

# HISTORIC WAGNER FARM FIVE YEAR MASTER PLAN

Making History Every  
Day!

# Acknowledgements

## Glenview Park District

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# Glenview Park District

## Historic Wagner Farm 5 Year Master Plan

### Overview

#### Introduction and Background

The 5-year Master Plan for Historic Wagner Farm is a document intended to guide the future direction of this iconic facility. The outcomes of the process included the following goals:

- Document the operating philosophy of the Farm
- Sustain the leadership and operational culture
- Provide a connection of current operations to the Farm's past
- Provide an opportunity for support groups, stakeholders and staff to provide input into the future operations of the Farm
- Understand how the Farm currently operates and project operations into the future
- Analyze existing services to identify direction for future programming
- Assess financial results

The Plan was developed through a series of meetings with leadership staff, three focus groups of employees, stakeholders and a support group, Wagner Farm historical documents, and a review of the website and program guide. Financial and programming results were also reviewed.

The Master Plan includes the following elements:

- Historical Narrative
- Philosophical Statements and Guiding Principles
  - Vision and Mission
- Summary of Community and Staff Focus Groups
- Existing Conditions Assessment
- Comparative Information
- Visioning
- Strategic Recommendations

The following Executive Summary section includes a description of the major Plan elements.

## History and Background

In the mid 1800's, Johann and Katharina Wagner started a farm at the site of the current Glenview Fire Station. Their son, Thomas Wagner, purchased the land that is currently known as Historic Wagner Farm. The Farm was purchased by the Glenview Park District as a result of a Farm and Fields Referendum in 1998. Also included in the section is a listing of the building structures within the site, including the Farmhouse and Heritage Center.

## Historic Wagner Farm Philosophy and Guiding Principles

As part of the Master Plan process, the staff reviewed and refined the vision and mission. In addition, philosophy statements and guiding principles were developed.

### **Vision:**

*An authentic working farm, that will inspire generations to explore, connect and appreciate agriculture.*

### **Mission:**

*Historic Wagner Farm engages visitors through innovative, educational programming and partnerships to increase understanding of local agriculture, both past and present.*

## Engagement Sessions

An important element of the process included the facilitation of a series of focus groups. These included: Friends of Wagner Farm, a stakeholder focus group, a staff focus groups, and a series of meetings with leadership. A summary of the major themes and issues were developed for each of the groups and is presented within the body of the report. Also recorded were ideas participants came up with for future program and service ideas. The full write-up of comments is included in Appendix A.

## Existing Conditions Analysis

This section discusses and analyzes various aspects of Farm operations. This includes a review of the Animal Management and Collections Policies and the 2001 Master Plan. The section also reviews staffing and information about Friends of Wagner Farm.

The Existing Conditions section also includes a review and analysis of attendance and registration results, programming, and marketing analysis. Four Glenview Park District seasonal program guides were reviewed from Spring 2016 to Winter 2017. Content was analyzed for: the type of programming by season, age segmentation, fee per hour, and general observations. A full listing of offered programs can be found in Appendix B.

A review of marketing approaches included a review of the program guide, website, and information about search engine optimization. Marketing approaches were also included as a topic area for the focus groups which resulted in many comments about the need to develop additional marketing approaches.

## Financial Analysis

The financial analysis section included a review of revenues and expenses for the last five years, including analysis of labor costs during this time period, which have remained stable. In addition, earned revenue, defined as non-tax revenue, was also reviewed during the last five years.

### **Visioning**

After the completion of all of the technical elements of the Master Plan were developed, staff members were involved in a visioning session that resulted in a refinement of the mission and vision as well as a brainstorming session of future direction. Strategic themes were developed, which included:

- Seek business opportunities
- Provide Education Opportunities
- Develop a space utilization/space expansion/financial plan in support
- Sustain a culture of empowerment
- Balance quality and quantity of programs and events, while preventing over-use
- Connect to the community
- Strengthen marketing, social media, technology

### **Recommendations**

The final section of the Plan lists a series of recommendations aligned with the above listed strategic themes. The recommendations are categorized according to time priority of short, mid and long term.

## Background and History of Historic Wagner Farm

One of the most iconic facilities of the Glenview Park District is the 18.6 acre Historic Wagner Farm, which is one of the last working dairy farms in Cook County. The Farm provides a unique opportunity for the Glenview community, as well as the Chicagoland region, to learn about farming heritage and experience first-hand how farms operated in the 1920's as well as today.

In the mid 1800's, Johann and Katharina Wagner, who came to the United States from Germany, started a farm at the site of the current Glenview Fire Station. Their son, Thomas Wagner, purchased the land that is currently known as Historic Wagner Farm. When the last descendant of the Wagner family passed away, the farm became part of the Our Lady of Perpetual Help Church. The church then put the property up for sale. Subsequently, the Glenview community passed a referendum for a Farm and Fields referendum initiative that provided the Glenview Park District with an opportunity to own and manage the farm and provide a sustainable funding source for the Farm.

The Farm includes a variety of farm animals including cows, chickens, sheep, draft horses, and pigs. Structures include an interpretive center, farm house, livestock barns for the animals, a chicken coop, and crop maintenance. The restored farmhouse and barn and the Historic Wagner Farm Heritage Center contains interactive exhibits about farming from the early 20th century through the present. There is also a 1930's Grocery Store, a Museum Store and classroom.

Historic Wagner Farm offers a variety of programs and services. Some of the programs offered include Dairy Detectives, When Chores Were Done, Planting and Growing Vegetables, Garden Design, Hold Your Horses and Organic Solutions to Garden Plots. Special events are also offered, including events such as Bonfire and Barn Dance, Stock Show/ Dairy Breakfast and Harvest Festival. Many school and scout groups visit the Farm. Other services include birthday parties and rentals. In addition to the Farm offerings, there are also community garden plots, the Glenview Farmers Market, and a CSA (Community Supported Agriculture) program in a cooperative agreement with North Suburban Special Education District.

## Farm and Fields Referendum

The Glenview Park District placed a referendum question on the March 1998 ballot requesting a tax increase to buy, develop and operate the 20 acre Wagner Farm and buy, develop and maintain approximately 35 acres of additional sports fields. The ballot question was: "Should the Glenview Park District be authorized to levy and collect of an additional tax of not to exceed .1259% for all corporate purposes as provided in Section 5-3 of The Park District Code." The initiative passed with a 54% majority.

The vision to protect the legacy of the Wagner's farm has significant historical importance. The 20-acre farm was the last remaining parcel from the property settled by the Wagner family. Additionally, it was the last remaining farm on the North Shore. The Farm's intent at the time of the referendum was to serve as an educational resource for people interested in the agricultural heritage of Illinois as well as recognize one of the prominent families in the early development of Glenview. In addition, the Farm



became an integral part of local school curriculum and interpreter of early area history. Each year following the successful referendum, funding has been allocated between athletic fields and Historic Wagner Farm.

### Physical Description

As part of the Master Plan process, the architectural firm Dewberry completed a facility analysis of the site. The following details information about the facilities and structures as well as their condition.

Acres: 18.6  
Parking spaces: 80  
Total square footage: 21,560

The following is a listing of Farm facilities and the square footage of each:

- Farmhouse 1,500
- Garage 250
- Barn/Machine Shed 3,600
- Chicken Coop 180
- Pump House 100
- Heritage Center 15,930



### General Information:

1. Open M – Sat from 9 am – 5 pm and Sunday from 9 am – 5 pm
2. Interpretive exhibit space, offices, kitchen, science + milk lab, green house, (2) multipurpose rooms
3. One of the only working dairy farm in Cook County with community garden
4. Houses cows, chickens, sheep, draft horse, and pigs
5. Restored 1920s farmhouse, chicken coop, barn and sheds
6. Award winning Farm Heritage Center including an interactive silo exhibit, Sweets & Treats Shop, 1930s grocery store, gift shop
7. Open to the public all year
8. Well over one million visitors to date (approximately 130,000 per year) and increasing annually

**Notes / Observations:**

1. Parking is insufficient June – October peak times
2. Basement at Heritage Center is crowded with equipment – additional off-site 4-car garage needed for tractors, truck, wagons, etc.
3. Additional land would increase crop revenue
4. Hard surfaces needed in interior roadways

The following chart details the facility conditions of the Farm Heritage Center, evaluating various building components as either 3=above average, 2=average, or 1=below average. All of the building elements were rated as either above average or average.

**Facility Conditions:**

	Considerations	3 = Above Average	2 = Average	1 = Below Average
1.	Interior / Furniture / Finishes	X		
2.	HVAC	X		
3.	Plumbing / Fire Protection	X		
4.	Electrical	X		
5.	Roof	X		
6.	Building Exterior / Windows / Doors	X		
7.	Security		X	
8.	Utilization	X		

# Historic Wagner Farm Operating Philosophy

Historic Wagner Farm has a well-defined operating philosophy and work culture. The intent of the Master Plan is to document these elements to ensure the future of the Farm builds upon the legacy of past and current operations. This section outlines several philosophy statements and guiding principles that will create an operational framework for staff members and Friends of Wagner Farm in the future. These are aligned with Historic Wagner Farm's mission and vision, as follows:

## **Vision:**

*An authentic working farm, that will inspire generations to explore, connect and appreciate agriculture.*

## **Mission:**

*Historic Wagner Farm engages visitors through innovative, educational programming and partnerships to increase understanding of local agriculture, both past and present.*

## **Operating Philosophy Statements:**

The Philosophy Statements describe the management characteristics of the Farm operations. These are deeply rooted in the history of the Farm. They are described as follows:

Authentic Programming: Our goal is to provide authentic programs which are congruent with the mission of creating experiences that provide understanding of local agriculture. We represent a real, present day farming operation. We intend to stay mission focused and true to mission, we will not become a petting zoo.

Community Minded: We are committed to the Glenview community. As such, we will be a good partner and will seek opportunities to give back to the community. We hire countless numbers of Glenview youth, providing them with opportunities for meaningful employment that create lifelong memories.

Inclusive Services: We value offering services for all regardless of one's physical or mental ability, economic condition, ethnic background, age, or gender. We embrace inclusiveness and diversity in all that we do, not only in our offering of services, but in our staff as well.

Institutional Knowledge: Farm related activities have continued to diminish during this century and the century before. Our intent is to preserve and cherish the heritage of farming. We will continue to document our operations and abide by the Farm's well-defined culture in order to preserve the legacy for the next generation of staff members.

Honoring Farming and Agriculture: We honor and respect the legacy of farming and agriculture. Given our location in a suburban environment within the Chicagoland area, we recognize that

we may be the first introduction to farming activities and carefully construct our services and programs to replicate agricultural history. We promote all types of agriculture in their forms from commercial to backyard.

## **Guiding Principles**

The Guiding Principles define the culture of the working environment, or how we choose to work together. The Principles define what is important to us as a team, in fulfilling the mission and vision of the Farm.

Team Approaches: We value each other's strengths to successfully work together through collaboration, effective communication, and focusing on the greater good of the Farm.

Empowering Leadership: The style of leadership includes engaging employees in overall decision making and operations of the Farm. This includes respect and trust in one another, appreciating different points of view, and creating the opportunity for employees to have a voice in the Farm's future direction.

Creative Opportunities: The Farm operations continue to build upon the Farm's legacy while endlessly adapting to changes in our operating environment. We believe in continuously improving services through creative idea generation in a supportive environment.

Exceeding Expectations: We aim to give best effort in everything we do. We rely on one another to support excellence in operations which will sustain our reputation in the community and the region.

Customer Experience: We value the creation of customer loyalty, which translates into repeat visitation of our customers. We seek to understand customer requirements for excellent services and endeavor to create the best possible experiences and memories. We derive great pleasure from the lifelong experiences we create.

# Community and Staff Engagement Sessions

As part of the Master Plan process, three focus groups were facilitated. A summary of the focus groups is listed here. The full results of the comments from the participants are included in Appendix B. The summaries include major theme areas and issues for each of the groups: The Friends of Wagner Farm, Wagner Farm staff group, a stakeholder group, and multiple meetings with leadership staff. This is followed by a listing of general ideas provided by focus group participants.

