the program.

Discussions with the internal senior staff identified opportunities to improve the Planning processes specifically enhancing the interaction between Planning and Development and Concession Department for annual capital budgeting process. The Planning Department is seeking a more strategic and thorough process to understand the needs of the concession operations to align with the FPDCC capital budgeting process. The Planning Department also discussed the need to develop strategies to address both Deferred Maintenance within concession facilities as well as ongoing annual component renewal within facilities. Within the Contracting processes it was noted that the development of an RFP is a complex and time-consuming process. It involves developing a suitable scope of services that includes all relevant operating and maintenance responsibilities. The senior staff indicated that in developing RFP's they would like a greater integration of resource management, facility, finance, and legal teams to be more involved in the ensuring that any scopes of work that include operating and maintenance plans are reviewed by each of these entities. The consensus from the senior staff interviews was that for contract oversight there should be measurable performance indicators developed and monitored throughout the agreement term. The Concession Manager noted that most oversight tools he is developing on his own and it takes time to create systems and processes. He noted that there are other contract oversight tools and processes that he would like to improve such as operational review formats for all asset types.

An stakeholder engagement roundtable identified several issues related to the existing concession program including: (1) impact of new concession on FPDCC natural resources, (2) Balancing use based upon being a preserve vs a park district (3) interest in expansion not just for expansion sake but into activities that are suitable on the landscape (4) ensuring that the existing concession activities which are contributing concession fees to FPDCC are well stewarded to ensure the base of concession fees is secured.

The issues identified in the stakeholder interviews indicate a concession program that is continuing to evolve and improve. The recommendations of the Concession Master Plan will provide additional strategies to continue to improve the program.



I. CONCESSION COMPARABLE ANALYSIS

COMPARABLE INTERVIEWS

The FPDCC requested the project team undertake comparable analysis to identify both new and innovative ideas that were emerging across the country for concessions. Additionally, they desired to understand if different agreement tools exist as well as strategies used to manage concessions. The project team undertook interviews with eight municipal entities, four state parks and three federal agencies. Each interview followed a standard questionnaire and some respondents did not respond to all questions. The scope and scale of the program was the first area of focus followed by how each entity managed the planning, contracting and oversight of their program. The project team also collected information on the size and scope of recreational offerings within each of the comparable entities to illustrate the types of activities they are managing internally as well as with concessions managed program. The project team undertook this analysis to identify if the comparable entities were offering innovative programming that FPDCC could consider.

The findings of the comparable interviews are in the following exhibit and summarized in the following paragraph of this section.

Exhibit 20 - Comparable Concession Program Analysis

System	Types of Contracts	# of Contracts	Gross Revenue	Concession Fees	Method of Setting Fees	Terms	Contracting and Oversight Insights	Take Always for FPDCC
Chicago Park District	Park Concession Management ("PCM")	243	\$23,000,000	\$2,800,000/\$1,500,000 to CPD	Coordinated and Managed by Outside Contractor. Typically include a minimum of Base Fee plus option to add a % of Sales	Varies based upon Type of Contract.	Identification of Locations for Opportunities, Standard Packages issued Annually from PCM and then On Standard Cycle for Special Event Preferred Professional Listings. Standards are Set for Performance and Applied Consistently. Opportunities for Vendors to Provide Ideas	1. External Business Advisor to Assist with development and management of RFP and oversight. Centralized webpage and process provides exposure for concession process. Preferred provider format for Special Event venues. Have established operating standards for Food Service posted.
	Chicago Park District Managed - Theater and Restaurants and 15 Special Event Venues	5	N/A	N/A	10 % share for Preferred Caterers, 15% Share for Non Preferred and 10% on all Additional Services at Special Events			
Du Page County	All Facilities Self Managed	None	N/A	N/A	N/A	N/A	N/A	N/A
Lake County	Concession Contract	2	N/A	Approximately \$550,000 in Concession Fees and \$90,000 in Utility Shares	Stepped Fee Starting varies by type of contract. % range from 9 % to 15% and steps vary. Additional Fixed sLicense Fee by Location and Date. Include Utility Share. No Maintenance Reserve	Base of 3 years with two four year renewal periods. (11 years)	Provided Open Ended Proposal in initial RFP for Independence Grove. All Contracts created by Counsel.	Base Contract for Operations Over \$ 1 million is 10 years
	License Agreement	1	N/A	N/A	License For Land use Only for Baseball Use	N/A	N/A	Concession policy is codified.
Kane County	License Agreement	5	N/A	\$700K Base from Stadium, \$300K from Ice Arena and \$190K per Golf Course (FY 2015 Budget Doc)	Base Plus Escalating License on Stadium, Flat Annual on Ice and Minimum of 14.5 of Gross on Golf	20 Year Lease on Stadium, N/A on Ice Arena and 5 years each for Golf Course Mgmt. Agreements	N/A	Note that Preserve has Large Built Environment, Highly Commercial Operation
	Minor League Stadium, Ice Arena and 3 Golf Courses							
Cleveland Metro Parks, OH	Concessions	1	N/A	2015 Self Operation of Golf Course Gross Revenue was 6.8 M and Marina, Beach Chalet and Food Concession was \$3.6 M	N/A			CEO determined to that higher returns would come from insourcing vs. outsourcing. Investments and focus resulted in increased revenue year over year
	Go Ape is only external Concession. They self operate 8 golf courses, XC rentals, and All State of Ohio Lakefront Beach Properties including Beach Concessions and Marinas							

System	Types of Contracts	# of Contracts	Gross Revenue	Concession Fees	Method of Setting Fees	Terms	Contracting and Oversight Insights	Take Always for FPDCC
Maricopa County, AZ	Use Management Agreements	22	N/A	\$1,510,591	Fee set as a function of investments and term	Varies but Typically at 25 years and involves substantial capital investment.	Have established Concessions Policy as well as Procedure Manual. Provides guidance to follow for future parties. Developed	Concessions Policy as well a Contract Procedures Manual should be developed. Consideration of standard fees for like type of
	Commercial Management Concession Agreements	46	N/A	\$64,475	Currently developing but general practice is instructional classes and services on a per participant basis (\$ 2 to \$4) or 10% of Gross. Food Service is 20% of Gross Revenue. Watercraft Rental is 20% of Gross	Base of 1 year renewable up to 10 years. Typically for operations that gross lower than \$75,000		
City of Miami	Concession Agreements/ Professional Services Agreements / Vending Permits also Working on Separate Document for Dealing with Non Profits who want to Provides Services at Athletic Fields " Programming Partners Program"	N/A	N/A	N/A	Have relatively small concession program. Do offer Vending Permits for Carts on a per cart daily basis. Fees for contract are Base Plus % paid on a monthly basis.	Once Concession provides for three year base and two one year extension options.	Small program involves Staff Analyst who ensures that fees are documented and paid and Park Manager on site oversees compliance	Programming Partners Program for Non Profit Partners to provide Commercial Services in Parks under different terms and agreements frameworks that For Profit Entities.
City of Los Angeles		41	\$ 51,575,562	\$5 M +/-	Varies by Situation. Profile of Contracts ranges from Large Greek Theater to Hot dog Vendors. Most Contracts do not involve significant capital investment. Most Contracts are base gtd or % of gross which ever is greater Most larger contracts that are operating in City facilities and have maintenance reserve or "capital improvement accounts".	Term Varies, but most are minimum of three to five years. If new operation, experimental, will do one year. Most terms do not exceed ten years.	Scope of Program involves Asst. GM of Partnership and Revenue who oversees Chief Management Analyst, who has 2 Analysts to manage compliance and site visits.	Concession web site is comprehensive and provides full understanding of program scope and size. Includes a "Standard Conditions and Regulations for the Operation of Concessions" which is publicly posted and provides guidance for internal staff and external partners.

System	Types of Contracts	# of Contracts	Gross Revenue	Concession Fees	Method of Setting Fees	Terms	Contracting and Oversight Insights	Take Always for FPDC
Indiana State Parks	Short Term	30	\$ 17,000,000.00	\$ 690,000.00	Could be flat fee or percentage fee. No Maintenance Reserve Fees included	Short Term - 1 to 4 years. If over \$200k of real property investments would move to Longer Term Contract	Central Concession Staff who undertakes biannual compliance. Site Manager does day to day. And IDNR Auditors visit long term leases every two years to go over	Concession web site provides information on scope and scale of programs including when opportunities are becoming available. Standard Contract is posted as well. Existing
	Long Term				Typically includes base fee and then graduated fee at revenue increments	Long Term includes Leases Base 40 two extensions up to 100. Involves substantial investments.		
Ohio State Parks	Open Vendor Area Permit Fee				\$10-1/\$20-3 and /\$35 - \$30	Subject to need at park and requirements of area	Overseen by Park Unit Managers	Structured Tools to Meet Needs. Provides for no bid opportunities for experimental and manaaes risk by two year term.
	Public Service Lease- Test	31			No standard minimum. Historical percentage evaluated,	Not more than two years - Can be No Bid	Contract Compliance overseen by Manager who has Concessions, Real Estate, Leases	
	Public Service Lease Bid		Must be Biddable					
	Concession Contracts for Lodging Management	8	\$ 31,600,000.00	\$ 980,000.00		Typically five to ten years		
Concession Contracts for Construction and Operation					Based upon the amortization and return requirements of the capital investments. If under federal lease, typically the federal lease limits the term.			
Michigan State Parks	Concession Agreements	60	\$ 6,894,923.00	\$ 804,891.00	Varies by Land Use and Revenue. Can be a combination of Base Fee and Percentage or Just Base Fee. Beach Stores & Retail 5 to 10%. Mobile Food Vending 12 to 15%. Equestrian Activities 3 to 6%. Retail Stores 5 to 10%. Rentals 10 to 15%. To date have not involved financial analysis have relied on past history. Looking to identify improved method.	Policies require every 7 years bids.	Simplest way to experiment for contracts is through a "Use Permit" .This is used when a party approaches and the Agency is willing to experiment. Typically charge a percentage fee. Have established statue, policy and procedures for concession contracting and oversight. Have established tools for contract oversight and compliance. Concession Manager is responsible for contract compliance oversight but is gaining a partial assistant to assist. Day to Day oversight is the responsibility of the site manager.	Committed to creating established concessions policy and procedures and tools for managing program.
	Lease Agreements	N/A	N/A	N/A		Term up to 25 years		
Missouri State Parks	Concession Agreements	14	\$14 M +/-	\$1.5 M +/-	% varies based upon type of operation and volume of business. Some flat fees on smaller contracts	Minimum of two years, most ten years, two 20 years	Contract Compliance and RFP Development Overseen by Concession Manager. Compliance Tracking Documents and Revenue and Use Tracking of Documents Standardized. Has a Separate Concession Page on Web	Even for Smaller Volume contracts -e.g. Gross Less than \$200K offer up ten year contract terms.
	Management Agreements	1	N/A	N/A	Fixed Base Plus Management Fee Required	5 years		

System	Types of Contracts	# of Contracts	Gross Revenue	Concession Fees	Method of Setting Fees	Terms	Contracting and Oversight Insights	Take Always for FPDCC
National Park Service	Commercial Use Authorization (Incidental and In Park) Cannot Exceed \$25k Annually in Sales	5600 +/-	1.3 B +/-	\$2.1 M in Cost Recovery Charges	Fees set by Park. Statute states must be sufficient to manage oversight of the program as well as resource mgmt. impact of program.	Up to 2 years	Application by market for CUA to NPS. Managed and Overseen by Park Unit Concession Staff, Annual Compliance Reporting and No Inspection.	Simple Process for Approved Use with Set Dollar Cap
	Category I Contracts (Involve operating in government facilities and real property investments)	500 +/-		\$85 M of Concession Fees (2014) plus \$8.4 M for Concession Improvement Accounts or Building Maintenance	Fees set through comprehensive market, financial and investment analysis.	Typically ten year base. Authority Permits to 20 years	Commercial Use must be part of General Management Plan. Prospectus Development Process Involves Market, Financial and Investment Analysis and terminates with Concession Fee and Maintenance Reserve. Oversight done by Concession Staff at each Unit based upon Policies and Procedures for Reporting, Evaluation and Annual Compliance	Larger contracts which gross over \$3 Million involve external parties supporting the agency in developing RFP. Extensive Policies and Procedures for Oversight. Annual Reporting is Standardized for both Small and Large Contracts based upon NPS format of reporting. Web Page provides insight to concessioners about how the program works and upcoming concessions.
	Category II Contracts (involve operating in government facilities but no real property investments)							
	Category III Contracts (involve no infrastructure responsibilities)							
US Forest Service	Outfitter and Guide Permits	8000	N/A	\$10M +/-	Outfitter and Guide Schedule for Costs of Client Day Fee from \$8.00 to \$400.00 . Client Day Charge Relates to Client Day Fee: (e.g. If Client Day Charge is \$35 to \$50.00 then Fee to Govt. is \$1.30. If Fee is \$50.01 to \$75.00 Fee to Govt. is \$1.90).USFS FSH2709.11 Special Use Handbook Chapter 30 Fee Determination page 69	Up to 10 years for Priority Use Permits. Temporary Use Different Process	Outfitters and Guides can apply for a permit based upon established process. Permit review includes an evaluation on impact on the natural resources. If impact on Natural Resources then Terms and Conditions are applied and Permit is issued. Once permit is issued, oversight is minimal with exception of confirmation of contract compliance with insurance and reporting and typical some onsite inspection. Unit level (e.g. District staff) have oversight of permit.	Established concession fee based upon client charge.
	Granger Thye Permits (Use of Government Facilities - Campgrounds, ONLY)	260	N/A	\$675,000 +/-	Four methods provided. Fair Market Value, 30 Year T Bill, Financial Analysis or Historical Rate. Fees can be offset by work on facilities and grounds.	Five year base plus five unless investments over \$250,000 and another five years can be added.	GT permits are issued through an RFP process. Agency and external partners support the process. Compliance occurs through unit staff and focuses on operations and reporting.	Statement of Work typically involves a method for the operator to expand on basic standards for operations and maintenance.
Bureau of Land Management	Special Recreation Permits	127,856	N/A	\$ 5,423,397	\$100 Application Fee plus 3%. Deductions if cross other Federal Agency Lands	Ten Year Terms	SRP allow market to come to the Agency. Permit process is clear and concise. Rec Staff officers at Unit level ensure	Standardized format for Smaller Contract which allows the market to come to the Agency
	Leases	15	N/A	\$ 447,071	Lease Fee Plus Maintenance Reserve	Typically 30 to 40 years	Real Property Team oversees leases for compliance	N/A

Source: CHMGS and Respective Comparable Agencies

PROGRAMMATIC FINDINGS

Process for Setting Concession Fees

The comparable analysis indicated a range of strategies in the setting of concession fees depending on the size and complexity of agreements. In general, the fee setting methods varied based upon the amount of gross revenue, type of asset class (e.g. food and beverage vs. rental) and extent of personal property.

For lower gross revenue (\$250k) agreements that involve food and beverage operations or rentals, most entities are charging a percentage of revenue. If there was a prior agreement, and the public entity has knowledge of the revenue potential, they may create a base and a percentage fee whichever is higher to ensure a predictable revenue source. A large number of instructional or guide services contracts charge a per person fee or a percentage, whichever is greater. There was a direct relationship between the cost of the class and the amount of fee levied. As such, understanding the market rate for types of instructional classes offered is important. While not in the direct comparable set, the project team did do some research on charging for fitness classes. The idea of coming up with some general standards for smaller contracts fees could provide simplicity for FPDCC.

The comparable research did not inform the management fee setting since the focus was more on concession agreements. However, the project teams experience indicates that the practice of setting a base fee and a percentage is market acceptable. The size of the percentage fee relates directly to the gross revenue and the costs for the corporate services and expertise that the contract covers.

For those contracts that involve investment of significant real and personal property, most agencies invested in external expertise to assist them in structuring the deals and setting the fees. This would likely be necessary for contracts approaching \$750,000. The analysis may include full market, financial and investment analysis or other preliminary financial reasonableness tests. The Chicago Park District has an external third party establish their fees; Maricopa County used external advisors on some of their Use Management Agreements. Missouri State Park has used external advisors in setting their fee for a new lodge and restaurant concession. The National Park Service leverages external advisors on all concession contracts that gross over \$3 million dollars. The City of Los Angeles has internal management analysts that it leverages for its fee setting.

Contract/Agreement Term Length

A review of the comparable entities indicates that few offer short-term base contracts similar to the length of FPDCC. While Maricopa County offers a one-year base, it is on a ten-year contract opportunity, so the potential for a longer-term contract exists. Most comparable base contracts range from three to five years for most of the contracts. Additionally, while some entities offer one-year extensions, most offer two to five year extensions. Several other entities provide for “trial agreements” similar to FPDCC’s one year experimental contracts. However, once the contract has demonstrated performance, then the entity shifts it to a longer contract.

Management of Concessions

For most of the municipal entities, there was a Concession Manager responsible for the program oversight and contract compliance. Depending on the municipal field management model, (e.g. park manager or site manager) some day-to-day oversight occurred in the field. At the state level, typically the Concession Manager had other real estate or revenue responsibilities and some field

staff assisted with contract oversight. At the federal level, it was a combination of regional/national program and policy support, and local site manager oversight.

The project team asked all the comparable interviews about the frequency in which they engage with their concessionaires in a formal manner. Most indicated that the most frequent communication occurs between the concessionaire and the onsite manager. However, this is typically not regarding business issues. Several concession managers indicated that they do not believe they have a robust understanding of how their concessionaires are performing until their end of year inspections or annual revenue reporting. Many of the concession managers were intrigued with private sector industry best practices for management oversight on a more frequent basis. Many mentioned that due to the seasonality of the operations, if they were to attempt such oversight, quarterly meetings versus monthly meetings would be more likely. For entities that oversee the equivalent of a management contract, the oversight required is at a minimum monthly with weekly scan of performance. This is due to the fact that the public entity has ownership of the “cash flow” and hence this oversight needs to be more frequent.

Contract Compliance and Reporting

All comparable entities conducted annual contract compliance and most had annual inspections. Several of the comparable entities had multiple inspections. Typically these were focused prior to and immediately after the operating season. Approximately one third of the comparable entities had standard inspection forms.

All comparable systems had reporting and auditing requirements within their contract; however, the scope and scale of reporting varied. Most required annual financial statements and/or IRS tax returns. Several comparable entities had monthly revenue reporting, but only one had monthly financial statements. Several comparable entities required monthly operating statistics reporting. All concession contracts required annual certificates of insurance reporting. Most of the comparable entities used the reported data to confirm appropriate payment of contract fees. None of the entities was using the reported data for monthly or quarterly management oversight.

RFP Development and Concessioner Outreach

Typically, all comparable entities leveraged the expertise of their procurement department in the issuance and management of RFP's and in some cases gained support of legal and finance on key contract issues. Most had standard contracts that they used, and the scope of work varied by land use. Some entities had operating and maintenance plan elements built into their contract scope of work, and others issued them as supporting documents.

