

THE STORY OF

# OLD STURBRIDGE Village

*the new  
a challenge, an adventure and a love story*

2007

ANNUAL REPORT

good day!

# 2007

may go down in history, our history, as the year Old Sturbridge Village became the *new* Old Sturbridge Village (OSV). It's been a year of finding satisfying solutions to unexpected problems, a year of hard work and teamwork, a year of critical challenges and rewarding triumphs.

Before I arrived at the Village in 2007, OSV faced a daunting situation: declining attendance, inadequate funding, an overworked staff, mounting maintenance costs and so much negative press that many thought we were in danger of closing.

Led by Chairman Bruce Moir, the OSV Board of Trustees took decisive action, made some crucial decisions and laid the foundation for the Village's renewal. Today, we are building on that foundation and magnifying the many positives that make Old Sturbridge Village one of the oldest, largest and most cherished living history museums in the country.

MORE THAN  
21 MILLION  
PEOPLE HAVE  
VISITED THE  
VILLAGE SINCE  
OUR FOUNDING  
IN 1946.

We are a New England icon – so beloved by schoolchildren, families, grandparents and others, that the name “Old Sturbridge Village” instantly brings a smile to their faces. I am happy to report that we are once again the go-to destination for tourists and visitors who want to enjoy and experience our early New England living and history.

In our computer-driven society that is increasingly sedentary and experiencing a frightening “nature-deficit disorder,” a visit to the Village provides a 200-acre natural playground where kids can run and play, pet our lambs, pick our apples, plant vegetables, plow fields and catch fish, all while learning what it was like to be a kid in an earlier time.

To assure that OSV will always be this vibrant and dynamic place, we asked ourselves some very hard questions:

*Can we achieve more with less?  
Can we reverse years of declining attendance?  
Can we reintroduce OSV to a new generation?  
Can we reengage our members?  
Our donors? Our sponsors?  
Can we re-energize our employees, upgrade  
our exhibits and tell the world that Old Sturbridge  
Village is back, open for business,  
and better than ever...*

THE ANSWER WAS: YES WE CAN...  
YES WE DID...AND IT ALL STARTED  
WITH A CHALLENGE...

“IT'S DEFINITELY

# an adventure!

WE ARE RE-ENERGIZED AND

READY FOR THE FUTURE.

OLD STURBRIDGE VILLAGE

IS BACK AND BETTER THAN EVER.”



# the Village challenge

"I KNEW WE NEEDED IT NOW,  
I HAD FAITH THAT IT WOULD INSPIRE  
OTHERS TO GIVE AND I ALWAYS  
BELIEVED THERE WOULD BE  
**a brighter day**  
FOR THE VILLAGE."

## *A Gracious Donor*

(WHO HAS ASKED TO REMAIN ANONYMOUS)

issued a challenge  
to the people of  
the Village.

He would give  
a gift of  
**\$1,000,000**  
in matching funds  
*if*  
the Village could raise  
at least \$850,000  
on its own.



GULP.

challenged and more

# amazing things started to happen

We found there is nothing like a challenge to galvanize our troops and inspire them to accomplish great things. And that's just what the Village Challenge did for us at Old Sturbridge Village. It was the ultimate team-building exercise.

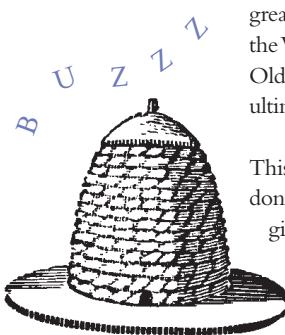
This was more than a large donation; it was a transformational gift to the Village from a dedicated donor with the courage and confidence to give \$1 million — at a time when we needed it most.

Our Challenge donor also had the wisdom to know that by linking the campaign to new and increased gifts, it would inspire new donors to give and plant the seeds for a brighter future.

Fulfilling our part of the Challenge was a tall order. It could not be business as usual — we had to work fast. The clock was ticking and the Village Challenge became our mantra. Everyone pitched in — businesses, volunteers, members, trustees, friends and employees.

By the end of 2007, we had done it. We met the Challenge, gaining \$1.85 million in new funding — \$1 million from the anonymous donor and \$850,000 from new and increased gifts to our museum.