## **Major Themes and Issues Staff Group**

- Iconic facility
- The variety of programs
- Something for all ages
- Land locked, making it difficult to expand
- There is a need to keep programs and exhibits new and fresh
- Concerns from animal activists
- There is a need to continue strengthening volunteer program
- Difficulty to retain part-time employees
- Drainage issues exist throughout the property
- Improvements are needed to the roads within the Farm
- Entrance to the site: way finding on the site needs to be improved
- Classroom space, parking, storage space, bathroom, and fencing are all mentioned as inadequate
- Infrastructure concerns: tractors stored outside, basement ramp

## **Major Themes and Issues Friends Group**

- Staff commitment and experience is a strength
- The notion of creativity as part of the culture
- Constraints to what we can do because we are land locked
- The need to strengthen marketing
- Creating more awareness
- Succession planning is a concern
- Change in customer base, paying attention to reaching out with other languages is important for the operation

## **Major Themes and Issues Stakeholder Group**

- Uniqueness of facility
- The intersection of farming, agriculture, animals in a suburban environment
- Authentic operation
- The feeling of going back in time
- Great accolades for sites direction and leadership

- More staff are needed
- Good cooperation and relationship with the Farm staff
- Some thoughts about adapting services to technology, others not so sure this is a good idea
- Signage, brochure handout to visitors, education about animals would all create added value
- Vision of education, contributing to growing an interest in farming; contributing to the legacy of farming by getting young people involved, and an education resource are all very important to the future of the operation

#### **General Ideas**

- Gain support from corporate sponsors
- Creating synergy between the Farm and The Grove
- Elder hostel/roads scholar program for Grove and Wagner might attract a new audience
- Rotating exhibits, travelling exhibits
- Path around the perimeter would be good to have
- Use of technology to improve the visitor experience
- Expand the ability to accommodate more 4H teens; start adult 4H
- Offer agricultural education programs
- Offer stock shows
- More interactive exhibits
- Refreshing exhibits
- Doing a better job of telling the story of the farm to the visitor
- FFA Club
- Agricultural resource center for the region
- Exchange program with other farms; docents from one farm visit another farm
- It's a great draw for immigrants and their families who don't know what a farm looks like
- Wagner Farm could be part of a regional farm tour

The information generated from the focus groups informed the subsequent visioning session that resulted in the future direction of the Farm.

# Existing Conditions

The following sections provide information about Historic Wagner Farm's existing conditions. This includes information as follows:

- Existing policies that guide current operations
- Staffing
- Friends of Wagner Farm
- Review and analysis of attendance and registration results
- Programming and marketing analysis
- Financial summary
- Key performance indicators

## Managing Policies

The Farm currently operates according to Animal Management and Collections Policies. In addition, a master plan was done previously in 2001. Many operational areas included in the Master Plan are still in effect today.

Animal Management Policy: This Master Plan builds upon the policies and operational standards of the past. One of these policies is the Animal Management Policy that was developed and approved by the Glenview Park Board in 2002. At that time, Glenview staff members developed a policy that would provide consistent guidelines for the care and handling of livestock. In order to ensure a well thought out and comprehensive policy, staff established a livestock management committee to review options and make recommendations. The elements of the policy covered the following areas:

- Livestock handling and public interaction
- Livestock care and record keeping
- Livestock Rotation
- Livestock Accessioning
- Livestock De-accessioning

The elements contained in this policy remain in effect, going forward. The operation of Wagner Farm is routinely described as authentic; however, utilizes the most current "best practices" in animal husbandry. This characteristic is a result of the Farm's commitment to its livestock and operating as a 1920's dairy farm. Farm operation and management have remained consistent to this part of the mission.

Collections Policy: In 2003, a Collections Policy for Wagner Farm was established. The Policy developed guidelines for the collection of historical artifacts relating to: house and homemaking, crops and livestock, food ways, farm power and agricultural technology. Further, the objective was to collect, agricultural and domestic hand tools, appliances, home furnishings and fixtures, textiles, written and

illustrative material, and farm implements associated with Mid-west farming from 1880-1950's. It included an objective to collect and display materials and artifacts of the Wagner Family to the fullest extent available.

2001 Master Plan: The Park District completed a Wagner Farm Master Plan in 2001. The Plan included the creation of an eighteen-member Steering Committee and eight sub-committees. The Steering Committee was responsible for developing Master Plan recommendations. The Steering Committee and sub-committees no longer exist. Citizen involvement now comes from the volunteer support group, The Friends of Wagner Farm.

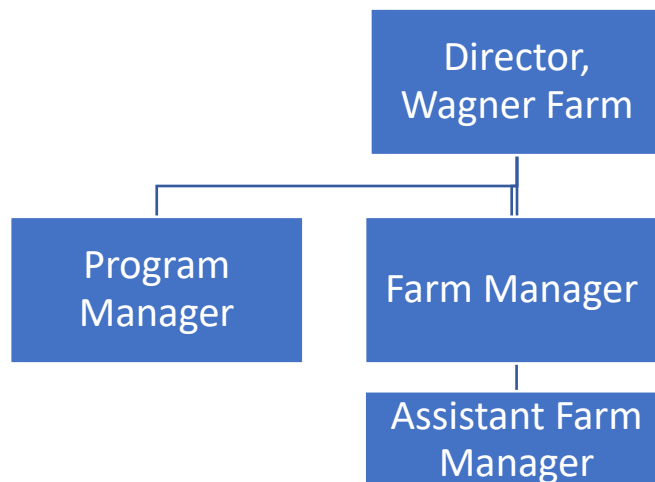
At the time of the Master Plan, vision and mission statements were developed. The statements have since been revised and again revisited as part of the Master Plan process. The revised mission and vision are included later in the document.

The original Master Plan included provisions for the allocation of land within the property, but this no longer holds true as the Farm's operation requires flexibility in managing open space requirements.

### Staffing

The Farm is managed by four full-time staff members who, combined, have a long and experienced tenure with the Farm. The positions include:

- Director, Program Manager, Farm Manager and Assistant Farm Manager





Both the Program Manager and Farm Manager report to the Director, and the Assistant Farm Manager reports to the Farm Manager. The general responsibilities of the four positions are detailed as follows:

The Director of Historic Wagner Farm is responsible for overseeing and managing Historic Wagner Farm, an open air museum interpreting a 1920s dairy farm. The Director is responsible for the overall management of the Farm as well as ensuring adherence to the Farm's mission and vision. The Director is responsible for the implementation of the Master Plan. Program area responsibilities include general visitation, school visitation, programming, special events, retail operations, ice cream shop, summer camps, community gardens, farmers market, seasonal sales, special exhibits, animal care including the 4H program, facility rentals and customer service. The Director provides direct supervision to the Program Manager and Farm Manager and indirect supervision to the Assistant Farm Manager. The position also oversees and manages the Farm's operating budget.

The Program Manager is responsible for the creation, planning, staffing, and execution of programs and events at Wagner Farm, including brochure offerings, school programs, camps, general visitation, special events and customer service. This includes Identifying needs, creating and developing programs, promotion and marketing, leading and training staff, and monitoring/evaluating programs. The position is also responsible for overall staff scheduling. The Program Manager oversees the operating budget for programs and events. Supervisory responsibilities include management of approximately 30 part-time staff and dozens of volunteers.

The Farm Manager is responsible for assisting the Director with all aspects of Farm management and operations. This includes areas such as agriculture, maintenance, customer service, farm business endeavors, construction projects, and museum security. Supervisory responsibility includes one full-time employee and many part-time employees. The Manager also acts as manager on duty in the absence of the Director. The position is vitally involved in agriculture activities such as adherence to the livestock policy and building and grounds responsibility.

The Assistant Farm Manager is responsible for assisting with the care of livestock and crops, maintenance, cleanliness of the building and grounds, construction projects, and customer service. The Assistant Farm manager serves as manager-on-duty in the absence of the Farm Manager. Responsibilities also include livestock care and cleaning, crop care, and building and grounds maintenance and cleaning.

The full-time staff members are supplemented by approximately 50 part-time employees. Of the 50, approximately 15 are year-round programmers who are involved with historic interpretation, school programs, special events and outreach efforts. The rest of the part-time employees are high school and college age young adults who work in supporting roles throughout the Farm, from birthday party hosts to weekend front desk staff and the ice cream parlor.

In addition to paid staff, the Farm utilizes hundreds of volunteers. Typically, there are more than 200 individuals who volunteer more than twice a year. The volunteers are managed by a part-time volunteer coordinator.

### **Friends of Wagner Farm**

Friends of Wagner Farm (FWF) is a citizen volunteer group that supports the Farm, founded in 2003. There are currently six board members of the group. According to the bylaws and governing principles:

“The principles on which FWF are founded recognize that farming is an integral part of our community’s heritage. Today, Wagner Farm (the “Farm”) is one of the last remaining vestiges of Glenview’s origins and is a tribute to the hard working and frugal farm families that settled this area. The Farm constitutes a pastoral oasis in the midst of an energetic community. The preservation of this historic prairie farm offers an unusual opportunity to generate respect for, and an understanding of, Glenview’s and Illinois’ agricultural heritage as well as an appreciation for our environment.”

The Friends group is a non-profit organization that assists the Park District and Farm staff with the operation, development, educational, and recreational activities of the site. Specific areas of support to the District are outlined in the Friends’ bylaws, including:

- To assist and cooperate with the Glenview Park District.
- To assist and cooperate with the groups and organizations affiliated with the Farm to nurture and maintain an enthusiastic interest in various phases of the restoration and development of the Farm.
- To work by itself or with the Park District to seek gifts and monies for the improvement and expansion of the Farm and its programs.
- To be an instrument of communication for the residents of Glenview and the surrounding communities regarding the activities and development of the Farm.
- To support access to the farm and farm programs to surrounding communities with at-risk populations.
- To perform other functions and services as needs arise.

As of December 2016, the Friends had 276 memberships representing over 621 individuals. The Friends group communicates and promotes the farm to Glenview residents, as well as residents in the region. The group is also active in raising funds to augment farm operations. Membership contributions, merchandise sales, special events, and charitable donations have totaled over 2.2 million dollars.

### **Registration and Attendance Analysis**

As mentioned earlier in the report, Wagner Farm offers a variety of services, including events, programs, camps, school/scout groups, other miscellaneous programs and services. A three-year comparison shows the differences in attendance and registration numbers for 2013-2014 fiscal year, 2014-2015

fiscal year, and 2015-2016 fiscal year. The reporting of the programs and events is categorized according to:

- Programs
- Scheduled Tours
- General

The chart below shows attendance results for the last three years, followed by detail of each of the three areas. The percentage change column represents the change between FY13-14 and FY15-16.

	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>% Change</b>
Programs	49,200	51,818	40,037	-18.6%
Scheduled Tours	10,857	10,736	8,478	-21.9%
General	<u>47,623</u>	<u>47,237</u>	<u>46,075</u>	- 3.3%
Total	107,680	109,791	94,950	-10.9%

Most of the drop in numbers from FY13-14 to FY15-16 relate to two areas: 1) the Farmers Market and 2) school programs. Farmers Market attendance dropped by 37.2% and school groups dropped by 21.9%. Deducting these two areas from the numbers above result in a 1.5% increase in attendance between the two fiscal years: 65,518 in FY13-14 and 66,518 in FY15-16.

Analyzing these numbers further as part of the Annual Registration and Attendance Report, the following information shows attendance and registration numbers for five categories: events, programs, camps, other, and school/scout groups.

