



**DATE:** April 5, 2021

**TO:** Jessica Vealitzek, Chair  
Operations Committee

Julie Simpson, Chair  
Finance Committee

**FROM:** Mike Tully  
Chief Operations Officer

**RECOMMENDATION:** Provide policy direction on recommended revisions to the Fee Guidelines Matrix for preparation of the next Annual Fee Ordinance.

**STRATEGIC DIRECTION SUPPORTED:** Organizational Sustainability

**FINANCIAL DATA:** No immediate financial impact. The matrix will be used by staff to prepare recommended changes to the Annual Fee Ordinance later this year.

**BACKGROUND:** The Board initially adopted Fee Guidelines in 1992. The Fee Guidelines are used by staff to prepare the District's Annual Fee Ordinance. The Fee Guidelines include an attached matrix that identifies, for different types of programs offered by the District, whether the District's policy is to subsidize that program, recover costs of the program through fees or other revenue, or achieve a combination of subsidy and cost recovery. The Fee Guidelines, including the matrix, were last revised by the Finance and Administrative Committee (the predecessor to the Finance Committee) in 2013. As staff began preparation for the Annual Fee Ordinance, it became apparent that the matrix should be updated in the form attached hereto by clarifying some language, removing programs no longer offered by the District, and adding programs that were not being offered in 2013.

A summary of staff-recommended changes to the matrix:

- Keeping the spectrum of six levels of subsidy/cost recovery but renaming the end points to "Core Programs/Facilities" and "Added Amenities/Services".
- Updating the descriptions of each level using the vocabulary of the Board-approved 100-Year Vision.
- Moving golf services and boat and bicycle rentals from Level 5 (cost neutral) to Level 6 (positive revenue generation).
- Inserting vendor permits, Fox River boat launch, and food truck permits into the matrix.
- Eliminating programs from the matrix that are no longer offered: birthday parties; day trips; outdoor skill development; swimming beach; dog sledding; wagon/bus rental.

**REVIEW BY OTHERS:** Executive Director, Director of Finance, Director of Operations and Infrastructure; Director of Public Safety; Director of Education, Chief of Business Development, Corporate Counsel.

