



National Trust for
Historic Preservation
Save the past. Enrich the future.

FAST

a year of innovation

2014 ANNUAL REPORT

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Stadium; Houston Astrodome; New
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COVER AND INSIDE COVER: New York State Pavilion event drew thousands to line up for an exclusive hard hat tour.



With this year's annual report, we celebrate the National Trust's value of innovation—and we honor the man who, in many ways, supported our efforts in this regard, the late Robert W. Wilson.

Bob provided well over \$25 million in challenge grants to the National Trust—and millions more to other preservation and conservation groups—over the past two decades. He saved countless remarkable places, and, through his thoughtfully structured matching grants, pushed us to become the bolder, more ambitious organization you see in this report.

From social media engagement campaigns to creative strategies for building reuse, we have pioneered fresh approaches and scaled up our efforts to develop solutions commensurate with the challenges we face.

We lead an increasingly nimble, responsive, and relevant preservation movement, one that looks more like America and is proudly creating a cultural heritage that reflects the vibrant, multi-cultural nation we have become.

Every day, we are demonstrating that preservation matters. It speaks to the things we care about, solves intractable problems, and brings communities back to life.

It is a remarkable legacy, not only for Bob, but for all of the National Trust's supporters. Heartfelt thanks for all you do to support this important work.

Marita Rivero, Chair Elect
Stephanie K. Meeks, President

Gifts

Saw my 1st rodeo as a kid there. IT'S HOUSTON CULTURE!!!

**SHARE YOUR STORIES
AND IDEAS WITH US**

As a **podme**

working here at the
206 (Behind Home Plate).
as a child &
the back.

audience

rft

HOPE Crew Hands-On Preservation Experience

In April, the National Trust launched HOPE Crew, a new program designed to train thousands of young people in useful, hands-on skills at historic preservation projects throughout the country. This “Hands-On Preservation Experience” (HOPE Crew) program is already making a positive difference in the lives of future preservationists and in the communities where they worked. Completion of the first HOPE Crew project at Skyland Stables in Shenandoah National Park inspired the Delaware North company to commit \$3 million toward youth corps historic preservation work inside national parks. In addition to Skyland Stables, three other HOPE Crew projects were completed this year: graffiti removal and painting at Hinchliffe Stadium; a log cabin rehabilitation at Lyndon B. Johnson National Historical Park; and repointing brick and stone walls at the Old Santa Fe Trail Building in Santa Fe, New Mexico.





shift : audience





Miami Marine Stadium Events raise awareness

A concerted and sustained effort to raise awareness for the Miami Marine Stadium this past year has included a variety of innovative events that provided access to the otherwise off-limits Modernist structure. An exhibition at Coral Gables Museum highlighted the story of the past, present, and future of the Stadium. Gloria Estefan and Jimmy Buffet hosted an exclusive event at the museum, which included a performance by Buffet and raised more than \$50,000 in a single evening.

A mural project drew more than a dozen internationally renowned street artists who painted murals at the stadium. Fine art photos of these murals are being sold in support of the stadium and its restoration. Though our work is not yet over, a highlight of our campaign so far has been the Gloria Estefan Foundation gift of \$500,000, which will be applied directly to the stadium's restoration.