The percentage distribution of activities for each year is represented by the percentages in each column of the three fiscal years. The percent change represents the increase/**decrease** of the numbers between FY13-14 and FY15-16:

#### Registration and Attendance Distribution and Percentage Change

	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>% Change</b>
Events	37,247 (34.6%)	32,642 (30%)	25,594 (27%)	<b>31%</b>
Programs	3,913 (3.6%)	3,832 (3.4%)	3,860 (4%)	<b>1.3%</b>
Camps	419 (.4%)	474 (.4%)	555 (.6%)	32%
Other	55,182 (51%)	62,134 (57%)	57,522 (61%)	4.2%
Schools/Scouts	10,857 (10%)	10,736 (9.8)	8,478 (9%)	<b>22%</b>

Event participation shows the greatest decrease in the program attendance distribution of 34.6% to 27%. The Events registration and attendance decreased 31% from FY13-14 to FY15-16. As mentioned previously, this is a result of a decrease in the Farmers Market attendance. In FY 15-16 the distribution shows that "Other" programs represent the greatest percentage of attendance/registration (61%),

followed by events (27%) and then school and scout groups (9%). Fully 88% of the attendance for the Farm is represented by the Other category and Events. It is important to note that visitation, special events and school group attendance are all weather dependent, so fluctuations in overall attendance numbers is to be expected. As an example, in the chart below, the attendance at the Barn Dance in FY15-16 was affected by poor weather.

The “Other” category includes areas such as general drop-in visitation, rentals, non-school outreach, NSSED partnership, 4-H Kids, and Teamster program. Of those programs and activities, general drop-in visitation represents 77% of the “Other” category. It is recommended to break out the “Other” category more specifically to show the results that show the largest attendance drivers in this category.

The next highest attended area, representing 27% of attendance, is the Events category, including:

#### Event Attendance

Event	FY13-14	FY14-15	FY15-16	% Change
Baconfest	265	400	354	33.6%
Dairy Breakfast	892	1,208	1,097	23%
Bonfire	1,562	1,200	849	45.6%
Farmers Market	31,105	28,648	19,594	37%
Scarecrow	662	556	712	7.6%
Barn Dance	721	--	225	68.9%
Fall Harvest	1,650	630	1,312	20.4%

Events attendance is trending downward in a majority of the events. It is recommended to identify the true costs of the events to determine the cost/benefit of each of the events to determine whether or not to continue or repurpose.

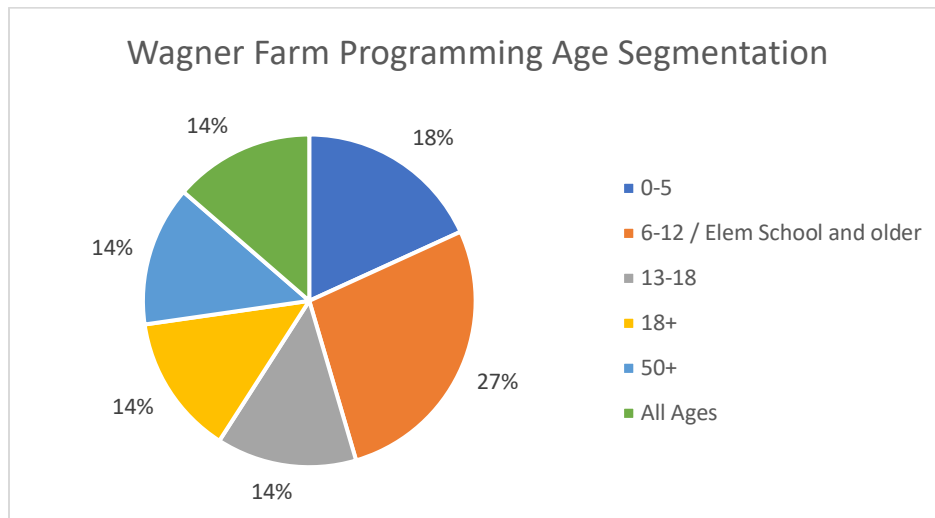
#### Programming Analysis

The following section includes information about programs. Approximately one third of Historic Wagner Farm’s traditional programs are offered in spring, one third in summer, and about one third split between fall and winter. The majority of the programming (82%) falls into the programs category; events and camps comprise the remaining 18%. The category of programming not assessed here are the school groups served by educational visits.

### Wagner Farm Programs

Activity Breakdown	Spring		Summer		Fall		Winter		Total Sections	Percent
Programs	13	86.7%	10	76.9%	7	87.5%	6	75.0%	36	81.82%
Events	2	13.3%	1	7.7%	1	12.5%	2	25.0%	6	13.64%
Camps	0	0.0%	2	15.4%	0	0.0%	0	0.0%	2	4.55%
	15		13		8		8		44	

The program offerings for Historic Wagner Farm are very balanced among all age segments; the chart below depicts the age groupings and the respective percentages of programs that serve those groups. About one quarter (27%) of programs were geared towards children 6-12 years old, or otherwise advertised as an elementary age “and up” in the program guide. Programming for adults showed an equitable balance of 14% for those over 18 years and 14% for those specifically over the age of 50 years.



Price per program-hour averaged \$8.47 for youth programs and \$13.61 for adult programs. The chart below depicts the average price per hour as well as lowest and highest price per hour. For further detail, Appendix A lists each program and its corresponding hourly price point.

<b>Wagner Farm Program Pricing</b>	Avg	Low	High
Avg price per hour - Youth Prog	\$8.47	\$2.50	\$10.40
Avg price per hour - Adult Prog	\$13.61	\$10.00	\$20.00

### Program Registration and Attendance

In reviewing three years of numbers, program registration was fairly consistent between FY13-14 and FY15-16 with a 4% drop between those two years. Attendance dropped more significantly, 19% between FY13-14 and FY15-16. School groups have shown a declining trend line of a drop of 22% during that same timeframe.

	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>
<b>Number of Registrants</b>	397	316	382
<b>Attendance</b>	49,200	51,818	40,037
<b>Number of School Groups</b>	350	345	273

The drop in attendance is primarily due to a 31% drop in Farmer's Market attendance, from 31,205 to 19,504 from FY13-14 to FY15-16.

Further observations:

- Adult classes in winter were only offered on Saturdays. For those adults and/or parents that are not available on Saturday, perhaps consider adding additional sections. Since program content is already created, adding another registration date option on a different day/time would be a quick way to open up potential interest and/or availability. In addition to more sections, offering a corresponding youth program option during the same timeframe right at the farm (e.g. Saturday from 9:45am-11:45am) could also be a way to increase adult participation.
- The adult course content covers topics that are timely and appropriate for the farm location. The fact that the courses speak to topics that relate to food and gardening makes sense for the facility. Some courses were reasonably priced and yet some seem high. Perhaps consider branching out in joint-programming opportunities with the cultural arts staff to add a section of a visual arts class (e.g. painting animals), or a section of dance (e.g. line dancing) could build exposure and increase visitation to the farm.
- Consider connecting with the homeschool market further, to engage some parallel philosophies. Advertise homeschool course possibilities in the program guide.
- Nature-based preschool is a trend in the early childhood industry. Wagner Farm could be a unique location for a themed preschool setting. As the park district considers its role as a provider of preschool, this may be an area to explore. This will be a nice tie in to the future nature based playground.

Historic Wagner Farm provides other services and/or involvement opportunities beyond traditional recreation programming, which are listed here:

- Farmer's Market
- Friends of Wagner Farm
- Garden Plots
- Gift Shop

- Heritage Center
- Holiday Horse Drawn Ride
- School Programs
- Special Sales: Mum, Pumpkin, Tree/Wreath
- Sweets & Treats soda fountain
- Volunteer Opportunities
- Partnership with North Suburban Special Education District to host a school on the Wagner Farm grounds
- Glenview Clovers 4-H Club
- Horticultural and Animal Science summer internships
- Local food pantry donation program

There may be opportunities to build farm market attendance with cross promotions for other Farm events. In addition, two areas experiencing a drop in visitation include the Farmer's Market and school group attendance. Given the economics involved in school financing of school field trips, this market may not come back. However, there may be opportunities to build the Farmer's Market audience by offering food classes as part of the market or cross promotions for other Farm events.

## Marketing Approaches

### Program Guide Review

Four seasonal program guides, from Spring 2016 to Winter 2017, were reviewed for Historic Wagner Farm including four attributes of: presence and presentation, content, and format.

- Consistent through the four seasons reviewed, Historic Wagner Farm has its own distinct pages of the program guide that are dedicated solely to the facility's offerings.
- The Historic Wagner Farm section is located in the same part of the guide from season to season, towards the back with the rest of the special facilities.
- The consistency of initial page structure, where the facility logo/branded name is at the top of the vertical box located on the outside edges of the page, and the hours are located directly under the facility name, creates a recognizable path to basic information.
  - The Fall and Winter guides both use photos in this vertical banner, which was a change that created powerful impact. The images portray what the participant may experience at the site and makes the facility seem more inviting and interesting.
- There is a brief overview statement about what the facility is, and then what the experience at the site entails. Although it may seem redundant to print every season, this basic information is essential to the new readers' understanding of the unique facility features and missions.
- The program titles, descriptions, and course information are presented clearly and neatly, in a manner corresponding to the rest of the guide.
- The summer Farm section had no mention of the Farmer's Market or Camps located at Historic Wagner Farm, which are two particularly important services during that season. Teasers, or

statements to direct readers to the full listing, should be incorporated, e.g. “Visit our Farmer’s Market Saturdays this summer! See page 12 for detailed information.”

- The Friends of Wagner Farm group and membership opportunity is mentioned in its section Overall, the visual appeal of the entire program guide would be enhanced by the use of full color.

## **Website Review**

Overall, Historic Wagner Farms web pages are organized and clearly worded. The presentation is clean. The design is not necessarily the most sophisticated or visually appealing, but does fulfill the primary purpose of being an information source. The following notes pertain to both facilities’ portions of the website:

- The homepage of Historic Wagner Farm, as part of the district’s website, has information in sections, including Where History Meets Education, and the Interactive Silo Exhibit. In addition, there is an excellent Historic Wagner Farm School, Group and Outreach program video.
- There is a clear depiction of hours on the front page, top and center content. Perhaps a sidebar on the right would keep the message clear, but make the main focus the content about the facility itself.
- The sub-page organization of the facility-related web content is nicely off-set on the side with a filled box.
- The “programs” tab links directly to WebTrac; this is an easy way for staff to connect the user to program information that’s already been entered into the registration software. However, there is no notification that the user is being brought to a different website. The top of the new page fills the screen with “activity search criteria” boxes, so it is unclear to the user that they should scroll down to the bottom of the page for the facility-related programming information. The programs tab should first link to a sub-page with a short paragraph about programs (and at times, more pertinent programmatic information – like summer camp details) and then let the user know to ‘click here’ for more program and registration information.
- From a fiscal perspective, it seems like the “friends groups” financial missions have been different; based on website content, The Grove Heritage Association seems to have focused on largely structural contributions, while the Friends of Wagner Farm support low-income students to either come on-site or receive an off-site visit. Perhaps describing the missions of the two groups online would help the reader to know more about the organizations and offer more transparency to the community.
- The video depicting a school visit to Historic Wagner Farm is short, informative, and clearly depicts what a visit to Historic Wagner Farm would be like for the teacher and students.
- The field trip grant application accessibility online is a great feature. Consider adding an opening paragraph or letter describing the process as a cover sheet to the application packet, with similar wording found in the web page box, to provide an overview of the process to the application reader.
- The school programs brochure is a succinct way to incorporate the information found on the website into a paper document, if the reader so chooses. The chart is a great tool for teachers to



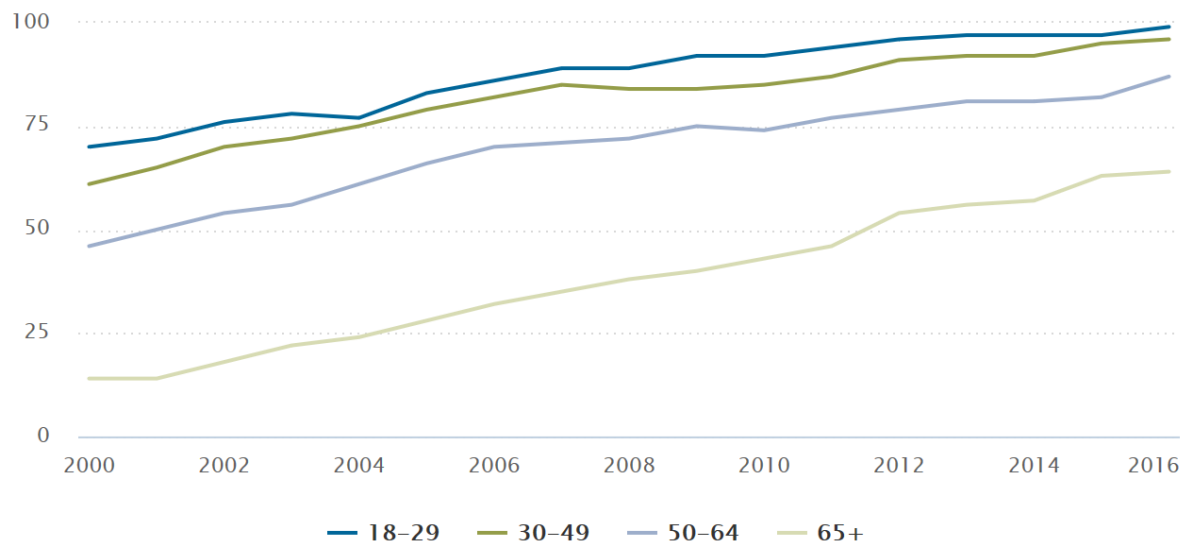
use to determine which program is appropriate for their class and which learning standards apply.

