Dear Friends of The House of the Seven Gables Settlement Association:

We are pleased and proud to present our 2017 Annual Report. On the following pages we share highlights of programming we offered and projects we undertook to continue to fulfill our dual mission to both preserve our historic site and provide educational opportunities to our community.

Throughout the course of the year, our research and programming focused on the history of labor over four centuries at our National Historic Landmark. From unique, historical performances to a lecture series that included a Pulitzer Prize finalist to specialty tours of The Gables, we included voices from our past that heretofore have rarely had the chance to speak. The year was a unique way to use our site as a microcosm for American history and the role of work from colonial settlement to modern day.

Our preservation work focused primarily on continuing to inventory, re-house and better care for our collections as well as planning for major restorations that are occurring this year. This work includes, but is not limited to, replacing the roof and painting the exterior of the 350-year-old Turner-Ingersoll mansion and upgrading the HVAC systems in four of our other historic buildings.

We were also able to grow and strengthen our Settlement work. We added a third classroom to our Adult ESL program and added a teaching assistant to our Caribbean Connections summer enrichment program. With this additional staffing, we can better differentiate instruction for students with various English fluency levels and age groups. Our community conversation series has also gained momentum and relevancy as we helped our community grapple with and better understand complex issues related to immigration that are facing our city and nation today.

While this report focuses on our work in 2017, we would be remiss not to invite you to be a part of the 350th anniversary of the mansion we know and love as The House of the Seven Gables. While we are already half-way through the year, there are still some wonderful events and programs in which you can participate. We also welcome your input as we commence two important plans: an organizational strategic plan as well as a site-wide interpretive plan. Once complete, our strategic plan will serve as our road-map and help us prioritize the projects and programs that will enable us to be a sustainable and vibrant historic site that also serves our community. The interpretive plan will help us determine the best way to weave together the many diverse and important stories across our entire museum campus, including the yet to be opened Dining Room Chamber, so that we can best serve the visitors that are so important to the fulfillment of our dual-mission.

None of our work, past, present or future, would be possible without the generous gifts of our members and friends.

We are grateful to all of you.
MISSION
To preserve our National Historic Landmark and leverage its power as an icon of American culture to engage diverse audiences and provide educational opportunities for our local immigrant community.

VISION
To be a sustainable historical, architectural, and literary site dedicated to continuing the philanthropic “Settlement” tradition of providing educational opportunities for our local immigrant population.

VALUES
We value the legacies of Caroline Emmerton, Nathaniel Hawthorne, and Salem. We value the historic preservation of our site: buildings, gardens, collections, and stories. We value being a center of and for the community. We value education as a central tenet of our programming. We value long-term sustainability for the Association.
Preserve our National Historic Landmark

Restoration of the Accounting Room

In June 2017, the Accounting Room was reincorporated into the tour of The House of the Seven Gables after a long preservation project. In order to best preserve the 1668 structure and to allow for a more robust museum experience, the room was brought back to an earlier configuration. Working with reports gathered during a paint, wallpaper, and architectural analysis, the Accounting Room was brought back to an early 19th century look and feel. While the story of the Turners and Ingersolls at sea as well as the connection to Hawthorne's famed novel remains the same, the room is now displayed in a way that enhances the many compelling stories our talented guide staff shares.

Collections Care
Project Update

In less than a year, the collections care staff completed an inventory of objects stored and displayed at The House of the Seven Gables museum campus. Objects were documented with descriptive text and rehoused, to the best of the site’s ability, in a manner that will ensure long-term preservation. Our collections care staff presented at the New England Museum Association’s annual conference in November 2017 to a standing room only crowd interested in the techniques used to manage collections with tight constraints of budget and space. The staff also implemented a pest management system and devised a treatment and preservation plan following a webbing clothes moth infestation in the Great Chamber.
Thanks to a $10,000 matching grant from the National Trust for Historic Preservation, ObjectIDEA, a museum consulting firm based in Salem, began a year-long study of The House of the Seven Gables’ visitor experience. The aim is to develop a vibrant new visitor experience through a reconceived interpretive plan that is informed by the latest information on quality visitor experience and on-campus survey findings. The development of the interpretive plan will involve input from visitors and a collaboration between staff and consultants.