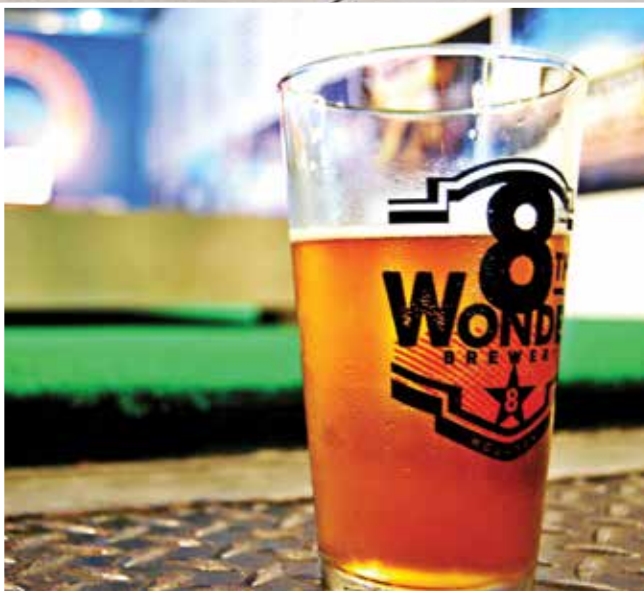


Houston Astrodome Taking it to the streets

The effort to save what some have called “The Eighth Wonder of the World” involved a 26-foot cargo truck. In October 2013, National Trust staff wrapped the cargo box with images of the Houston Astrodome and carpeted the interior with Astroturf, transforming the vehicle into a Mobile Dome Experience, which brought the Astrodome to the community and built support among Harris County voters for revitalizing the Astrodome as the world’s largest special events venue.

Over the course of 16 days the “Domemobile” made more than 30 stops around Harris County, meeting more than 10,000 Houstonians and driving nationwide awareness of the plight of this National Treasure. At locations ranging from church parking lots and Texans’ football games to craft breweries and Halloween street parties, the Domemobile became a focal point for Houston voters who shared their memories of the Astrodome and pledged support for the future of this first-of-its-kind stadium.





shift : audience





Union Station Sneak peeks

Selected from more than 450 applicants, 48 Washington, D.C. photography enthusiasts were treated to a behind-the-scenes photo tour of Union Station's hidden spaces. During the event they photographed FDR's specially designed Pullman car (which Norfolk Southern keeps at the station); the statues that look down over the main hall; and current restoration work, which is being funded with support of American Express.

The participants shared their photos on Instagram using the hashtag #unionstationtour, and their photos were seen, liked, and commented on by more than 20,000 people.





2
0
1
4

thinking



Reimagining Sites

Since the National Trust acquired Woodlawn as its first historic site in 1957, the organization has been a leader in innovative programming and the interpretation of stories for historic sites nationwide. Today at Woodlawn, for example, an expanded partnership with Arcadia and the Neighborhood Restaurant Group is exploring how to make the site not only a historic house museum, but also a thriving community agricultural operation, much the same as it was in the early 19th century when Martha Washington's granddaughter Eleanor "Nelly" Parke Custis occupied the residence. Historic Sites of the National Trust for Historic Preservation now number 27, and site staffs continue to lead the transformation of historic places pushing boundaries so that they remain relevant, often as venues for the visual arts, theater, and music.





Visual Arts

The visual arts have long complimented the fine architecture of house museums and other historic sites. Among Historic Sites of the National Trust, Brucemore, Chesterwood, Glass House, Kykuit, Lyndhurst, and Villa Finale are known almost as much for their art collections as for their history. Indeed, the National Trust itself was born of the visual arts—in 1946 leaders in American historic preservation met at the National Gallery of Art to discuss the formation of a national organization to support local preservation efforts. When the National Trust was chartered in 1949, David Finley, former director of the National Gallery of Art, was selected as the chairman of the board.

Today, historic sites not only continue in this tradition but also are breaking new ground, developing innovative new arts programs and using historic places as venues for contemporary exhibitions. Just this past year, National Trust historic sites in Connecticut, Illinois, Louisiana, and Massachusetts initiated innovative new partnerships leveraging the visual arts.

Glass House, already well known for the Johnson and Whitney contemporary art collections, recently debuted *Veil*, an environmental installation by world-famous artist Fujiko Nakaya. Generously supported by the National Endowment for the Arts, the Robert Rauschenberg Foundation, The Japan Foundation, Oldcastle BuildingEnvelope, and Mee Industries, Inc., *Veil* enveloped the Modernist residence and surrounding landscape in

CLOCKWISE FROM TOP LEFT: Contemporary sculptures by Albert Paley displayed at Chesterwood; *Veil* installation at Glass House; Lynda Frese, visiting artist at The Shadows.

shift : thinking



a dense fog that radically changed the experience of visiting the property.