- The Friends of Wagner Farm page clearly describes who the group is and what they do from a fiscal perspective. Perhaps adding more content about the leadership within the group, when they have meetings, et cetera, would help the reader decide if an active membership (vs. simply monetary membership) was something of interest to them.
- The photo gallery displays an excellent array of facility images. The photos show that event set-ups are very well put-together. Consider acquiring and posting more site photos in a photo gallery linked from the Historic Wagner Farm 'homepage.'
- Historic Wagner Farm has its own page and subsequent sub-pages for categorized information pertaining to the Farm in a sidebar listing box. One confusing link within the box is the farmer's market title – it opens the farmer's market's own page with its own sub-pages, and the user subsequently moves away from the initial farm information pages. Consider moving the farmer's market link to the bottom of the brown sub-page listing or even completely outside of the sub-listing box, so the user understands that the market's page is new and now has its own sub-categories of information to select from the market's sidebar box.
- The opening tagline on the farm's birthday party page, enticing the reader to book an "udderly" amazing birthday party at Historic Wagner Farm" is clever and catchy.

### **Online Presence**

- Historic Wagner Farm relies on a regional draw to drive visitation rates and attract new users. Each facility must have an online presence that is front-and-center when searched through internet search engines. A key way to do this is to engage Search Engine Optimization (SEO). By definition, SEO is "the process of maximizing the number of visitors to a particular website by ensuring that the site appears high on the list of results returned by a search engine," according to Google. The PEW Research Center has been tracking Internet use systematically since 2000. In 2016, roughly nine in ten adults used the Internet, regardless of device (mobile devices, tablets, and laptop/desktop computers), with 96% of adults 18-49 years reported as users.

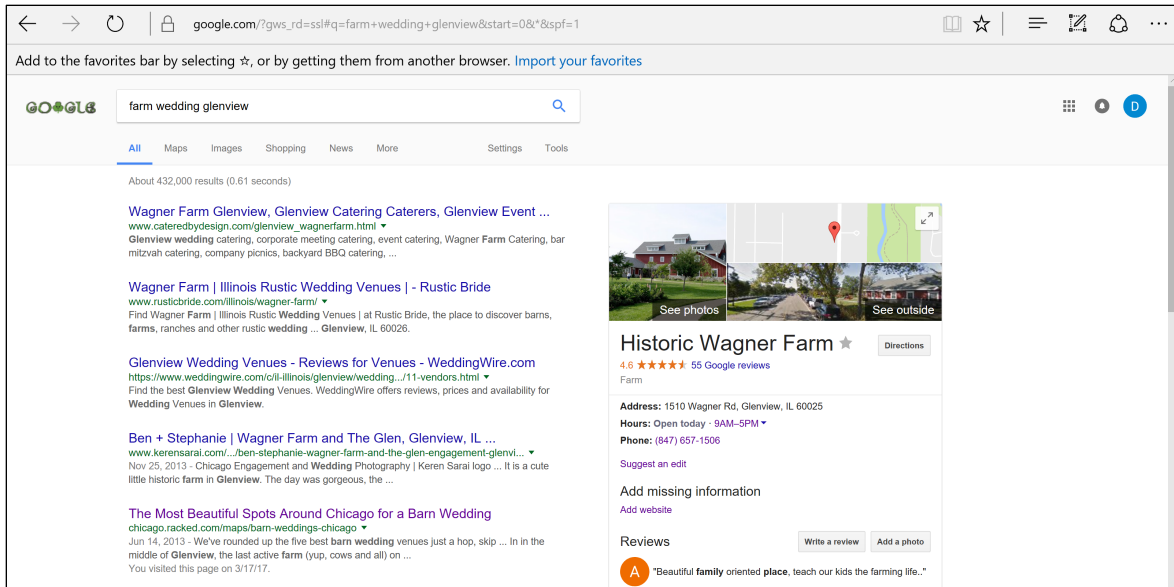
*% of U.S. adults who use the internet, by age*



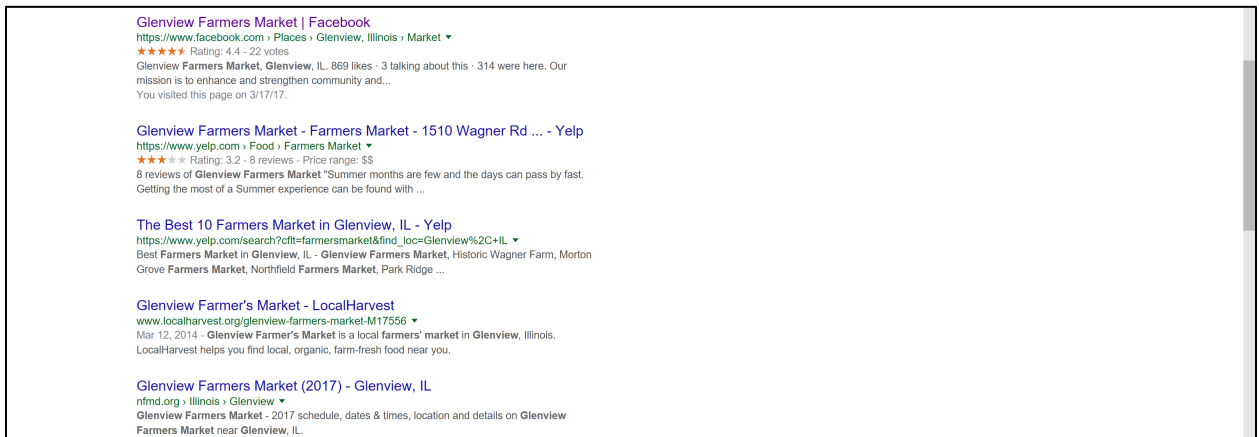
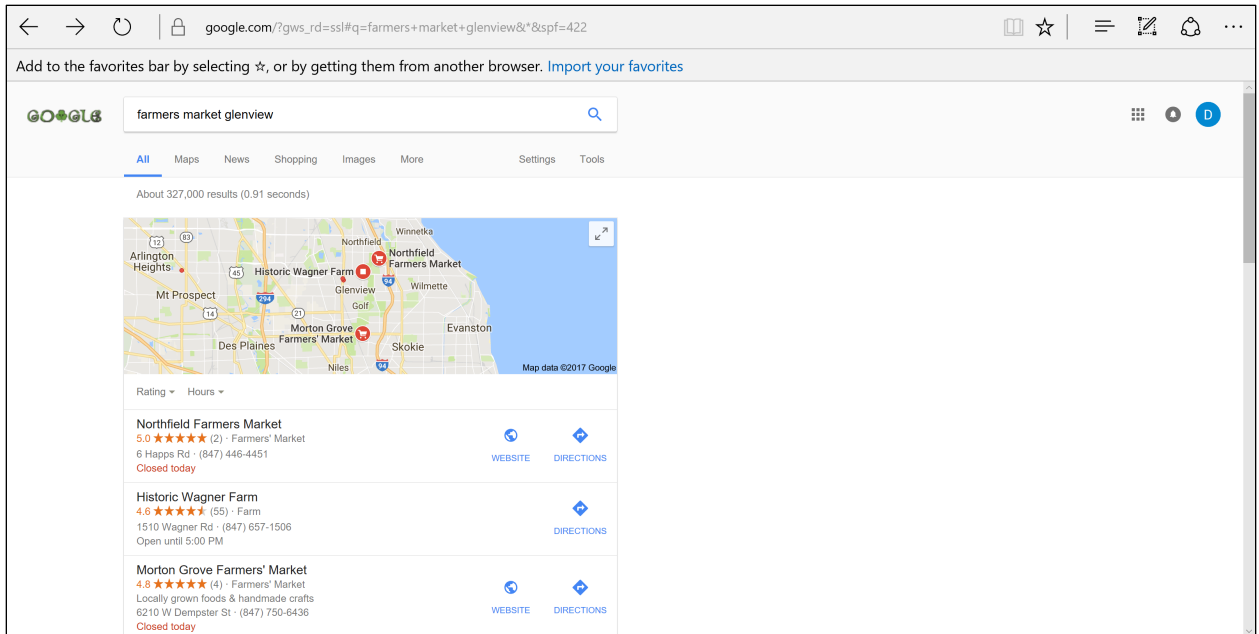
Source: Surveys conducted 2000-2016. Data for each year based on a pooled analysis of all surveys conducted during that year.

PEW RESEARCH CENTER

- As part of the process, the consulting team conducted several keyword searches via the Google search engine in March 2017. Keyword phrases for several essential regional-draw services from each facility were tested. The results indicated that the Glenview Park District needs to dedicate specific resources to enhancing its internet presence for Historical Wagner Farm. The detailed results are described below.
- “Farm Wedding Glenview”: Out of 432,000 results, the top listing relating to Historic Wagner Farm was due to one of the district’s preferred caterers: Catered By Design. The rest of the first-page results were all mentions of Historic Wagner Farm through articles and wedding resource sites. The park district page for Historic Wagner Farm did not appear in at least five pages. The Google listing for Historic Wagner Farm did appear on the right-hand side of the page, however the direct link to the park district website was not enabled/provided to Google. Optimally, the park district website will be the first search result, followed by the related articles, service providers, and review sites.



- In similar keyword searches, it was more difficult finding Historic Wagner Farm as a wedding destination. “Farm Wedding North Shore” resulted in a listing through Catered By Design on page 3 of the results; “Farm Wedding Near Chicago” resulted in a listing on page 8. Neither search resulted in connection to the park district website. The keyword “farm” was used for this research purpose over “barn” due to the difference in the competitive market – over 3,150,000 results appear for “barn wedding Chicago”, for example.
- “Farmers Market Glenview”: Google’s first listings for this search resulted in a map with visualized locations appearing at the top of the page, and about 327,000 total results. Historic Wagner Farm’s Farmer’s Market did appear in Goggle’s top three map locations; a website request to Google can be completed when the Historic Wagner Farm map listing is selected. The Farmer’s Market Facebook page was number one on the results listing (immediately following the map listing), followed by review sites and other entities’ inclusion of the market in their listings. Again, the Park District should insert some target keywords into the website’s SEO functionality to ensure both the Glenview Park District and Facebook pages continue to land at the top of the results.