The Village Challenge gave us the jumpstart we needed,  
**AND THE GOOD NEWS KEEPS  
ON COMING...**



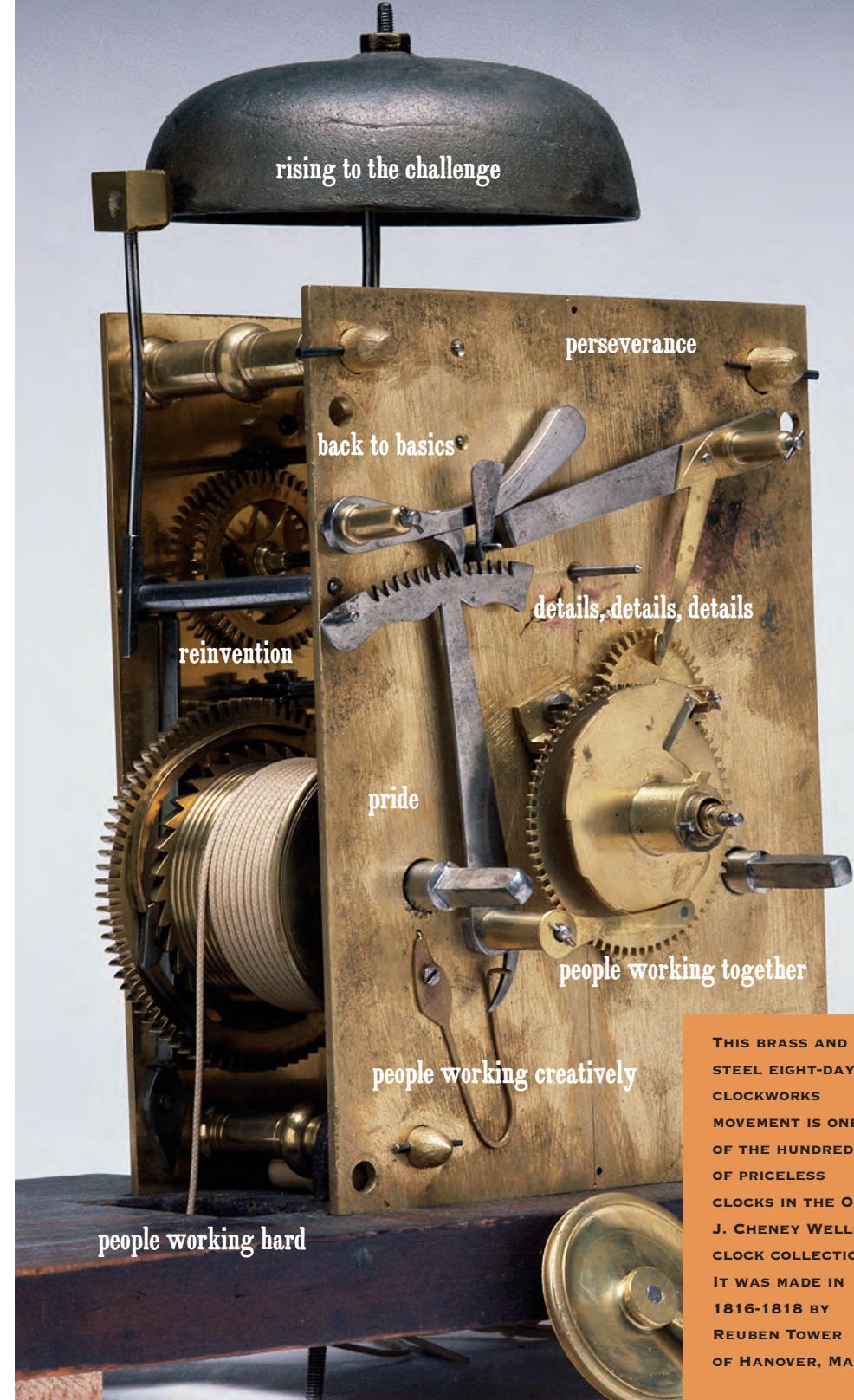
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THIS BRASS AND  
STEEL EIGHT-DAY  
CLOCKWORKS  
MOVEMENT IS ONE  
OF THE HUNDREDS  
OF PRICELESS  
CLOCKS IN THE OSV  
J. CHENEY WELLS  
CLOCK COLLECTION.  
IT WAS MADE IN  
1816-1818 BY  
REUBEN TOWER  
OF HANOVER, MASS.

