timeless lessons the **values** and the **joys** of living history STURBRIDGE VILLAGE

2010-2011 ANNUAL REPORT



timeless lessons

the **values** and the **joys** of living history

Living history ... making history.

During my four-year adventure as President and CEO of Old Sturbridge Village, I have been privileged to be part of something truly extraordinary: the turnaround, stabilization, and survival of a true New England icon, and one of the oldest, largest, and most cherished living history museums in the country.

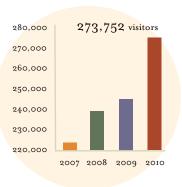


Iim Donahue, President and CEO

I am pleased to report that last year OLD STURBRIDGE VILLAGE POSTED ITS

BEST PERFORMANCE IN SEVEN YEARS AND MARKED A THIRD STRAIGHT

YEAR OF GAINS. We are proud to have balanced the operating budget for the second straight year — the first time in more than IO years that the Village has turned in back-to-back balanced budgets.



How did we do it? Most certainly the museum's return to stability and growth could not have happened without the dedicated efforts of staff, trustees, volunteers, donors, Members, and visitors—people who care deeply and passionately about the Village, and who worked hard to preserve and protect its future.

But, as I reflect on last year's success, I also realize it had a lot to do with good old-fashioned New England values.

The values that guided early New Englanders are still relevant and important today. The values that our historians personify and teach every day are worth remembering and sharing with future generations. These values have helped Old Sturbridge Village through hard times, and have led us to growth and success.

I am reminded of some words of wisdom from a longtime friend of the Village and former OSV senior curator, Jane Nylander. At our 2009 President's Award dinner honoring Jane, she spoke of the values intrinsic to the Village.

Identifying the essential and timeless

Enriching people's lives

Seeing good proportion and beauty

Valuing quality and durability in craftsmanship

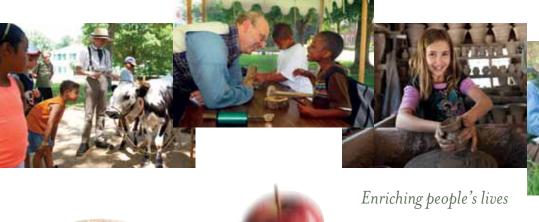
Valuing thrifty living

 $Understanding\ community$

Honoring and protecting the past

We often looked to these values during the past year as we overcame hurdles and tightened our organizational belt. They have made us strong, strengthened our resolve, and renewed our confidence in the future.





Quite simply...
our goal at the Village is to make our experience

accessible, affordable, and fun.



To that end, our program staff is constantly updating our offerings to keep the experience fresh and relevant. Last year, we hosted 20 different special event days or weekends, including new and expanded events like DRUMMERS' CALL, NATIVE AMERICAN WINTER TRADITIONS, and MUSIC & ART WEEKEND. We also increased our hands-on crafts activities and

added more workshops to our

popular CRAFTS AT CLOSE

RANGE Program.

it easier for them to get around, we added a special CARRYALL TOUR, which culminates with fireside entertainment and a hearthprepared meal at the Bullard Tavern. And, to improve access for our Spanish-speaking visitors, we began offering SPANISH

We are also mindful of improving

accessibility. Seniors often tell us

that although they love touring

the Village, walking isn't as easy

for them as it once was. To make

LANGUAGE TOURS last summer.

If we accomplish these three objectives, then everything else will follow ... our guests will learn a lot, they will be eager to return - with friends and family - and they will have lasting memories of the Village.

creativity, discovery, curiosity



On the education front, bookings for the HOP INTO HISTORY OVERNIGHT programs continue to grow, particularly among Scout and school groups, increasing 400 percent over the prior year. A highlight is the evening Lantern Tour of the Village – complete with spooky stories.

Attendance in our popular I830s-costumed DISCOVERY CAMPS increased by 40 percent over the prior year, and we also added a more affordable and flexible non-costumed camp option. Campers in our new EXPLORATION CAMPS can choose from one- and two-day sessions with topics like archaeology: I DIG HISTORY.