- In similar keyword searches, “farmers market Chicago north shore” resulted in Historic Wagner Farm’s Farmer’s Market not located on the map; the nearest were Morton Grove and Northfield’s markets.
- “Free outdoor family activities Glenview” and “Free outdoor family activities Chicago north shore”: Specific results for Historic Wagner Farm, The Grove, or the Glenview Park District were not found (search ended at page 8).
- “School field trips northern Illinois”: The top three results out of 405,000 were homeschool websites - [www.thehomeschoolmom.com](http://www.thehomeschoolmom.com), [www.chicagolandhomeschoolnetwork.com](http://www.chicagolandhomeschoolnetwork.com), and [www.homeschoolbuyersco-op.org](http://www.homeschoolbuyersco-op.org). Within these websites are extensive listings of locations throughout Illinois that offer educational field trips. Not only should GPD optimize these key words within its own website, staff should also consider exploring how to become a part of the homeschool groups’ listings. The Glenview Park District website did not appear in at least the first five pages of results.

- The district needs to initiate more search engine optimization throughout its website, especially for key regional draw service lines. And, adding the park district website to key listings within these service areas will be essential if the district desires to broaden its reach and scope of interest.

### Historic Wagner Farm Financial Summary

Overall, the Historic Wagner Farm bottom-line financial results have fluctuated since at least fiscal year 2009, the first year financials were reviewed for the purposes of this report. Some years have experienced a net surplus of over \$170,600 (FY 2013), and some years have shown a deficit of almost - \$623,000 (FY 2016). The reason for this has not been due to variation in programmatic performance. At times there has been an intentional use of fund balances to pay for operating expenses, and in others the “transfers in” to the farm budget have been reduced.

The following chart shows revenues and expenses for the Farm for FY12 through FY16.

#### Total Revenue

FY12	FY13	FY14	FY15	FY16
\$383,722	\$471,336	\$274,421	\$355,918	\$297,738

#### Total Expense by Category

	FY12	FY13	FY14	FY15	FY16
<b>Personal Service</b>	\$422,420	\$412,538	\$410,662	\$421,916	\$435,438
<b>Contractual</b>	\$854,036	\$841,525	\$833,320	\$881,282	\$906,688
<b>Net Transfers</b>	\$521,359	\$540,793	\$549,319	\$537,188	(\$14,023)
<b>Fund + or (-)</b>	\$51,046	\$170,604	(\$59,580)	\$11,824	(\$622,973)

In fiscal years 2014-2016, no additional tax allocations were made to Historic Wagner Farm and in 2016 there was also a significant reduction in “transfers in.” The transfers into the Historic Wagner Farm financials from the Corporate Fund are due to a corporate tax levy specifically for the Farm and Fields purchase and continuing maintenance. According to the 2016 financial audit, “The fund balance was intentionally accumulated above the recommended target levels in prior years for future use at Historic Wagner Farm. It has been determined that the potential expansion is not as imminent as once thought so the transfer from Farm and Fields was reduced to bring the fund balance to the target level.”

Total revenue remained fairly steady, an average of \$309, 359 during fiscal years 2014-16; the outlier is 2015 where an increase of an over \$70,000 in donations/grants and miscellaneous pushed the total revenue up near \$356,000.

Merchandise sales account for a significant portion – generally about one third – of the total facility earned revenue. Group fees are the next-largest revenue source, followed by program fees. These three revenue sources generate about 70-75% of total revenues.

Personal service expenses for the operation have been remarkably stable from 2012 through 2016. As mentioned previously, staffing numbers include four full-time staff, and approximately 50 seasonal and part-time maintenance employees, operations, food service, programs, instructors, and public visitation staff. The following figures show personal service expenses as a percentage of total expenses:

2012	2013	2014	2015	2016
49%	49%	46%	48%	48%

The consistency of the numbers shows evidence of Farm staff's efforts in managing and controlling expenses as expenses associated with labor costs continuously increase, but the percentage of personal services has maintained a 46-49% percentage of total budget.

Other expenses have shown both increases and decreases in recent years. Contractual Services experienced a significant reduction - nearly \$30,000 between FY 2014 and 2015, and were steady in FY2016 at \$107,645. In FY2016 fixed expenses were at their lowest point in five years at \$30,971. Commodities have steadily increased since 2013, from \$137,000 to \$172,719 in FY 2016.

The following chart shows earned revenue amounts from FY12 to FY16 and total personal services expenses to determine the ratio of earned revenue to labor costs. The Farm has a very good distribution of revenues, spread throughout the major revenue source areas of merchandise, program fees, group fees, and special events. These four areas represent approximately 80% of total revenues.

Total earned revenues decreased by approximately 23% from FY12 to FY16. This decrease is primarily a result of the large donation in 2012 of \$137,000. If FY12 revenues were excluded from the calculation because of the outlier donation and grant amount, earned revenues have been very stable, with a 2% drop from FY13 to FY16.

The three primary revenue sources have all greatly increased from 2012 to 2016: program fees, group fees, and merchandise are all growing in a positive direction. However, there is significant variation year to year in revenue amounts, particularly program fees and group fees. Using FY13 as a baseline for group fees, revenues have decreased 22% between FY13 and FY16.

### Wagner Farm

						% Change FY12 - FY16
<b>Earned Revenue*</b>	FY12	FY13	FY14	FY15	FY16	
Merchandise	105,572	103,126	120,106	129,871	120,148	13.8%
Fees-Programs	42,246	52,217	49,832	61,138	51,785	22.6%
Fees-Groups	51,387	81,990	61,951	72,457	63,874	24.3%
Special Events	28,477	33,460	35,331	20,601	33,769	18.6%
Rental Facility	10,315	7,513	2,088	2,250	8,480	-17.8%
Donations and Grants	137,000	5,475	6,066	45,100	10,591	-92.3%
Miscellaneous	10,089	7,896	165	25,788	8,136	-19.4%
<b>Total Earned Revenue</b>	<b>385,086</b>	<b>291,677</b>	<b>275,539</b>	<b>357,205</b>	<b>296,783</b>	<b>-22.9%</b>

\*excludes interest and tax revenue

						% Change FY12 - FY16
<b>Personal Services Expense</b>	FY12	FY13	FY14	FY15	FY16	
Full Time	228,625	237,727	246,612	246,468	246,517	7.8%
Part Time Maintenance	48,184	34,612	20,364	29,018	27,475	-43.0%
Operations	76,607	62,679	69,150	72,611	99,414	29.8%
Farmers Market	6,190	7,158	7,594	0	0	-100.0%
Wages-Food Service PT	10,707	14,321	9,505	13,008	13,474	25.8%
Wages-programs	16,485	28,249	29,061	29,983	26,368	60.0%
Wages-Instructors, Groups	23,315	23,679	24,312	27,071	19,126	-18.0%
Wages-Public Visitation	6,832	4,113	4,064	3,757	3,064	-55.2%
Part Time Overtime	5,477	0	0	0	0	-100.0%
<b>Total Personal Services</b>	<b>422,422</b>	<b>412,538</b>	<b>410,662</b>	<b>421,916</b>	<b>435,438</b>	<b>3.1%</b>
<b>Personal Services/Earned Revenue</b>	<b>109.7%</b>	<b>141.4%</b>	<b>149.0%</b>	<b>118.1%</b>	<b>146.7%</b>	

The above metric of personal service expenses as a percent of earned revenue is a productivity measurement that can be tracked from year to year. This shows that it takes \$1.33 dollars (the average percentage of the five years from 2012-2016) in labor costs to produce \$1.00 of revenue. There is no appropriate benchmark for a similar farm operation, but based on knowledge of other types of facility operations, \$1.33 is a good result.

If operations maintain themselves in a similar fashion as the past several years, the Historic Wagner Farm budget will have to continue to draw from reserves without continued real estate tax designation or the farm corporate tax levy. More donations/grants would be a nice support piece as well, but are generally inconsistent from year to year, and subsequently more difficult to rely upon.

A financial goal for the facility would be to have the ability to identify revenues and expense by service area: programs, group fees, special events, and rentals and identify costs of service for each of the major revenue category. In addition, an overall cost recovery goal should be developed based on past financial trends of performance.

### Key Performance Indicators

The following is a suggested listing of Key Performance Indicators (KPIs) to measure and monitor the Farm's performance year to year. There is no benchmark information available to develop context to the measurement results, as there is no industry standard for Farm operations as part of a park district. The key to measuring Historic Wagner Farm's performance is to track results year to year and continue to improve. Some of the measures can be compared to the Grove's performance. Suggested KPIs include:

- The ratio of total personal services to earned revenue: The current five-year average is \$1.33 of personnel services to earned revenue. An appropriate target would be \$1.20-\$1.25, to get started. The target can be adjusted depending upon future year results.
- Earned revenue growth. The recommended target would be a 3-5% growth of earned revenue year to year. This can also be tracked on the expense side as well, charting the percentage change in expenses, as compared to earned revenue growth. This will show if expenses are outstripping earned revenue growth.
- Continue to track attendance/registration results of individual service areas such as events, programs, and general drop in visitation. This can also include market penetration rate, or how many households have visited the Farm during the last year. According to the Community Survey results, 53% of Glenview resident households visited the Farm within the last year. Establish a target of 60%.
- Total customer satisfaction: this can be measured as part of program evaluations or surveys for general attendance. The recommendation would be to have at least 90% customer satisfaction of highly satisfied or satisfied customers and at least 50% of highly satisfied customers. These target numbers are based on experience with customer satisfaction results in other communities.
- Program cancellation rates: this is the ratio between programs number of programs "going" and total number of programs offered. The recommended target for this area is 80-85% go rate for programs. This is based on the experience of recreation program assessments for other organizations.
- Number of volunteer hours, tracked year to year.
- Part-time staff retention. Identify the current turnover rate, and establish a target based on the current rate.
- Develop an importance/performance survey that identifies the most important customer requirements (such as 5-7 requirements) and evaluate how well you are delivering services according to those requirements.



- Facility utilization rate: track the percentage time of use for usable spaces of the Heritage Center and establish a target. The facility utilization can be broken down into prime and non-prime time hours
- Lifecycle analysis: on an annual basis, review programs for the previous year and identify is programs are in the introductory, growth, mature, or decline phase. Target at least 60% of programs in the introductory/growth phases.

### Historic Wagner Farm Comparative Information

The only international provider examined was the Cole Harbour Farm Museum in Nova Scotia, which is a farm in an urban setting, very much like Historic Wagner Farm. The site has similar amenities and livestock, and comparable mission to retain a connection to the past history of the land.

Another interesting provider to cite is the Queens County Farm Museum in New York. It, too, has quite a few comparable characteristics to Historic Wagner Farm, specifically in its capacity to provide an agricultural escape from hectic city life and its mission to retain connectivity to the lands' past usage. As the largest remaining tract of undisturbed farmland and longest continuously-farmed site in the State of New York, it is owned by the New York City Department of Parks & Recreation and operated by the Colonial Farmhouse Restoration Society of Bellerose.

The Living History Farms in Littleton, Colorado is a branch of the City's Littleton Museum. There are two farm representations, each with a focus on its own point of history, and a blacksmith shop. The Museum also boasts a connection to the Smithsonian Institute. The administrative structure is slightly different than Historic Wagner Farm, but offers consideration to some sort of connectivity of living history farms to larger museum systems.

Of any similar provider to admire for comparison purposes, Living History Farms in Urbandale, Iowa sets the bar high. The farm is a run by a nonprofit foundation that has made its high-quality program offerings, facilities and marketing look as though it is operating as a for-profit business entity. The size of the Living History Farms is significantly larger than Historic Wagner Farm. The annual report describes that its more than 1,000 volunteers worked 21,502 hours to enable the education, interpretation, and special event services to happen. With more than \$1.3 million in operating revenue in 2015, it is quite an operation to study.

School tours were an integral portion of education at all sites. Annual reports of the accomplishments and fiscal status were observed as a best-practice to a) complete and subsequently and b) post online. All providers exhibited some form of activity that occurred at that site during a specific period of history, be it canning, milking cows, or spinning wool. Four of the seven providers reviewed offered free general admission, one requested donations, and the other two had daily entrance fees.