Also with support from the National Endowment for the Arts, an artist residency program at The Shadows' has brought two nationally known artists (visual artist, Lynda Frese, and musician David Greely, founding fiddler of the Mamou Playboys) to the site for a year-long residency. Located on the banks of Bayou Teche in New Iberia, Louisiana, the site will use the residency program not only as an opportunity for these artists to create new work but also to engage the public through master classes, concerts, and open studio hours.

Operating as an artist's residence is nothing new for Chesterwood, one-time home of Daniel Chester French. One of one of the most prolific late 19th and early 20th century sculptors, perhaps best known for the statue of Abraham Lincoln in the Lincoln Memorial, Washington, D.C., French lived and worked at Chesterwood from 1897 until his death in 1931. In keeping with the tradition of the site, Chesterwood today is hosting an installation of large scale works by sculptor Albert Paley and supports working artists through its artists-in-residence program.

Last summer and fall Osvaldo Romberg's *Translocations: Mies and Melnikov* used white painted brick to recreate the iconic circular floor plan of Moscow's Konstantin Melnikov House on location at Farnsworth House. The installation, which received funding the Graham Foundation, created a dialogue between two architectural masterpieces and contrasted how the West and Russia viewed avant-garde utopianism.

TOP LEFT: Visiting artist Amy Podmore works with clay at Chesterwood. BOTTOM LEFT: Osvaldo Romberg exhibit at Farnsworth House. OPPOSITE, FROM TOP: Musicians perform at Chesterfest; Sunset Jazz series at Lyndhurst.

Music

The visual arts are not the only way of bringing to life the stories and histories of National Trust Historic Sites. Music provides another powerful connection with our past, and a number of our historic sites host concerts and musical events that engage visitors with the site as well as the history that surrounds them.

In 1915, when Mr. and Mrs. William Bowers Bourn built Filoli, their goal was an estate that would still be interesting in hundreds of years. Since 1991, summer Sunday afternoons at Filoli have been filled with the sounds of jazz, and now nearly 100 years later, the beautifully maintained gardens, exhibits, and special events still capture the attention and imagination of guests, just as the Bourns had hoped. Similarly, Lyndhurst—a romantic, Gothic mansion built and expanded by several wealthy owners in the 19th century—hosts *Sunset Jazz*, a concert series on the lawn. The historic site also joined with Copeland House for a *Music in the Mansion* series, bringing 20th century music to the halls of the grand estate.

Last spring, Chesterwood reopened the restored studio of sculptor Daniel Chester French, closed since late 2012 for extensive repairs. The celebratory event featured a Garden Fountain Dance, which was inspired by famed early American dancer Isadora Duncan, a frequent guest of the Frenches. Chesterwood is known for its musical performances. Every Friday night in July and August, the site hosts *Chesterfest*, featuring live folk, bluegrass, rock 'n' roll, country music, and more, bringing visitors of all ages and backgrounds to the country retreat of one of America's most acclaimed sculptors.

For eight years running, Decatur House has hosted *Jazz on Jackson Place*. In 1818, the house

was designed for entertaining and, over the years, has welcomed numerous dignitaries, politicians, and Washington celebrities. An evening of jazz music, hors d'oeuvres, and refreshments still captures that spirit today.

Joining the rich musical tradition of National Trust Historic Sites this year was the African Meeting House with its a new concert series, *MAAH Music*. The series reflects the area's rich history of music and featured a variety of locally renowned musicians, as well as the New England Conservatory of Music and the Handel + Hayden Society. In the 19th century, the free African-American community of Boston came together to build a meeting space that would serve as a place for community members to learn, worship, and meet one another. Events were regularly accompanied by music. Today, the Meeting House is once again filled with harmony.

Theater

What better way to bring a historic site to life than by staging live theater on its grounds, in its halls, and even—in the case of at least one National Trust Historic Site—through its very rooms? Here are some examples of innovative theater programs in the past year that exemplify how creative thinking and creative programming can animate historic places.