OSV'S NEW

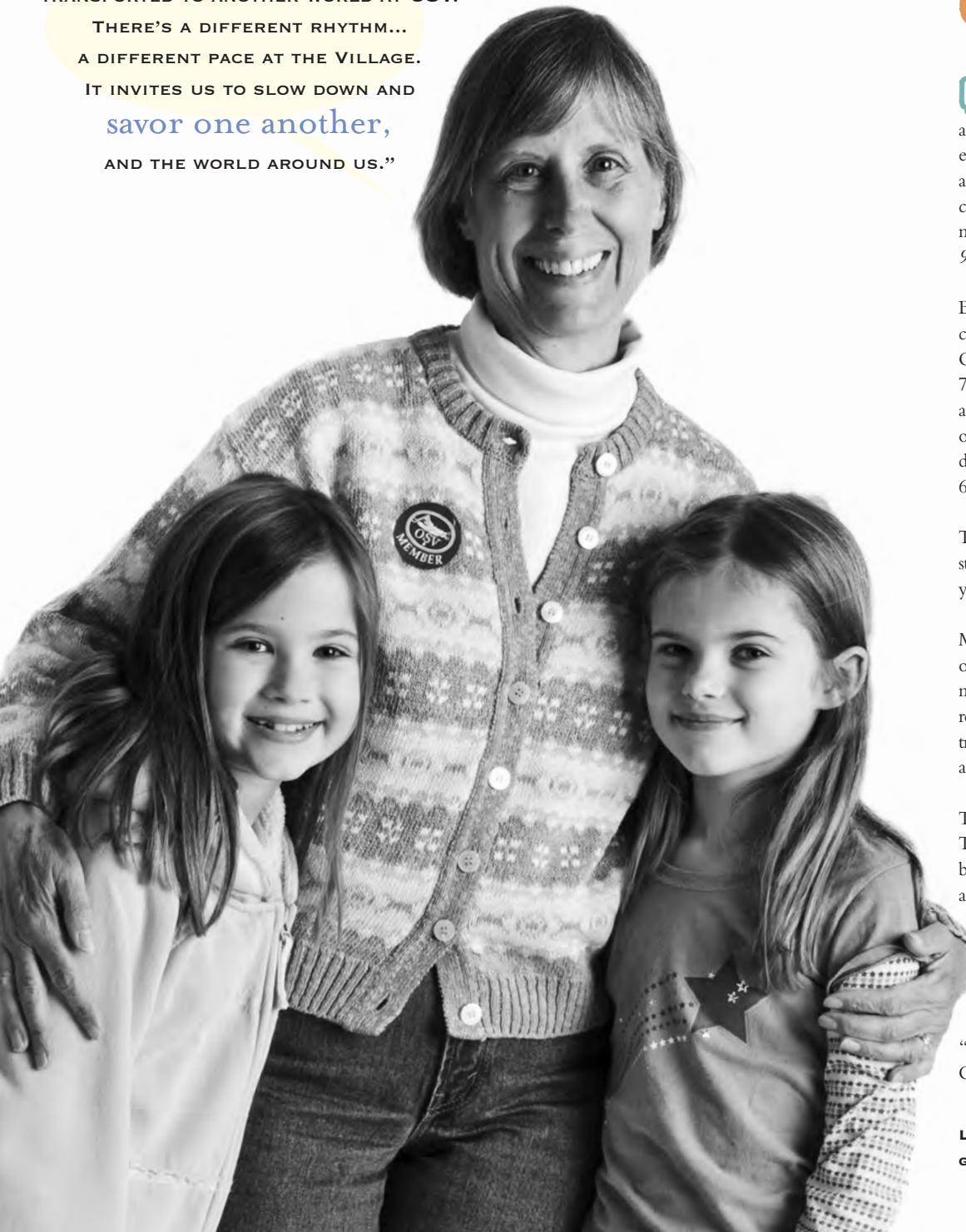
## Small House

WAS COMPLETED IN 2007. WORKING IN COSTUME, VILLAGE HISTORIANS TAUGHT VISITORS ABOUT PERIOD CONSTRUCTION TECHNIQUES WHILE BUILDING A TYPICAL 1830S "STARTER HOME."



and the people came back

"MY GRANDCHILDREN AND I ARE  
TRANSPORTED TO ANOTHER WORLD AT OSV.  
THERE'S A DIFFERENT RHYTHM...  
A DIFFERENT PACE AT THE VILLAGE.  
IT INVITES US TO SLOW DOWN AND  
savor one another,  
AND THE WORLD AROUND US."