### Working Farm Trends

- Agritourism: As defined by dictionary.com, agritourism is, “tourism in which tourists take part in farm or village activities, as animal and crop care, cooking and cleaning, handicrafts, and entertainments.” In a 2015 article in Georgia Trend magazine, Bo Warren, Georgia’s Center of Innovation for Agribusiness executive director, describes agritourism as bridging the gap between the consumer and farmer. “People have always wanted to know where their food comes from and who produces it, and agritourism gives them that opportunity,” he says. A study conducted by the University of Georgia estimated that \$194 million in revenue agriculture- and nature-based tourism was generated in the state of Georgia.  
<http://www.georgiatrend.com/July-2015/Where-Farming-Meets-Fun/>
- Farm-To-Table: Described by Wikipedia as a “social movement,” the concept of eating fresh food that has been grown locally has been described as a growing trend since the early 2000’s. Elizabeth Fitamant argues in her blog post, “Farm to Table: It’s More Than Just a Trend”, that learning about the concept of farm-to-table and intentionally eating non-GMO (genetically modified organisms), purchasing locally grown food, and thinking more “green” is simply getting back to our roots. “People have been farming seasonal ingredients for centuries,” writes Fitamant, “...we want to educate and show people that farming should always be this way.”  
<https://www.theodysseyonline.com/farm-to-table-more-than-just-trend>
- A new book titled, Interpreting Agriculture at Museums and Historic Sites by Debra A. Reid was just released in 2017. The content looks specifically applicable to the Historic Wagner Farm operation.
- The core mission of Wagner Farm is not to support rentals and weddings; however, in an effort towards self-sustaining practices, this is a service line to consider further developing. Weddings at rustic/barn/farm locations are extremely trendy in the wedding venue industry. Very much like The Grove, the revenue generated from the private rental side of the ‘business’ leverages the programmatic side of the business so it can be financially sustainable.

# Visioning Session

A visioning session was held with staff to review all of the information generated during the process, including the focus group summaries, community survey results, financial information, marketing review, facility assessment, vision and mission review, and program ideas. The group developed revised vision and mission statements.

The staff discussed the summary of information from the review of the community/staff/stakeholder input. The group was divided into two and asked to identify five key takeaways from the focus group summaries. Comments included:

- Iconic facility
- Appeals to all ages
- Marketing/awareness opportunities for improvement (both groups mentioned this)
- Space utilization opportunities for improvement
- Agriculture education opportunities
- Land locked/inability to grow
- Staffing/importance of retaining specialized staff
- Inconsistency in responsibility/pay system wide
- Succession planning
- Identifying what the farm is and is not

The group discussed a list of all the program ideas generated during the focus groups. The ideas that were deemed as worth investigating and pursuing further included:

- Synergy between Wagner and The Grove
- Rotate exhibits/travelling exhibits
- More interactive approaches
- Offer interpretive opportunities
- South side should stay historical
- 1920's period interpretation/reenactors/period clothing

Discussion followed to review the existing vision and mission statements. Currently, they are:

**Vision:**

*To be an innovative and enjoyable museum within the Chicagoland area.*

**Mission:**

*We will promote a memorable experience through programs and site visits that ignite the imagination and inspire our visitors.*

The revised vision and mission, more relevant to today include:

**Vision:**

*An authentic working farm, that inspires generations to explore, connect and appreciate agriculture.*

**Mission:**

*Historic Wagner Farm engages visitors through innovative, educational programming and partnerships to increase understanding of local agriculture, both past and present.*

The group then brainstormed the Strategic Themes. Strategic Themes are broad brushed visionary, strategic direction. The bolded Themes are the ones that received the most support from the group and will form the basis of the future direction for the farm operation.

- **Seek business opportunities (programs, rentals, all forms of earned revenue)**
- **Provide Education Opportunities**
- **Develop space utilization/space expansion/financial plan in support**
- **Sustain a culture of empowerment**
- **Balance quality vs. quantity, or balancing growing programs and events with not creating over-use**
- **Connect to the community**
- **Strengthen marketing, social media, technology**
- Expanding stock show
- Free youth group admissions/attracting inner city youth/garnering corporate support
- Hands on, interactive
- Preserve rural heritage

The Strategic Themes are detailed as follows:

**Seek Business Opportunities:** This includes continuing and growing earned revenue opportunities such as corporate support, rentals, donations, grants, memberships, programs and events.

**Provide Education Opportunities:** This will continue to be a mainstay of Wagner Farm's mission. Currently, offerings include programs such as grooming horses, cooking and cheese making, milking cows, gardening and general school group education. Also of great importance is an ongoing commitment to changing out programs and exhibits to keep the experience fresh with customers.

**Develop Space Utilization/Expansion and Financing that Creates a Balance between Quality and Quantity:** Constraints exist with a lack of parking, classroom space, and storage space. The facility is land locked. This theme includes the ability to research alternatives for expansion, accompanied with a financing plan. A plan for optimizing space use should also include the need to balance quality and quantity of attracting people to the Farm.

**Sustain a Culture of Empowerment:** One of the great strengths of the Farm's management and operation includes the culture of the Farm's working environment. Employees are empowered to create new ways of offering new services and events. As a result, creativity is one of the hallmark values for staff. Empowerment and engagement create a passionate work group.

**Connect to the Community:** This includes not only the Glenview community, but the regional community as well. Connecting means creating a strategic approach to marketing, continuously creating awareness, and continuing the iconic brand and image of the Farm.

**Strengthen Marketing, Social Media, Technology:** Continue to grow community and regional awareness of the Farm, develop a strategic marketing approach, and continue to use technology to improve the customer experience.

# Strategic Recommendations

The following recommendations are categorized according to the appropriate Strategic Theme. Additionally, the recommendations are prioritized according to the following timeframes:

- Short term (one to two years)
- Mid term (three to four years)
- Long term (five years and beyond)

Several of the initiatives are designated as continuous as they are repeated throughout the five years.

## **Seek Business Opportunities**

- Establish an annual earned revenue target and work toward increasing group fees and rentals. *Short term*
- Develop cost accounting through the district's financial system to identify revenues and expense for individual revenue centers (merchandise, programs, groups, rentals, events). *Short term*
- Establish targets for earned revenues and cost recovery targets. *Short term*
- Develop mechanisms to encourage repeat visitation, such as offering discounted program pricing for repeat customers. *Short term*
- Develop new revenue streams through a working farm philosophy selling products produced on the farm. *Short term*
- Identify cross marketing approaches with other park district facilities, such as Park Center or The Grove, to encourage membership growth and program participation. *Mid term*
- In conjunction with the Marketing & Communications department's Partnership Manager, develop a formalized and strategic development and corporate sponsorship program for Wagner, identifying potential corporate supporters. *Mid term*
- Perform an annual lifecycle analysis to ensure programs are changed when demand decreases. *Continuous*
- Collect information about Farm visitors and track resident vs. non-resident, where non-residents are coming from, how they found out about the Farm, and identify their most important customer requirements. *Continuous*

## **Provide Education Opportunities**

- Research the ability to offer interpretive programming on the historic area of the site. *Short term*
- Develop a long term strategy of changing out exhibits and programming to encourage repeat visitations. *Long Term*
- Increase Ag literacy offerings through internship opportunities. *Mid Term*

### **Space Utilization/Expansion and Financing that Creates a Balance between Quality and Quantity**

- Develop a capital plan with Hitchcock Design Group to identify needed capital projects and dollars. *Short Term*
- Develop an asset inventory and an annual capital improvement/longevity plan. *Short term*
- Develop specific historic and modern districts on the site and improve signage throughout the facility. *Short term*
- Develop plans that support creative play and interaction with the ongoing agri-education of Historic Wagner Farm. *Short term*
- Develop an overall facility space plan that considers the balance between quality and quantity of offerings. This should include plans for improving parking, drainage issues, internal roadway improvements, fencing, storage, basement ramp, and classroom space. *Mid term*
- Continue to look for land/ building expansion opportunities through purchase, lease or other means of access. *Continuous*

### **Sustain a Culture of Empowerment**

- Develop a cultural description or statement that provides details about the desired leadership and working styles for staff. This includes the ability of staff to be creative in trying new ways of doing business and changing up program offerings, being empowered to make decisions, and having flexibility and autonomy. This can be reinforced in the hiring and orientation program. The description of culture should be documented to ensure its perpetuation. *Short term*
- Ensure that Farm supervisors are evaluated according to their ability to model empowerment techniques. *Continuous*
- Provide staff with an opportunity to evaluate their level of satisfaction toward a culture of empowerment. *Continuous*
- Part-time staff are significantly involved in public interaction. Therefore, it is vital to encourage and support continuing education, task appropriate training and progressive compensation for staff. *Continuous*
- Within the cultural empowerment, encourage staff in the development of new programs and customer service initiatives that foster positive visitor outcomes. *Continuous*

### **Connecting to the Community and Strengthen Marketing, Social Media and Technology**

- Develop a strategic marketing plan that provides a short term and longer term list of initiatives. Identify who the customers are, what their most important customer requirements are, and analyze the best ways to promote programs and services. *Short term*
- Work with Marketing Department to improve the website capabilities and content; add virtual tours; analyze ways to improve search engine optimization. *Short term*
- Develop online rental capability. *Short term*
- Develop relationships with underserved populations such as seniors, special needs, and ethnic minorities. Target market these groups. Develop ways to get volunteers from underserved populations. *Short term*
- Develop ways to cross market Historic Wagner Farm with The Grove. *Mid term*

- Add skills based adult programming. *Long term*
- Consider the use of technology to enhance the visitor's experience with an app with self-guided tours. Rather than randomly selecting various technology applications, develop a strategic approach for the use of technology and identify priorities. *Continuous*
- Ensure that marketing includes reaching out to the Illinois Office on Tourism and agencies such as AAA and AARP. *Continuous*
- Actively participate in social media channels as a form of positive education within the mission/vision of Historic Wagner Farm. *Continuous*
- Continue to support the Friends of Wagner Farm as a way of connecting to the community and provide them with opportunities to provide programs and services.

In addition to the Strategic Themes listed above, there is also a need to continue to strengthen the customer experience. Strategic initiatives for this area include items such as:

- Develop key performance indicators *Short term*
- Develop a standardized customer satisfaction measurement system for all program and service areas. *Mid term*
- Develop an importance performance survey to find out what's most important to the customer. This should contribute toward improving repeat visitation. *Mid term*



## APPENDIX A

This appendix lists all of the comments from the three Wagner Farm focus groups.

### Historic Wagner Farm Support Group

What are the strengths of the operation that we need to build upon to ensure success in the future?

- Todd...everything is hands on, which is great
- Staff
- Creativity is great
- His vision is great
- At leading staff, Todd is great
- Todd listens to staff to get ideas
- Uniqueness of the facility
- Largest 4-H group in IL
- Community engagement
- Involvement at state and federal farm bureaus
- The location is a strength
- Staff is always so welcoming

Can you think of any improvements that can be made to the MUSEUM, in either buildings, land, operations, staffing structure or programming?

- More land
- Parking
- How do we maintain the green space with increased visitors?
- Resisting the urge to put more into the site
- We need to protect the open space
- The full-time staff number has only increased by one with all the growing program, events and people that go to the Farm
- Office space issue
- Adult 4-H a possible idea

What would you consider the greatest challenges/issues facing the MUSEUM in the next 5 -10 years?

- Strategic plan for the Farm
- Real estate process
- State funding is drying up
- Todd will move on at some point; we need to be ready to replace him
- How schools are handling field trips is different. What will that look like in the future?
- 4-H is at capacity, there is always a waiting list. We have not enough space or staff

What are the challenges/issues facing the support group?

- The board needs some young blood
- We need people who feel passion about the Farm

What do you see as the role of the support organization in partnering with the GPD?

- We support the District. Our major purpose is to provide funds for the Farm
- There used to be period dinners at the Farm

How would you assess the brand and image of the Farm?

- Stellar, beloved
- It is so iconic

How aware is the community about the offerings at the Farm?

Do you have any ideas about how to create more awareness of the Farm?