Cliveden partnered with creative teenagers from Philadelphia Young Playwrights to write an original play based on the site's archival documents and actual historical events. The



shift : thinking



New Freedom Theater, Philadelphia's oldest African-American theater company, produced and performed the play, while a grant from the Interpretation and Education Fund of the National Trust for Historic Preservation enabled creative professionals to work with Cliveden staff on revising the script, developing pre-performance activities, and casting and costuming the show. The resulting work, *Liberty to Go to See*, was performed throughout the 1767 mansion in four intimate public performances over Juneteenth weekend.

In honor of longtime executive director Peggy Boyle Whitworth, who passed away last fall, Brucemore began a campaign to update, improve, and rename its outdoor amphitheater. With programs such as the Classics at Brucemore, Brucemore Outdoor Children's Theater, and more, the historic 26-acre estate uses its stage and performance area for cultural events that redefine the museum experience for visitors while also enriching the community.

Lyndhurst's resident theater company, M&M Productions, performs in the site's carriage house during the summer and in the mansion for both Halloween and Christmas. Summer productions are light comedies, while the Christmas season reenacts Charles Dickens reading from his classic work, "A Christmas Carol."



TOP AND BOTTOM: *A Midsummer Night's Dream* and *The Tempest* performed at Brucemore.



Securing the Future

Excellence in historic sites leadership means not only innovative interpretation, but also responsible stewardship of the extraordinary buildings and landscapes entrusted to our care. With that in mind, three years ago the organization launched an initiative to make more than \$22 million in capital improvements across the 21 historic sites that it owns. To date, we have completed nearly two-thirds of the 133 projects, including the most pressing projects at Belle Grove, Brucemore, Filoli, Villa Finale, Decatur House, President Lincoln's Cottage, and The Shadows.

Leadership support for this work has come from a variety of sources, including important gifts from the Malkin Fund, Ken and Dottie Woodcock, the Smith Family Foundation, the Nancy Woodson Spire Foundation, the American Express Foundation, and The Courtenay C. and Lucy Patton Davis Foundation.

Pictured is National Trust Historic Site Drayton Hall located in Charleston, SC.



shrift

direction



shift : *direction*

Creative Strategies

Successfully preserving our nation's diverse heritage relies on reaching a new and bigger audience, but supporting the existing historic preservation community is perhaps even more critical, as this group helps to sustain new constituents of the cause. In 2014 the National Trust transformed some of its most longstanding work and introduced several key initiatives designed to better align some of the core principles of historic preservation. By developing innovative, new strategic plans, the National Trust is advancing its people, its programs, and its influence to build on past successes and strengthen the movement.

FIRST YEAR: The National Main Street Center (NMSC) marked its first year as an independent subsidiary of the National Trust. Building on more than 30 years of success, NMSC is committed to becoming the premier network that serves placemakers throughout the country, supporting their economic revitalization needs and extending their reach through partnerships, research, and tools. In year one, NMSC developed a new strategic plan, moved its headquarters to Chicago, enhanced its staff, and recorded its most highly attended conference in five years.





NEW INNOVATION GRANT PROGRAM:

In March, the National Trust awarded \$23,000 in funding from the David and Julia Uihlein Special Initiatives Fund to support five staff-led projects that demonstrate breakthrough thinking and fresh problem-solving approaches. The enthusiastic response to the program inspired Trust supporters Ken and Dottie Woodcock to step forward with a generous five-year, \$125,000 pledge to continue the grants. It also prompted the National Trust to launch a similar grant program for external organizations, which ultimately awarded \$72,500 to eight projects in select states.



AMERICA SAVES!

PROGRAM: Preservation Green Lab received a \$2 million grant from the U.S. Department of Energy to launch America Saves!, a national energy retrofit program that will help historic Main Streets go green and save money. The program will demonstrate the value older buildings bring to their communities, and also make it easier and more cost-effective to reuse these structures.

shift : *direction*



1772 BUILDS REAL ESTATE SKILLS: A suite of programs supported by the 1772 Foundation is building real estate skills and expertise within the preservation community. The foundation provides scholarships to enable preservationists to attend special real estate trainings developed by the Trust and the National Development Council, and also funded a new National Trust program devoted to expanding the use of revolving funds to rehab historic buildings across the country. Ultimately, the Foundation's support aims to provide preservationists with the tools they need to scale up their efforts, bringing dramatically more historic properties back to life.