Lake County Forest Preserves  
Fee Guidelines Subsidy and Cost Recovery Summary

Core Programs/Facilities			Added Amenities/Services		
LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Provide general benefits to all Lake County residents through stewardship of healthy landscapes and quality of life. Encourage general use of District lands.	Provide benefits to Lake County residents, and direct benefits to limited groups of users by strengthening connections.	Provide benefits to Lake County residents. Provide services to partner organizations and underserved groups, by strengthening connections Advance public image and exhibit organizational excellence through events and outreach.	Provide benefits to Lake County residents, and substantial direct benefits to limited groups of users. Provides unique services to Resident interest groups. Advance public image and exhibit organizational excellence through events and outreach.	Provide benefits to Lake County residents, and direct benefits to private individuals or limited groups of users. Provides unique opportunities to Non-Residents as well at a fee. Full cost recovery will contribute to financial stability.	Provide benefits to District residents as well as Non-Residents, and direct benefits to private individuals or limited groups of users. Unique services provide opportunities for revenue generation and contributions to financial sustainability.
<b>100% Tax Subsidy</b> 0% Cost Recovery	<b>75% Tax Subsidy</b> 25% Cost Recovery	<b>50% Tax Subsidy</b> 50% Cost Recovery	<b>25% Tax Subsidy</b> 75% Cost Recovery	<b>0% Tax Subsidy</b> 100% Cost Recovery	<b>Net Revenue</b> More than 100% Cost Recovery
<b>Examples:</b> <b>Education and Information:</b> - Outdoor Exhibits (Information and Education)  - Community Speakers Bureau (General District promotion and Priority Topics)  - Drop-in or Roving Education and Interpretation at District Sites  - News Media Photography, Film or Video Coverage  - Websites and Other Electronic Communication Media  - Public Reception (Walk-in and Telephone)  - Museum Archives and Collections Management Services  - Publications (Horizons and Other)  - Museum Archives Library and Ryerson Woods Library Access (walk-in use during regular hours)	<b>Examples:</b> <b>Education and Information:</b> - Educational Field Trips to District Sites (Lake County schools)  - Educational Programs in Schools (Lake County schools)  - Teacher Training  - District Special Events (Cultural or Educational Theme)  - Museum General Exhibits Access	<b>Examples:</b> <b>Education and Information:</b> - Education Programs (Published Schedule)  - Education Programs (Natural and cultural history-related programs available to youth, families and adults)  - Museum Archive Services (Lake County residents, non-commercial)  - Summer Day Camps (children's educational programs)	<b>Examples:</b> <b>Education and Information:</b> - Education Programs (Custom Request, Residents, District & Other In-county Sites)	<b>Examples:</b> <b>Education and Information:</b> Education Programs (custom request, Non-Residents)  - Educational Field Trips to District Sites (Non-Lake County schools)  - District Special Events (Entertainment Theme: e.g., Independence Grove Concerts)  - Native Plant Sale  - Museum Archive Services (non residents, commercial)  - Guided Walks & Programs (Commercial Tour Operators at District Sites, e.g., Stevenson)	
<b>Permitting/General Access:</b> - Picnic Shelter (Under 25 people, non-reserved)  - Open Play Fields (non-reserved)  - Picnic Tables (Non-Reserved)  - Trails (Hiking, Jogging, Walking, Biking and Cross-country Skiing)  - Children's Play Equipment  - Parking (Lake County Resident General Visitation)  - Toilets  - Drinking Water  - Fishing Lakes  - Wildlife Observation Areas  - Winter Sports (Sledding, Ice Skating, Ice Fishing, Cross-country Skiing)  - Canoe Launches (Des Plaines River) and Cartop Boat Launches (Long Lake and Sterling Lake)	<b>Business Development:</b> - Open Area Permits (Reserved)	<b>Business Development:</b>	<b>Business Development:</b>	<b>Business Development:</b> - Vendor permitting  - Indoor Facility Rental for Greenbelt Cultural Center, Dunn Museum, Ryerson Woods, Stevenson House (Non-profit or Government)  - Indoor Facility Rental for Operations & Public Safety, General Offices (Government)  - Non-profit Building Use Long-Term License	<b>Business Development/Golf:</b> - Boat and Trailer Storage  - Boat Slip Rental  - Golf Courses and Driving Ranges  Ryerson Woods, Stevenson House (Social or Corporate)  - Indoor Facility Use Permit for Greenbelt Cultural Center, Dunn Museum, Ryerson Woods, Stevenson House (Social or Corporate)  - Foodservice and Beverage Sales  - Food, Beverage and Banquet Concessionaire  - Gift Shop or Other Retail Sales  - Boat or Bike Rental  - Boat Launch Use (Fox River)  - Equestrian Boarding Stable Concessionaire
- Maintenance and Law Enforcement (General Visitation)  - Ecological Services (Flood Control, Water Quality, Air Quality, Property Values, Tourism, Natl Resource, Wildlife Mgmt)	<b>Permitting/General Access:</b> - Picnic Shelter Permits (Reserved)  - Horse Trail Use Permit (livery) - Horse Trail Use (Daily) - Horse Trail Use (Annual)	<b>Permitting/General Access:</b> - Scout/Organized Youth Group Campground Permit	<b>Permitting/General Access:</b> - Dog Exercise Area Permit	<b>Permitting/General Access:</b> - Cross-Country Meet Permits  - Administrative Services (bid packages, photocopies, police reports, etc.)  - Model Airplane Flying Field Permit	<b>Permitting/General Access:</b> - Special Use Permits  - Special Use Permits  - Commercial Photography, Film or Video Permit (Medium or Large Production) (Small Production)  - Food Truck Annual Permit  - Artwork Sales Commission