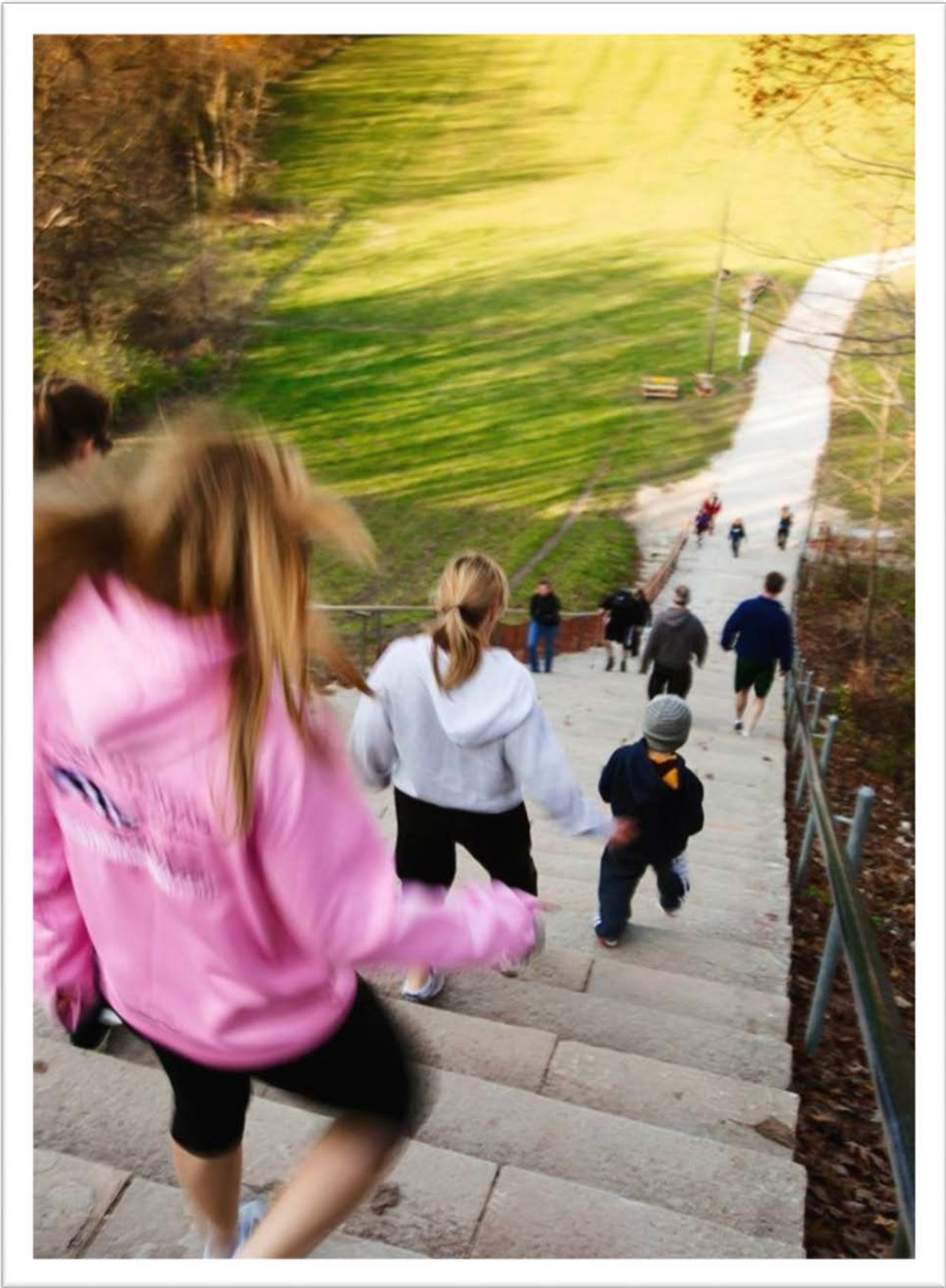
About one third of the comparable entities had a specific Concession webpage that provided a way for the business community to understand concessions from a private sector vs. public sector focus (e.g. procurement page). The City of Los Angeles, the Chicago Park District and several states provided an overview of size and scope of program, standard contract forms and agreements and ways for the concessioner to follow future opportunities. They then indicated where and how formal procurement processes work.

Concession Policy and Procedures

While all comparable entities have a legal basis for their existence, only about half have established policies and procedures and standard tools for guiding their programs. Many indicated that they made decisions on commitments to this issue based upon the size and scope of the program. The tradeoff was “should we rely on the expertise of our staff to simply use their own best practices or do we invest in standardizing the process”. The larger the program, the more likely that the investment was made in establishing formal policies and procedures.

SUMMARY

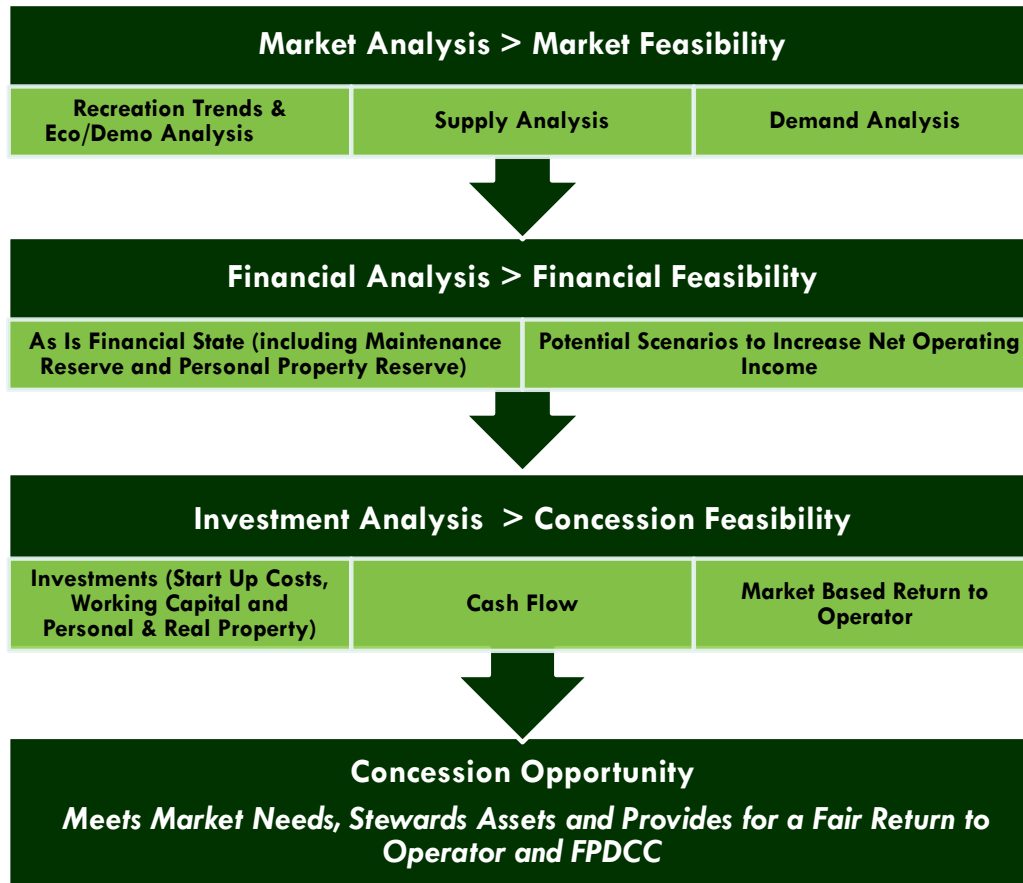
Fifteen comparable agencies were interviewed about their concession program. This included local Forest Preserves, other municipal park agencies, state parks and federal agencies with concession/permit programs. Most of the comparable agencies indicated that concessions remain a challenging part of their visitor service delivery system. Most professionals responsible for concessions indicated that they were not spending the time necessary to ensure that the program is running as effectively as they would prefer. All recognized that there were probably additional opportunities to improve the way they were managing their programs. Most public agencies with concessions programs create different strategies for managing smaller vs. large contracts as well as contracts that involve agency real property. The setting of concession fees included in some cases base fees and/or percentage fee or combination of both. Larger concessions (grossing over \$500,000) typically had additional financial and investment analysis contemplated in the establishment of the concession fees. The base contract terms for most of the comparable contracts were three to five years. Several of the comparable agencies had specific web sites for educating and promoting their concession programs. These sites were separate from the public agencies procurement sites but linked back to the procurement sites when and RFP was issued. All of the state and federal concession programs have established policies and procedures guiding their programs. Approximately half of the municipal programs had established policies and procedures. Several interviews identified that if they had the staffing and capital budgets they would likely self-operate some of the more traditional concession offerings (e.g. camping, retail, etc.). However, they would likely continue to leave the more complex, specialty services and high cost activities (e.g. guide services and food and beverage) to the private sector market.



J. CONCESSION ANALYSIS FRAMEWORK

Identifying new opportunities for concessions involves several analytical steps. The framework for outlined in the exhibit below forms the basis for our project team’s decisions. An explanation of the processes involved in each of the phases of analysis follows in the paragraphs below.

Exhibit 21 - Concession Analysis Framework



Source: CHMGS

MARKET ANALYSIS

This phase of analysis involves a synthesis of the following areas to identify if there is a market opportunity for a recreational activity or service.

- **Recreation and Leisure Trend Analysis:** A review and synthesis of the local, state and national recreation trends such as those outlined in Section E. These trends identify how users evaluate the current recreational services and note recreational services that are emerging or declining. The leisure trend research identifies competition for recreational services and

profiles emerging opportunities for consideration. Several of the recreation and leisure trends identified activities that would not typically occur in a Forest Preserve. However, the project team proceeded with an expansive interpretation of potential recreational activities for the trend analysis.

- **Economic/Demographic and Psychographic Profile of Users:** In addition to income and ethnicity as indicators of a user group's propensity to recreate, emerging research focuses on psychographic indicators. Section D of this report provided an overview of profile of the communities surrounding the Forest Preserve. This included population density and ethnic and income profile. In Section J, the project team will also provide additional information regarding the psychographic profile of the user market. Psychographic segmentation combines people's lifestyle, their activities, interests as well as opinions and consumer buying behavior to define a market segment. The project team used Esri's "Tapestry" data to provide an overview of users by location. The project team's market analysis therefore includes the use of Esri's "Tapestry" data. Each existing concession location and the twelve priority Gateway locations had an Esri "Tapestry" report run for a 30 and 60-minute driving range from the location. The findings of these Tapestry reports framed our market opportunity decisions. The Tapestry methodology corresponding reports are in Appendix.
- **Supply Analysis:** Supply analysis identifies the positioning of the current inventory of recreational assets within the competitive market for services. This involves understanding the quantity, quality and market price point of the FPDCC recreational assets managed by third parties. Following this, an identification of the competitive providers of similar assets and their attributes occurs. This provides for an understanding if the FPDCC recreational facilities are continuing to meet the market needs and if there are opportunities to change the size and/or scope of recreational facilities. The findings of this analysis are in Section J below.
- **Demand Analysis:** The purpose of demand analysis is to ascertain how the current recreational asset base is performing. This includes if usage trends are increasing, decreasing or stable. If the recreational asset base is at capacity, there are opportunities for expansion. If the recreational asset is experience decreasing demand trends it is an indication that market positioning may need to be changed. Within each existing concession, the project team captured existing demand use where available. Also evaluated was population density in the market, and existing permit use in the preserve.

If the market supply and demand fundamentals indicate adequate market support for an activity, the analysis proceeds to financial analysis. Conversely, if there does not appear to be adequate market support (e.g. declining demand trends, over supply of facilities, etc.) facility alternation could occur requiring proceeding to financial analysis. If the use no longer is meeting the market need, closure is an option.

FINANCIAL ANALYSIS

The financial analysis requires both an understanding of the current operating position as well as how that position would alter if changes to the operation occur. There are two analysis steps in this process.

- **As Is Financial Position:** This analysis identifies the current profit or loss of an existing operation based upon the agreements terms and conditions. Typically, this data would exist over a three to five year historical period to identify trends in revenue and expenses. Currently, most agreements have language regarding financial reporting. However, as part of this engagement the project team was not able to gather comprehensive financials from all operators. This is due to some agreements not requiring financials as well as gaps in data collected. As such, historical financial information was not available for all operations. This creates challenges in evaluating future financial feasibility for expansion of operations since a historical trend line does not exist. However, available data provides insight as to the current fiscal position of the operators.
 - **Maintenance Reserve:** Within the “As Is” Financial position, it is critical that there is an understanding of what it takes to steward concession assets over the agreements term. A best practice in concession deal structuring is the inclusion of a suitable maintenance reserve to address this issue.

A maintenance reserve covers the amount of money needed to address major repairs or the replacement / rebuilding of major facility components. Component Renewal/Replacement examples include the replacement of roofs; electrical distribution systems; heating and cooling systems; pavement replacement for roads, parking lots and walkways; and the rehabilitation of windows and/or replacement of windows and doors. Component Renewal/Replacement includes the deconstruction of the existing Component and Replacement with a new Component of equal capability and performance. These actions recur on a periodic cycle of greater than seven years.
 - A Facility Condition Assessment provides for the estimation of a maintenance reserve. In 2012, FPDCC conducted comprehensive facility condition assessments. The project team reviewed these studies and identified the annual maintenance reserve required as well as the current deferred maintenance needs for FPDCC concession assets. The project team included the maintenance reserve as part of the “As Is” financial position to ascertain what impact it had on the fiscal position of the operators.
 - For those concession contracts that include real property assets, the FPDDC should work with the Planning and Development department to identify if having the Concessioner undertake some of the real property stewardship would provide for adequate stewardship and could be accomplished in an efficient manner. If this is the case, then as new agreements are developed, PRC should discuss with Planning and Development the amount of fee that should be allocated for Maintenance Reserve vs. Concession Fee. Both are returns to FPDCC and should be measured fiscally as such. However, one return is to the asset and the other is to the fiscal account.
- **Potential Financial Position:** This analysis typically involves creating scenarios for additions or changes to operations. It is what an operator would do as they considered changes to their operation to propose to the FPDCC. Due to the lack of historical financial trend data, this analysis was unable to be completed.

If a concession operation has financial feasibility, (e.g., it provides for positive net operating income) then the opportunity exists for there to be an evaluation of whether investments can be made to sustain or expand the existing business and whether these investments can provide a market based return to the operator such that a concession contract can be viable. If there is no financial feasibility, operations operate through internal resources (e.g. self-operation) and/or considered for a management contract. In this case, the role of investment analysis becomes a secondary priority.

INVESTMENT ANALYSIS

- **Investment Requirements:** Investment requirements are involved in several phases of a concession operation. It begins with the startup costs for an operation that include working capital as well as investments in supplies, equipment and personal property needed to operate a business. These startup costs and any carrying costs of these is part of an operators return.

Other investments could include “curing” any deferred maintenance that exists but FPDCC cannot fund. Deferred maintenance refers to expenditures for repairs not accomplished as a part of normal maintenance or capital repair, which have accumulated to the point that facility deterioration is evident and could impair the proper functioning of the facility. Costs estimated for deferred maintenance projects should include compliance with applicable codes, even if such compliance requires expenditures beyond those essential to affect the needed repairs. Deferred maintenance projects represent catch up expenses. To date, while there is signification-deferred maintenance at many concession operations, the operator is not covering these costs and funding from FPDCC is a function of available CIP funds. While this lack of funds for deferred maintenance is a short-term reality, it has a long-term impact on an operator’s financial sustainability and consequently FPDCC visitor services (e.g., if facilities fail, operations cannot continue).

Investments also may exist for new or alterations to existing operations in the form of real or personal property improvements. Operators seek a market based return on their investments (“ROI) over the course of their term. The larger the investment the longer period needed for a return. Conversely, the smaller the investment the shorter period needed for a return. Therefore, understanding the scope and scale of investments in new and altered concessions is an essential element of future contract structuring. ROI analysis on each opportunity is not included in this scope of work.

- **Return on Investment Requirements:** Return on investment requirements vary based upon the owner’s objectives and ownership structures. The form of a return for a sole proprietor varies from that of a privately held company such as Billy Casper Golf, LLC. Therefore, it is critical that each agreement’s financial attributes be understood and evaluated using similar processes but understanding how the return is measured may vary.

In the case of larger concession operations the project team measures the return by evaluation of an unlevered after tax return cash flows compared against the investment requirements of each deal. Unlevered means without evaluation of a concessioner’s debt structure that may be used for leveraging equity. Various debt structures impact returns and without knowing each individuals debt mechanisms, the CHMGS team normalizes its analysis by using unlevered cash flows. After tax cash flows are used since available cash to put against IRR is impacted by the tax rate that exists for each entity. The Internal Rate of Return (ROI) considers the risks

associated with the asset class (e.g. golf vs. equestrian, etc.) and the operating environment. Additionally, a portion of the management fee is part of the return calculation. For smaller concession operations, returns can be a combination of management salaries plus a return on operations.

Overall, the key issue considered for a concession agreement is that if there is not an adequate market based return available for a concession operator, they will either decide it is not suitable for them to continue to operate and/or potentially change the way they operate (e.g., change services, alter quality or lower costs) to yield their desired returns. As such, understanding if operators have an opportunity to achieve a market based return prior to them commencing operations is a critical part of structuring a concession agreement.

This level of analysis is not necessary for very small operations where it is likely that the entity is operating at multiple locations (e.g. fitness programs, mobile food service) and the return expectation is measured across an entities full business operation.

- **Term of Agreement:** The term of an agreement affects an operators risk and hence their return expectations. As such, the term of the agreement needs to be set to factor in risks first to the operator vs. FPDCC. This includes both base as well as option year contracts. Option year contracts issued on an annual vs. fixed year basis, increases risk for operators as well. Developing suitable terms to address risk factors is an essential part of deal structuring.

FEE SETTING

- **Three Returns (Asset+Operator+Agency):** Each concession deal structure recognizes three returns in order for a sound concession agreement to exist. A proper estimating of two of these returns results in the final return to the public agency (e.g. FPDCC).

The first return needs to be to the asset in the form of a maintenance reserve, personal property reserve and or capital fund. The “asset” can be the real property the operation is located in or operated on (e.g. golf course, landscape) or the personal property needed to run the operation. Poorly maintained facilities, grounds and or personal property results in dissatisfied visitors and in the end unsustainable concession operations. The way that assets are stewarded involves ensuring that deferred maintenance is addressed and an adequate maintenance reserve and/or capital fee is developed.

The second return is in the form of a market acceptable return to the operator on their invested capital. This is measured through an unlevered after tax return on the invested capital (e.g., startup costs and all other appropriate investments) to create the business opportunity. As stated previously for smaller operations, the return can include owner salary payments.

After addressing these two returns, the remaining return goes to FPDCC in the form of a concession fee. This may seem counter intuitive. Why does the FPDCC receive the last return component? It is because if the first two returns are not in place and adequate, there are overall risks to sustained high quality visitor service at the concession operation and ultimately, the concession fee as well.

SUMMARY

Determining the “benefits” to the FPDCC from concession opportunity is a multifaceted process that includes market, financial and investment feasibility. Only when the business opportunity can pass successfully through each of these feasibility tests is it a viable candidate for a concession. The determination of an appropriate concession fee for each business opportunity requires that each business opportunity proceed through the concession analysis framework. The level of analysis varies based upon the scope and scale of the opportunity. The Concession Master Plan provides insight to the elements that are included in each phase of the analysis framework.



K. CONCESSION OPPORTUNITY ANALYSIS

The future opportunities for concession operations result when the supply and demand of facilities identifies market opportunities for expansion or addition of new facilities. The following section provides details on the existing concession operations and their opportunities for expansion as well as new concession areas for consideration within the Gateway Areas. The format of this section is as follows:

- **Recreation Land Use:** Defining the current scope of operations of existing concession and/or nature of proposed operation.
- **Current Demand Trend:** Identifying the most recent three years demand trends for existing concession operations or the national recreation trends if available.
- **Competitive Market:** Identifying the current competitive market for the existing or proposed facility.
- **Facility Condition:** Identifying the current condition of the asset in relation to Deferred Maintenance and the annual facility replacement needs costs. The facility condition charts are developed based upon Facility Condition Assessments completed by the Planning Department in 2012. These documents outline the size of the facility, their Current Replacement Value (CRV) (e.g. what it would take to replace the building new); the average renewal costs (e.g. what the annual costs are to replace the major building component parts) and the deferred maintenance (e.g. elements that are broken and in need of repair). This data provides a snap shot as to the quality and condition of the asset and its costs for facility stewardship. Also it identifies if the facility would likely need replacement if the deferred maintenance represents a large percentage of the CRV.
- **Tapestry Market Profile (e.g. Psychographic Profile):** These reports were evaluated in developing the market for the existing and proposed operations. These market profiles are provided in the Appendix and illustrate the Esri Tapestry Market profile for the 30-minute drive time from the existing and proposed facilities. Data includes both 30-minute and 60-minute drive times; however, the 30-minute drive time was selected for analysis based on customer visitation patterns to the preserves.

Esri's Tapestry's provides a geodemographic segmentation system that integrates consumer traits with residential characteristics to identify markets and classify US neighborhoods. Tapestry Segmentation combines the "who" of lifestyle demography with the "where" of local geography to create a classification model with 67 distinct, behavioral market segments.

Tapestry profiles enable the comparison of consumer markets across the country for any area—user-defined or standard, including states, metropolitan areas, counties, and places. Tapestry Segments are classified into 14 LifeMode groups. LifeMode groups represent markets that share a common experience—born in the same generation or immigration from another country—or a significant demographic trait, like affluence.

Esri Tapestry's data sources include Census 2010; the American Community Survey; Esri's demographic updates; Experian's Consumer View database; and consumer surveys, such as the Survey of the American Consumer from GfK MRI, to capture the subtlety and vibrancy of the US marketplace.