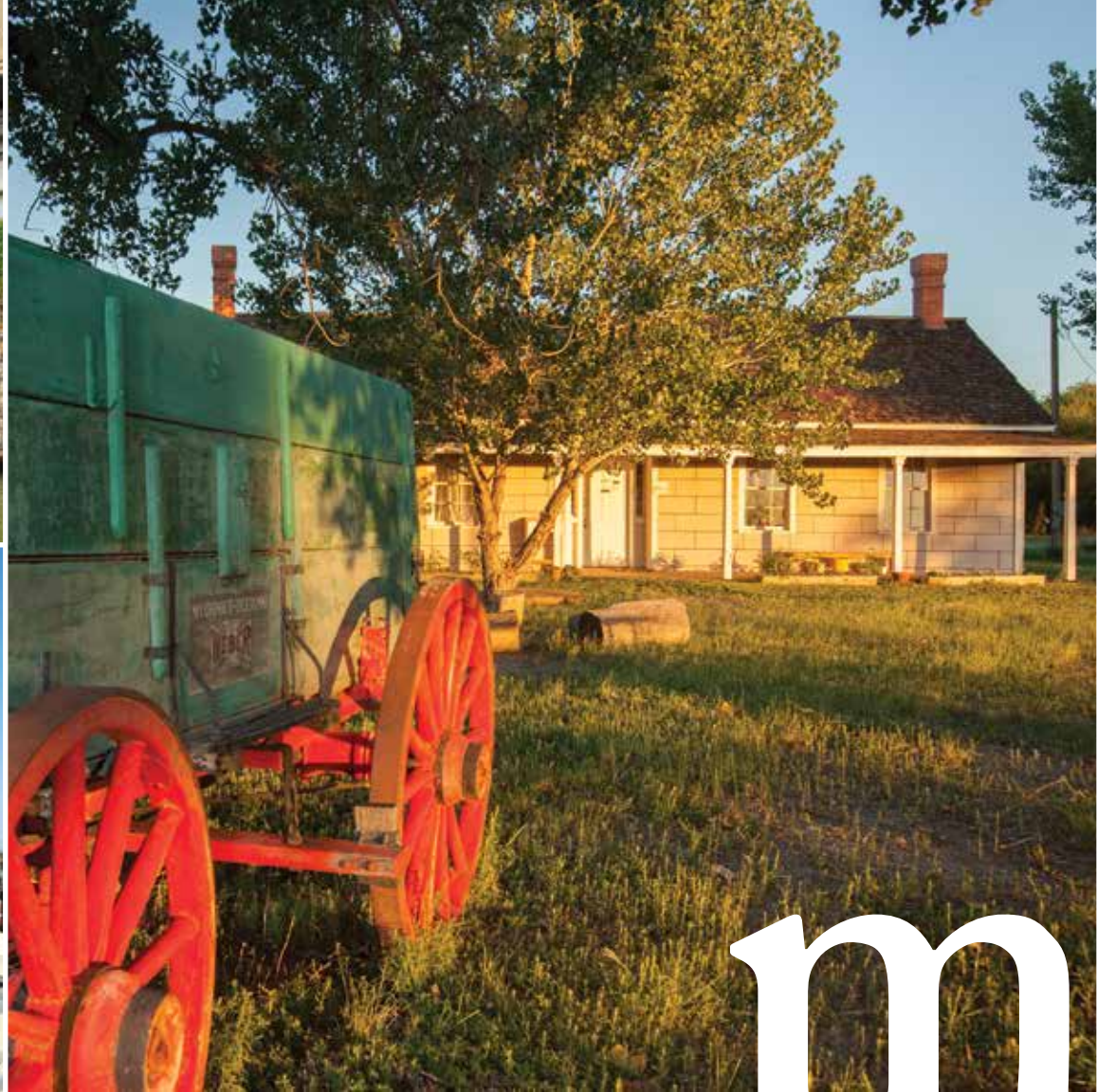




SUSTAINABLE CITIES: The groundbreaking study “Older, Smaller, Better,” also from Preservation Green Lab, measured how the character of blocks and buildings influences urban vitality and helps develop sustainable cities. Building on statistical analysis of the built fabric of three major American cities, the research showed that established neighborhoods with a mix of older, smaller buildings perform better than districts with larger, newer structures when measured against a range of economic, social, and environmental outcomes.