- Program Guide and website are not good
- The information is not appealing...it's hard to find
- Marketing is parceled out among all of the facilities; there is not enough support to go around; sometimes Wagner gets lost
- Facebook presence is limited
- Market to the people age appropriate social media
- But, we need to be careful about marketing too much and creating too much demand
- The park district advertises but pulls back
- Synergize off both Grove and Wagner bringing in people regionally

How would you characterize your relationship with the GPD? With Farm staff?

- We know each other, but that's about it
- We have a great relationship
- The Farm attracts the greatest people
- The staff does so much to help us with our events such as Bacon Fest

Who do you recognize as your chief partners? Where might additional partnerships be added?

- There is a large community, though it is through the staff that we find partners
- The Friends have worked with the schools
- We have made some efforts with partnerships such as Kraft but it hasn't gone anywhere
- Offering classes through Oakton
- Special Recreation Association
- Chicago Botanical Garden

Give examples of museum or other public facilities that "do it right" in your mind. Places that have something that should be looked at as a new idea or direction?

- Old World Wisconsin
- Williamsburg

Any other general comments or issues you would like for us to be aware of?

- Social media presence is lacking
- Budget
- There isn't a voice for Wagner beyond Glenview; may be opportunity for funding from other communities
- Pay attention to the language barrier...we will say don't feed the horses, and the person does not speak English and ends up trying to feed the horses

### **Historic Wagner Farm Stakeholder Group**

In what capacity do you use Wagner Farm? How often?

- Daily during busy season
- Once per month with family; occasional teamsters, volunteers,
- Twice per month in offseason, once per week during busy season
- Weekly volunteer
- Special events, every farmer's market
- 4-H: one to three times per day during busy season
  - Off-season still come every day
- They bring their neighbors
- Added to list of 'tourist attractions'
- Lives in the city and didn't know about it until recently. She was looking for volunteer opportunities
- Annual middle school field trip over the course of two weeks (all 7<sup>th</sup> graders in town, from 2 schools)
  - Dependent on volunteers to man the stations
- During summer, couple times per week
- Broom maker, cake tester maker; volunteer for special events (as needed)
- Preschool at the church takes field trip every year. Sunday services on the farm once per year with community picnic
- Wife is now a teamster, brings kids 1x per week.
- 5 days per week.

What are the strengths of the operation that we need to build upon to ensure success in the future?

- Education; farming perspective to urban people. Hands on with animals.
- Unique to the Chicagoland area
- Feel like I am going back in time
- Quaint; lost in history
- The only place around to see the intersection of animals and agriculture. Concept of useful work. Special

- Authentic. I work in education (Kohl's children museum), children need to see where milk comes from. Families can come and engage in real-life farming
- 4-H activities are invaluable
- Well-trained docents and volunteers. Pass along knowledge
- Piece of Glenview history – a dairy farm all its life
- A melting pot for the community: ages, demographics, ethnicities, religions, shared learning, share their gifts
- 4H: We grew up there... from six years old 'til now 18
- Kids and adults are amazed at milking
- 7<sup>th</sup> graders initially wonder what they have for middle school youth there. We've designed a program with Todd/Sarah to make it that level. We get to touch animals & milk cows. Brush horses and bake biscuits. Economics (store). Amazed at what they did not know. We need parents...complicated organizationally, but the parents learn so much. Historical significance. A jewel. It's so open and inviting all the time. Wonderful. (the authenticity)
- Visitors watch her do her "job" as a volunteer (cleaning, "mucking", out the stall). The experience is watching people work and doing their chores
- 5:30am on a summer morning – smell the grass, watch the sunrise. Quiet, nobody there. Great getaway space
- Kids getting comfortable there. Fulfillment
- Todd is an important strength. We all work with him in different capacities. Scheduling, (shared use arrangement for parking lot). Genuine, easy person to work with, accommodating, ensure program gets attention it needs
  - Embraces the history
  - Todd has a great team, too. He has built an amazing culture on the farm – always feel welcome and appreciated. Nothing is too much to ask.
- Northern special education district... cooperative agreement with HS students; We run a small business, shares, customers pick vegetables, students plan for it and plant it. Majority of kids are looking for alternative things rather than sit at a desk. Speaks to being open to allow everybody to have their part. Todd has been instrumental in being involved. We build furniture in winter. I teach about the world of work, work with other people, social skills, putting their things away. Gives students real purpose. Amazing, flexible classroom experience.
- Harvest festival example – straw bale loan; wouldn't take any money for it. You can't always find that any more: trust, character
- Strong community presence and participation. Cow brought to the Kohl museum. Loan grills for pancake breakfast – wonderful sense of cooperative support. How can I help you, not what can I get? That's the brand.

What are areas of needed improvements?

- More space
- A path around the perimeter; could see the cows when they're out in pasture, by beehives. Could make it seem bigger. A way for the kids to run.

- Dire need for more staff. Everyone is stretched so thin doing six jobs a piece, they don't have time to give the service
- Core volunteers are generally self-directed
- Trying to portray old-time farming. That's fine, but... How can you make the jump ahead and show the technology that has come about? Something different than what's going on there right now. Brings people back when you have new attractions outside of special events.
  - Like a series of rotating events? Exhibits? i.e. modern milking? Connecting past with present? (*DW: group then understands the point*)
  - Highlight of 4H was neat – connecting agriculture to what's relevant today, a balance
  - Field trip for middle schools: Todd brings in a series of tractors to see the progression of "horsepower"
  - Part of its appeal is there's not much to it (quaint). Limited nature could be a weakness. But – there needs to be a lot of caution given to that decision
- More Resources... If money were no object... A lot of things Todd has talked about to demonstrate what horses do and can do. (Examples: Amish days in MI). more authentic resources to share with the public.
- I have to disagree – there's already a lot of things there to do if we could just expand upon them. Careful – don't shift the mission too much
- Show horses pulling the "homesteader"
- Sharing how they can be involved for 4h club; try to find more ways to get HS kids there. *Expand* the club. At least now there's a great shed, but there's only room for so many animals. There are 90 kids on waiting list (to be a part of 4H). We have to travel to the Lake County fair.
  - Opportunity for a joint venture with nearest county? Schaumburg – like Wagner, have room for a 4H club but don't have one.
- Animal husbandry
- Signage would help – printed material that explains what's happening. Don't apologize for sale of animals and subsequent meat.
  - Delicate line drawing there...a lot of people don't have a clue; PETA's everywhere – 'you're harming animals'... once that's out there who knows what happens to the farm.
  - Embrace the fact that farming is with a purpose. Don't hide it as long as you're ethically responsible. Don't hide/apologize that the pigs went to market.
  - There are ways to say it carefully; signage could be helpful. Can't put human feelings on to animals.
- Wayfinding signage. Wander into museum – are you open? Welcome sign – come in.
  - Black/white map in a little mailbox that says take one.
  - Use technology (QR codes)
    - But that encourages parents to look at phone
  - Neatest source of information is the staff and volunteers
    - Which adds to the volunteer experience as well
  - Stations with videos/photos that are short to provide the education piece via technology.
  - The right balance without losing authenticity.

- A lot of neat stuff to display that are not currently on display (downstairs) so people can see them. A cool thresher; it's rare. A "shed" or "lean-to" outside to help keep elements off
  - Space issue
  - Charge to take a tour of the basement or just cycle stuff to upstairs
- It's a living museum – shouldn't do too much technology. Goes back to staffing?
- Antiques in the barn

How well is the facility connected to the community, residents and greater regional area?

- Family is a big user, but I'm across the street and don't visit. I know the community is invested and is well-reached. If I didn't work in the community, I wouldn't be as connected. It's either a) a landmark or b) a very active part of their life.
  - Regionally they know where the farm is but don't necessarily participate.
- There's a group of people that want to be there, but another that really doesn't
- Wagner Farm is a museum, not a brand
- Other people's interests lie outside, in the park district's other diversified offerings. The farm can't be all things to everybody
- Do taxes support the farm? [group affirms yes] Heard a complaint about being charged for the field trip – like being double-charged.
  - Another participant commented he should consider staff time to prepare and implement the special trip they get
  - It's a public park, so I brought students there all the time on my own for free

Where do you see the Wagner Farm in 10 years?

- A real effort with our current size to make it the large field trips work – can only take a half a team.
  - Who will carry on the push to keep teaching there?
- Work carefully with the schools
- Right where it is...keeping it the way it is, 10 years from now, 50 years from now
- The next "Todd" needs an agricultural background. Todd should have a say in who that might be if/when that day comes. AND – administrative/museum skills, reports to park district board... a unique skill set is needed
- Agricultural education: There are less farmers and less land in the world, and yet we need more and more food
- Kids that love animals: shortage of large animal vets. The Farm should inspire future vets, farmers, etc.
  - Influence more kids into animal sciences through 4H
- Would like to see mission of agriculture and education, opportunity for young people's exposure. Larger scale, if possible. Stock show. More 4Hers. Stay true to the farming initiative.
- Long-term support in education: perhaps scholarships, interns... if there's a decline in farming nationwide, then could the Farm be a part of expanding the reach? What structures does the Farm provide outside of itself to support farming around the country?
  - U of I has great programs: bring speakers in to talk to youth
  - Chicago public schools has a school for agriculture

- Connect with local HS (Ag Econ, genetics research)
  - Career Day
- Connection to feeding the world
- FFA Club with HS
- Long-run... would love it if had a classroom for HS program. Designated educational space so we can grow the program- alternative learning opportunities. Currently, kids don't have to have an IEP to take the class
- Support and develop agriculture in all its phases...perhaps a resource center where we would interact with other facilities for internships and weekend programs. Camps; a network for ag opportunities within 3-4 hour range around Chicago. We could sponsor people to go. Develop resources to encourage learning outside of Wagner Farm. (would also bring people into Wagner from other regional places)
  - There are a number of living farms in the area (Vulcan, Primrose in St. Charles, Klein Creek Farm in West Chicago), each could specialize in a segment and could rotate
- Sourcing of animals – ensure Todd has the resources to be able to keep the animal stock adequate/appropriate
- Physical facilities are needed. The horses need a lean-to to get out of the elements, which should be simple to build. Need simple and big things
- Summer class for a credit: It's great, but it focused on the ag. Todd's on the right track, but should add one for animals

### **Historic Wagner Farm Staff Group**

What are the strengths of the operation that we need to build upon to ensure success in the future?

- We do a good job of educating the public about farm topics that they do not know about. Life in the 20s.
- It's a real farm; it is not a petting zoo
- It is unique
- Part of the history of Glenview
- Good at outreach
- Todd will talk to anyone, he is so good at cultivating relationships
- Something for all ages
- Very warm environment
- Very strong support system from employees
- Saved by the community, which makes it very important to the community
- We have something for everything

What are the weaknesses?

- We are land locked; no ability to expand
- Increased attendance in the winter; programs to coordinate with historical society. What did farmer's do in the winter?
- More classroom space

- We have some newer exhibits, but some need to be updated; keep it fresh and new
- Short of space for everything; parking, storage, classroom
- Staff is pulled in different directions; we have to cover for one another
- We do lose staff, it may be related to money
- A few more incentives for part-time employees
- Image with animal rights; they don't like that we sell food
- We need administration to have our backs
- We are not just about kids
- Can the senior center get involved with programs?

Can you think of any improvements that can be made to the Farm, in either buildings, land, staffing, operations or programming?

- Drainage issues have always been a problem
- East of us is a branch of the Chicago River which makes the drainage issue worse
- More native plantings would be good at the garden
- Improvements to the roads; potentially gravel paths to exhibits
- More child friendly restrooms and larger restrooms
- The farm had much more growth than what was expected
- Heated grid system for the ramp; the basement ramp is very steep; ramp is very dangerous
- Storage is a problem; the artifacts are weathering
- Tractors are sitting outside; three sided building would be good
- We do not want any more buildings on the property
- Fences and gates need improvement

What would you consider the greatest challenges/issues facing the Farm in the next 5 -10 years?