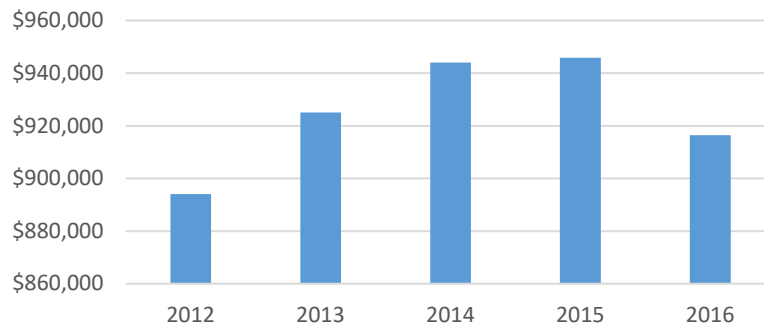
- **Preliminary Financial and Investment Analysis:** This section provides preliminary demand and financial analysis for a market supportable business opportunity. Following this is a high-level investment cost estimate based upon information available from on line or in house data sources. Note in some cases, the project team used data generated as part of the Recreation Master Plan for the estimates. Since this project did not include any architects or planners, the cost estimates are very preliminary. For those concession activities grossing over \$500,000, additional financial and investment analysis is required.

EQUESTRIAN

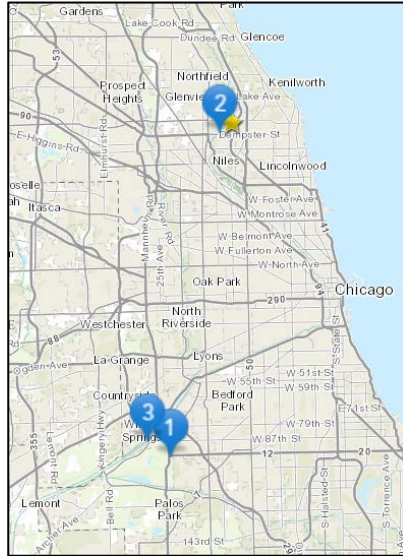
Glen Grove Equine Sports is an equestrian facility located in Morton Grove and currently holds a Concession Agreement. The facility specializes in hunter/jumper lessons, boarding, training and horse shows. The facility currently has 58 horses, although the facility can hold up to 90 horses. Seasonally, Glen Grove offers pony rides for younger children, summer camps and horsemanship classes. The concessionaire also operates a gift shop to sell horse related merchandise.

Demand

Equestrian Revenue



Competitive Market



# on Map	Location
1	Memory Lane
2	Freedom Woods
3	Double J Riding Club

Glen Grove Equine Sports is one of the last lesson and boarding facilities within a 30 to 40-mile radius of the North Shore of Chicago. Freedom Woods, located five minutes away from Glen Grove, caters to primarily show horse clientele. In order for Glen Grove to meet the lesson demand, the project team supports an additional indoor riding arena at the facility.

Current Facility

Recreation Type	Site Description	SQ FT	Current Replacement Value	Average Annual Renewal Cost per Square Foot	Average Annual Renewal Cost	Deferred Maintenance
Equestrian						
Glen Grove Equestrian Center						
	Glen Grove EC-Complex	37,958	\$7,036,000	\$2.29	\$86,924	\$1,994,518
	Glen Grove Equestrian Center and Infrastructure		N/A			
	Total CRV Glen Grove Equestrian Center		\$7,036,000	\$2.29	\$86,924	\$86,924

Preliminary Investment and Revenue

Based upon existing demand trends, current market supply, tapestry segment and discussions with the current operator, it appears there is a market opportunity to provide additional indoor arena space at this location. The most practical opportunity is to expand lessons with an existing outdoor arena converted to a clear span covered indoor riding arena. This enclosed space provides for expansion of private and group lessons and potential for therapeutic riding and kids camps. Current lesson income equates to approximately \$500,000 and with the addition, it would be reasonable to assume a minimum of 25 to 35 percent of additional lesson program could occur. The project team reviewed publicly available data to generate the cost estimates for the indoor covered arena.

FPDCC could consider this a strategy to grow revenue but also to begin to generate a maintenance reserve to provide for additional stewardship of this asset. Additionally, return on investment analysis would need to be done to estimate what term length would be needed to provide the operator a fair and equitable return on investment as well as a fair return to FPDCC for the opportunity provided. The current agreement, with options, only provides seven years and this likely may not provide a suitable return term. Additionally, based upon the role that this operation plays in contribution to concession fees for the program, it is highly recommended that FPDCC consider in its capital planning a focus on reducing the deferred maintenance at this location.

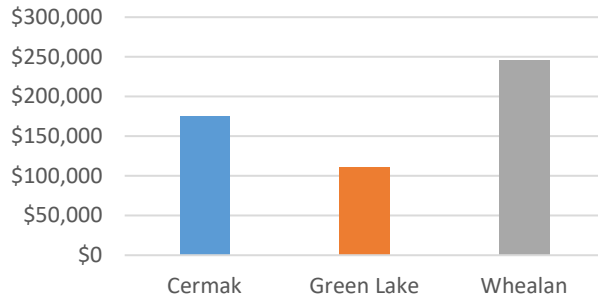
Proposed Additions	Estimated Investments	Annual Revenue Opportunity
	<p>\$400,000</p>	<p>\$159,000</p>

AQUATICS

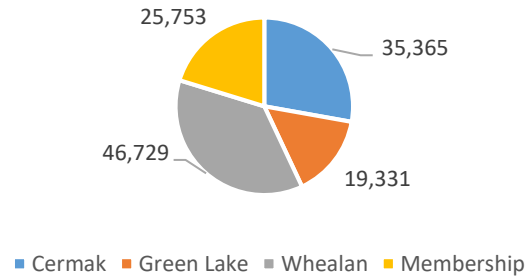
Swim Chicago Southland currently holds a management agreement with FPDCC for three aquatic centers throughout the county. The three aquatic centers: Cermak, Green Lake, and Whealan offer swim schools, aquatic fitness programs, and water rehabilitation/physical therapy. Each facility has a mix of lanes and water activities such as dumping buckets, splash areas, and slides.

2016 Demand

Aquatic Revenue



Aquatic Attendance



Aquatic Centers	Population within 30 minute radius
Whealan Pool Aquatic Center	2,146,157
Cermak Family Aquatic Center	1,895,841
Green Lake Aquatic Center	1,306,438

Competitive Market



# on Map	Location
1	Devonshire Aquatic Center
2	Skokie Water Playground
3	Atcher Island
4	Bock Pool
5	The Water Works
6	Garfield Park Pool

Facility Condition

Recreation Type	Site Description	SQ FT	Current Replacement Value	Average Annual Renewal Cost per Square Foot	Average Annual Renewal Cost	Deferred Maintenance
Aquatics						
Whealan Pool Aquatic Center						
	Whealan Pool AC-bath/Watch Res	18,018	\$6,425,000	\$5.04	\$90,811	\$1,588,604
	Whealan Pool AC-Concession					\$108,844
	Whealan Pool Aquatic Center and Infrastructure		N/A			
	Total CRV Whealan Pool Aquatic Center		\$6,425,000	\$5.04	\$90,811	\$1,697,448
Cermak Family Aquatic Center						
	Cermak Family AC	8,216	\$2,930,000	\$5.39	\$44,284	\$9,521
	Cermak Family Aquatic Center and Infrastructure		N/A			
	Total CRV Cermak Family Aquatic Center		\$2,930,000	\$5.39	\$44,284	\$44,284
Green Lake Family Aquatic Center						
	Green Lake Family AC	5,077	\$1,810,000	\$3.57	\$18,125	\$89,685
	Green Lake Family Aquatic Center and Infrastructure		N/A			
	Total CRV Green Lake Family Aquatic Center		\$1,810,000	\$3.57	\$18,125	\$18,125

Preliminary Investment and Revenue

Whealan

Based upon existing demand trends, current market supply, tapestry segment and discussions with the current operator, it appears there is a market opportunity to provide evening rentals, cabana rentals, additional programming, and enhanced F&B options at this aquatic location. The tapestry indicates that the surrounding demographic is affluent and has disposable income to spend on rental options.

Cermak

Cermak's ideal location in Cermak Woods provides the facility with access to space and a neighboring bike path. The project team is of the opinion there is an opportunity to open the window of the concessions building to the bike path to cater to visitors outside of the swimming area. In addition, due to the demand and tapestry demographics of the area, Cermak has the opportunity to expand in cabana and evening rentals.

Green Lake

Green Lake currently has the lowest numbers for admission, concessions, and programming; however, it has the highest revenue in rentals due to a high volume of party rentals. This aquatic centers proximity to Camp Shabonna Woods allows opportunities to collaborate with the campground to provide access to the campers. The project team is of the opinion the biggest opportunity for this location is enhancing beginner swim lessons to create additional programming revenue. This was confirmed through discussions with the Swim Chicago.

Although Whealan has the largest potential market opportunity, the deferred maintenance at the site far outweighs the maintenance backlog at Cermak and Green Lake combined. It is important for FPDCC to evaluate creating a maintenance reserve at all the locations with the additional revenue to provide for improved stewardship of the building. If not a maintenance reserve, working collaboratively with Swim Chicago and the Planning and Development department to ensure that the capital needs of these locations are addressed through the capital budgeting process. Also, if these locations are considered in the future for concession contracts, then a maintenance reserve should be the first return considered.

One of the Pool Locations

Additionally, aquatic facilities retain their attractiveness to the market by adding and/or renovating features on a regular basis. As such, the project team is of the opinion that there is a market opportunity for one of the pool locations to consider adding an additional aquatic amenity. While this may not be considered aligned with the Mission of FPDCC, there is a market opportunity. Absent understanding land planning issues the project team cannot recommend what location would be most suitable. Additionally, FPDCC would need to commit to aquatic expansion as suitable within their core mission. Aquatic facilities are highly attractive in the summer months and as such, providing the largest number of amenities and opportunities provides the greatest opportunity to grow revenue and potentially reduce operating losses. Below the Proposed Addition section, the project team has provided illustrations of items that have been included in other state or municipal park aquatic facilities.

Proposed Additions

	<p>Cabana Rentals</p> <p>Features include covered shade, lounge chairs, table chairs, storage chest, and a picnic table. Rates include admission fee for guests.</p> <p><i>Regular Cabanas</i></p> <ul style="list-style-type: none"> • Accommodates up to 6 guests • Proposed Rates: Mon – Thur \$75; Fri – Sun \$110 <p><i>Large Cabanas</i></p> <ul style="list-style-type: none"> • Accommodates up to 12 guests • Proposed Rates: Mon – Thurs. \$105; Fri – Sun \$150
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Water Park Enhanced Features

<p>Speed Slide</p>	<p>Water Coaster</p>

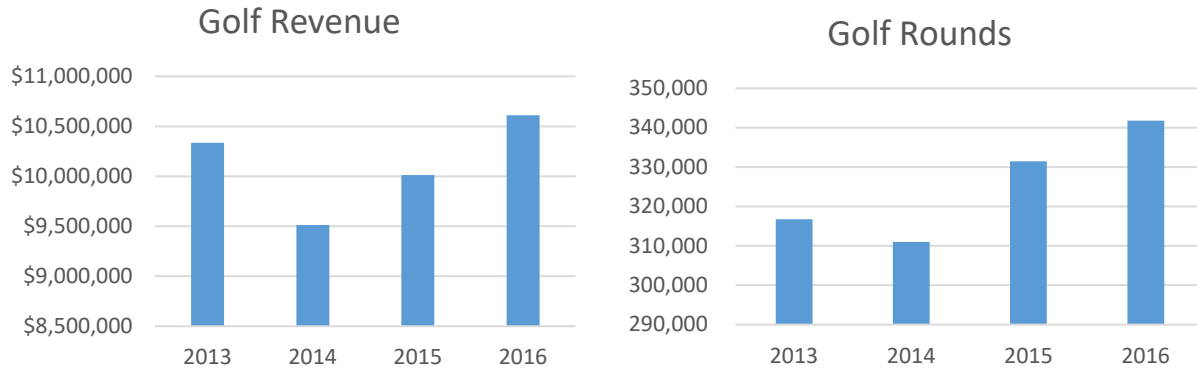


Proposed Additions	Estimated Investments	Annual Revenue Opportunity
Concession F&B	TBD Planning	\$10,400
Evening Rental (Party Rental, After Hours)	Expense Only	\$8,500
Cabana Rentals (Umbrellas, Chairs, Picnic Area)	\$30,000	\$135,000
Programming	Expense Only	\$4,000
Admissions		\$4,300
Total		\$162,200
Potential Additional Investments		
Flo Rider	\$500,000 to \$750,000 depending on size and pump systems.	Scope and Scale would need to be confirmed.
Aquatic Slides	\$125,000 to \$250,000 depending on size and pump systems.	

GOLF

Billy Casper Golf currently holds a Facilities Management Agreement with FPDCC to operate the ten golf course facilities, two driving ranges connected to golf courses and two freestanding driving ranges. In addition to the golf courses and driving ranges, the facilities include pro-shops, concession buildings that offer food and beverage services, equipment sheds, and an on-site resident apartment/house. Billy Casper Golf has the exclusive right to manage, operate, and maintain the facilities listed above.

Demand



Demand and Competitive Market

Course	Holes	Practice Area	Driving Range	Mini Golf	Proximate Golf Practice Facility	Tapestry	Population
Highland Woods	18					1AE	1,391,642
Highland Woods Driving Range	18					1AE	1,391,642
Harry Semrow Driving Range	N/A					1AE	1,505,753
Chick Evans	18					3 UI	1,461,420
Billy Caldwell	9					3 UI	2,059,016
Edgebrook	18					3 UI	2,076,537
Indian Boundary	18					2 UA	1,867,121
Meadowlark	9					2 UA	1,772,807
Joe Lewis	18					12 HT	1,491,359
Burnham Woods	18					12 HT	1,051,731
River Oaks	18					12 HT	1,482,985
George Dunne	18					12 HT	1,269,238
George Dunne Driving Range	18					12 HT	1,269,238

The competitive market for golf consists of an extensive supply of 9 and 18 holes golf courses both public and private throughout Cook County. In addition, there are a large number of commercial golf complexes in the immediate vicinity of the FDPCC Golf Course Driving Range facilities. The Concession Master Plan did not undertake in-depth analysis on the golf course portfolio based upon FPDCC plans for future analysis anticipated in a Golf Course Study. However, as part of this preliminary analysis, the project team did identify the market attributes of each golf course as well as profile available information regarding the real property improvements that evaluated as part of the Facility Condition Assessments. Course condition assessments are not included within the Facility Condition Assessments and the project team recommends that FPDCC gain a full understanding from the current concessioner as to any significant course condition issues that are challenges for long-term sustainability of the golf courses.

The preliminary analysis of the golf course concessions portfolio and comparable and competitive analysis indicates that there is likely an oversupply of golf course in the local market. A review of the financials of the golf course portfolio as outlined below identifies that there are clearly some golf courses that contributed significantly to the overall revenue potential of the portfolio but there are others that are not yielding a high contribution to operating profit. As such, these courses should have a focus during the future analysis for areas of addition of amenities and or adaptive reuse.

Course	Holes	Practice Area	Driving Range	Mini Golf	Proximate Golf Practice Facility	Contribution to Revenue	Contribution to NOI
Highland Woods	18					18%	21%
Highland Woods Driving Range	18					N/A	N/A
Harry Semrow Driving Range	N/A					2%	2%
Chick Evans	18					11%	13%
Billy Caldwell	9					7%	6%
Edgebrook	18					5%	4%
Indian Boundary	18					16%	20%
Meadowlark	9					7%	9%
Joe Lewis	18					5%	3%
Burnham Woods	18					3%	1%
River Oaks	18					4%	0.1%
George Dunne	18					22%	21%
George Dunne Driving Range	18					N/A	N/A

Facility Condition

Recreation Type	Site Description	SQ FT	Current Replacement Value	Average Annual Renewal Cost per Square Foot	Average Annual Renewal Cost	Deferred Maintenance
Golf						
Bill Caldwell Golf Course						
	Billy Caldwell GC-OIL storage shed					\$17,880
	Billy Caldwell Residence/Garage	5,617	\$1,862,000	\$3.46	\$19,435	\$452,536
	Billy Caldwell GC-Starter/Concession					\$299,386
	Billy Caldwell GC-Conc/Halfway House					\$59,668
	Billy Caldwell GC-Pump Station/IRR/STRG					\$65,474
	Billy Caldwell Golf Course and Infrastructure		N/A			
	Total CRV Bill Caldwell Golf Course		\$1,862,000	\$3.46	\$19,435	\$877,064
Burnham Woods Golf Course						
	Burnham Woods GC-Caretaker Residence/Garage	5,247	\$1,757,000	\$4.23	\$22,195	\$606,851
	Burnham Woods GC-Concession					\$392,343
	Burnham Woods GC-Pump House					\$8,498
	Burnham Woods Golf Course and Infrastructure		N/A			
	Total CRV Burnham Woods Golf Course		\$1,757,000	\$4.23	\$22,195	\$1,007,692
Chick Evans Golf Course						
	Chick Evans GC-Service Building	4,411	\$1,439,000	\$2.81	\$12,395	\$322,835
	Chick Evans GC-Concession/Clubhouse					\$271,811
	Chick Evans Golf Course and Infrastructure		N/A			
	Total CRV Chick Evans Golf Course		\$1,439,000	\$2.81	\$12,395	\$594,646
Edgebrook Golf Course						
	Edgebrook GC-Pump House					\$51,213
	Edgebrook GC-Service Building					\$195,673
	Edgebrook GC-Oil Storage Shed					\$16,232
	Edgebrook GC-Caretaker Building					\$313,630
	Edgebrook GC-Starter Building	4,168	\$946,000	\$4.99	\$20,798	\$454,163
	Edgebrook GC-Concession/Halfway House					\$94,098
	Edgebrook Golf Course and Infrastructure		N/A			
	Total CRV Edgebrook Golf Course		\$946,000	\$4.99	\$20,798	\$1,125,009

Recreation Type	Site Description	SQ FT	Current Replacement Value	Average Annual Renewal Cost per Square Foot	Average Annual Renewal Cost	Deferred Maintenance
George Dunne Golf Course						
	George Dunne GC-Pump House					\$13,867
	George Dunne GC-Concession/Clubhouse	6,983	\$1,584,000	\$5.50	\$38,407	\$231,596
	George Dunne GC-Service Bldg/Caretaker	5,491	\$65,116	\$3.85	\$21,140	\$637,308
	George Dunne GC-Cold Storage Garage					\$141,520
	George Dunne GC-Driving Range Building					\$235,500
	George Dunne Golf Course and Infrastructure		N/A			
	Total CRV George Dunne Golf Course		\$1,649,116	\$9.35	\$59,547	\$1,245,924
Harry H Semrow Driving Range						
	Harry H Semrow Driving Range-Garage					\$138,817
	Harry H Semrow Driving Range					\$373,360
	Harry H Semrow Driving Range and Infrastructure		N/A			
	Total CRV Harry H Semrow Driving Range		\$0	\$0.00	\$0	\$512,177
Highland Woods Golf Course						
	Highland Woods Golf Course - Watchman Residence	5,806	\$1,894,000	\$3.67	\$21,308	\$529,760
	Highland Woods Golf Course - Concession/Starter Building	4,680	\$1,062,000	\$5.02	\$23,494	\$556,089
	Highland Woods Golf Course - Garage					\$141,984
	Highland Woods Golf Course - Driving Range Support					\$133,939
	Highland Woods Golf Course and Infrastructure		N/A			
	Total CRV Highland Woods Golf Course		\$2,956,000	\$9	\$44,802	\$1,361,772
Indian Bound Golf Course						
	Indian Bound GC-Starter Building					\$32,773
	Indian Bound GC-Clubhouse					\$328,592
	Indian Bound Golf Course and Infrastructure		N/A			
	Total CRV Indian Bound Golf Course		\$0	\$0.00	\$0	\$361,365

Recreation Type	Site Description	SQ FT	Current Replacement Value	Average Annual Renewal Cost per Square Foot	Average Annual Renewal Cost	Deferred Maintenance
Joe Louis Driving Range						
	Joe Louis DR-Concession					\$212,184
	Joe Louis Driving Range and Infrastructure		N/A			
	Total CRV Joe Louis Driving Range		\$0	\$0.00	\$0	\$212,184
Joe Louis Golf Course						
	Joe Louis GC-Service Building/Garage	7,498	\$1,834,000	\$3.34	\$25,043	\$453,538
	Joe Louis GC-Starter Building					\$61,108
	Joe Louis GC-Concession/Clubhouse					\$537,899
	Joe Louis GC-Pump House					\$125,318
	Joe Louis GC-Concession/Comfort Station					\$173,902
	Joe Louis GC-Pump House					\$67,773
	Joe Louis Golf Course and Infrastructure		N/A			
	Total CRV Joe Louis Golf Course		\$1,834,000	\$3.34	\$25,043	\$1,419,538
Meadowlark Golf Course						
	Meadowlark GC-Pump House					\$7,869
	Meadowlark GC-Concession					\$369,859
	Meadowlark GC-Caretaker Residence/Office/Garage	6,492	\$2,152,000	\$2.91	\$18,892	\$439,133
	Meadowlark Golf Course and Infrastructure		N/A			
	Total CRV Meadowlark Golf Course		\$2,152,000	\$2.91	\$18,892	\$816,861
River Oaks Golf Course						
	River Oaks GC-Concession/Caretaker Residence	6,767	\$1,535,000	\$4.25	\$28,760	\$419,972
	River Oaks GC-Service Building	7,483	\$1,914,000	\$2.86	\$21,401	\$623,962
	River Oaks GC-Pump House					\$24,488
	River Oaks GC-Starter Building					\$41,946
	River Oaks GC-Concession/Caretaker Residence					\$17,572
	River Oaks Golf Course and Infrastructure		N/A			
	Total CRV River Oaks Golf Course		\$3,449,000	\$7.11	\$50,161	\$1,127,940

Preliminary Investment and Revenue

No preliminary revenue analysis was completed for the golf course portfolio. However, provided below are ideas that could be considered for evaluation for future changes at some of the golf courses. They include an adaptive reuse of some of the golf course areas and also changes to golf course clubhouses to expand on integration of food service and entertainment for adults and families. The concept of “Community Based Leisure” facilities where leisure and food and beverage play a central role should be considered at one or more of the golf course properties within the future study.