URBAN CPR: National Trust President Stephanie Meeks spoke at the Detroit Economic Club in May 2014 on the topic of livable cities, or the concept that smaller historic buildings play a vital role in the revitalization of underpopulated urban areas. Her speech, titled “Urban CPR: Community, Preservation, Resurgence,” quantified the elements that create the kind of thriving, dynamic urban areas that attract new businesses and new residents, and explored ways that Detroit could achieve the same in its downtown.





m

AUGUST 2013

LA Board of Harbor Commissioners unanimously approves a plan that provides a path for preservation of **Terminal Island's** vacant, historic buildings.

NOVEMBER 2013

Removal of the essential levee that protects Ohio's historic **Village of Zoar** is no longer being considered by the Army Corps of Engineers.

DECEMBER 2013

Virginia's governor approved a plan to restore and revitalize the Civil War-era **Fort Monroe**.

FEBRUARY 2014

Mount Taylor's traditional cultural property designation is upheld by the New Mexico Supreme Court, a distinction critical for the site's protection.

MARCH 2014

The National Trust's **HOPE Crew** (Hands-On Preservation Experience) program is launched with the first project at Shenandoah National Park.



milestones

APRIL 2014

Nine **National Treasures** that help to illustrate the full range of the American experience are added to the National Trust portfolio.

JUNE 2014

The 26th annual list of **America's 11 Most Endangered Historic Places** is announced.

JUNE 2014

Five **National Treasures** are added that continue to expand the range of stories, geographies, and experiences represented within the portfolio.

JULY 2014

The **National Treasures** portfolio reaches 50 places, halfway to the goal of 100.

CLOCKWISE FROM TOP LEFT: Fort Monroe; Boggsville; HOPE Crew at Shenandoah National Park; Frank Lloyd Wright's Spring House, one of America's 11 Most Endangered Historic Places; Village of Zoar; Mount Taylor; Terminal Island



40,000

Buildings preserved by the historic rehabilitation tax credit over the past 35 years.

2.4 M

Local, well-paying **jobs created** by the historic tax credit over the life of the program.

\$109 billion

Amount that the historic tax credit program has **leveraged in private community investment** between 1978 and 2013.