Interpretation, a primary museum function, is essentially the way a museum communicates with its visitors through wall labels, tours, signage, brochures, catalogs, exhibits, website content, etc. Children, indentured servants, and enslaved people. Lectures ranged from an overview of labor history in the United States to a work of historical fiction focusing on the role of New Englanders in the Gold Rush. A young Salem playwright produced and directed a unique work based on the life of Joan Sullivan, an early indentured servant at The Gables. Past and present life and labor issues were discussed at some of our Community Conversations. Topics included the impact of the modern landscaping industry on workers and revisiting the Pequot Mills Strike of 1933.

It was a privilege for the staff to bring voices alive and share these many stories of workers from the past four centuries with thousands of visitors. Special thanks to Mass Humanities and the Salem Cultural Council for their support.
Our tour is translated into eight languages and is available in both a written and an audio format. Our marketing brochure is also translated into these languages:

**Brazilian Portuguese** • **Cantonese** • **French** • **German** • **Italian** • **Japanese** • **Mandarin** • **Spanish**

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**People from these countries visited our National Historic Landmark Museum in 2017:**

- Argentina
- Aruba
- Australia
- Austria
- Belgium
- Brazil
- Cambodia
- Canada
- Chile
- China
- Columbia
- Costa Rica
- Denmark
- Ecuador
- France
- Germany
- Gibraltar
- Hong Kong
- India
- Ireland
- Israel
- Italy
- Japan
- Korea, Republic of
- Mexico
- Netherlands
- New Zealand
- Norway
- Panama
- Paraguay
- Peru
- Philippines
- Poland
- Portugal
- Russia
- Saudi Arabia
- Singapore
- Slovakia
- South Africa
- Spain
- Sweden
- Switzerland
- Trinidad & Tobago
- Ukraine
- United Kingdom
- United States
- Uruguay
- Venezuela
Offer Education as a Central Tenet of Our Programming

8,021 students from 201 schools, 27 states, & 5 countries attended field trips and educational programs.

From Naumkeag Settlers to Salem Shippers
Hundreds of students in grades 3-5 participated in our longest running and most well-attended educational program last year. This program focuses on early New England history and highlights the lives of 3 children who would have lived in Salem in the 17th and 18th centuries. The students partook in a series of hands-on activities including an introductory slideshow, a tour of the house, and 3 activity stations that teach the students about work and play in Colonial New England.

Worldwide Trading Game
This interactive program for students in grades 5-8 was once again successful in 2017. The students learned how men like John Turner I and II (owners of The House of the Seven Gables) became wealthy and contributed to the trade economy of their time. Through a role playing exercise the students took on the roles of merchants from around the Atlantic world and traded commodities with one another, bearing in mind price changes and the rules of supply & demand, with a few surprises thrown in!

Navigating With Bowditch
Designed for students in grades 5-8, the program focused on the work of Nathaniel Bowditch, a Salem native and America's first mathematical geographer. It combined math, science, and history into an interactive experience. Students worked in teams to use math, observational skills, and historical information to navigate their way through hands-on learning experiences.
The Settlement movement was built partly on Canon Samuel Barnett’s belief that each person has the capacity to grow and the well-being of our communities, and by extension the nation, was dependent on interpersonal interactions across socio-economic and therefore cultural lines.

The House of the Seven Gables continues to adopt these principles today through our distinct programs. Our community conversations on immigration provide a safe and stimulating space to reflect on past and present immigration stories. Our summer enrichment program for elementary school students, Caribbean Connections, allows children to weave their stories within the interconnected cultural and social fabric of Salem and the Caribbean. In addition, our ESL and Citizenship classes allow students to expand their skills and abilities to break through social and economic barriers to further contribute to their new home.