Proposed Additions

	
<p>Bocce Ball</p>	<p>Indoor/Outdoor Shuffle Board and Bar</p>
	
<p>Family Center</p>	<p>Double Decker Driving Range</p>

WATER PLAYGROUND AND SWIMMING BEACH

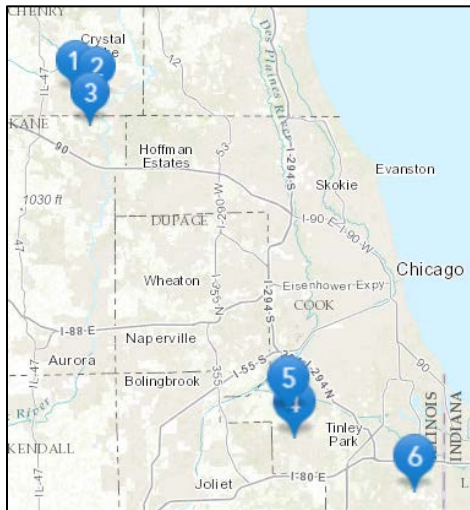
The FPDCC currently has four lakes where boat rental is available for watercraft activity. Additionally, other lakes and rivers are available for boating with individuals own watercraft. Although these lakes are used for boating and fishing, swimming has been restricted due to environmental hazards and drowning problems. In order for the lakes to be swimmable for water activities, significant investment by FPDCC would have to happen. This would likely include draining the lake, removing and reestablishing suitable aquatic vegetation and then refilling it. Additionally, the costs for maintaining the suitable water quality would be required.

If this was done, a likely location for this is Bullfrog Lake based upon the existence of the developed site and its inclusion of camping, parking and restrooms. The project team has developed its analysis for a Swimming Beach and Water Playground assuming this location.

Demand

Population within 30 minute radius
1,423,319

Competitive Market



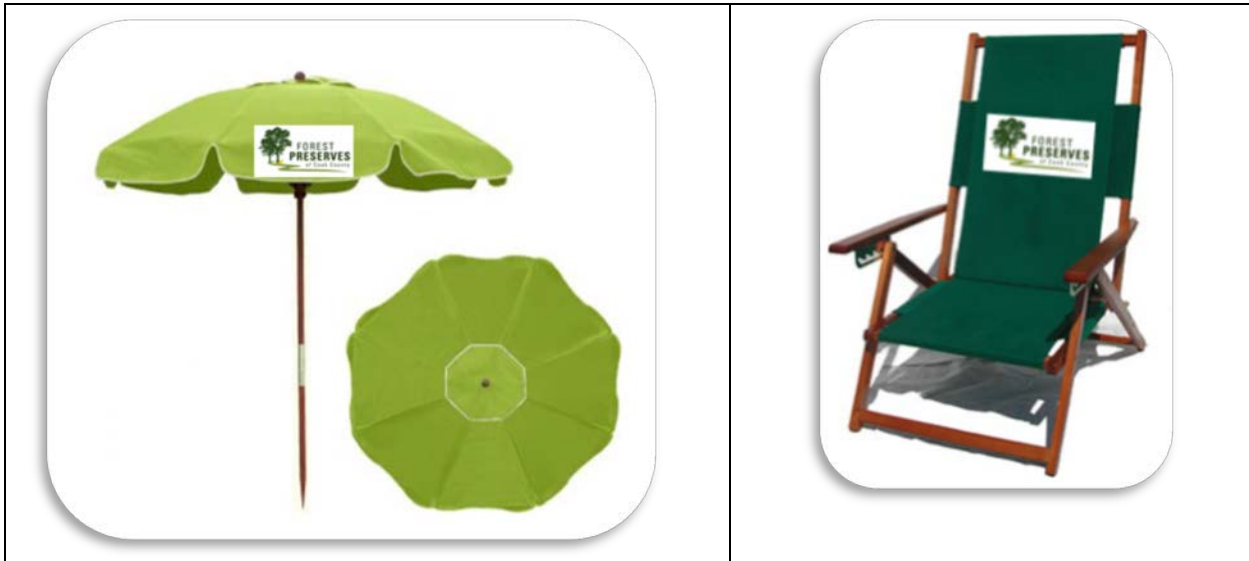
The competitive supply for a water playground and a swimming beach consists of swimmable lakes around the Cook County area.

# on Map	Location
1	Crystal Lake
2	Three Oaks Recreation Area
3	Lake in the Hills

Preliminary Investment and Revenue

Proposed Additions

With the creation of a swimming beach comes the opportunity to add beachfront and lake amenities. Rental of umbrellas and beach chairs are possible. Additionally, the existing retail location would likely have an opportunity to expand retail offerings. The recreation area would have an admission fee similar to that at the swimming pool. Once the area is established, there is an opportunity to add an inflatable water playground that provides for an additional amenity that would have a separate charge. The inflatable amenity would require separate lifeguards and access. This type of amenity has been successful at Michigan State Parks and Nebraska State Parks in their new Adventure Parks.



Logo Umbrella Rental

Logo Beach Chair Rental



Floating Water Playground

Proposed Additions	Investments	Admissions Rate	Annual Revenue Opportunity
Swimming Beach		\$5	\$70,000
Logo Beach Chair and Umbrella Rentals	\$1,200	\$10 to \$15 for day	\$10,500
Water Playground	\$80,000	\$10 to \$12	\$151,200
Total			\$231,700

Interviews with the operator and CEP have indicated many enquiries regarding whether swimming is possible at Camp Bullfrog. A swimmable beach area at Bullfrog Lake would not only drive admission revenue from the beach, but also midweek occupancy and rate at Camp Bullfrog. The project team estimates a ten percent increase in rates for all campsites with the campsites closest to the water selling at a premium. In addition to a swim beach, the market supports a water playground at the location. If not a water playground, the lake would allow for rentals of SUP, paddleboats, kayaks, and other water flotation devices. On the beach, the concessioner would be able to provide rentals for beach chairs and umbrellas. In order to take care of the existing campground, it is important for FPDCC to develop a maintenance reserve at this location from the additional revenue.

This type of addition within the Campground would provide an added amenity to the campground and would provide for the opportunity to reposition campground rates. This could be only open to campground guests if parking was an issue. If this is tried at this location for camping only, then this concept could be evaluated at other lakes as a day use option.

BOAT RENTAL

Chicago Canoe and Kayak

Chicago Canoe and Kayak (“CC&K”) holds three separate Service Agreements for operating the boat concessions at Skokie Lagoons, Maple Lake, and Busse Lake. CC&K provides rentals for canoes, kayaks, rowboats and electric boats with trolling motors at all three locations. In addition, the Maple Lake and Busse Lake locations have attached boathouses where CC&K sells fishing related merchandise and grab and go food items. Their Skokie Lagoons operation operates out of an old shipping container where they store all the boats and sell limited merchandise ranging from hats to t-shirts.

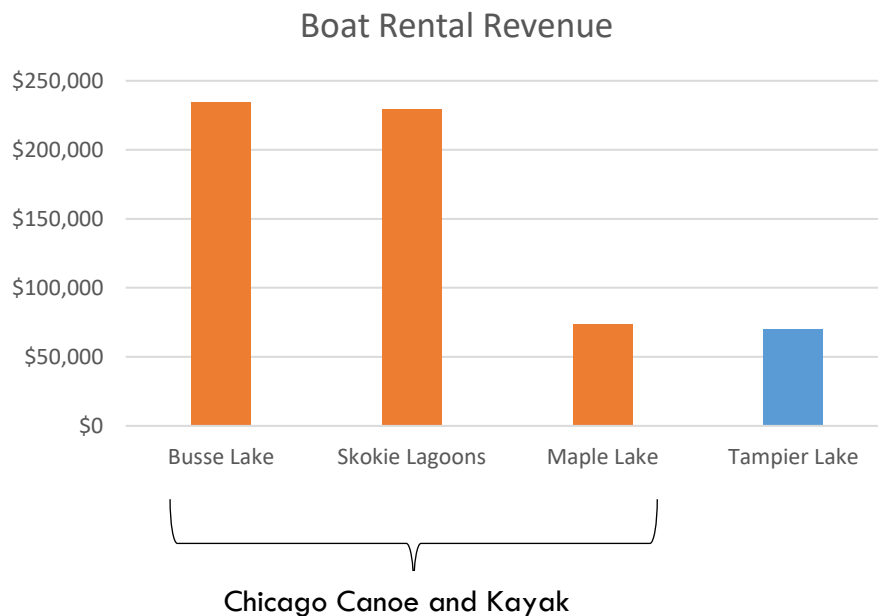
Tampier Lake

T&M currently holds a Facilities Management agreement with FPDCC to operate the Tampier Lake boathouse concession. T&M offers canoes, kayaks, rowboats, and electric boats with trolling motors for rent as well as a store that offers fishing related merchandise and grab and go food items.

FPDCC/CEP and REI/LL Bean

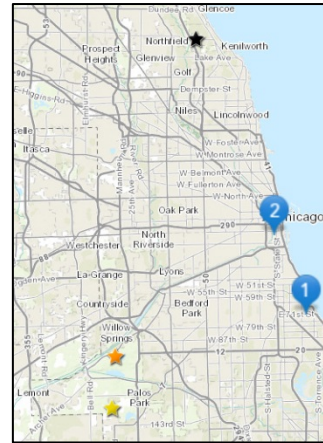
The FPDCC/CEP provides free canoeing programming and opportunities as several lake locations. Additionally, REI and LLBean offer instructional programming that includes watercraft. However, this is different than individual or family canoe rentals without instruction or programming.

2016 Demand



Competitive Market

# on Map	Location
1	Chicago Paddle Co.
2	Urban Kayaks



Facility Condition

Recreation Type	Site Description	SQ FT	Current Replacement Value	Average Annual Renewal Cost per Square Foot	Average Annual Renewal Cost	Deferred Maintenance
Boat						
Busse Forest Boating Center						
	Busse Forest BC-Restroom					\$66,652
	Busse Forest Boating Center and Infrastructure		N/A			
	Total CRV Busse Forest Boating Center		\$0	\$0.00	\$0	\$66,652
Maple Lake						
	Maple Lake BC					\$105,854
	Maple Lake Boating Center and Infrastructure		N/A			
	Total CRV Maple Lake Boating Center		\$0	\$0.00	\$0	\$105,854
Tampier Lake						
	Tampier Lake BC-Concession					\$192,938
	Tampier Lake Boating Center and Infrastructure		N/A			
	Total CRV Tampier Lake Boating Center		\$0	\$0.00	\$0	\$192,938

Preliminary Investment and Revenue

Based upon existing demand trends, current market supply, tapestry segment and discussions with the current operator, it appears there are a market opportunity at all the boat rental locations (Skokie Lagoons, Maple Lake, Busse Lake, and Tampier Lake) to expand the boat rental options as well as pavilion and facility rentals. With an increased selection of diverse boat rental offerings, the concession would likely need to charge a higher rental fee than currently exists for the canoe and kayak fleets.

In addition, there is an opportunity for the boathouses to rent out the entire facility by expanding to “after hours” rentals for picnics, corporate outings, and birthdays. Through discussion with the concessioners and market research, the project team believes the biggest opportunity facility rentals is at Maple Lake and Busse Lake. The project team also recommends that FPDCC discuss with the concessioners the opportunity to test new items in their retail operation that would support non-water but preserve based activities. The Maple Lake boathouse is adjacent to a large picnic area, as such; there may be an opportunity to test kites, Frisbees, and other recreation toys. These items are secondary revenue generators, but should be considered as a requirement within the scope of services. Although there is a market for additional rentals at the facilities, FPDCC must take into consideration the storage area required to secure and maintain these items.

Additionally, if additional lakes are available with suitable lake access, then FPDCC should consider undertaking discussions with the existing operators to understand investment requirements for expansion within and/or considering option year extensions to enable expansion into other locations.

	
<p>Water Cycle</p>	<p>Stand Up Paddle Board (SUP)</p>



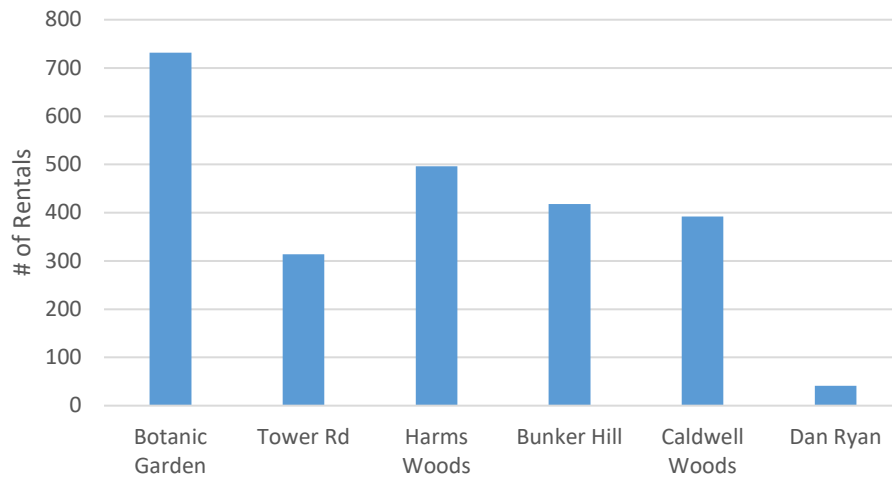
Proposed Additions	# of Items	Price Per Item	Total Investments	Rate	Annual Revenue Opportunity per Addition
Water Cycle	5	\$1,500	\$7,500	\$30	\$31,500
Stand Up Paddle Board (SUP)	10	\$450	\$4,500	\$25	\$52,500
SUP Pedal	5	\$2,500	\$12,500	\$35	\$36,750
Paddle Boats (Regular or Duck)	5	\$1,000	\$5,000	\$40	\$42,000
Facility Rental				\$70/hr.	\$3,150
Enhanced Retail Offerings					\$4,700
Total			\$29,500		\$170,600

BIKE/MOUNTAIN BIKE

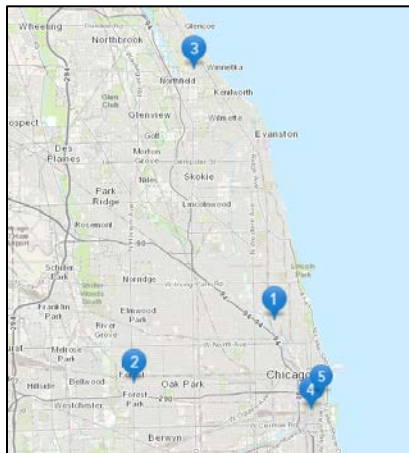
Bike and Roll Chicago (“BRC”) installed bike rental docking stations throughout the FPDCC. The bike rental location are at the following preserves: Dan Ryan, Tower Road, Harms Woods, Bunker Hill, Caldwell Woods, and Chicago Botanic Garden. Dan Ryan was changed from a manned to a docking station but was closed for most of 2016. The goal of the bike concession, as in the entire Forest Preserves concession program, is to increase visitors to the preserve and to maximize people’s experience once they are there. The project team understands the expansion of the bike rental program is tied to the ability to secure a sponsor through the asset marketing program. While the program will be managed by Concessions, the deal structure elements are under renegotiation. Provided below is data on the Bike Rental Program including existing usage and a profile of other bike rental options in the market.

Demand

Bike Rentals



Competitive Market – Road Bikes



# on Map	Location
1	On the Route
2	Element Cycle
3	Green Bay Cycle
4	Divvy: Chicago’s Bike Share
5	Bike and Roll Chicago

Competitive Market – Mountain Biking

The FPDCC provide great general mountain biking trails for users. Singletrack (www.singletracks.com) lists some of the premier destinations for mountain biking in Chicago and their list includes Palos Forest Preserve, Thatcher Woods and Salt Creek. These are user and agency designed single track trails. However, there exists a market for Mountain Bike parks that provide users of all ages to test their skills. Currently there is one free area created by CAMBr called “The Garden” and a recently announced area under construction by the Chicago Park District call the Big Marsh.

Big Marsh

Big Marsh Bike Park, a 40-acre multi-terrain bike park located on a former industrial site on the city’s Southeast Side, opened in the winter of 2016. The location at Big Marsh includes 270 acres of open space situated about 20 minutes southeast of the Loop. The Chicago Park District owns Big Marsh. In the last two years, they have been restoring the area by clearing invasive plant species, removing debris and planting native flora. Restoration work also has included planting 5,000 tree saplings and 20,000 native grasses and flowers on the land. The park features dirt jumps, a dual slalom racing course, various trails and even a cyclo-cross course. The park will accommodate all skill levels and styles, even including a “tot track” for young riders.

Based upon information reviewed from the Millennium Reserve Partnership and the Big Marsh Indiegogo.com fundraising site, the costs for the development of Phase 1 of this park are approximately \$8.4 million. The cost includes parking, water and sewer, the bike park features and a \$1 million in-kind donation of dirt, Buchtel said. The Bike Park features at Big Marsh are anticipated to cost \$2.58 million based upon data reviewed from the Friends of Big Marsh.

The Garden- Chicago Dirt Jumps


The Garden is a set of dirt jumps located right in the City of Chicago. There are three jump lines and a pump track with multiple routes. The Garden is free, open to the public, and has terrain for all ages and skill levels



Preliminary Investment and Revenue

The FPDCC lacks a dedicated mountain biking course with course amenities. In order to address the community’s needs, the project team evaluated adding an enhanced mountain biking course to Palos Forest Preserve. Palos is a premier mountain bike destination in the Chicago area with the largest trail system and highest mountain bike trail use. The new mountain bike course would expand upon the existing trail system by offering a pump track course for riders as well as features such as free ride structures as seen below. Additionally elements for consideration are dirt jumps, dual slalom course, flow lines, drop zone and cross county loop. FPDCC may consider building the facility with the local Chicago Area Mountain Bikers (CAMBr-IMBA) chapter. These elements can be part of an expanded Adventure location that is discussed under the Zip Line. In addition, mountain bike trends are moving towards a trail classification system similar to a ski resort with trails rated from easy to difficult. The increased trail amenity offerings allow FPDCC to charge an entrance fee for the mountain bike course. The entrance fee would include access to the entire trail system plus the pump course. Admissions fee is \$7 with an option to buy a seasonal pass at \$60 per person.