# quality time

Quite simply, people found us again in 2007. We began to see encouraging signs of increasing attendance last summer and celebrated the Fourth of July with nearly 3,000 visitors – that's up 9 percent from 2006.

By September, an upward trend was clearly evident. For the past 10 years, Old Sturbridge Village had posted a 7 percent average yearly decline in attendance. For the third quarter of 2007, we not only stopped that decline, we also posted an additional 6 percent gain – a swing of 13 percent.

The 2007 fiscal year ended with the strongest January attendance in 10 years – up 23 percent for the month.

My staff kids me about being obsessed with the attendance numbers, but for me it's a daily reminder that we're on the right track and that OSV is once again a valuable experience for visitors.

The reopening of our Oliver Wight Tavern for weekday lunches, Sunday brunch, weddings, business functions and special events has been met with a phenomenal response. The Tavern now serves sellout crowds for special dinners like our fall "Harvest Beer Festival," "Thanksgiving Dinner" and "Christmas Traditions by Candlelight."

LINDA CHIDSEY, LITCHFIELD, CONN., WITH  
GRANDDAUGHTERS MARGAUX AND AVA



*"We visit every year; in fact my 10-year-old daughter requested we visit during spring vacation... This year we noticed more activities for children... We didn't have time to do all the things we wanted to do (even though we got there early and stayed until after 4:00).*

JOHN ROY, ACUSHNET, MASS.

*"Thank you for making our trip memorable, and bravo for a job well done! We look forward to returning!"*

PAMELA KARNES, ORANGEVILLE, PA.

*"Things have changed a bit in 20+ years, but for the better. There is a more educational aspect to everything now, which our daughter (and we) enjoyed... Our favorite staff member was the cooper... He knew so much and had a great sense of humor, too. Thank you for a wonderful time. We hope to return soon."*

SUSAN JONES, BLOOMBURG, N.Y.



**OSV** is far more than just a collection of things to see — it's really about the things to do. When visitors come to the Village, they want to interact with our interpreters and experience new things to see, do, touch and explore.

With this in mind, in 2007 we invested heavily in improvements to the visitor experience — starting with a research and image study to guide us as we worked to enhance our programs and exhibits. Thanks to a \$1 million Massachusetts state grant made possible through the efforts of State Sen. Stephen Brewer and State Rep. Todd Smola, we accomplished quite a lot. We reopened our three historic water-powered mills, and a new exhibit in the Feno House showing the story of handmade textiles from sheep to shawl and detailing the popularity of factory-made fabrics.