Our founder, Caroline Emmerton, was the embodiment of good will and fellowship; her spirit and bold vision continue to shape our mission and settlement work in our current social atmosphere to build and magnify the good in our community.

### CARIBBEAN CONNECTIONS

Our summer enrichment program, Caribbean Connections gives elementary school children in grades 2-5 who are primarily English language learners, the opportunity to tell and shape their own stories, while growing their language and literacy skills. In 2017, 30 families and 31 children were able to participate. By traveling to local historic sites, exploring Caribbean folk tales and books, the program helped students uncover the hidden historical connections between Salem and the Caribbean. The students were encouraged to create their own stories by constructing dialogue through their artistic expressions via comic illustrations. Thanks to the Saltonstall School for providing optimal space for this program.

### ESL AND CITIZENSHIP

The Gables offered English-as-a-Second Language and Citizenship classes to adult learners. The 2017 program drew the largest enrollment yet, with more than 66 adults from five countries. While the majority of students were from the Dominican Republic, participants also hailed from Mexico, Brazil, Haiti and Poland. As part of the program, 12 children received child care and after school homework help. The goal that bound the students together was the desire to learn English and become U.S. citizens. Thirty-three students participated in Citizenship Preparation classes with four taking the oath as new U.S. Citizens. Since the program started, 55 students have become new citizens. Thanks to Salem Academy Charter School for generously donating the use of classroom space for this program.

### COMMUNITY CONVERSATIONS ON IMMIGRATION AND IMMIGRATION REFORM

In keeping with our Settlement mission to engage diverse audiences and provide educational opportunities for our community, The Gables became a forum for discussion through its third series of community conversations in 2017. Five conversations were held over the year with over 220 attendees. Topics addressed were sanctuary cities, the role of police in immigration enforcement, health dangers facing immigrant workers in the landscaping industry, the Pequot Mills Strike of 1933 and the Chinatown Trunk Mystery of the early 20th century. These timely conversations encouraged dialogue among people with contrasting viewpoints and helped better articulate issues affecting millions of Americans.
Serve as a Center of and for Our Local Residents

Opening doors for our community

Thanks to our supporters, our ESL classes are growing. Here are quotes from some of our students about why learning English is so important to them:

“For better employment opportunities and to help others that need help.”

“Learning English allows me to help my children with their homework.”

“To understand and connect with other community members, our kids’ teachers and at work.”

“To communicate with my doctor.”

COMMUNITY SERVICE HOURS
The Gables supports other local community organizations and non-profits through in-kind donations of space, tickets, and staff volunteer hours. Examples include:

Autism Resource Central • Bates Elementary School • Bell School • Bishop Fenwick High School • Boxford Elementary School Trust • Center of Hope Foundation • Clinica Esperanza Hope Clinic • Community Enterprises • Community Interventions Program • Cove Elementary School PTO • Crystal Arnot/Paws for Celebration Committee • F.A.M.E. • Family Centered Services • FM Global • For the Love of Swampscott • Georgetown PTA • Global Learning Charter Public School • Immigrant Learning Center ILC Golf Classic • Independent Living Center • J T Hood PA • Junior Aid Association of Malden • Keneseth Israel Reform Congregation • Laps 4 Backs • LEAP Salem • Leona Glidden Westbrook Together Days Auction • Lowell Elementary School • Leukemia and Lymphoma Society - Mass. Chapter • Majestic Theatre • Make a Wish MA and Rhode Island • Making Strides Against Breast Cancer • Marblehead Festival of Arts • March of Dimes • Massachusetts Audubon Oak Knoll Sanctuary • Merrimack Valley Hospice • Montessori Schoolhouse of Cheshire County • Mosesian Center for the Arts • Nashua Senior Activity Center • Nashua Area Artists Association (NAAA) • National Arts Centre Orchestra • Plummer House - Boston Marathon • PMC Kids Rides AB • Rainbow Times • Reading Education Foundation (REF) • Relay for Life Mansfield • Rhode Island Shriners • Roosevelt Ave Parent Teacher Group • Rotary Club of Salem • RSVP, Inc. Animal Welfare & Rescue Group • Run to End Alzheimer’s • Saint Bridget School • Saint John’s High School • Salem State University • Salesian Boys & Gils Club • Sharon High School PTO • Sofia’s Angels • South Bergen Rotary Foundation • St. Francis of Assisi School • St. Mary’s School • St. Patricks School • St. Thomas Aquinas Church • St. John School • St. Mary’s Girls Lacrosse • Starting Point • Stephen M. O’Grady Scholarship Foundation • Teen Challenge Boston • Teen Challenge New England & New Jersey • Temple Emanuel • The New Searles Elementary School • Tockwotton On The Waterfront • Tricky Tray/Sunshine Foundation • Troop 66 Garden City • Tyler Foundation, Inc. • United Way • Union Congregational Church • Village Elementary School PTA • Walker Scholarship Fund • Walnut Street Elementary PTO • Windrush Farms • Wingate at Weston • Wonder Kids Parent Group • YMCA of Greater Nashua

over 500 service hours
January 1 –
December 31, 2017

2017 FINANCIAL OVERVIEW

Operating Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>2017</th>
<th>2016</th>
<th>% Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions/Public Programs</td>
<td>$1,227,000</td>
<td>$1,143,131</td>
<td>7%</td>
</tr>
<tr>
<td>Museum Store Sales (Net COGS)</td>
<td>$270,000</td>
<td>$251,844</td>
<td>7%</td>
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<tr>
<td>Contributed Income</td>
<td>$334,000</td>
<td>$314,391</td>
<td>6%</td>
</tr>
<tr>
<td>Facility Rentals and Other Income</td>
<td>$55,000</td>
<td>$113,663</td>
<td>-52%</td>
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<tr>
<td>Total Revenue</td>
<td>$1,886,000</td>
<td>$1,823,029</td>
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Operating Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>2017</th>
<th>2016</th>
<th>% Increase (Decrease)</th>
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<tbody>
<tr>
<td>Program Services</td>
<td>$1,530,000</td>
<td>$1,419,988</td>
<td>8%</td>
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<tr>
<td>General &amp; Administrative</td>
<td>$364,000</td>
<td>$301,905</td>
<td>21%</td>
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<tr>
<td>Development</td>
<td>$200,000</td>
<td>$204,324</td>
<td>-2%</td>
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<tr>
<td>Total Expenses</td>
<td>$2,094,000</td>
<td>$1,926,217</td>
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</tbody>
</table>

Change in net assets from operations

- $(208,000) vs. $(103,188)

Non-Operating Revenue

- Gain on sale of 114 Derby St. - $619,997
- Investment Income, net       - $78,694

Change in net assets

- $18,000 vs. $595,503

Investment Account Balances

<table>
<thead>
<tr>
<th>Source</th>
<th>2017</th>
<th>2016</th>
<th>% Increase (Decrease)</th>
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</thead>
<tbody>
<tr>
<td>Total Investment Account Balances</td>
<td>$1,988,077</td>
<td>$1,726,624</td>
<td>15%</td>
</tr>
</tbody>
</table>

1 - FY 2017 figures are preliminary and unaudited
2 - The FY 2016 figures have been abstracted from the Organization's financial statements for the fiscal year ended December 31, 2016, which were audited by Shaheen, Pallone & Associates, P.C. Because the information does not include all the disclosures required by generally accepted accounting principles, it is not intended to present the full financial position of the Organization.
Join us on a journey through 350 years of music and dance. Performances will span not only the centuries but also the globe, paying homage to our settlement programming and the mission of Caroline Emmerton. In addition to the festivities, there will be food, drink, and surprises throughout the course of the celebration.