The EXPANSION OF OUR INTERNSHIP PROGRAM continues to be a bright spot. Not only do the interns in period costume augment our staff, these young people add a lot of life to the Village. And it's gratifying to know that we are training the next generation of museum professionals. Most of our college interns live in dorm-like accommodations, and love the fellowship and camaraderie. As one said,

"My internship was just like college, only better ... a bunch of history geeks in the same dorm, but no homework!"

The result of last year's hard work paid off in record-breaking attendance at a number of our "signature" events, including July 4TH FIREWORKS, REDCOATS & REBELS, THINGS THAT GO BUMP IN THE NIGHT, and CHRISTMAS BY CANDLELIGHT. In addition, we sold out all of our DINNER IN A COUNTRY VILLAGE evenings, both EVENING AT THE KILN events, and our special once-a-year EVENING OF ILLUMINATION.

And thanks to sponsorship of a Free Fun Friday event by the Highland Street Foundation, we set a record for the LARGEST SINGLE-DAY ATTENDANCE in the history of Old Sturbridge Village:

more than **11,000 people** visited the Village on August 13, 2010.



This eight-pointed star quilt by Clarissa Moore of Eastford, Connecticut, dates to 1837 and was part of the exhibit, More Beautiful Than Any Other. Many New England quilts were T-shaped to fit around bed posts.

Seeing good proportion and beauty

Valuing quality and durability in craftsmanship



Gilded tiara, circa 1820-1840.

Appreciating proportion, beauty, quality, and durability in craftsmanship is at the heart of OSV's curatorial mission, and the museum's collection of artifacts has tens of thousands of antiques that meet those criteria. Unfortunately, due to space limitations,

only **100** of our collection is on exhibit in the Village.

One of our priorities last year was to get more of our antiques out of storage and on view to the public. Our new gallery exhibit last year,
More Beautiful Than Any
Other: Quilts from the Old
Sturbridge Village Collection,

marked the first time in more than IO years that rare quilts from the world-class OSV textile exhibit were on display to the public. The oldest quilt in the exhibit dated to 1793, and the exhibit title refers to a silver medal-winning quilt made by a "Mrs. D. Baker" judged to be "more beautiful than any other"

at an exhibition held at Faneuil Hall in Boston in 1841.

One of the year's highlights was the acquisition of a FINELY CRAFTED

CHERRY TABLE

made in 1795 by a young cabinet maker, John

Smith, of Barre, Massachusetts. After 215 years and eight owners in three states, the John Smith card table finally came "home" to OSV.

Cherry card table

by John Smith,

circa 1795.

The table had been misidentified as Connecticut-made, and had languished in the Connecticut Historical Society for the last 45 years. We are grateful to the OSV Overseers, whose generosity allowed us to purchase the table.

Old Sturbridge Village is uniquely suited to celebrate the quality and durability in craftsmanship — it's something our historians and artisans do every day as they demonstrate blacksmithing, pottery, printing, shoemaking, hearth cooking, and "tinning." Visitors can see firsthand the care and quality that went into crafting things in early New England.



They just don't make them like they used to.

Valuing thrifty living

Like most of us, I have heard dozens of timeworn thrifty sayings throughout my life such as "waste not, want not," and "a penny saved is a penny earned." But nothing embodies this spirit of frugality better than a special group of artifacts in the OSV collection.

These special antiques are called "MAKE-DO'S," and they are wonderfully practical (and whimsical) examples of how our ancestors made things last. If the handle of a fine porcelain teapot broke, its owners didn't throw the pot away. Instead, they soldered on a plain tin handle and kept on using the teapot, no matter how incompatible the parts might appear.



Pincushion, circa 1840, mounted on a broken glass lamp base.