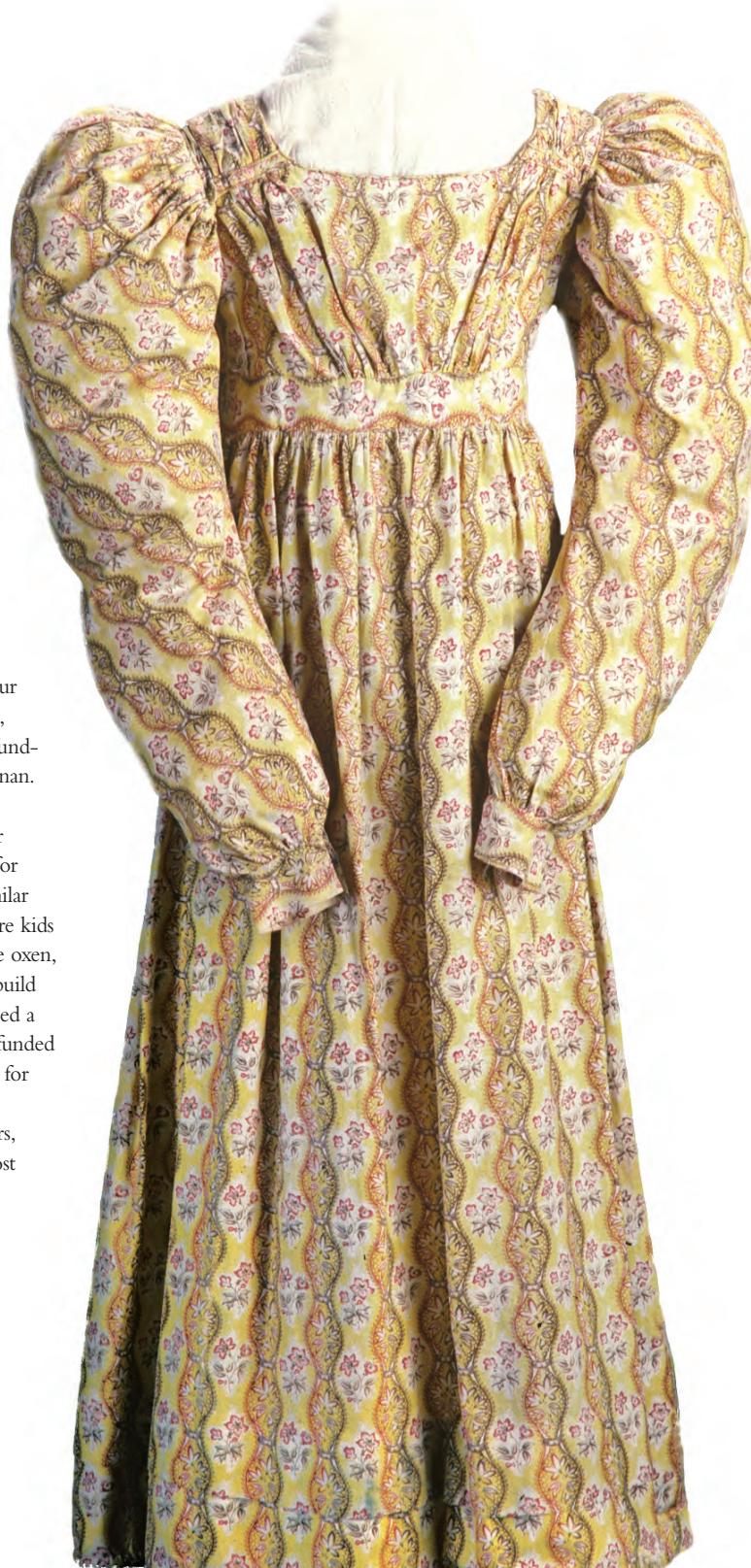


We also used the state grant to commission an exhibit destined to be one of our most popular — an authentic reproduction of a Concord stagecoach, just like the ones that rolled through Sturbridge in the 1830s.

In addition to improvements funded by the state grant, we redesigned our Website and increased marketing and publicity. We also continued the important restoration of our signature Salem Towne House, which was made possible by funding from Gertrude Wells Brennan.

Building on the success of our indoor “Kidstory” play space for preschoolers, we opened a similar outdoor area, “Playstory,” where kids can “drive” a team of full-scale oxen, play in a two-story barn and build a split-rail fence. We also opened a new Hands-on Craft Center, funded by the Heckscher Foundation for Children, where kids can dip candles, make tin candleholders, throw clay pots and learn a host of other crafts.

**NO ONE IS BORED AT  
OLD STURBRIDGE VILLAGE.**



**221,538**

PEOPLE VISITED  
OSV FROM ALL  
50 STATES AND  
MORE THAN  
22 COUNTRIES  
IN 2007.



for the love of it



"WE LOVE SHOWING THE  
EVERYDAY THINGS OF  
EVERYDAY LIFE. WE GET DOWN  
TO THE NITTY-GRITTY  
AND teach history  
UP CLOSE AND PERSONAL."



Why is your hat so tall? Do you live here? How did the dirt get on the carrots? Did they have radios in the 1830s? What do the oxen eat? Do cows sleep standing up? Where's the refrigerator? How did you make that dress? Did you really beat the eggs with birch twigs? Were people really shorter back then? Do you dress like that all the time? What do you do for fun? Aren't you hot? ...

...These are just a few of the thousands of questions our costumed interpreters answer every day.

We're often called a "living history" museum, and it's true that we do bring history to life. But along with the history, we also weave in science, sociology, economics, political theory, arts and crafts, and more. When people explore our water-powered mills, they're learning physics; when they see and hear how frugal early villagers had to be, they're learning about economics, and supply and demand.