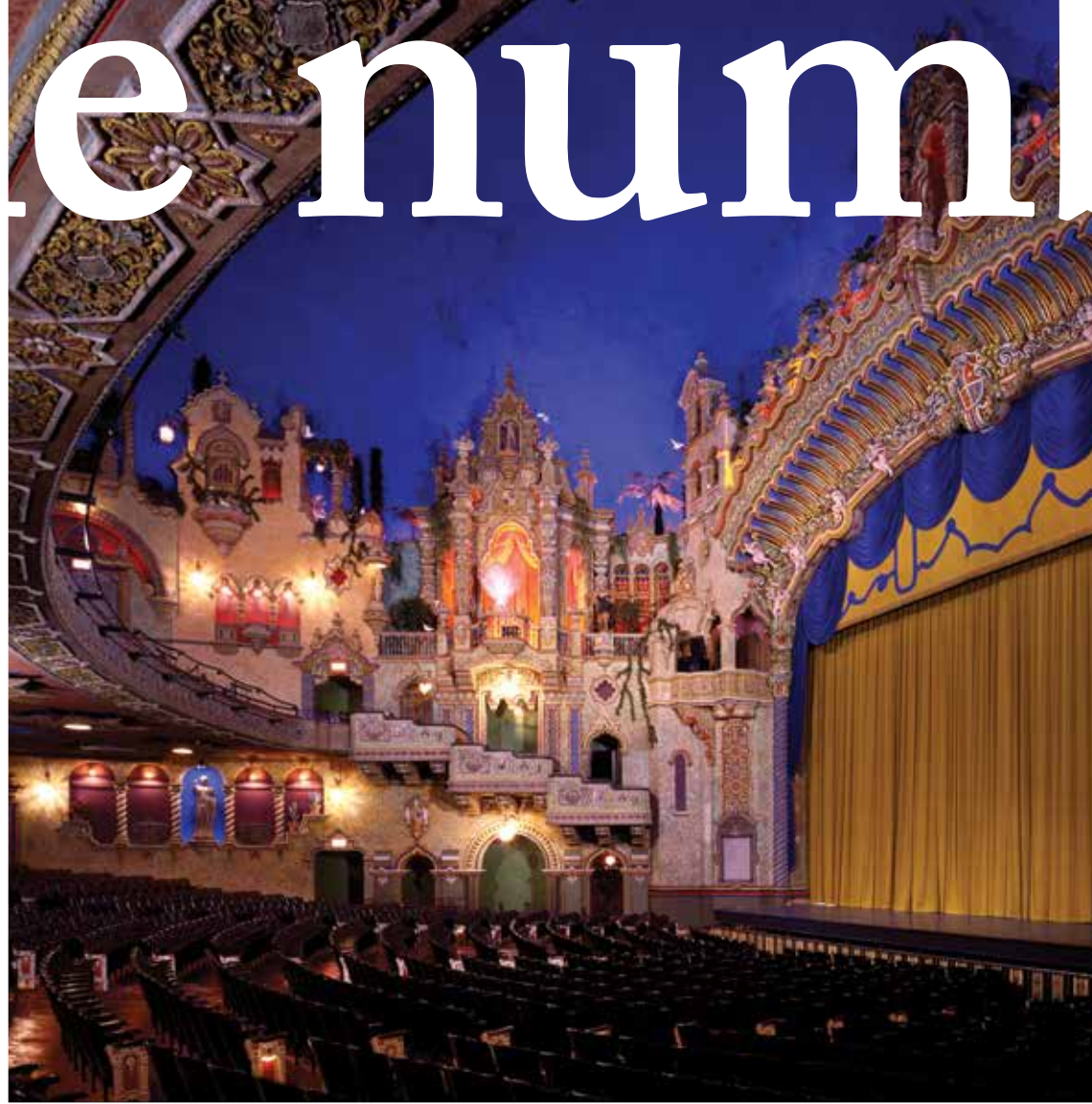
SEVEN

Accolades for the National Trust, its sites, and its staff. Of note: Deputy General Counsel Tom Mayes received a Rome Prize to study “Why Old Places Matter.” The National Building Museum also recognized the National Trust and former First Lady Laura Bush with its 2014 Honor Award.

4,749

People who became new **National Trust allies** last year by writing an email advocating for historic preservation.

e numbers



\$1 : \$1.26

For every \$1 spent of the historic tax credit, the U.S. Treasury receives more than **\$1.26 in direct federal tax revenue.**

4,100

Actions taken over 72 hours in support of the **threatened Antiquities Act.** More than 3,000 were taken on the first day alone.

22,082

Advocacy actions that National Trust allies took in support of preservation issues this past year.

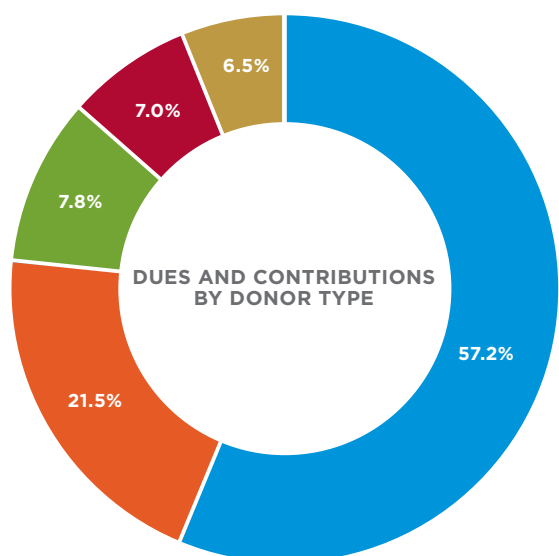
104%

In year two of the popular **toolkit series** on the PreservationNation blog, the **amount of views more than doubled** over the previous year (from ~99,000 to ~202,000).