Course Features

	
<p>Pump Track The pump track will have rollers and berms that will help bike handling skills. The idea of a pump track is for a rider to pump their legs to absorb the bumps and maintain momentum, using as few pedal strokes as possible.</p>	<p>Dirt Jumps The dirt jump area will have different size features for riders to practice getting airborne. The area would be designed for beginner to intermediate rider with some advanced options</p>

	
<p>Dual Slalom</p> <p>The dual slalom course allows riders of all abilities to race side-by-side on a gently downhill course with berms and rollers</p>	<p>Flow Lines</p> <p>The flow lines are great for learning how to maintain flow while progressing through various jumps</p>
	
<p>Drop Zone</p> <p>The drop zone area will allow the riders to practice drops of various sizes</p>	<p>Cross County Loop</p> <p>The cross county loop would be around 1/2 mile track that is great for new riders and testing new bikes</p>

Proposed Activities	Revenue Opportunity
Entrance Fee to Pump Course and Trails	\$53,550

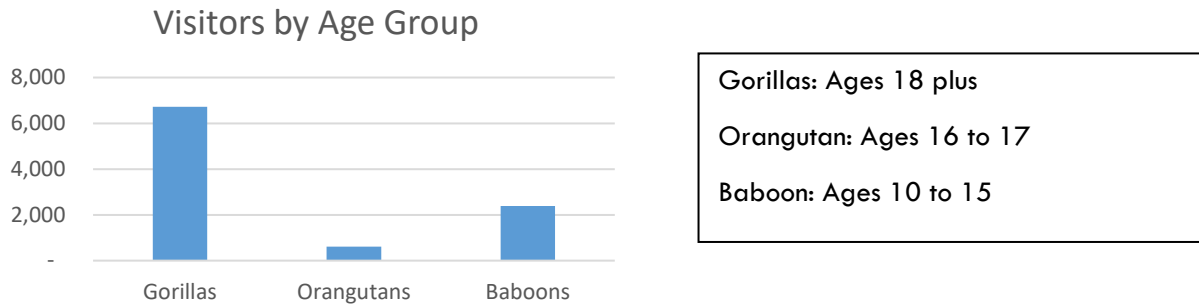
ZIP LINE

Go Ape, holds a Design, Construction, Maintenance, and Operation License Agreement with the FPDCC. Go Ape built and provided FPDCC with an aerial adventure, zip line and ropes challenge course on their Bemis Woods property. The seven-acre course offers guests a unique two to three hour trek through the forest canopy. The course includes the following:

- Five Zip lines for a total of 2,837 feet
- A “double Tarzan swing” that allows two participants to simultaneously swing from 20 feet and safely land in a cargo net
- A series of rope ladders and bridges, spider’s webs and trapeze
- 40 obstacles situated 40 plus feet in the forest canopy

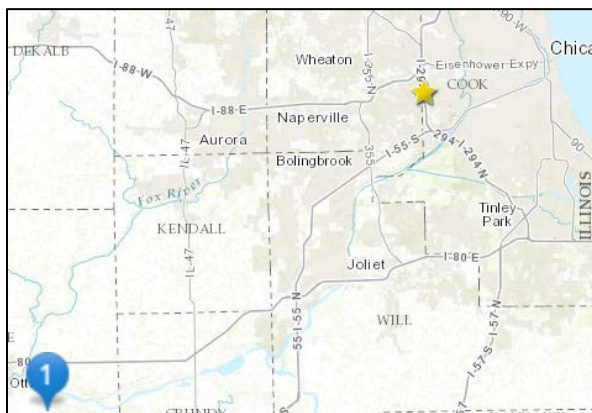
The features were designed for participants ranging from elementary school age children through mature adults. The course offers a first-hand experience of the ecosystem, while also providing exercise, team building, and personal confidence building skills.

2016 Demand



* Revenue only from June to December

Competitive Market



# on Map	Location
1	Zip Chicago

Facility Condition

There is no deferred maintenance within the Bemis Woods facility.

Preliminary Investment and Revenue

Based upon existing demand trends, current market supply, tapestry segment and discussions with the current operator, it appears there is a market opportunity to expand the adventure course offerings at Bemis Woods as well as create a new adventure course in one of FPDCC preserves in north region and depending on the success of that location possibly one in the south of Cook County. The current location at Bemis Woods has the opportunity to create a high adventure park for all ages. Numerous additional features could exist within the existing Bemis Wood location; however, resource management issues are critical to understand. The type of activities that the market supports are: a junior course for ages five and up, bouldering wall, potential mountain bike pump course, paintball and other archery skill based amenities. The following are illustrations of the types of activities identified.



Kids Mountain Bike Pump Course



Bouldering Wall



Paintball Park



Archery



Tomahawk Throwing

Atlatl Throwing



Junior Course

The junior course would include tree-to-tree crossings, obstacles, and 2 zip lines at heights 20 feet above the ground. The course is designed for children ages 6-12 years old.

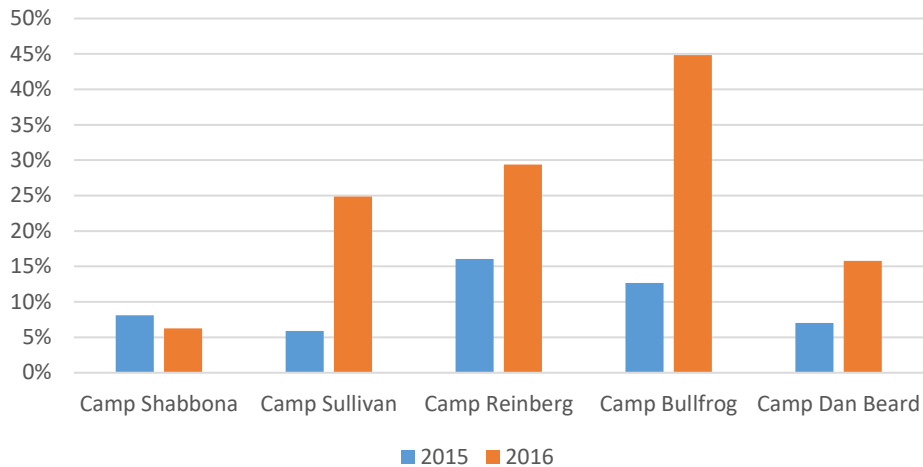
Proposed Additions	Investments	Proposed Rates	Revenue Opportunity
Junior Course	\$150,000	\$28	\$78,400
Bouldering Wall	N/A	\$7	\$19,600
Archery/Tomahawk/Atlatl Throwing/Sling Shot	\$25,000 to \$40,000	\$3/30 minutes	\$6,000
Mountain Bike Pump Course	N/A	\$7	\$8,400
Total			\$112,400

CAMPING

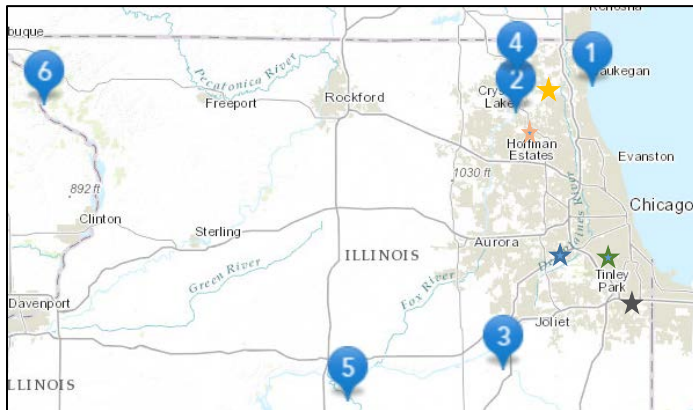
In addition to golf facilities in FPDCC, Billy Casper also manages five urban campgrounds at the following locations: Reinberg, Shabbona, Sullivan, Dan Beard, and Bullfrog Campgrounds. Each campground has a mix of cabins, RV, and tent only sites. Note, Camp Reinberg did not have cleared occupancy for some of their cabins in 2016 and 2015 occupancies do not reflect a full year of operations.

Demand

Campground Occupancy



Competitive Market



# on Map	Location
1	Illinois Beach State Park
2	Fish Lake Beach Camping Resort
3	Channahon State Park
4	Chain O'Lakes State Park
5	Starved Rock State Park
6	Galena Log Cabin Getaway

Preliminary Investment and Revenue

Based on site amenities and existing market demand, Camp Reinberg and Camp Sullivan provide the perfect opportunity to rent out the entire facility for weddings and corporate outings. The project team is of the opinion that FPDCC should offer the ability to rent out the entire facility during the shoulder season months of April, May, September, and October with a two night minimum stay. The FPDCC should begin by identifying one facility and providing an open booking calendar for that one facility in the off season periods. Then depending on how that works other locations strategies can be developed.

In addition to renting out the entire facility, the project team is of the opinion that there is a market opportunity to expand the overnight accommodations as well as amenities within the campgrounds. In terms of amenities, jump pillows as seen in the exhibit below provide entertainment for children during their stay. This elements may not be considered aligned with the “FPDCC nature mission” but are found at other campgrounds. The Climbing Wall at Sullivan is an example of something similar but has been found to add value.

RV rentals are another overnight accommodation offering that the FPDCC can provide their customers. The RV rentals give users the ability to stay in an RV without having to bring their own.

Proposed Additions



Jump Pillow



RV Rental

Proposed Additions	Number of Units	Rental Fee	Estimated Investments	Revenue Opportunity
Weekend Event Rental – Camp Reinberg		\$3,050		\$24,400
Weekend Event Rental Camp Sullivan		\$5,060		\$40,480
Jump Pillow			\$11,000	
RV Rental	5	\$120/night	\$225,000	\$13,100
Total			\$136,000	\$78,020

FITNESS, OUTDOOR AND SPECIALIZED RECREATIONAL PROGRAMMING AND ACTIVITIES

Swallow Cliff

In 2015, Swallow Cliff Pavilion opened. The facility includes an indoor rental space/warming shelter, a concession space and restrooms. JOSAM held a concession agreement with FPDCC to operate the food, beverage and concessions services in the Swallow Cliff concession space. This contract no longer is active. The operator was required to offer a variety of food and beverage items that emphasized nutrition.

Demand

Population within 30 minute radius
1,437,152

Competitive Market

A number of sports and fitness facilities surround the Swallow Cliff location. Many of the facilities offer programs such as boot camps, yoga, and running clubs around neighboring parks. Provided below is a listing of recreation and fitness facilities within a 20-minute drive of Swallow Cliff:

- Moraine Valley Fitness Recreation – 6 minutes
- USA Gym & Fitness Center & CO – 12 minutes
- Blast! Fitness – 15 minutes
- Cardinal Fitness of Countryside – 15 minutes
- Planet Fitness – 11 minutes
- Training Ground TransformationNATION – 8 minutes
- Flying High Sports and Recreation Center – 16 minutes
- Charter Fitness of Palos Heights – 12 minutes
- Curves – 10 minutes
- XSport Fitness – 13 minutes
- UFC Gym – 12 minute

Preliminary Investment and Revenue

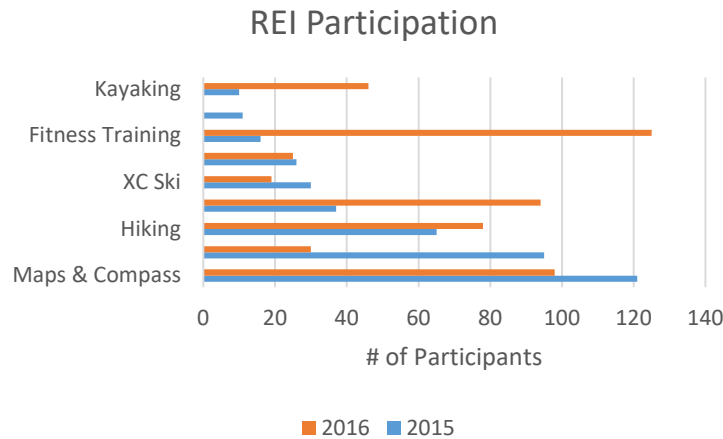
Based upon existing demand trends, current market supply, tapestry segment and discussions with the current operator, it appears there is a market opportunity for fitness programs at Swallow Cliffs. Swallow Cliff Woods is best known for its 125 limestone stairs that lead to top of a former toboggan run at Swallow Cliff North. The stairs are a popular exercise destination in the area and the Swallow Cliff Pavilion located at the bottom of the stairs provides for a perfect fitness destination. The project team is of the opinion that if the FPDCC creates a small contract type that provides for a price per class cost share for class, demand will eventually move towards an entity desiring the use of the facility for fitness programs. Currently the absent of cooling in the summer is a barrier. The project team recommends adding this facility to the room rental pool in the short term along with vending

until the small contract strategy is developed. Recreational Outfitters/Outdoor Adventure and Art Programming

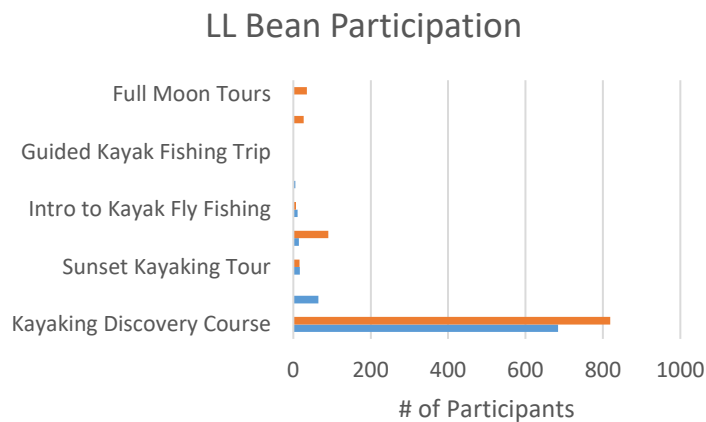
Currently, FPDCC holds contracts with LL Bean and REI to conduct outdoor educational activities for members of the community. Both operators hold Vendor Service Agreements with FPDCC where they have a formal relationship for the purpose of offering outdoor recreation and outdoor activities as well as educating the public with recreational courses on the fundamentals of these outdoor activities. With the VSA, LL Bean and REI safely conduct the outdoor programs in the preserves. Both outfitters are independent contractors and pay 20 percent of registration fees to FPDCC. In addition, the operators are required to provide a limited number of in-kind spots for the FPDCC to distribute to enhance access programs. Any recreational programming would need to be evaluated in light of “free” programming options provided by CEP.

Demand

2015 and 2016 Participation REI



2015 and 2016 Participation LL Bean



Potential Market Partners

There are few instructional program operators available in the market outside of those that the existing concessioners offer as well as those at universities Outdoor Adventure Programs. Universities with Outdoor Adventure Recreation programs include:

- Loyola University
- University of Chicago
- DePaul University
- University of Illinois at Chicago

Current operators primarily focus on introduction and exposure courses versus more specialized programming. According to the discussions with REI and LLBean, when they offer more specialized courses they don't meet the minimums required and therefore they are not offered. They also indicated that they were not familiar with any local association of state outfitters and guides.

Non-introductory but adventure classes that leverage the outdoors are provided for free through meet up groups such as Chicago Hikers or other social groups. Additional organizations like the Chicago Ornithology Society and Chicago Audubon offer birding classes within the Preserves. Other providers of Outdoor Adventure Programs in the Chicago Area include:

- World Sport Chicago
- YMCA of Metro Chicago
- Chicago Adventure Therapy
- World Sport Chicago

Several of these entities are non-profits but others are for profit. Another entity that exists in the market is Vimbly. Vimbly Chicago <https://www.vimbly.com/chicago> is an aggregator and facilitator of outdoor classes and would be a great portal to individuals seeking outdoor adventures. Working with them to identify entities that may want to provide "Active and Outdoor Activities" as well as other "Learning in Nature" classes in art, music or photography classes within the Preserves would be a strategy for consideration. The project team did not find one definitive source for expanding this type of concession line. This segment will likely require FPDDC to continue networking contacts to expand.

As of the beginning of 2017, FPDDC converted the VMA's with REI and LLBean to longer-term agreements (e.g. three to five years). This provides for enhanced planning and programming for each of these entities.

WINTER RECREATION

The FPDCC holds a variety of events throughout the winter and is open for cross-country skiing, sledding, ice fishing, ice-skating, and snowmobiling. The Sagawau Environmental Learning Center in Lemont offers a complete Nordic Ski Program, including lessons for all ability levels, nature ski tours, and ski rentals. This facility has both groomed and tracked cross-country ski trails for both novice and advanced skiers to use. In addition to cross-country skiing, FPDCC also provides lighted sledding hills in the wintertime. The following locations have lighted sledding hills: Caldwell Woods, Dan Ryan Woods West, Pioneer Woods, Swallow Cliff Woods North, and Westchester Woods.

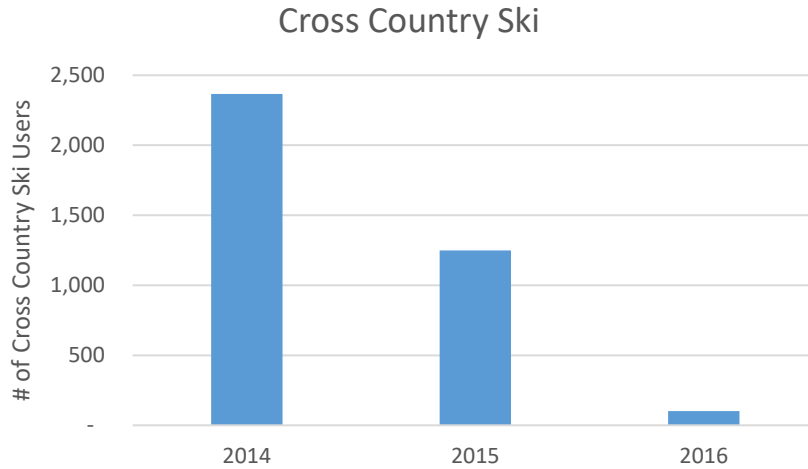
Winter recreation within FPDCC is highly dependent on snowfall in the winter and has been often unreliable in the last couple of years. As such, activities that depend on snowfall should continue to be offered through the FPDCC vs. a private concessioner based upon the high level of risk. Ice skating is an area that a built location could be developed, but again, the risk of warm weather in the winter makes this a challenge as well.

One option for consideration is to explore the market interest for non-snow but winter oriented activities. These involve adding different temporary services to the landscape and do not require the snow to enjoy. Dry ski slopes are artificial slopes that mimic the attributes of snow and allow people to ski where natural slopes are inconvenient or unavailable. These slopes are lubricated using a mist or jet system to increase speed and prevent damage to equipment. Creating an “ice rink” by flooding a created surface is something that can be considered. It is still weather dependent but is a low cost option.

Demand

Preserves	Population within 30 Minute Radius
Caldwell Woods	1,748,022
Dan Ryan Woods	1,424,828
Pioneer Woods	1,463,089
Swallow Cliff Woods North	1,437,152
Westchester Woods	2,023,202

Data on Sagawau indicates that demand for winter activities is highly dependent on snowfall for the season. The graph below depicts the number cross country ski rentals and lessons at Sagawau. As noted above, the number of skiers correlates with the amount of snow fall for the year, as Sagawau does not have any snow makers.



The other non-snow activities also require a general location for consideration. Provided are potential ideas for both snow and non-snow winter activities.

Proposed Additions

	
<p>Snow Tubing Rentals</p>	<p>Sleigh Rides</p>
	
<p>Ice Skating, Roller Skating/Roller Hockey</p>	<p>Snow Shoe Rental</p>
	



Preliminary Investment and Revenue

Demand and revenue analysis is difficult to ascertain at this point due to an inability to understand what locations would be suitable for alternative “dry” winter activities and/or which locations would be available for a “frozen ice skating pond”. However, estimated investments in these types of activities are provide below.

Proposed Additions	Estimated Investments
Dry Slopes	\$40 to \$100 Square Food and typically 150 feet in length
Synthetic Ice	\$145 to \$225 per panel
Ice Skating Pond	\$25,000
Expansion of Sledding Hill Or Sled Hill Construction	\$7,500 to \$12,500

INDOOR ROOM RENTAL

The FPDCC has three indoor room rental locations, Dan Ryan Woods Pavilion, Mathew Bieszczat Volunteer Resource Center, and Thatcher Woods Pavilion. Currently, event hours can be scheduled from 9 am to 10 pm, Monday through Sunday and require a four-hour minimum booking. FPDCC does not have specialized personnel to run the events but staff is onsite to monitor customer events. Swallow Cliffs has been discussed under recreational programming. That facility could also be added to this inventory. Rolling Hills is currently under construction and is another location that could be considered under this structure.

Dan Ryan Woods

Dan Ryan Woods Pavilion has a wide-open design that can accommodate a variety of functions and occasions. This pavilion can hold up to 120 guests. In addition to the function area, the facility has a kitchen for light food preparation.

Mathew Bieszczat Volunteer Resource Center

This facility rents for private parties, weddings, birthdays, communions, baptismal, and organizational meetings. It features a large room with a stage and a small outdoor stone patio. This room can accommodate up to 100 guests and has a smaller classroom for 40 guests across the hall that can be configured for a variety of purposes. There is a prep kitchen for the larger room and smaller one for the classroom.

Thatcher Woods

Thatcher Woods contains a beautiful stone masonry tradition gas-lit fireplace, outdoor patio area, two meeting rooms configured as either single space or two separate functions, and a prep area kitchen. The facility can accommodate up to 120 or 80 to 40 guests depending on the facility rental size.

The following exhibit provides an overview of the profile of historical indoor rental demand based only on external use. No internal events were included in this analysis.