At OSV, visitors talk with our printers, potters, tinsmiths, blacksmiths, farmers, housewives and schoolteachers. Their conversations with our knowledgeable interpreters are what set us apart and make a

visit to the Village informative and fun. We are committed to that connection, and I am happy to report that we were able increase the number of people in costume at OSV by nearly 50 percent in 2007.



INTERPRETERS CARL AUSTIN AND BOB JELLEN

sheep shearing m saw milling m broom making m bread baking m

pumpkin harvesting m lantern making m cloth weaving m checker play-

ing m alive with learning  
ing m

wood splitting

en feeding m

wool carding m

m newspaper

tea time m p

pot firing m

m bellows pu

ale sharing m

water pumping

m militia m

cider making

m chestnut r

jig dancing m cow milking

horseshoeing m paper marbling m stilt walk

egg gathering m hoop trundling m cannon

sugaring m herb play m sack racing

m kiln firing m sleigh riding m honey gathering m fleece

milling m tin hammering m oxen yoking m paper pressing m cow



WE ANXIOUSLY AWAITED THE ARRIVAL OF OUR NEW STAGECOACH!



# The Village

200 ACRES

59 HISTORIC BUILDINGS

40 EXHIBITS

60 FARM ANIMALS

give or take a chick or two

3 WATER-POWERED MILLS

2 COVERED BRIDGES

60,000 RARE ARTIFACTS

40,000 BOOKS

1 EDUCATION CENTER

2 RESTAURANTS

1 GIFT SHOP

1 BOOKSTORE

21 MILLION VISITORS

SINCE 1946.





# 60,000 things



The Old Sturbridge Village Collection includes 60,000 artifacts made or used by rural New Englanders between 1790 and 1840. Meticulously researched and maintained by our curators, the collection is the best of its kind in the world. We are proud to have loaned artifacts to Colonial Williamsburg, Mount Vernon, the National Gallery of Art and the National Heritage Museum for period exhibitions. Among our most popular events for collectors are our "Take a Peek" behind-the-scenes tours and our Collector's Guild events, like the 2007 "Evening of Illumination."



a favorite event

# with a little help from our friends

**"Things That Go Bump in the Night,"** our much-anticipated annual Halloween festival for kids, is a wonderful example of what a difference a dedicated corporate partner can make. Our sponsor, Country Bank for Savings, is involved in every aspect of the event, working alongside OSV to ensure its success.

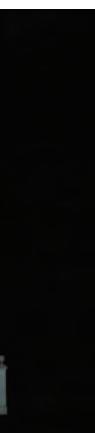
Country Bank's involvement is truly "hands on." Bank employees help us carve the 1,000 pumpkins we need to illuminate the Village, they sell advance tickets, and they even dress up as witches, monsters, ghosts, gravediggers and scarecrows for the event. The result? Attendance has grown each year, and "Bump in the Night" has become one of our signature events, drawing nearly 2,000 people in 2007.

Key to the event's popularity is the "scary but safe" aspect for children and families. Kids love it because they have a big, dark, spooky village to explore. And parents love it because it's a safe, contained environment with no cars. It's trick-or-treating the old-fashioned way — the way so many of us remember Halloween.

The Village is now known for its many special events that add a whole new dimension to the visitor experience, including "Evening of Illumination," "Dinner in a Country Village," "Evening at the Kiln" and "Christmas Traditions by Candlelight."

"CORPORATE SPONSORSHIP IS MORE THAN WRITING A CHECK; IT'S ROLLING UP YOUR SLEEVES AND PITCHING IN BEHIND THE SCENES TO MAKE AN EVENT A SUCCESS."

WHEN YOU DO THAT, THE **rewards of giving** ARE WORTH FAR MORE THAN THE DONATION ITSELF."



PAUL SCULLY,  
CEO, COUNTRY  
BANK FOR SAVINGS



2007 WELCOMED  
62,594 STUDENTS FROM  
901 SCHOOLS TO THE  
VILLAGE, WITH SOME  
GROUPS TRAVELING FROM  
AS FAR AWAY AS FRANCE,  
GERMANY, CALIFORNIA,  
NEBRASKA AND FLORIDA.  
OUR NEWLY REOPENED  
EDUCATION CENTER  
OFFERS HANDS-ON  
LEARNING TO STUDENTS  
LIKE THESE FROM THE  
HERNANDEZ SCHOOL IN  
ROXBURY, MASS., ONE OF  
MANY SCHOOLS WHOSE  
TRIP WAS FUNDED BY  
GRANTS FROM THE  
HECKSCHER FOUNDATION  
FOR CHILDREN AND THE  
SCHRAFFT FOUNDATION.