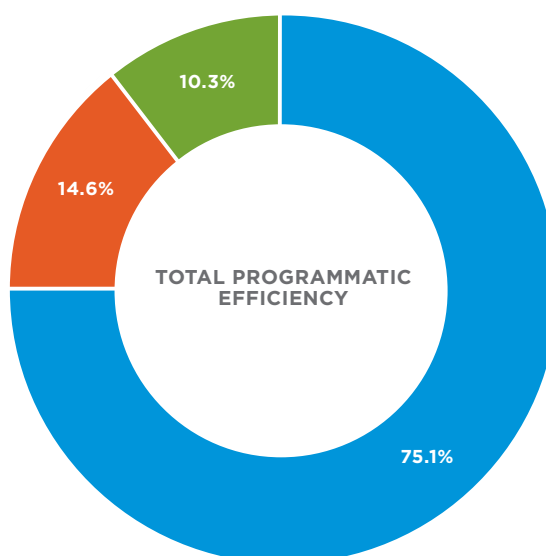
CLOCKWISE FROM TOP LEFT: National Trust Deputy General Counsel Tom Mayes, recipient of a Rome Prize; W.P. Fuller Paint Building in Salt Lake City, Utah, supported by HTC; Majestic Theatre in San Antonio, Texas, supported by HTC; New York's Statue of Liberty symbolic of the threatened Antiquities Act; Mrs. Laura Bush and the National Trust for Historic Preservation receive the National Building Museum Honor Award; National Park Seminary in Silver Spring, Maryland, supported by HTC

financial summary

The National Trust for Historic Preservation had a strong overall performance in FY14, with unaudited operating sources of funding eclipsing \$58.7 million. Total support and revenue closely tracked historical trends in all categories, and grew by almost 11% over the FY13 base of \$52.9 million. Program and Member Services remained strong with an overall programmatic efficiency of almost 79%. Also, depicted in the chart below, management continued its hallmark of prudently controlling general and administrative expenses with these costs rounding to 7% of total expenditures.



- Individuals
- Foundations
- Bequests
- Corporations
- Membership Dues



- Historic Preservation Programs
- Fundraising & Membership
- General & Administrative



HOPE Crew working at Little Bighorn National Cemetery in Montana.

donors

The National Trust is fortunate to benefit from the generous support of individuals, foundations, corporations, and other donors listed on the pages that follow. Each shares our commitment to saving America's historic places, and together, their contributions make our success possible. If you have any questions about how your gift is recognized, please feel free to contact us directly. We are grateful to have dedicated friends and supporters at all levels of giving—a community of philanthropy that is helping to transform the places we live into places we love.

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2014 America's 11 Most Endangered Historic Places

1. Battle Mountain Sanitarium, Hot Springs, SD
2. Bay Harbor East Island, FL
3. Chattanooga State Office Building, Chattanooga, TN
4. Cincinnati Music Hall, Cincinnati, OH
5. Frank Lloyd Wright's Spring House, Tallahassee, FL
6. Historic Wintersburg, Huntington Beach, CA
7. Mokuaukaia Church, Kailua-Kona, HI
8. Shockoe Bottom, Richmond, VA
9. The Palisades, Englewood Cliffs, NJ
10. The Palladium, St. Louis, MO
11. Union Terminal, Cincinnati, OH

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LAS ANIMAS, COLORADO

Cooper-Molera Adobe
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Fort Huachuca—Mountain View Officers' Club (MVOC)
ARIZONA

Great Bend of the Gila
ARIZONA

Houston Astrodome
HOUSTON, TEXAS

Manhattan Project Historic Sites
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Painted Desert Community Complex
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