Historical Demand

Indoor Room Rental Facility	Permits Issued 14/15/16	Average Group Size 14/15/16	Room Rental Revenue Using 2015 Permit Data	Average Revenue Per 2015 Permit Issued
Dan Ryan Woods	49/57/87	87/88/90	\$20,784.00	\$364.63
Mathew Bieszczat (MB) Volunteer Resource Center	187/179/202	67/70/69	\$43,305.50	\$241.93
Thatcher Woods	102/122/147	69/69/65	\$61,558.50	\$504.57
Swallow Cliff	0/0/5	0/0/38	N/A	N/A
Total	338/358/441	74/75/66	\$125,648.00	\$358.97

Competitive Market

Indoor Room Rental				
Private Event Facilities	Forest Preserve of Cook County - Non Exclusive	Mathew Bieszczat	Community Room	\$45/hr-\$75/hr
		Volunteer Resource Center	Classroom	\$20/hr-\$35/hr
		Thatcher Woods Pavilion	East Room	\$75/hr-\$100/hr
			West Room	\$60/hr-\$90/hr
	Dan Ryan Woods Pavilion	Monday - Thursday	\$75/hr	
			Friday - Sunday	\$100/hr
Private Event Facilities	Chicago Park District - Preferred Provider- Exclusive Catering List	Berger Park	Teen Room	\$15/hr - \$25/hr
			Sun Room	\$25/hr - \$35/hr
			Dining Room	\$35/hr - \$45/hr
			Living Room	\$45/hr - \$55/hr
			Entire First Floor	\$125/hr - \$225/hr
			East Lawn	\$225/hr
			The Coach House Theater	\$550
			Ballroom Theater	\$275
			Wedding Package	\$1,500
			Clark Park Boathouse	Entire Building
		Columbus Park Refectory	Dance Hall	\$2,240 - \$2,350
			Dining Hall	\$2,140 - \$2,240
			Outdoor Pavilion	\$1,720 - \$1,740
		Douglas Park Cultural and Community Center	Ballroom	\$100/hr
			Auditorium	\$125/hr
			Gymnasium	\$50/hr
			Terrace	\$50/hr
			Club Room/Children's Gallery	\$45/hr
		Garfield Park Conservatory	Horticulture hall/Jenson/Garden	\$2,000 - \$3,500
			Jensen Room Only	\$300 - \$750
			Community Room	\$30/hr - \$70/hr
			Blue Stone Patio OR Market Area	\$1,500 - \$3,000
			Entire Site	\$3,000 - \$4,500
		Lincoln Park Conservatory	2 hr/4 hr/6 hr usage	\$1,160/\$1,555/\$1,940
		North Rose Garden at Buckingham Fountain	Garden	\$4,630
		Northerly Island	Visitor Center	\$4,510
		Ping Tom Park	Skyline Patio	\$2,530
		Promontory Point	4 hr/8 hr/11 hr usage	\$1,220/\$2,750/\$3,285
		63rd Street Beach House	Each Courtyard	\$2,915
			Promenade	\$2,390
			Entire Site	\$4,755
		South Shore Cultural Center	Dining Room	\$3,440 - \$4,130
Solarium	\$2,895 - \$3,530			
Robeson Theatre	\$3,720 - \$4,500			
Oak Room	\$995 - \$1,180			
Music Library	\$995 - \$1,181			
	Lakeview	\$1,065 - \$1,180		
The Tiffany Foundation Celebration Garden	Monday - Thursday	\$4,540		
	Friday - Sunday	\$6,070		
Indoor Clubhouse	Skybox on Sheffield	Sheffield, Chicago, IL	Indoor Clubhouse	\$400/hr OR \$2,500/day

Indoor Room Rental				
Private Event Facilities	Forest Preserve of Cook County - Non Exclusive	Mathew Bieszczat	Community Room	\$45/hr-\$75/hr
		Volunteer Resource Center	Classroom	\$20/hr - \$35/hr
		Thatcher Woods Pavilion	East Room	\$75/hr-\$100/hr
			West Room	\$60/hr-\$90/hr
		Dan Ryan Woods Pavilion	Monday - Thursday	\$75/hr
			Friday - Sunday	\$100/hr
Lake County	Exclusive Caterers		Brae Lock Golf Club	Varies- Requires Discussion with Exclusive Caterer
			Greenbelt Cultural Center	\$75/Hour Weekday * \$180-\$210/Hour Weekend
			Independence Grove	Varies- Requires Discussion with Exclusive Caterer
			Thunderhawk Lodge	\$200-300 Off Season, \$450 to \$600 Weekend- Exclusive Caterer
Will County	Non Exclusive		Four Rivers ED Center	Half Day \$1,150, Full Day \$2300 to \$2800
			Isle La Cache Museum	Half Day \$100 Full Day \$200
			Lake Renwick VC	Full Day \$50
			Monee VC	Half Day \$50 and Full Day 100
			Plum Creek Nature Center	Half Day \$150 and Full Day \$300
			Sugar Creek Admin Center	Half Day \$150 and Full Day \$301
Kane County	Non Exclusive		Barbara Belding Lodge	Prime Hours - \$120 to \$500 First 4 Hours, Non Prime \$100 to \$400 First 4 Hours
			Creek Bend Nature Center	Prime Hours - \$240 to \$800 First 4 Hours, Non Prime \$200 to \$600 First 4 Hours
			Camp Tomo Chi Chi	Lodge Rental is \$650 for Non Preserves per night
DuPage County	Exclusive Caterers		Danada	Non Prime \$1000 to \$1500 Prime \$3200 to \$3800
	Exclusive Caterers		Frederick Graue House	\$550 per 4 hour plus each hour
			Maple Meadows Grill	Varies
	Non Exclusive		Maysleake Peabody Estate	Varies
			Oak Meadow Banquet	Varies

Preliminary Investment and Revenue

Based upon existing demand trends, current market supply, tapestry segment and discussions with the current operator, it appears there is a market opportunity for consideration of Thatcher Woods Pavilion to be taken out of the rental pool and offered up as a concessioner venue vs. management contract. It is suggested for a concession contract vs. management contract since under a management contract, you would likely need to change the fee structure just for this facility. Under the concession contract, you can keep the fees the same, you simply begin to share in the cut of revenue for events. This specific location would become the premiere rental facility with an exclusive catering agreement and planner. If users want more options, they are able to use Dan Ryan Woods, Swallow Cliff, Rolling Knolls, Mathew Bieszczyk Volunteer Resource Center through a permit rental.

The model for this concession would be similar to that employed by the Chicago Park District. The venue has a basic rental fee and this could be in line with those recently approved. On top of this rental fee, the FPDCC would establish a preferred professional listing for caterers, production companies as well as rental supplies. The preferred professionals pay a percentage of all their direct revenue as well as all sub concessioners revenue. They are licensed, carry insurance and carry the full responsibility for the event. FPDCC could still manage the inventory of dates and times at this location but would need to move to a multiyear schedule. The benefit to FPDCC with this model at one location is the capturing of the value of the services rendered that are occurring by third parties at some of the weddings and large events occurring at Thatcher Woods.

A review of the 2015 data indicates that of the 122 events that occurred in 2015 at Thatcher Woods, approximately 20 or 16% were wedding receptions. The preliminary rentals analysis assumes that a preferred vendor would work to promote the venue. Also, the estimates are very conservative in that they do not include all the permit rentals (e.g. non weddings) that were issued at Thatcher Woods. Should this facility shift to full responsibility of a preferred provider, the nature and number of events may change. This may also result in a shift of use to other indoor rental facilities for the smaller events that were occurring at Thatcher Woods.

# of Weddings	Estimated total Revenue (Rentals plus Preferred Vendor Fee)
30	\$28,800 Facility Rental \$14,000 PP and Sub Fee
	\$42,800

This opportunity can be compared to what the opportunity would be if there are no changes. This is provided in the table below.

Indoor Room Rental Facility	Estimated # of Permits	Average Group Size	Estimated Room Rental Revenue	Average Revenue Per Estimated Permit Issued
Potential Room Rental with New Room Rates 2017 (1) (2) (3)				
Dan Ryan Woods	48	N/A	\$22,704	\$473.00
MB Volunteer Resource Center	179	N/A	\$52,805	\$295.00
Thatcher Woods	103	N/A	\$69,628	\$676.00
Rolling Knolls	52	N/A	\$15,340	\$295.00
Swallow Cliff	40	N/A	\$11,800	\$295.00
Total	422		\$172,241	\$479.28

- (1) # of Permits based upon prior years (2015) has been reduced by 15 percent for Dan Ryan Woods and Thatcher Woods in that most reservations appear to be one hour blocks. There may be some reduction in demand due to the four hour minimum. It appears from historical data that the MB Volunteer Resource Center has been rented on average for a 4 hour block
- (2) Rate for permit assumes average percentage increase in rates based upon new FPDCC 2017 rate schedule. Rates for Rolling Knolls and Swallow Cliff are based on rental rates experienced by MB Volunteer Center.
- (3) Estimate of Revenue based upon average percentage increase in room rental rates applied to applicable permit numbers

PORTABLE FOOD SERVICE IN PRESERVES

The FPDCC currently holds three concession contracts with ice cream trucks throughout the preserves. The ice cream trucks are currently FPDCC's only mobile food service offering within the preserves and all cater to geographic areas. The three ice cream trucks are PARS, Autofrost, and Windy City Ice Cream.

PARS

PARS operates ice cream truck services at Indian Boundary, North Branch, Northwest, and Poplar Creek divisions. PARS has previously operated within FPDCC before this contract and distributes Unilever products.

Autofrost

Autofrost operates ice cream truck services at Calumet, Palos, Thorn Creek, Tinley Creek, and Sag Valley divisions.

Windy City Ice Cream

Windy City Ice Cream operates ice cream truck service at Salt Creek division.

Demand

The following is a 2015 listing of all those locations that provided picnic permits that cumulatively provided attendance over 5000 for the season. These would likely be the priority locations for consideration of mobile food operations. CHMGS notes that while people enjoying picnics have their own food, unique specialty food items (e.g. coffee, or special desserts) may be a next step for mobile food consideration. The permit attendance number provide insight as to active areas where people are enjoying the FPDCC locations. So these locations may also be suitable for experimentation. Additionally, creating special events around food trucks is also an opportunity.

Location of Picnic Permit	2015 Picnic Permit Attendance
Bemis Grove 07 - Shelter	8699
Schiller Grove 13 - Shelter	8466
Busse Grove 29 - Shelter	8312
Catherine Chevalier Grove 01 - Shelter	8304
Dan Ryan Grove 02 - Shelter	8037
Schiller Grove 12 - Shelter	8021
Busse Grove 24 - Shelter	7878
Busse Grove 18 - Shelter	7699
Busse Grove 26 - Shelter	7343
Bunker Grove 05 - Shelter	7304
Bemis Grove 05 - Shelter	7165
Dan Ryan Grove 01 - Shelter	7128
Sunset Bridge Grove 01 - Shelter	7070
Evans Grove 01 - Shelter	6953
Bunker Grove 01 - Shelter	6920
Dan Ryan Grove 04 - Shelter	6816
Busse Grove 32 - Shelter	6706
Dan Ryan Grove 10 - Shelter	6456
Bunker Grove 07 - Shelter	6429
Andrew Grove 01 - Shelter	6304
Harms Grove 05 - Shelter	6103
Sundown Grove 02 - Shelter	6064
National Grove 01 - Shelter	5799
Dan Ryan Grove 03 - Shelter	5717
Bunker Grove 04 - Shelter	5712
Schiller Grove 10 - Shelter	5678
Bunker Grove 03 - Shelter	5542
Pioneer Grove 02 - Shelter	5488
Buffalo Grove 04 - Shelter	5360
Turtlehead Grove 01 - Shelter	5308
Elizabeth Conkey Grove 08 - Shelter	5302
Busse Grove 27 - Shelter	5233
Harms Grove 01 - Shelter	5088
Schuth's Grove 01 - Shelter	5038

Preliminary Investment and Revenue

Although the only mobile food service FPDCC offers currently is ice cream, there are other mobile food service offerings within comparable park districts. The following describes alternative mobile food opportunities types but this is only a general overview. There are a wide array of facilities including human propelled, to stationary entities to motorized.



Push Cart

A wheeled cart capable of being moved by one or two operators by hand



Bike Cart

A bike cart provides the concessionaire the ability to travel between and vend at multiple parks under the same permit.



Non-motorized Mobile Vending

Provides the concessionaire the ability to travel between and vend at multiple parks under the same permit.



Trailers

A non-motorized vehicle licensed for towing on streets and highways. Trailers may be limited in some parks due to the lack of vehicle parking space.



Motorized or Stationary Mobile Vending

A motorized vehicle such as a truck, van, or mobile home licensed for use on streets and highways that is equipped for preparing and vending foods, or for vending approved items or services. This could also include Stationary Shipping Containers.

The project team is of the opinion that mobile food vending has proven to be successful with ice cream and the model is ready for consideration for other food types. The Illinois food Truck Association has a membership roster of those truck-providing services through primarily Chicago but the state as well. In some cities (e.g. Washington D.C.) food truck associations provide brokerage services for entities including providing a clearing house of the local food service inspections and other insurance requirements. The City of Portland has established a standard method for dealing with mobile food including application standards and fixed rates per day per location. The project team has conservatively estimated the value of adding five food trucks. This is based upon the existing success of the ice cream vendors.

# of Trucks	Annual Estimated Total Revenue based upon Current Ice Cream Fee Model
5	\$30,800

GATEWAYS

The project team evaluated the twelve priority gateways and identified those that did not currently have concession locations. The only priority gateways that currently did not have concessions were the Oak Heritage Preserve and Sauk Trail. The project team undertook the preliminary market analysis to identify what opportunities may be possible within these locations.

Oak Heritage Preserve

The Oak Forest Heritage Preserve is a site with a complex and interconnected set of stories of human history, archaeology, geology, ecology and natural history that span millennia. The property has seen changes in occupancy and use that have affected the health of those living on it and upon the land itself.” – Oak Forest Heritage Preserve Master Plan

The Oak Forest Heritage Preserve Master Plan

The master plan for this gateway outlined a vision for the future development, public use, and long-term management of the Oak Forest Heritage Preserve. Key findings from the master plan included public access, initial site improvements, improvements on the Cook County adjacent properties, and improvements to the Oak Forest Health Center Campus. The master plan proposed adding a community garden, a Farmstand, enhanced interpretive center and expanded trail system.

Demand

Population within 30 minute radius
1,668,368

Preliminary Investment and Revenue

Based on tapestry demographics, the vision for the Gateway to include facilities such as described the Oak Heritage Master Plan such as community gardening and trails would be seen as priority visitor services for the location. The community garden would likely fall into the Permit Revenue based upon plot permits. Additionally, a farmers market while aligning with the master plan would be a secondary visitor service recommended and could also include stall permits. The opportunity for a farm store to include limited food items as well as retail may be more in line with the market area. Additionally, food pushcarts such as popsicles and water are recommended for weekend use. The other likely option at this location is an opportunity for outdoor fitness classes due to the extensive trail system proposed.

Sauk Trail

An ancient path known as the Great Sauk Trail stretches 400 miles, crossing the southern edge of Cook County, and forms the southern boundary of Sauk Trail Woods Forest Preserve. Thorn Creek cuts through the middle of this preserve and forms Sauk Lake within its steep valley walls. The sweeping views and five miles of paved trails draw visitors to this preserve.

Demand

Population within 30 minute radius
658,045

Facility Condition

Existing Infrastructure

- Existing Wayfinding Signage: None
- Restrooms: Unknown
- Parking: Parking is ample to support site amenities
- Concessions: None
- Utility Access: Unknown

Preliminary Financial, Investment, and Payback

From analysis of the demand, tapestry, and recommendations, the project team is of the opinion that there should be no development besides trail and picnic shelters.



L. CONCESSIONS OPPORTUNITY PRIORITIZATION

The FPDCC requested the project team prioritize the recommended concession opportunities identified within the Concession Opportunity Analysis. The project team considered the following in developing priorities:

1. Expanding or diversifying a concession that provides significant financial benefits to the FPDCC.
2. Providing an ability to create additional resources to steward the asset.
3. Building upon existing facilities and operations resulting in a nominal impact to the natural resources of the Preserve.
4. Providing for expansion of a proven type of activity
5. Providing for an expansion of activities to different seasons.
6. Providing the FPDCC an opportunity to improve their operating ratios while leveraging third party resources.
7. Capturing revenue from entities already are providing services on the Preserves.
8. Requirement for additional resource management planning and decisions

The exhibit below summarizes the estimated investments, revenue opportunities, revenue distribution to FPDCC, and prioritization of opportunities. These figures were developed based upon a buildup of demand by activity multiplied by market prices. The priorities are established by the period in which they are recommended.

Exhibit 22 - Concession Opportunity Prioritization

Opportunity	Estimated Investment	Revenue Opportunity	Revenue to FPDCC	Year 1	Year 2	Year 3	Year 4
Equestrian							
Clear Span Indoor Arena	\$400,000	\$158,734	\$7,937				
Aquatic							
Cabana Rentals	\$30,000	\$135,000					
Concession F&B		\$10,400					
Evening Rental		\$8,500					
Programming		\$4,000					
Admissions		\$4,300					
Total		\$162,200					
Golf							
Golf Master Plan							
Water Playground and Swimming Beach							
Floating Water Playground	\$80,000	\$151,200					
Logo Beach Chairs and Umbrellas Rentals	\$1,200	\$10,500					
Swimming Beach		\$70,000					
Total	\$81,200	\$231,700					
Boat Rentals							
Water Cycle	\$7,500	\$31,500					
Stand Up Paddle Board	\$4,500	\$52,500					
SUP Pedal	\$12,500	\$36,750					
Paddle Boats	\$5,000	\$42,000					
Facility Rental		\$3,150					
Enhanced Retail Offerings		\$4,700					
Total	\$29,500	\$170,600	\$8,530				
Bike/Mountain Bike							
Mt. Bike Course		\$53,550					
Zip Line							
Junior Course		\$78,400					
Bouldering Wall		\$19,600					
Archery/Tomahawk/Atlatl Throwing/Sling Shot		\$6,000					
Mountain Bike Pump Course		\$8,400					
Total		\$112,400	\$4,496				
Camping							
Weekend Event Rental – Camp Reinberg		\$24,400	\$24,400				
Weekend Event Rental Camp Sullivan		\$40,480	\$40,480				
Jump Pillow	\$11,000						
RV Rental		\$13,140	\$13,140				
Preferred Vendor 10% Revenue			\$1,341				
Total	\$11,000	\$78,020	\$79,361				
Swallow Cliff							
Fitness Facility Rental and Classes		\$3,300	\$330				
Rec Outfitters/ Adventure and Art Programming							
Art & Culture in Preserve		\$4,050	\$810				
Winer Recreation							
Snow Tubing Rentals							
Doughnutting Rentals							
Ice Skating, Roller Skating/Roller Hockey							
Snow Shoe Rental							
Sleigh Rides							
Ice Fishing							
Snowblading/Snowboarding							
Synthetic Ice							
Dry Ski Slopes							
Indoor Room Rental							
Thatcher Woods Rental		\$28,800	\$28,800				
Preferred Vendor 10% Revenue			\$13,965				
Total		\$28,800	\$42,765				
Portable Food Service							
Food Truck			\$30,830				
Gateways							
Oak Heritage Preserve							
Sauk Trail							
Total	\$551,700	\$1,003,354	\$175,059				

Note: Since these are management contracts, the addition of amenities provides for opportunity to improve the operating performance ratios at these locations

Source: CHMGs



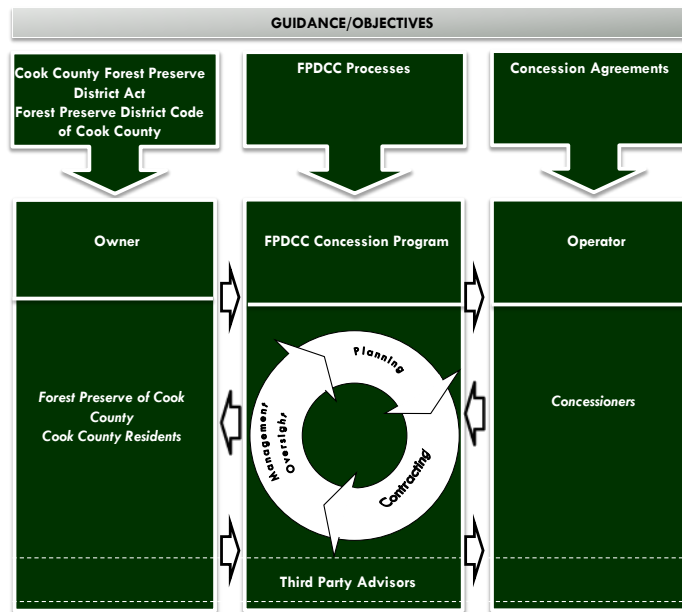
M. CONCESSION PROGRAM MANAGEMENT RECOMMENDATIONS

OVERVIEW

A successfully managed concession program requires legal authority, technical guidance and the organizational capacity to execute its mission. The FPDCC requested that the CHMGS project team provide an assessment and recommendations for the FPDCC concession program. This section outlines the project team’s observations and recommendations and an Action Plan is included at the end of this section.