62,594 students

# hands, hearts and heads



DURING PEAK  
FIELD TRIP  
SEASON, AS MANY  
AS 2,000 KIDS  
PARTICIPATE IN  
OUR PROGRAMS  
EACH DAY.



Everywhere I go, I hear, "Oh, I love Old Sturbridge Village! I went there on a field trip when I was a kid." As a lifelong educator, I know that children learn with their hands, their hearts and their heads. When they learn by doing something interesting, they remember it far longer. That's why the Village is a great place to teach children about history and more. It's hands-on learning!

To keep those buses rolling in, and to increase our educational outreach in the schools, we hired a new director of museum education, and reopened and reinvigorated our 14-studio Education Center, where "doing" is what we do. Students learn spinning, weaving, carding wool, printmaking, hearth cooking, and woodworking, and then go outside to learn about archaeology and agriculture – to press cider and help with farm chores like threshing corn and feeding the animals.

This year our teachers have also taken our "History on the Road" program to more than 60 schools.

"I LOVE SEEING THE INTENSITY IN KIDS' FACES WHILE THEY DO SOMETHING...AND THEN THE pride of accomplishment WHEN THEY FINISH A TASK AND CAN USE WHAT THEY MADE."

IT'S NOT ALL  
ABOUT THE KIDS.  
IN 2007, WE ALSO  
HOSTED TRAINING  
WORKSHOPS FOR  
MORE THAN 800  
TEACHERS FROM  
ALL OVER THE  
COUNTRY.

CARA WALES,  
OSV  
EDUCATION STAFF



FOR MANY INNER CITY STUDENTS, OLD STURBRIDGE VILLAGE IS THEIR FIRST GLIMPSE OF RURAL FARMLAND. WITH 200 UNSPOILED ACRES AND 59 HISTORIC BUILDINGS, WE ARE ONE OF THE MOST UNIQUE CLASSROOMS IN THE WORLD.



# a love story

For generations, Old Sturbridge Village has been a regional anchor, attracting tourists, and providing jobs and economic stimulus to the surrounding area.

But in my brief tenure as CEO, I have learned that it's so much more. Old Sturbridge Village is the heart of a community. It's a place where people gather to spend quality time together, to walk our trails, to enjoy a meal, a tour, a workshop or a special event. On any given day, I see local residents stopping in for a cup of coffee and a muffin on their way to work, parents and kids attending a story hour, friends meeting for lunch, families attending a Friday night movie.

I've also learned that OSV's community connections stretch far beyond the local area. Recently, I



FILMMAKER, KEN BURNS

had the privilege of connecting with award-winning documentary filmmaker Ken Burns. Now famous for "The Civil War," "Jazz," "Baseball" and the recent WWII series "The War," Ken made his very first film about OSV, "Working in Rural New England," as a college student in 1975.

Ken spoke fondly of his time here. "I still remember every shot. In the very last scene, I did a pan across an archive – a painting – and literally found what I would spend the next 34 years doing. I began my professional life in this place," Burns recalled. "This is where I learned how to do what I do – how to write a proposal, stay on budget and speak in public. My interest in history was born right here at Old Sturbridge Village."

Time and time again, I listen to people's stories about their special connections to and memories of Old Sturbridge Village. I am continually reminded of the unique spirit of this place, the strength of this community and the value in the lessons it teaches us all.

I am proud to be a part of the story of Old Sturbridge Village, and I look forward to our new chapters yet to be written.

A handwritten signature in black ink, appearing to read "Jim D".

JIM DONAHUE  
PRESIDENT AND CEO

"WE'VE HAD A LIFETIME OF FUN AT THE VILLAGE.

WE GREW UP VISITING OSV AS CHILDREN.

WE GOT MARRIED HERE, OUR DAUGHTER GOT  
MARRIED HERE, AND NOW WE BRING OUR  
GRANDCHILDREN. THERE'S NOTHING WE  
WOULDN'T DO FOR OLD STURBRIDGE VILLAGE.