For me, these incongruous but ingenious Make-Do's symbolize the resourcefulness we

need to survive in turbulent economic times, as we think of creative ways to stabilize, strengthen, and grow the Village's finances. We strive to be thrifty on all fronts, and are always looking for ways to achieve more with the less and to live within our means.

way we have managed expenses is by partnering with experts to manage key functions in the Village rather than employing full-time staff. We have a proven track record in successfully outsourcing food service, the museum gift shop and bookstore, and our human resources function. Last year, when our chief financial officer made a career move, we outsourced that function with a respected local accounting firm. These partnerships allow us to focus our expertise on our core programs and control costs by only buying professional services when we need them.

In the spirit of thrifty living, one



Ceramic teapot, circa 1760-1800. When its original handle broke off, a tin handle was fashioned to replace it.



Glass goblet, circa 1800-1840, with broken stem set into a replacement tin base.

Understanding community

At Old Sturbridge Village, we are fortunate to have the support of many "communities" - our staff, volunteers, donors, Members, visitors, and now – our Facebook fans, a vibrant group of nearly 10,000 people who share news, photos, and videos of their trips to the Village.



OSV historians with documentary filmmaker Ken Burns and presidential historian Doris Kearns Goodwin, recipient of the 2010 Ken Burns Lifetime Achievement Award.

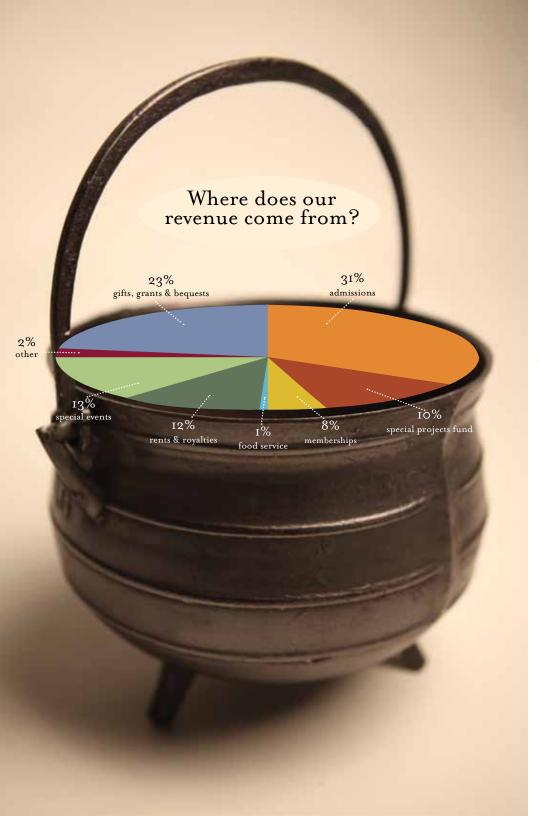
It is gratifying to know that the museum's community connections stretch beyond the local area. Award-winning documentary filmmaker Ken Burns continues his commitment to Old Sturbridge Village with the KEN BURNS LIFETIME ACHIEVEMENT AWARD series. Last year's recipient was Pulitzer Prizewinning author and Presidential historian DORIS KEARNS GOODWIN. who had visited the museum when her own children were young.

Growing to NEARLY 7,000, our Old Sturbridge Village Members have been with us through thick and thin.

We honor them each year on FRIENDS' DAY, and as a Member thank-you, we brought back the Village activity OSV Dog DAYS, where "Member dogs" get to enjoy the sights and smells of the Village along with their owners.

For our Members, OSV is a gathering place to enjoy a conversation, a meal, a tour, a workshop, or a special event.





Our community of donors is vital to the museum's success and survival. Among the most ebullient and active donor groups is the all-volunteer Gala committee. The third annual Gala broke all records, Netting \$138,000, more than a 50 percent increase over the previous year's total. Quite a stunning accomplishment in a post-recessionary climate!

Our network of vendors and suppliers stepped up to the plate last year as well, forming a new CAMPUS SOCIETY of donors and contributing more than \$25,000.