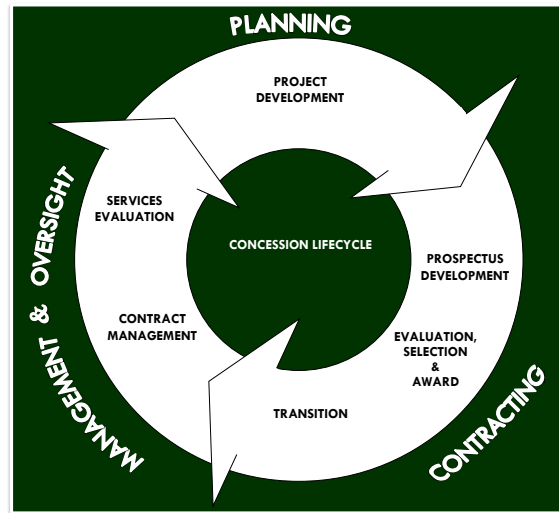
The exhibit below provides a Concession Program framework that recognizes that all program decisions have a basis in statute and have impacts on the owners (e.g., Forest Preserve residents); agency (e.g., FPDCC) and the operator (e.g., third party partners). The legal basis for the program and its management objectives is within the FPDCC’s enabling legislation. The technical guidance for the concession program’s operation should be located in the department’s concession policies and procedures. The legal relationships between the FPDCC and its partners are in the agreements established between partners.

Exhibit 23 - Guidance and Objectives for Concession Management



Source: CHMGS

As identified within the center box in the exhibit above, there are three components of concession management: “Planning”, “Contracting” and “Management Oversight”. The following exhibit illustrates the interrelationship between these program elements and subprogram elements included under each of these areas. Each of these subprogram areas need to be functioning appropriately for the overall concession program to be effective.

Exhibit 24 - Overall Framework for Concession Management

Source: CHMGS

STATUTORY, LEGAL AND POLICY ASSESSMENT

Understanding the legal and regulatory context of the Concession Program is an important component to evaluate in developing a Concession Master Plan. The legal and regulatory context provides the sideboards for what the purpose of concession is and frames the structuring of third party relationships. To understand this framework, the project team reviewed the enabling legislation for the Forest Preserves, the statutory authority for the Preserve Districts and the Municipal Code governing all actions for the FPDCC.

Forest Preserves of Cook County Recreation Mission and Enabling Legislation

The foundation for the landscape upon which the concession program operates occurs within the Illinois Forest Preserve District Act of 1913:

- *“... to acquire and hold lands.. for the purpose of protecting and preserving the flora, fauna and scenic beauties.. in their natural state.. for the purpose of the education, pleasure and recreation of the public.”*

The operations of the Forest Preserve District of Cook County are governed by the Cook County Forest Preserve District Act (“FPDA”) (70 ILCS810). Within this Act the language of the initial FPDCC mission is stated in Section 7.

- *“Any forest preserve district shall have the power to create forest preserves, and for that purpose shall have the power to acquire...and hold lands containing one or more natural forests or parts thereof or land or lands connecting such forests or parts thereof, or lands capable of being forested, for the purpose of protecting and preserving the flora, fauna, and scenic beauties within such district, and to restore, restock, protect and preserve the natural forests and such lands together with their flora and fauna, as nearly as may be, in their natural state and condition, for the purpose of the education, pleasure, and recreation of the public.”*

Rights of FPDCC Board to Enter Into Contracts

Within FPDA, it authorizes the Board of any Forest Preserve the rights to,

- “...issue licenses for any activity reasonably connected with the purpose for which the forest preserve district has been created.”

Additionally the FPDA outlines that a Forest Preserve shall,

- “...have power to pass and enforce all necessary ordinances, rules and regulations for the management of the property and conduct of the business of such district”

Terms of Contracts

The FPDA states that 40 year is the maximum length of term for any purchases or lease of real or personal property that a District can commit. Outside of this reference, there are no other limitations stated about the length of relationships that FPDCC can enter into with other entities for facilities operation and management:

“ Sec. 10. The board of each forest preserve district has the power by ordinance to purchase or lease as lessee real or personal property (including, without limitation, purchases from and leases with other units of local government, school districts, or the federal government or any of its agencies or instrumentalities) for public purposes pursuant to contracts or leases which provide that the consideration for the purchase or lease may be paid in annual installments during the period not to exceed 40 years; to lease as lessee or to purchase real property or personal property for public purposes pursuant to a lease or purchase agreement which may provide that the district may, at its option, purchase the property which is subject to the agreement or lease upon terms wherein payments previously made, or a portion of them, are deducted from the purchase price of the property as provided for in the lease or agreement.

The maximum amounts that will become due under the terms of the purchase or lease agreements, together with all other indebtedness of the district, however, must be within the constitutional limitations on the incurring of indebtedness for the district and for pertinent public purposes. (Source: P.A. 87-1191; 88-503.)

Benefits Accruing to FPDCC For Operating Rights Provided

A review of all statutes governing the FPDCC does not appear to provide any guidance as the basis for what type of benefits should be accruing to FPDCC for the rights provided within a third party relationship. Additionally, there is no guidance regarding the basis for the benefits accrued. This provides great flexibility to FPDCC but also does not codify the intent of FPDCC in how those benefits should be valued. Should stewardship of assets take precedence over fair return to operator and FPDCC? How should benefits in the relationship be shared? Addressing this issue through the development of concession policy guidance is a recommendation.

Fees

The Municipal Code for the Forest Preserve has a section on Fees. Currently there is no language in this section discussing the basis for concession fees with third parties operating on FPDCC land. The fee section does include the fees that the third party entities are charging visitors.

Currently, the FPDCC reviews the fees proposed by the third parties. This is a reasonable function as long as any non-fee approvals takes into consideration the costs and investments of the operators. This section of the Municipal Code should include FPDCC's position on the basis for concession fee

setting for third party entities. Addressing this issue through the development of concession policy is a recommendation.

The issue of how the fee should be charged (e.g. flat, % etc.) is an outcome of the overall concession strategy selected (e.g. small contracts vs. large contracts). The fee setting could be one strategy for small (e.g. flat fee and/or percentage) and then percentage of gross for large. CHMGS recommends percentage fees on total revenue vs. stepped fees and or varying fees by revenue type. Percentage fees provide for more efficient budgeting and contract compliance (e.g. accounting for revenue), additionally deal structures can be set with improved understanding of financial returns to both parties. Stepped fees require a financial analyst to estimate the proper break points that would influence return to the operator.

Issues Governing Facilities Developed with Bond Financing

The FPDA identifies how funds for facilities funded by bonds must manage monies generate at these facilities. This issue effects any facilities built through bond financing. Bonds funded several of the newly constructed FPDC facilities. The following is the language directing how fund management occurs for funded facilities.

- *“Sec. 35. All revenue derived from the operation of such facility or facilities constructed, equipped, acquired, extended or improved in whole or in part with the proceeds of any bonds issued under Sections 31 through 39 of this Act for the construction, equipping, acquisition, extension, or improvement of such facility or facilities shall be deposited in a separate fund. Each fund shall be used only for paying the cost of operation and maintenance of the recreational facility or facilities or any combination thereof constructed, equipped, acquired, extended or improved in whole or in part with the proceeds of such bonds so issued for such facility or facilities, and for paying the principal of and interest on the bonds so issued and creating the accounts provided for by the ordinance authorizing their issuance. Such forest preserve district shall install and maintain a proper system of account for each fund, showing the amount received and disbursed from the operation of such facility or facilities. At least once each year, such district shall have such accounts for bonds properly audited”*
- *“ Sec. 36. Each forest preserve district which issues bonds and constructs, equips, acquires, extends or improves any recreational facility or facilities under Sections 31 through 39 of this Act shall charge for the use thereof at a rate which at all times is deemed sufficient to provide for depreciation and to pay maintenance and operation costs and the principal and interest on such bonds. Such forest preserve district may provide for the construction, equipping, acquisition, improvement, and extension and may make, enact, and enforce all rules and regulations for the management, maintenance, care, protection and use of such facility or facilities. Charges or rates for the use of any such facility shall be established, revised, and maintained from time to time and shall be payable under the supervision of such board. (Source: P.A. 80-320.)”*

The IRS has special regulations regarding tax-exempt governmental bonds and whether private parties can use them and still meet the “private use” test. This is a relevant issue in that several third parties are currently operating in portions of facilities funded by tax-exempt bonds. A review of this issue is currently occurring by the FPDDC Finance and Legal Departments.

Statutory, Legal and Policy Assessment Recommendations

A review of the statutory and regulatory framework guiding the FPDCC concession program identifies that there is guidance on nature of activities within FPDCC, authority to enter into contracts, and longest term of contract. However, there is no guidance on the priority or process for establishing the “benefits” to FPDCC.

1. Amend the Municipal Code for the Forest Preserve to include language regarding how the FPDCC considers the array and priority of benefits from agreements and form of the benefits. (e.g. concession fee, maintenance reserve fee).

FPDCC POLICIES AND PROCEDURES

Policies and procedures are critical for effective concession program management. The three areas that require this guidance are: concession planning, contracting and management oversight. The project team understands that the current concessions policy and procedures exist based upon the Concession Managers personal experience brought to the position as well as guidance from the Legal Department for RFP development. In 1992, the BRONNER Group’s study identified within their key findings the need to standardize the policies and procedures for the concession program. The comparable analysis identifies that this is a common practice within emerging concession programs. The lack of lack of established policy and procedures results in inconsistent application and misunderstanding between public agency staff and their business partners. Provided in the paragraphs below are the project team’s observations regarding the existing policies and procedures for planning, contracting and management oversight and areas for improvements.

Planning

FPDCC has established processes in place for master planning for preserves. FPDCC has master plans for many of its preserves and involved internal and external planners in the development of their Campground and Recreation Master Plan. The contents of this report shall form the basis for the concession program priorities. In situations where master planning alternatives provide for visitors services that may involve revenue, planning processes should include preliminary market, financial and investment feasibility. This is critical to ensure that the options considered are economically feasible for public or third party management. A good example of FPDCC executing on this strategy was the issuance of the Planning Departments RFP for professional services to support the due diligence for Horizon Farm redevelopment options. The Planning Department should work with architects or planners in the development of simple design guidelines for use in future projects.

Another current challenge area is the integration of the FPDCC Concession and Planning Departments and concessioners in the annual capital planning process. The golf agreement includes annual capital budget planning and execution. The equestrian contract includes a process but not funding for projects, additionally, the equestrian scope of work does not have a robust capital planning and maintenance plan component. As such, there is a wide variety of existing approaches for capital planning.

Most of the current agreement’s scope of services include as part of the annual report, “recommendations for next year”. However, the interpretation of this term could vary by concession entity. The project team suggests that the scope of work include specific language about “annual operational and capital planning recommendations”. This would then provide an annual opportunity for all parties to discuss the issues and develop plans for addressing them. This would support a

formal opportunity for concessioner and the FPDCC Planning, the Concession Department and the CEP department to meet for an annual discussion of capital planning issues and priorities. The Concession Manager would manage the meeting and attendance would include FPDCC planning, CEP, facilities, concessions and the concessioner. This would allow for a walk through of the property to talk about operational and facility issues and plans and ideas for the next year.

Currently, the only concession agreement that includes long-term asset stewardship is the golf course agreement. The project team is of the opinion that FPDCC needs to make a decision regarding tradeoffs between establishing maintenance reserves in those contracts that provide for the concessioners to assist in maintaining real property elements of the operations. This issue relates specifically to the equestrian contract as well as the larger boathouse contracts. **It should be an immediate priority for consideration for the equestrian contract and a future priority for the boathouse contracts.** Any amendments to either of these contracts or extensions could contemplate a change in what benefits to FPDCC receives. The key question for FPDCC is, “what form does it want to receive its benefits?” This also includes assessing if there is a larger benefit to FPDCC if the resources occur in the form of maintenance reserve vs. concession fees.

The Planning Department is responsible for developing the Annual Capital Budget. Part of this involves addressing deferred maintenance (“DM”) within facilities operated by concessioners. To date a strategy for dealing with DM in concession facilities does not exist. The golf course contracts currently have a mechanism built into them to provide for some strategies to deal with this issue. The project team finds that frequently public agencies are of the opinion that the third party partner should carry the full costs of deferred maintenance. However, this is not a valid assumption unless the initial deal structure included a proper maintenance reserve to address the facility issues.

An example of this issue is the equestrian contract. The condition assessment for the equestrian facility has identified close to \$2 million in deferred maintenance needs. Of these needs, 30 percent are Priority 2 (Potentially Critical addressed within one year); 60 percent are Priority 3 (Necessary within the next two to five years) and the remaining 10 percent are Priority 4 (Recommended within the next six to ten years). The FPDCC recently negotiated a new contract for the equestrian facilities. Within this contract is language about onsite maintenance responsibilities. Most of these assigned responsibilities include preventative maintenance; however, there are elements that could include items that classify for a maintenance reserve. The Condition Assessment identified an annual maintenance reserve expense and items to address at approximately \$86,000 per year. The total concession fee to FPDCC is approximately \$120,000. As such, this agreement would be a candidate for shifting some of the FPDCC benefits to a maintenance reserve. This would require a contract amendment and new and different requirements for developing plans for maintenance reserve deployment, but this strategy is one to evaluate. The remaining other contracts including the boathouse contracts should also be considered for this strategy.

Contracting

Contracting involves making determinations regarding what the form of the contract should be as well as developing, issuing and reviewing the RFP. The following sections provide observations for FPDDC consideration.

- **Contract Types and Setting Concession Fees:** The current concession opportunities at FPDDC include highly complex operations (e.g. golf and equestrian; aquatic), and currently low volume but relatively un-complex rental operations (canoe and camping); instructional programs and food service operations. The highly complex contracts generate 95 percent of the FPDDC concession fees. As such, the RFP/Contracting process needs to be simplified/standardized for the smaller revenue contracts and enhanced/refined for the larger revenue contracts. Interestingly enough, the National Park Service, faced a similar issue but on a larger scale when the project team assisted the agency with a program review in 2001. The project team identified that the NPS had approximately 20 percent of their contracts generating 80 percent of their revenue and the remaining 80 percent only generated 20 percent. The project team recommended simplification for smaller contracts a higher level of focus and analysis for the larger contracts.

A possible breakpoint for consideration is \$500,000. Below this threshold, there are currently two grouping of contracts. Those that involve facilities and those that do not. Those involving facilities (e.g. boat rental, campground and fixed food service) and those that do not include facilities (e.g. mobile food and instructional and education programming) The comparable analysis within this report also confirms that for low volume and similar types of concession assets (e.g. mobile food, instructional programs) simple is best. This includes simplifying/standardizing the contract, term, fee method and RFP process. Maricopa County has chosen to create similar agreement structures for services that don't involve any real property improvements, are below a dollar threshold, are not solicited for, provide for up to a ten-year term and have a tight range of fee strategies (e.g., per person or % based upon asset type) of operation. While the renewal options are yearly, which provides risk to the operator, the length of the term is an indication to the operator that if they perform they will likely have a long-term contract. This reduces the frequency of releasing contracts.

The City of Portland has adopted a standardization model that classifies types of concessions, develops standard policies for them and then has a flat fee structure based upon the type of operation and location of operation. There policies related to mobile food and instructional programs. The City of Portland has created a Concession Permit program that provides existing operators the first right of refusal at their existing locations and only issues the permit for a year. They execute this program notice on an annual basis each year. The Chicago Park Districts model for an annual Notice of Availability covers both small and larger scale contracts, but still is a standardized process.

While the NPS's Category III Contracts do not typically involve facilities, they cover those contracts below \$500,000. They involve a solicitation; have a standard contract, ten-year term and a flat fee range from three to five percent. Smaller NPS commercial uses below \$25,000 have a simple Commercial Use Authorization that is valid for up to two years but involves a simple use form and a reduced reporting requirement. Any of these strategies are possible but all require the decision to shift to a "small and large" model and then develop the tools to manage under each.

Contracts with gross revenue over \$500,000 should have a different contract, term and fee method and RFP process. If proper project planning and oversight has occurred for existing contracts, the work of issuing a new contract for an existing service should be relatively straightforward. For existing contracts, FPDDC has several years of historical demand and financial data, observations from the concessioner on how to improve the scope of services and insight to future facility condition issues to address. This process should involve contracts with more robust operating and maintenance plans. The scopes of work need to match the nature of the operations. To ensure a fair and equitable deal exists for all parties the establishment of the fee should include market, financial and investment analysis to set the minimum concession fee and maintenance reserve. The concession fees for large contracts are never similar. Instead, the concession and maintenance reserve fees are calculated outputs that recognize the specific location and nature of operation. Currently, FPDDC develops fee structures that are graduated, but to date has not measured the impact of these graduated fee schedules on the operator's return that is a consideration that should be measured in future analysis. Contract terms for the larger contracts should begin consideration of a ten-year contract. Depending on the investment requirements, 15 to 20 year contracts are possible.

Some public agencies have staff available to undertake this analysis for larger contracts, (e.g., City of Los Angeles) and other have permanent and/or on call consultants (e.g., Chicago Park District, Arizona State Parks, San Mateo County, California State Parks) available to provide these services as needed. There is only one chance to set up the deal structure for the public agency and the partner and if the asset stewardship and concession fees are critical to the agency, they need to get it right for long-term benefits.

The opportunity for FPDDC is to determine if it desires to simplify the contracting and oversight process for low risk low volume activities so that they can concentrate on proper deal structuring and management of the larger opportunities.

- **Request for Proposal Process & Identifying and Engaging Concessioners:** If FPDDC commits to a differing strategy for contracts above and below \$500,000, the RFP process will need to change. What is common to both strategies is an interest in enhancing the outreach to potential partners. One of the key issues for the FPDDC is to change and enhance the way that it communicates with possible concession partners. What is currently missing is a portal to the concessioner market.

Currently, the FPDDC website does not have a “consumer” facing portal for concessions. All RFP opportunities are on the webpage of the FPDDC Procurement Department. This is where the RFP posts but not where the relationship with the private sector begins. If a potential partner does not have a registration with the FPDDC procurement website or even knows that they must be, they will never be able to identify that an opportunity exists. The comparable analysis identified several municipal agencies that do an exceptional job providing guidance to the private sector. These include City of Los Angeles Parks and Recreation <http://www.laparks.org/concession>

Chicago Park District site at <http://www.chicagoparkdistrict.com/doing-business/concession-program> and through their external partner PCM <http://www.parkconcessions.com/>, California http://www.parks.ca.gov/?page_id=22374 and Ohio State Parks <http://parks.ohiodnr.gov/bids>. The National Park Service Commercial Services program <https://www.nps.gov/commercialservices> also provides a comprehensive web page

that includes educational information, outreach information, and policies and procedures for its concession partners. Finally, while not part of the comparable analysis, the project team identified the City of Portland as another example of good web interface with its private sector partners <https://www.portlandoregon.gov/parks/56608>. FPDCC needs to consider creating a web page that speaks directly to the opportunities that exist for private sector partners on the preserves. Then identifying methods to link people on an “interest” list to the “procurement list” should be a priority.

FPDCC is interested in understanding if there are major concessioners that may be interested in their portfolio of opportunities as well as how to increase outreach for new ideas and RFPs. With the exception of the golf opportunities, none of the other opportunities is large enough for national hospitality concessioners to enter the market. Typically, unless a business opportunity is at least one million dollars of food service, lodging or golf or adventure activities, it is difficult to attract a national player. Some business operations by their nature are typically sole proprietor or LLC. The equestrian and canoe operations are in this category. While major national players would manage these types of operations as amenities to their operations, they would not directly take on these operations unless they were in high visitation vacation destinations.

As a result, FPDCC needs to recognize that the market for operators for its smaller concession opportunities is local. The good news for FPDCC is that Chicago is a suitable market based upon its market population and the likelihood that other recreational opportunities at other locations could align with those at FPDCC (e.g., mobile food, canoe and kayak rentals, fitness classes, instructional classes).

Recognizing these factors, growth with new partners will require time and extensive outreach. A simple way to begin is for FPDCC to contact the Chicago Park District and other adjacent Forest Preserves and Districts and get a listing of their concessioners. Most concessioners are too busy to search public web sites to find new opportunities. They would appreciate notification of opportunities that align with their areas of specialization. Beyond this, networking with local chambers of commerce to make sure they understand FPDCC needs and can provide linkages to opportunities is an additional step. FPDCC could work with specific industry associations for their advice for outreach and figuring out how to create linkage. For example, FPDCC can link to the Chicago Food Truck Hub and Illinois Food Truck Association for outreach for mobile food opportunities. Local associations of national entities (e.g. International Health, Racquetball and Sportsclub Association, National Paddlesports Association, etc.) are also possibilities. This outreach should not commence however, until FPDCC develops an improved web portal for concessions.