- The farm serves a purpose; as the population grows, we still need to get people engaged; I don't want to see the working farm go away
- We do not want a petting zoo
- Parking is such a big issue; we rely so much on the church parking lot
- Keeping it fresh and new
- We are the only working farm in the area
- Budget seems to come up a lot; we worry about the district giving us resources
- Growing demographics of baby boomers...how to engage those audiences
- We need to make things accessible, seniors have a hard time walking; wheelchairs

How would you assess the brand and image of the Farm?

- I think we have a good image
- Family friendly
- Animal rights activist are a concern



- Negative Facebook page from an animal rights activist
- I tell people I work at Wagner; people love it
- We get the word out to a region, but there seems to be a lot of folks not aware; we need a wider reach
- We get more non-residents hosting birthday parties than residents
- We have done zip code analysis in the past
- We have some schools that show up
- We do track Glenview food stamp use at the farmer's market
- I am amazed at how many people do not know about us
- I would like to see it more of a regional attraction
- Outdoor exhibit play space
- Could we have corporate sponsors?

How well is the facility connected to the community, residents and greater regional area?

- We get good articles in the newspapers

Who are your customers? How has it changed and how will it change in the next 5 years?

- We have a mix
- Because we are free we attract different audience
- People are further and further removed from agriculture
- We have a wide variety of different ethnicities; an audience worth investing in
- The garden has a lot of older people
- Grandparents visiting with grandchildren

How do you evaluate the customer's experience at your site?

- Same schools come back
- Customers keep coming back
- Kids involved in summer camp come back each year
- I send surveys to people who have birthday parties
- Working around the property; people come up and tell us what a great asset this is
- We do so much interacting with customers because we are working there
- High school and college aged students; we talk a lot with them about customers and we get good feedback from the students

Give examples of museum or other public facilities that "do it right" in your mind. Places that have something that should be looked at as a new idea or direction?

- Fair Oaks Farm.... keeping it new

- Naper Settlement...they work really well sticking with their mission and bringing events to attract a regional audience. They have a lot of lecture series
- Garfield conservatory has a lot of events
- Kohl's Children Museum; member events are very good

What is the role of volunteers in the Farm? How does this change as we look ahead 10 years?

- We will always need them
- They keep costs down
- Working in the house, last summer there were way too many people in the house giving tours
- It is hard to do a volunteer cross training
- So many staff here started as volunteers; the volunteer base is important for future volunteers
- New learning opportunities for special recreation individuals

What are customers saying about the Farm? What is it you think they are looking for from a visit? What are schools looking for from a visit? What are event attendees looking for from a visit?

- We need to help new customers figure out what the lay of the land is
- Each group is different, makes it hard to figure that out
- We should be able to give a brochure
- Right at the entrance to the farm there should be a welcome signage, but we don't want too much signage
- I hear people say "I never knew," .....
- Student field trip must meet common core state standard
- We don't like signage, but we do need more of it. We are always telling people what not to do

What would you do with an anonymous \$10-million-dollar gift?

- More land, better land, endowment fund, outdoor access to the bathrooms when the house is closed, rotating exhibits, better structures for the animals and improvements, maybe a travelling exhibit

Any other general comments or issues you would like for us to be aware of?

It is not a petting zoo, be careful about sponsorships, there may be a feel that the large animals are too dangerous. I want to always be a place that Glenview is proud of. We put a lot of effort in what we do. Keep our good image. I hope we never have electronic animals.

## APPENDIX B

Historic Wagner Farm Recreation Programming					
Program Name	Season	Age Group	Type	# of sections	Fee per hour
All In A Day's Work	Summer	6-12	Camp	1	\$4.50
All In A Day's Work - Swim option	Summer	6-12	Camp	1	\$4.79
Animal Adventure Days	Summer	0-5	Program	1	\$1.00
Beginning Broommaking	Spring	18+	Program	1	\$12.50
Cheesemaking 101	Winter	18+	Program	1	\$16.67
Dairy Breakfast & Stockshow	Fall	All Ages	Event	1	\$10.00
Dairy Detectives	Fall	Elem School +	Program	1	\$9.60
Dairy Detectives	Spring	Elem School +	Program	2	\$9.60
Dairy Detectives	Winter	Elem School +	Program	1	\$9.60
Design a Cow Contest	Spring	All Ages	Event	1	\$10.00
DIY Dehydration	Winter	18+	Program	1	\$20.00
Farmer's Market	Summer	All Ages	Event	1	\$0.00
Farmhouse Tour	Summer	All Ages	Program	1	\$0.00
From Seeds To Leaves	Spring	18+	Program	1	\$12.50
Gingerbread Jubilee	Winter	All Ages	Event	2	\$25.00
Harvest Vegetable Cooking	Fall	18+	Program	1	\$16.67
HDTV for Your Garden	Spring	18+	Program	1	\$10.00
Hold Your Horses	Fall	Elem School +	Program	1	\$10.00
Hold Your Horses	Spring	Elem School +	Program	2	\$10.00
Hold Your Horses	Summer	Elem School +	Program	2	\$10.00
Jars, Jams and Jellies	Summer	18+	Program	1	\$15.00
Junior Farm Hands	Fall	0-5	Program	1	\$10.00
Little Sprouts	Spring	0-5	Program	1	\$7.50
Milking Demonstrations	Summer	All Ages	Program	1	\$0.00
Northshore Baconfest	Spring	All Ages	Event	1	\$0.00
Savory Sausage from Scratch	Winter	18+	Program	1	\$20.00
School's Out at Wagner Farm	Winter	Elem School +	Program	1	\$2.50
Storytelling	Summer	All Ages	Program	1	\$0.00
Tackling Tomatoes	Spring	18+	Program	1	\$10.00
The ABC's of Growing Vegetables	Spring	18+	Program	1	\$10.00
The Master Homebrewer	Winter	18+	Program	1	\$10.00
Troubleshooting 101	Spring	18+	Program	1	\$10.00
Wagner Tales	Fall	0-5	Program	1	\$10.00
When Chores Were Done	Fall	6-12	Program	2	\$10.40
When Chores Were Done	Spring	6-12	Program	2	\$8.00
When Chores Were Done	Summer	6-12	Program	3	\$10.40

## APPENDIX C

### Key Performance Indicator Chart

The following is a listing of measures for Historic Wagner Farm.

Wagner Farm Key Performance Indicators	Frequency of Measure	Target
Overall customer satisfaction	Quarterly	90% very or somewhat satisfied
Earned revenue growth	Annual	3-5% annually
Attendance/registration growth	Annual	Varies by program/event area
Ratio of total personal services to earned revenue	Annual	1.25
Program cancellation rate	Quarterly	15-20%
Volunteer hours	Quarterly	At least maintain hours from previous year
Part-time staff retention	Quarterly	Calculate current % as baseline
Facility Utilization rate	Quarterly	Calculate current use and use as baseline
Lifecycle distribution of programs	Annual	At least 60% introductory or growth

## APPENDIX C

### Historic Wagner Farm Similar Provider Listing

Facility Name	Location	Operated By	Size	Services	Gift Shop	Fees	Hours	Unique Features	URL
<b>Queens Farm Museum</b>	New York City, NY	Queens County Farm Museum is owned by the New York City Department of Parks & Recreation, operated by the Colonial Farmhouse Restoration Society of Bellerose, and is a member of the Historic House Trust of New York City.	47 acres	The site includes historic farm buildings, a greenhouse complex, livestock, farm vehicles and implements, planting fields, an orchard and herb garden.	X	Free, except during public events. Group visits by schools and organizations charge admission.	seven days a week, year-round from 10 am to 5 pm	Interesting Programs: Bookbinding, Farm Photography, Paper Making, Insiders Tour for \$10	<a href="http://www.queensfarm.org/">http://www.queensfarm.org/</a>
<b>Living History Farms</b>	Littleton, CO	City of Littleton, CO		Interpretive staff and volunteers dressed in period-appropriate costume perform the day-to-day activities essential to 19th-century farm life. Unique to each farm are the breeds of livestock and the types and varieties of plants found in the gardens and fields. 1860's Farm, 1890's Farm,		free	Tue-Fri 8am-5pm, Sat 10am-5pm, Sun 1-5pm, Closed Mon. & holidays	two distinct timeframes represented	<a href="https://www.littletongov.org/city-services/city-departments/museum/the-farms">https://www.littletongov.org/city-services/city-departments/museum/the-farms</a>

Facility Name	Location	Operated By	Size	Services	Gift Shop	Fees	Hours	Unique Features	URL
				blacksmith shop, one-room school, livestock					
<b>The Cole Harbour Heritage Farm Museum</b>	Cole Harbour, Nova Scotia	administered by the volunteer Board of Directors of the Cole Harbour Rural Heritage Society		10 buildings, traditional livestock, gardens, tea room, archive and library, collection of local farm, household and personal artifacts; local archival material – including oral history tapes and several hundred photographs; a resource library; heritage plants	X	donation-based	May 15 to October 15: Weekdays & Saturdays: 10 am - 4 pm, Sundays & Holidays: 12 pm - 4 pm; Off season: By appointment	tea room serves food all day and special tea parties in a farm house	<a href="http://colearbourfarmmuseum.ca/">http://colearbourfarmmuseum.ca/</a>

Facility Name	Location	Operated By	Size	Services	Gift Shop	Fees	Hours	Unique Features	URL
Hermann Farm	Hermann, MO	operated by Dierberg Educational Foundation	200 acres	Farm attractions include tours of the restored Husmann home, shire horses and other farm animals, and tram rides to the farm's distillery log house and office, sweet springs, trading post, Schuetzenhalle, tinsmith shop, broom maker's shop, woodwright area, and gardens.	X	\$18 adults 16 and over, \$12 ages 3-15	Seasonal Hours: March - October with special events throughout the year. Wed-Fri: 12:30pm - 5:00pm, Sat: 10:00am - 5:00pm, Sun 12:30pm-5:00pm	rich history first as a vineyard / nursery operation, then as a dairy farm, and for a variety of agricultural uses over the years	<a href="http://www.hermannfarm.com/">http://www.hermannfarm.com/</a>
Living History Farms	Urbandale, IA	Living History Farms is a private non-profit, 501(c)(3) historical, educational museum, governed by a volunteer Board of Directors.	500 acres	40 historic and modern buildings. Three working farm sites: 1700 Ioway Indian Farm; 1850 Pioneer Farm; and 1900 Horse-Powered Farm — and at our 1875 Town of Walnut Hill, complete with a Blacksmith, General Store, Print Shop and Flynn Mansion and Barn	X	Adults \$15.50, Children \$9	May 1- August 27: Mon-Sat: 9am - 4pm, Sun 12-4pm; August 30 - October 20 Wed-Sat, same hours	Since 1970, Living History Farms has enjoyed sharing its mission with more than 5 million visitors. View the annual report here: <a href="http://www.lhf.org/documents/filelibrary/documents/about_us/annual_report/2015_Annual_Report_43D5CAF1561AA.pdf">http://www.lhf.org/documents/filelibrary/documents/about_us/annual_report/2015_Annual_Report_43D5CAF1561AA.pdf</a>	<a href="http://www.lhf.org/">http://www.lhf.org/</a>

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Klein Creek Farm	Winfield, IL	DuPage County Forest Preserve		farmstead, visitor center; baking, canning, quilting, spring cleaning, beekeeping, crops, livestock		Free	Thursday through Monday from 9 a.m. to 5 p.m.		<a href="http://www.dupageforest.com/klein-creek-farm/">http://www.dupageforest.com/klein-creek-farm/</a>
Volenberg Heritage Farm	Schaumburg, IL	Schaumburg Park District		you can help with seasonal farm chores, participate in family activities and games of the 1880s or simply visit the livestock and soak in the quiet		Free	Summer/Fall (April 1-Nov 20): Farm & Visitor Center - Tues-Sun 10am-4pm, Farm Grounds & Trails - Daily 8am-8pm	specific to the Schaumburg area and its unique German style of agriculture	<a href="http://www.parkfun.com/spring-valley/heritage-farm">http://www.parkfun.com/spring-valley/heritage-farm</a>