New donor groups emerged last year, most notably our FIELD OF FLAGS donors. They raised more than \$40,000 in memory of loved ones and veterans, and helped fund Village field trips for underprivileged students from inner city schools.





Support from the community of nonprofit foundations is critical to the museum's survival, and one anonymous Boston foundation issued

A CHALLENGE,

guaranteeing to match individual donations up to \$150,000. It was just the impetus we needed to make our overall Annual Fund goal of \$1.5 million.

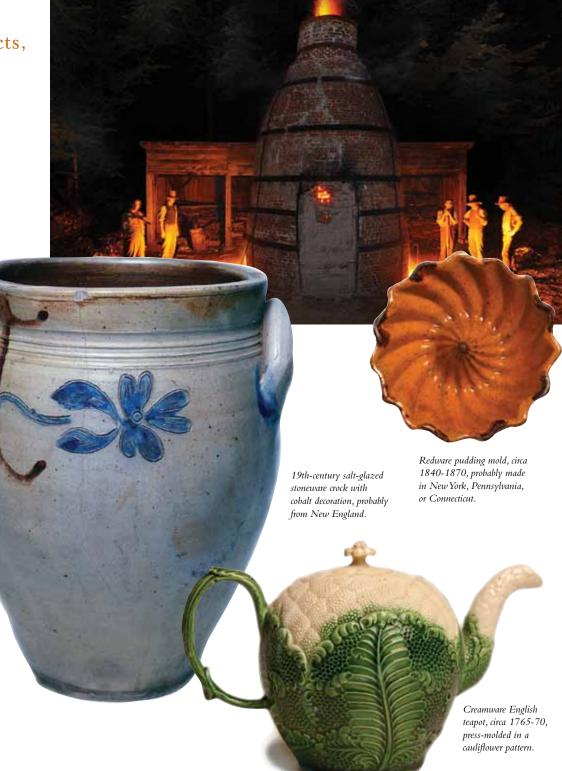
As a museum with MORE THAN 60,000 artifacts,

it is not surprising that one of our most passionate communities is composed of COLLECTORS who care deeply about early New England history. Each year, the OLD STURBRIDGE VILLAGE PRESIDENT'S AWARD recognizes someone whose work brings to the public inspiration through the exploration of New England life and history. In 2010, it was awarded to BROCK JOBE, professor of American decorative arts at the Winterthur program in early American culture and a member of the OSV Collections Advisory committee.

The Village is continuing to reconnect with collectors through a series of events where they can share their knowledge and learn from others.

Visitors from all over gathered at the museum for the first in a regular series of Collectors' Forum events. The first highlighted Ceramics in New England, featuring noted authors, artisans, curators, and collectors, and culminating with a special Evening at the Kiln reception and 1830s-style kiln firing. Guests watched enthralled as flames roared out of the stack of the museum's 24-foot-high kiln, heated to 1,900 degrees to fire 800 redware pots stacked inside.





Harvest symbol figurines imported from England, circa late 18th or early 19th century.



Honoring and protecting the past

Not surprisingly, everything we do at Old Sturbridge Village centers around protecting the past — from demonstrating long-lost skills to raising heritage-breed animals, heirloom plants, and caring for antique buildings. Highlights last year included the careful RESTORATION OF THE SALEM TOWNE HOUSE FOYER, replicating paint, wallpaper, and floor coverings authentic to the Village time period. This effort was funded by a generous gift from Honorary Trustee Gertrude Wells Brennan.

Keeping the Village's antique buildings in good repair can be tedious, but last year we made one such project a "teachable moment" by inviting LOCAL HIGH SCHOOL CARPENTRY STUDENTS TO JOIN US IN REPLACING OUR COOPER SHOP ROOF. Not only did we have more hands wielding hammers, but the students learned a lot about historical carpentry techniques, including use of an 1830s-style "shingling hatchet."











conservation, stewardship, tradition

Sometimes preserving the past can be a bridge to the future ... quite literally.