- **Request for Proposals Process Structuring Tools:** The RFP process to solicit for contracts below \$500,000 and above would require a different RFP solicitation strategy. Expanding outreach will be necessary using the techniques outlined above.

For smaller contracts, if FPDCC shifts to a simplified process it will likely require the creation of new contract forms and templates. Establishing standards by asset class is necessary and some of this work currently is in place from scopes of work and contracts that exist. Ideally, there should be a standard simple form similar to what the Chicago Park District provides

under their Notice of Availability and or the City of Portland provides under the Guidelines for Commercial Activities.

For larger contracts, FPDCC needs to review its standard contract types and evaluate some enhancements to its Scopes of Work. The project team reviewed all the agreements issued and noted consistency in the sections outside of the Scope of Work. The following is a summary of thought on some of the existing contract elements.

- **Scope of Work:** The present format of the FPDCC Scopes of Works include many of the appropriate items. Improving their organization and order would be helpful as well as adding some additional items. The table below provides an order that represents best practices that FPDCC should consider. Additionally, the FPDCC reporting category includes some duplication and needs clarification and elimination of duplication as outlined in the table below.

Recommended Items and Order	FPDCC Scope of Work Categories
Required and Authorized Services	
Months, Days, Hours of Operation	Day to Day Management
General Operational Standards	
Customer Service	Customer Service and Community Relations
Rates * SEE BELOW FOR ADDITONAL OBSERVATIONS	Fees
Payment Methods	Day to Day Management
Reservation and POS	Day to Day Management
Personnel (On Site, Appearance, Training and Hiring	Day to Day Management
Evaluations and Inspections	Operational Audit/Inspection
Advertising and Marketing	Marketing and Branding
Permits and Licenses	Day to Day Management, Compliance with Laws, Policies and Program
Risk Management Plans	
Accessibility Guidelines	
Reporting (Operational and Financial, and Frequency and Format)	Agreement Performance and Reporting
Annual Operating Budget	
Annual Profit and Loss Statement	
Monthly or Annual Usage Reports	
Monthly or Annual Revenue Reports	
Monthly or Annual Profit and Loss Statements (for larger operations only)	
Meetings (Frequency, Attendees, Agendas)	Agreement Performance and Reporting
Lost and Found	
Protection and Security	Security
Sub Concessioner Services	Day to Day Management
Special Events	
Community Engagement	Customer Service and Community Relations
Specific Operational Standards by Land Use	
Detailed Standards by Operation Type	Type of Service /Sales
Type and Array of Programs, Equipment, Food Service, etc. and Elements for Service and Safety and Cleanliness	Day to Day Management
Sustainability/Environmental	District Green Initiatives

Recommended Items and Order	FPDCC Scope of Work and Categories
General Maintenance Responsibilities	
Concessioner	
General Maintenance Responsibilities	
Notification of Issues	
Emergency Repairs	
Annual Concessioner Maintenance Reserve Plan and Tracking	
FPDCC	
Specific detail of areas and structures that agency will maintain	
Specific Maintenance Standards by Area	
Buildings and Structures	On Site Maintenance Responsibilities
Restrooms	
HVAC	
Utility Systems	
Alarm Systems	
Interior	
Exterior	
Signage	Signage Display and Advertising
Hazardous Substances	
Waste Management	Maintenance, Waste Management, Garbage Removal and Waste Disposal
Grounds and Landscaping	On Site Maintenance Responsibilities
Roads, Parking and Walkways	
Capital Improvements – Typically in Contract Not SOW	

- **“Scope of Work” Fees:** Currently it appears that the process for setting and approving fees varies by type of contract. For the management contracts, (camping and aquatic) the project team understands that fee approval is part of the annual FPDCC budgeting process. However, the operator should be proposing fees for consideration by the FPDCC and indicating the rationale for the fees prior to setting as part of the annual budget process. Outside the core fees (e.g. entrance and overnight), the FPDCC should consider carefully the recommendations of the operators to leverage their expertise in providing for cost recovery or profit on operations. For non-management contract operations, FPDCC should continue to allow the concessioners to propose fees and seek approval on an annual basis in line with the FPDCC budgeting process.
- **Term of Contract:** The project team is of the opinion that small contracts terms can be for a minimum of three years and could be in existence for as long as ten years. Large contracts should have a minimum term of ten and a maximum of 25 unless there is significant investment and then terms could be as long as 40 based upon FPDCC authority. The larger contract terms should be a function of the business terms of each deal while recognizing a term that supports investment financing.

RFP issuance for small and large contracts will need to be different if FPDCC moves to two different strategies. While there are some similarities in how they should construct RFP documents, the focus is different for each. The RFP for small opportunities needs to focus on simplifying and standardizing items for the issuance. In the case of the large contracts, the focus needs to shift to outlining the opportunities more effectively and structuring the deal correctly. The project teams experience

indicates that larger concession contracts typically take a year to 18 months to prepare. Based upon the current contract expiration status, it would appear that the highest priority at this time is the smaller contracts RFP Structure.

The project team also reviewed the RFP selection factors used by FPDCC in some of their RFP's. Overall, the items that the FPDCC is weighing appear appropriate. Key items for focus include:

- # of year firms experience with similar asset types
- Specific examples and references of where they have performed similar services
- Recommendations on how to improve or enhance the scope of work
- Management Personnel committed to process
- Equipment Inventory and Costs committed
- Financial Template, that includes investments, demand, revenue and expense projections and cash flow statement.
 - For small operations, the financial template can simply include investments and demand and revenue and expense projections

Management Oversight

- **Compliance and Monthly/Quarterly Oversight:** Contract management oversight for the concession program includes ensuring that all legal agreements governing the concession program are overseen and in full force. Contract management includes the annual contract compliance completed by the Concession Manager. All of these activities are a critical part of appropriate contract management. However, they serve as point-in-time assessments and do not provide a continuous understanding of what is occurring within the concession operations. It appears that the FPDCC Concession Manger has a process in place for documenting annual compliance and is managing it actively. Additionally, he is managing and documenting financial reporting as part of his responsibilities. A gap lies in standardizing these processes in contract documents and within the program area so that the parties including the concessioners and the concession program lead are all aligned with how concessions are performing. Decisions should be made as to what type of contracts require annual profit and loss statements and which require just revenue reporting.

Private-sector owners of third party recreation managers typically engage with their operators on a monthly basis. The purpose of this interaction is to ensure that all parties understand the nature of the business on a frequency in which decisions could benefit the business operations. Typically, these interactions come in the form of onsite meetings. These meetings create accountability for all parties, knowing that each month/quarter there will be a review of activities and commitments that each party makes. The owner/public agency hosts these meetings develop the agenda to cover operational, financial and facility issues.

Typically, the owner (i.e. FPDCC), its agents, the concessionaire and any other relevant stakeholders (e.g. Conservation and Experiential Programming, Resource Management, Facilities Management) attend. There are three key discussion areas: 1) Operations; 2) Financial; and 3) Facilities. The operational discussion includes a review of operating statistics and whether they are on pace with initial projections. This can include competitive market discussions where relevant (e.g., how is the business performing in relation to the competition?). The next agenda item covers financial issues on both the revenue and expense side. This can include discussions of whether the sales volume and price points are on pace to be achieved

and if not, what could be contributing factors. Typically, this is where marketing, sales and promotion discussions occur followed by a discussion on issues influencing operating costs. These could be factors that the public agency is affecting or ones that are beyond the concessionaire's control. The third issue covered is facility issues. Specifically, these discussions include capital planning on the master plan and/or discussions regarding maintenance reserve expenditures. In addition, issues regarding day-to-day maintenance including issues and factors affecting the concessionaire would be covered. Typically, these meetings result in post-meeting follow-up requirements. An action plan with responsibilities is developed and circulated post-meeting.

To support these meetings, the operator or the owner issues a standard reporting format. These reports include operating statistics, competitive set information and results, financial metrics and profit and loss reporting, capital budgeting expenditure listings and customer service scores. Most concessionaires have their own proprietary data systems but can easily extract data from them to complete standardized forms. This format works for both concession and management contracts (e.g. aquatic and campground).

The Concession Department currently does not have direct oversight of the aquatic and campground management agreements. Conservation and Experiential Programming has much to offer in informing programming at these locations. However, they are not as experienced in the operational management of these programs. Since these are management contracts where the profit or loss directly impacts FPDCC it is essential that individuals with operational and financial expertise are involved in the oversight of these programs. Therefore it is recommended that these agreements shift to the Concession Program. This will require additional oversight capacity beyond what the PRC program has so additional staffing hours will be needed for this. The annually submitted operations plans and operating budgets provide an opportunity for the Concession Department, Conservation and Experiential Programming Department and the concessioner to sit down and determine priorities, programming, and their impact positively or negatively on operations. After that point, the provision of services from CEP should be part of the operating plan and the oversight of other operational issues should fall to Concessions.

- **Service evaluation:** This process includes evaluating the suitability of facilities and the quality of service delivery to the visiting public. The evaluation of the service delivery is occurring through annual compliance reviews. The Concession Manager has a checklist for annual compliance of reporting and a beginning and ending season inspection forms for boat rentals, and aquatic services. It does not appear that he has developed evaluation forms for on site, vs. mobile food services, golf or equestrian services. The FPDCC should have standard evaluation forms for all asset types that are for scheduled inspections. The scope of work includes a requirement for the concessioner to provide to FPDCC an annual report that includes customer service overview and response summary. Ensuring that this component of reporting is complete and beginning to track these performance metrics is essential. Should FPDCC begin to include a maintenance reserve in the concession contracts, it will be critical to demonstrate progress for funds spent as well as coordination with the Planning Department to note decreases in deferred maintenance and improvement in Facility Condition Indexes by property.

The last component of service evaluation is evaluation of whether the visitor services continue to be necessary in the next contract. This brings the public agency back to the beginning of the process: Planning. Many times at the end of the contract, the visitor services originally provided are no longer market relevant and need to be changed. As such, when contracts are within three to four years of expiration it is a suitable time to begin re-evaluating the visitor service needs of the contract. This could be as simple as querying the existing operator about the supply and demand trends that they are tracking and/or use of an external contractor to undertake market and financial feasibility work to identify proper needs. If the contract is over five years old, then external guidance should be sought.

FPDCC Policies and Procedures Recommendations

1. Establish formal policies, procedures, and tools by type of contracts (e.g. small or large) for concession fee setting, length of contracts, how contracts are advertised, how contracts are issued under RFP and reviewed and what elements of contract oversight are included. This was an issue identified in the previous concession review and remains an area that needs to be focused on to ensure standardization of oversight. Samples of comparable agencies policies and procedures have been provided to FPDCC under separate cover.
2. Transfer oversight of Aquatic Center and Campgrounds from CEP to Concessions program. This would need to be accompanied by staffing hours and/or external consultant capacity since this requires significant oversight due to FPDCC being at risk for the profit or loss of these operations. This recommendation is based upon the fact that these are being managed and operated by third parties under management contracts but the concessions program has a greater depth of skills in overseeing the business elements of these operations. The CEP program should remain involved in setting and evaluating and programming standards and should also have a role in annual planning for programs at these locations.



N. CONCESSION MASTER PLAN ACTION PLAN

FPDCC requested that the Concession Master Plan include an Action Plan for implementation including one, five and ten year priorities. However, the nature of the recommendations are focused within a relatively short timeline (e.g., one to three years). Depending on the decisions made within this timeline, future decisions (e.g., ten year) can be improved. The Concession Opportunity Priority analysis provides insights to priority actions for concession opportunities. This section will focus on the Action Item priorities for continuing to improve and enhance the concession program overall.

The project team recognizes that multiple parties will review these findings and some may not be accepted. However, our recommendations assume proceeding with all. Several of these recommendations may involve refocusing and/or augmenting FPDCC staff resources. Additionally, several of these initiatives may involve engaging external expertise.

Exhibit 25 - Concession Master Plan Action Plan

CONCESSION MASTER PLAN ACTION PLAN TIMELINE		3 to 6 Months	Year 1	Year 2	Year 3	Responsibility	Resources to Needed	Goal Date to Accomplish	Actual Accomplished Date
POLICY AND PROCEDURES	Details/Comments					PRCMS, PRCS,LS			
Decide if FPDCC should adopt a small and large revenue contract strategy						PRCMS, PRCS,LS			
Develop Policy and Procedure for minimum and maximum term length and renewal options						PRCMS, PRCS,LS			
Determine if FPDCC can allow Maintenance Reserves to Exist and How to Structure						PRCMS, PRCS,LS, PDS			
Develop Policy and Procedure Manual for Large Contracts						PRCMS, PRCS			
	LEGAL BASIS								
	Identify authorities								
	CONTRACT TYPES								
	Define characteristics of Large Contracts (Dollar Value, Facilities, Maintenance Reserve)								
	BENEFITS TO FPDDC								
	Describe What Benefits Ascribe to FPDCC (e.g. Concession Fees and Maintenance Reserve)								
	PLANNING POLICY								
	Provide Overview of Planning Process for Large Contracts								
	Pre Planning Prior to Issuance of Contract								
	Annual Capital Planning Process								
	Capital Improvement Request, Approval and Oversight Process								
	RFP PROCESS								
	Development of Contract Structure (Term, Concession Fee, Maintenance Reserve, CIP, DM)								
	Development of Statement of Work								
	Development of Business Opportunity for Contract and Data to Include								
	Selection Factors								
	Financial Templates								
	RFP Outreach								
	RFP Paneling								
	RFP Selection, Notification and Award Process								
	Contract Transition Process								
	MANAGEMENT OVERSIGHT PROCESS								
	Identification of Elements Included In Oversight								
	Monthly/ Quarterly/Annual Meeting Process, Objectives and Tools								
	Evaluation Process								
	Contract Transition Process								
Revise and Consolidate Contract Oversight Tools into Central Workbook that is part of Management Oversight Process						PRCS			
Revise Existing Large Contracts Statements of Work in order of items and also develop Specific Operating and Maintenance Standards by Land Uses						PRCS, PRCMS, LS			
Develop Policy and Procedures Manual for Small Contracts						PRCMS, PRCS			
	LEGAL BASIS								
	Define characteristics of Small Contracts (Dollar Value, Personal Property, Mobile)								
	CONTRACT TYPES								
	Rental and Permanent Food Service, Mobile Food Service, Instructional and Programming and Preferred Vendors								
	BENEFITS TO FPDDC								
	Describe What Benefits Ascribe to FPDCC (e.g. Concession Fees)								
	PLANNING POLICY								
	Provide Overview of Planning Process for Small Contracts (Existing Operations Data, Permit Data, etc.)								
	Pre Planning Prior to Issuance of Contract								
	Annual Capital Planning Process								
	RFP PROCESS								
	Development of Listing of Locations Desiring Operations								
	Development of Standard Applications by Land Use which include Statements of Work								
	Development of Standard % fee Structure for Rentals and Permanent Food and Flat Fee Structure for Others								
	Development of Standard Business Opportunity Framework for Advertisement								
	Selection Factors								
	Financial Templates								
	RFP Outreach								
	RFP Paneling								
	RFP Selection, Notification and Award Process								
	MANAGEMENT OVERSIGHT PROCESS								
	Identification of Elements Included in Oversight								
	Monthly/ Quarterly/Annual Meeting Process, Objectives and Tools								
	Evaluation Process								
	Contract Transition Process								
Revise and Consolidate Contract Oversight Tools into Central Workbook that is part of Management Oversight Process						PRCS, PRCMS			
Determine if RFP should be issued for securing external professional services in developing manual and or other contract structuring processes						PRCMS, PF			
Resources	Resource Keys								
Permits, Rentals and Concession Mgmt Staff Time	PRCMS								
Permits, Rentals and Concession Staff Time	PRCS								
Legal Staff Time	LS								
Planning and Development Staff Time	PDS								
Human Resources Staff Time	HRS								
Resource Management Staff Time	RMS								
Conservation and Experiential Programming Mgmt Staff Time	CEPMS								
Professional Fees	PF								
Product Costs, Travel Budgets	PC/TB								

CONCESSION MASTER PLAN ACTION PLAN TIMELINE		3 to 6				Responsibility	Resources to Needed	Goal Date	Actual
		Months	Year 1	Year 2	Year 3			Accomplish	Accomplished Date
MARKETING AND OUTREACH									
Develop Concessioner Friendly Web Page	Review web pages identified in Concession Master Plan					PRCS			
	Contact entities of samples and conduct discussion for lesson learned					PRCS			
	Meet with Existing Concessioners and get their input for ways to present data					PRCS, PRCMS			
	Determine if in house or externals are needed to assist in updating					PRCSMS			
Expand Listing of Potential Concessioners	Contact proximate Preserves and Districts to see if they will share their concession listing					PRCMS			
	Contact Other Entities identified in Concession Master Plan to begin Networking					PRCS			
	Draft and Send notice to local chamber of commerce's for members who match services					PRCS			
Establish Annual Concessioner Meeting to collectively share progress , goals, challenges and needs and opportunities						PRCS, PRCMS, PDS, CEPMS, LS			
Develop Feedback tool to Evaluate FPCC progress on concession Planning, Contracting and Mgmt. Oversight. Issue Each Year, Track Progress						PRCS, PRCMS			
PLANNING									
Meet with Planning Department to establish protocols for FPDCC CIP Planning that involves concessioners, PCVR and Planning Department						PRCS, PRCMS, PDS			
Meet with Planning Department to establish protocols for Capital Improvement Projects completed by Concessioners						PRCS, PRCMS, PDS			
Meet with Planning Department to discuss Deferred Maintenance needs at Concession Facilities and develop strategies to address						PRCS, PRCMS, PDS			
Determine in meeting with Planning Department if there are operational issues that could be improved by design that need to be addressed						PRCS, PRCMS, PDS			
Meet with Facilities and Planning Department to Define Maintenance Reserve Items and Process for Defining and Approving Work in these areas						PRCS, PRCMS, PDS			
Meet with Resource Management and Planning Department to Discuss Options for Expanding Concession Master Plan Recommendations (e.g. Beach Areas, Winter and Non Winter Sports, expanded Outdoor Adventure Options)						PRCS, PRCMS, PDS,RMS			
ORGANIZATIONAL									
Transfer Oversight of Management Contracts at Aquatic and Campground to PCVR from CEP						PRCMS, CEPMS			
Request CEP identify and codify objectives for programs as well as desired programs and offerings to be supported by CEP at Aquatic and Campground Facilities						PRCMS, CEPMS			
Provide Time and Nominal Travel Budget for Concession Staff to Visit Surrounding Preserves and Districts Concession Staff quarterly for the next three years.						PRCS, PRCMS/PC/TB			
Develop Listing of Comparable Partners that FPDCC would like to learn from and Schedule Monthly Go To Meeting Lunch and Learns						PRCS, PRCMS, PDS			
Assemble and Maintain Data on Size and Scope of Program over last ten years and into the future (# of Contracts, location of contracts, concessioner, gross revenue, concession fees)						PRCS			
CONCESSION OPPORTUNITY ANALYSIS									
Review and Evaluate Concession Master Plan and Priorities						PRCMS, PRCS, CEPMS			
Determine what Recommendations to Proceed On						PRCMS, PRCS, CEPMS			
Refine Analysis on Recommended Options						PRCS			
Proceed with Golf Course Portfolio Analysis						PRCMS, PF			
Sequence Existing Contracts and Determine How to Align Contracts for Shifting Policy						PRCMS			
Proceed with Concession Opportunity Analysis as Determined						PRCMS, PRCS			
Resources									
	Resource Keys								
Permits, Rentals and Concession Mgmt Staff Time	PRCMS								
Permits, Rentals and Concession Staff Time	PRCS								
Legal Staff Time	LS								
Planning and Development Staff Time	PDS								
Human Resources Staff Time	HRS								
Resource Management Staff Time	RMS								
Conservation and Experiential Programming Mgmt Staff Time	CEPMS								
Professional Fees	PF								
Product Costs, Travel Budgets	PC/TB								

Source: CHMGS

O. APPENDICES

APPENDIX 1: RECREATION OFFERINGS IN COMPARABLE LOCATIONS

APPENDIX 2: COMPARABLE PRICING FOR CONCESSION RECREATION SERVICES

APPENDIX 3: ESRI TAPESTRY DATA BY LOCATION

APPENDIX 4: ESRI TAPESTRY MAPS AND DATA (DELIVERED UNDER SEPARATE FILE)

APPENDIX 5: DATA FROM COMPARABLE INTERVIEWS (DELIVERED UNDER SEPARATE FILE)