It's a community gem."



SARAH AND DICK HARDY, STURBRIDGE, MASS.

## looking forward

**A**s I close out four eventful years as Chairman of the Old Sturbridge Village Board of Trustees, one phrase seems especially salient and timely: "It's the end of the beginning."

And what a beginning it has been—2007 was a year of rebirth and renaissance for Old Sturbridge Village with much-needed valuable and visible improvements. But the foundation of this progress started well before the year began, and the gains we made will continue well beyond the year's end.

Coming into 2007, the leadership of OSV had to make some pivotal decisions – the most important of which was the hiring of Jim Donahue as CEO. But even before his arrival, we had to make some swift and decisive moves to put the Village back on track.

We were determined to improve the visitor experience, starting with a massive project to upgrade and refurbish our buildings and exhibits. This was an obvious need and we knew that it would be key to the survival of the Village. We had to move ahead quickly and find the money somehow. And thanks to the courage and generosity of our supporters – we did.

For those of us who love OSV and are committed to its success, the past few years have been a test of our imagination and character, our grit and perseverance.

At Old Sturbridge Village, we protect and preserve a way of life that would have disappeared, if not for the foresight of the museum's founders, and the hard work of our historians, curators and interpreters.

It's been an exciting ride, and I look forward to the future with pride and confidence.



**BRUCE MOIR, CHAIRMAN  
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Aulikki Olsen

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*(\$1,500 - \$2,499)*

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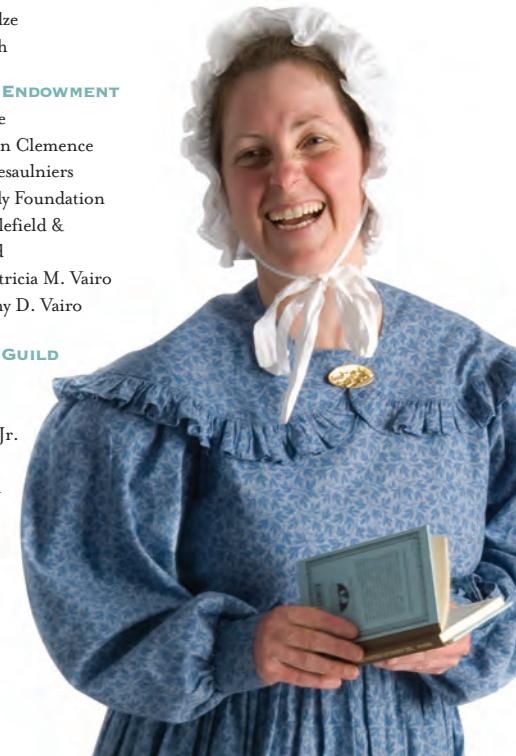
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## OPERATING REVENUE AND SUPPORT

Admissions .....	\$2,026,938
Memberships .....	409,198
Rents & Royalties .....	726,735
Special Events and Programs .....	420,525
Gifts, Grants, Bequests .....	1,567,150
Investment Income .....	72,254
Assets Released from Restrictions .....	1,705,293
Other Income .....	139,045
Total Revenue and Support .....	<u>\$7,067,138</u>

## EXPENSES

## PROGRAM SERVICES

Education and Public Programs .....	\$3,284,353
Research, Curatorial, Library .....	1,259,573
Total Program Services .....	<u>\$4,543,926</u>

## SUPPORTING SERVICES

External Affairs .....	1,437,594
Merchandising & Food Service .....	453,614
General & Administrative .....	1,227,979
Total Supporting Services .....	<u>\$3,119,187</u>

Total Expenses .....	<u>\$7,663,113</u>
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## SELECTED BALANCE SHEET ACCOUNTS

Investments at Market Value .....	\$7,813,168
Property, Plant, Equipment and Collections (net) .....	\$9,763,277
Long-term Debt .....	\$2,624,264
Net Assets .....	<u>\$14,627,776</u>

To access the full audited financial report visit [www.sturbridgevillage.org/financialreport](http://www.sturbridgevillage.org/financialreport)

Writer: Ann Lindblad, OSV   Design:Yellow Inc.   Photography: Webb Chappell and assorted others   Printing: Universal Millennium



**H**elp us to 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. We invite you to become a part of our vibrant community. Your energy and contributions can help keep the history alive.



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