Last year, we discovered our historic Vermont Covered Bridge was in a serious state of disrepair, listing a full 7 inches and requiring \$50,000 in unbudgeted repairs.

Racing to find a solution before the high-traffic summer season, we turned to Members and supporters for help. Within hours of putting out the first appeal, donations poured in from all over the country.

Connections like this remind us that when you work hard to protect the past, good things can happen in the future. I am thankful for last year's success and for the people who made it possible. While there is still a long road ahead, all of us at the Village are energized by the success we experienced in 2010 with your help and support. Together, we will continue to paint a brighter future for our museum in 2011 and beyond.

THANK YOU FOR YOUR SUPPORT.

Jim Donahue

President and CEO

Report from the Chairman

s Charles Dickens once said, "It was the best of times. It was the worst of times." That's how things looked at the Village two years ago as I prepared my first report as Chairman. Things were starting to turn around with the able leadership of our President, Jim Donahue. We had increased fundraising, and, for the first time in years, we had increased our attendance. However, was it too late? Even our auditors said, "... the organization may be unable to continue in its current form as a going concern ...'

Well, it wasn't too late. We have now increased our attendance for three years in a row, for the first time since the 1970s! We have also managed to balance our operating budget for two years in a row, and our auditors no longer question whether we are a "going concern."



Michael Brockelman, Chairman

How did we do it? We did it as a team; our President, our Board of Trustees, our staff, and our volunteers have all pitched in. We could not have done it unless we succeeded in all facets: increasing fundraising, memberships, attendance, and volunteers, while cutting expenses and improving the quality of the programs that are delivered. Our operations have stabilized.

To ensure the future of the Village, the Board of Trustees is of one mind. We must eliminate our

long-term debt. Eliminating this debt will add approximately \$380,000 to our bottom line in the first year alone. This shot in the arm would enable us to address deferred maintenance needs on our historic buildings, and continue to grow our programs in education, interpretation, and collections.

In conclusion, I want to thank the Board of Trustees, the staff, and our volunteers for the support they have provided the Village these last three years, and, most importantly, I want to thank our President, Jim Donahue. The decision by the Board of Trustees to offer Jim the position of President was the best decision – and the most important decision – in which I have ever participated. We look forward to more years of success at the Village under Jim's thoughtful guidance and inspired leadership.

Michael D. Brockelman Chairman, Old Sturbridge Village

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27

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29

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32

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OPERATING REVENUE AND SUI	PPORT 2011	2010
Admissions	\$2,011,665	\$2,007,389
Memberships	\$508,411	\$469,363
Food Service	\$90,867	\$14,570
Rents and Royalties	\$776,139	\$773,484
Special Events Programs	\$803,735	\$597,826
Gifts, Grants, Bequests	\$2,045,980	\$1,919,240
Investment Income	\$109,969	\$208,221
Net Investment Gains (Losses)	\$710,216	\$813,933
Other Income	\$132,569	\$113,290
Total Revenue and Support	\$7,189,551	\$6,917,316
EXPENSES	2011	2010
Program Services:		
Education and Public Program	\$3,185,381	\$3,239,977
Research, Curatorial, Library	\$710,530	\$751,392
Supporting Services		
General & Administrative	\$1,283,587	\$1,237,641
External Affairs	\$1,099,504	\$1,126,031
Merchandising	\$117,656	\$125,801
Food Service	\$458,962	\$452,069
Total Expenses	\$6,855,620	\$6,932,911
Change in Net Assets	\$333,931	\$(15,595)
Net Assets, Beginning of Year	\$10,711,115	\$10,726,710
Net Assets, End of Year	\$11,045,046	\$10,711,115

FY10 and FY11 numbers have been adjusted to include depreciation, appreciation of investments, and other non-operating revenues and expenses.



Help us continue our story at Old Sturbridge Village. Every day, the Village is a special place of beauty, simplicity, learning, and spirit; a place to cherish.

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Your energy and contributions help us keep history alive.

