ANNUAL REPORT
2020
<table>
<thead>
<tr>
<th>CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter from Chair</td>
<td>1</td>
</tr>
<tr>
<td>Highlights</td>
<td>2</td>
</tr>
<tr>
<td>Fun Facts</td>
<td>4</td>
</tr>
<tr>
<td>Financials</td>
<td>5</td>
</tr>
<tr>
<td>Donors</td>
<td>6</td>
</tr>
</tbody>
</table>
Dear Members of the Heritage Community,

Welcoming, safe, outdoors and reinvented – those were our watchwords for 2020. As the largest cultural attraction on Cape Cod, Heritage Museums & Gardens was deeply committed to supporting our visitors’ needs, especially during the most challenging months of the pandemic. When state safety guidelines were issued, we quickly pivoted to adapt, opening at the end of May 2020 so that visitors could experience some respite, enjoy the serenity of our 100 acres, and regain a sense of normalcy that was so easily taken for granted just a few months earlier.

We proudly opened the Let’s Play! New England Toy Stories exhibit in the Special Exhibitions Gallery, From Carriage to Classic: How Automobiles Transformed America in the JK Lilly III Automobile Gallery, and “Our” Story: 400 Years of Wampanoag History, in the American Art and Carousel Gallery, all in July, as state guidelines allowed. We pivoted to offer online, contactless ticket sales, reinvent programs for virtual audiences, create a virtual gala that broke fundraising records, and reimagine the use of our outdoor surroundings in novel ways. Always, safety guided our way. All together Heritage welcomed over 65,000 visitors during the 2020 season, a testament to how well we adapted the visitor experience for pandemic times. With a strong balance of outdoor and indoor options, we leaned into our important role as community anchor and beloved summer destination, and thrived.

Our sold-out all-outdoor Gardens Aglow was another welcome bright spot in a season dotted with cancellations of favorite traditions. We were grateful to be able to support our community’s need for festivity, lightheartedness and wonder in the spirit the season.

At The Hundred Acre School, we welcomed our first year of kindergarteners in the fall of 2020, who, along with pre-kindergarten students, follow a unique STEM curriculum that engages them in exploration and inquiry using the resources of Heritage’s museums, gardens and staff. The Hundred Acre School continues to be a national model for its innovative early childhood curriculum. In 2020, we began planning for the expansion of The Hundred Acre School to include first and second grades.

We thank all who shared our vision for Heritage as a safe and welcoming place where families and friends could spend adventuresome time together and make enduring memories, especially during the challenges of 2020. We also thank our more than 100 dedicated volunteers, our talented trustees and committee members, our loyal donors, and our hard-working professional staff. Finally, we have deep appreciation for our members and visitors who bring to life every day the dream of our founders. JK Lilly III and Josephine Lilly envisioned a place where people of all ages could celebrate the landscapes and culture of our region, and explore, discover and learn together in the natural surroundings of Cape Cod.

With warm regards,

Christopher E. Richards
2020 began with 44 students attending The Hundred Acre School in two pre-K classes and one kindergarten class. 2019-2020 was the inaugural year of kindergarten at THAS.

March 13, 2020 marked the official end of the sixth school year at THAS, as the Commonwealth of MA made the difficult decision to close all schools and early education programs due to the unprecedented circumstances of the COVID-19 pandemic.

We were grateful to be able to reopen for the school’s seventh year in September, with pre-K and kindergarten programs fully enrolled to the MA Department of Early Education and Care’s mandated levels, with wait lists. We attribute this success to the school’s appeal to families who were – now more than ever – seeking a small school, with small class sizes, where students spend significant time outdoors. Students at THAS spend an average of three hours outside daily, regardless of season.

We applaud our exceptional staff for their dedication, and for their hard work in diligently implementing rigorous protocols. The health and safety of our students, families, and staff is our highest priority.

GARDENS
We completed the North American Hydrangea Test Garden expansion, planting 145 new hydrangeas representing 25 cultivars.

We published the first data collected in the Test Garden to our website.

In the Cape Cod Hydrangea Display Garden, we added:
- A new East entrance
- A new fountain
- Two new trees
- More than 30 new hydrangeas

EXHIBITS
We showcased three new and two refreshed exhibits this year:

New:
- Let’s Play! New England Toy Stories
- Bugs, Birds & Bricks
- Our Story: 400 Years of Wampanoag History

Refreshed:
- From Carriage to Classic: How Automobiles Transformed America
- The Heritage Collection
Highlights

The marketing department saw huge growth in digital spheres as people accessed online platforms. This includes substantial increases in Facebook, Instagram and YouTube as people who were looking for online content accessed more information that Heritage created to provide greater opportunities for digital engagement. The Heritage website, which was being reviewed for a website upgrade slated for 2021, also saw increased numbers in website views, website session and website unique visitor numbers.

Also, of note in 2020 was the interest in gardens and spaces to enjoy outdoors. The media was captivated by the offerings available at Heritage Museums & Gardens. Heritage gained a new customer base following a lengthy piece in WCVB’s Chronicle which aired following Rhododendron Festival as well as national recognition for its COVID friendly auto show by YUR View’s ‘Driven’ program who produced an onsite piece which ran on all Cox Communications channels. Heritage was also featured multiple times in nationwide publications as well as receiving a lot of attention from local and online outlets for the gardens, exhibits and programs.

MARKETING

We welcomed 65,163 people to Heritage in 2020:

- 46,727 people visited during the regular season
- Our highest attendance day was the Celebration of American Automobiles on Sept. 12, with 1,235 visitors and participants
- 18,436 people participated in Gardens Aglow

PROGRAMMING

4,953 people participated in 61 public programs.

We pivoted during the COVID-19 pandemic to provide 16 new virtual programs that served 490 people.

We experimented with new program formats that met COVID-19 safety guidelines and were fun for family and adult audiences. 4,463 people participated in 45 programs at Heritage.

VISITATION

We raised the most funds ever in membership between June and September of this year, compared to the same time period any previous year.

We distributed 944 memberships to essential workers as part of our Buy One, Give One Member Match program in May 2020.

We held our first online fundraiser, raising over $231,000 to support the programs, exhibits, and gardens at Heritage, well over our initial goal of $150,000. This event was Heritage’s second highest grossing fundraiser, second only to our 50th anniversary celebration in 2019!

We introduced Member Mornings, a well-attended early morning opportunity for members to enjoy Heritage prior to public open hours.

MEMBERSHIP & DEVELOPMENT

We welcomed 65,163 people to Heritage in 2020:

- 46,727 people visited during the regular season
- Our highest attendance day was the Celebration of American Automobiles on Sept. 12, with 1,235 visitors and participants
- 18,436 people participated in Gardens Aglow

PROGRAMMING

4,953 people participated in 61 public programs.

We pivoted during the COVID-19 pandemic to provide 16 new virtual programs that served 490 people.

We experimented with new program formats that met COVID-19 safety guidelines and were fun for family and adult audiences. 4,463 people participated in 45 programs at Heritage.

VISITATION

We raised the most funds ever in membership between June and September of this year, compared to the same time period any previous year.

We distributed 944 memberships to essential workers as part of our Buy One, Give One Member Match program in May 2020.

We held our first online fundraiser, raising over $231,000 to support the programs, exhibits, and gardens at Heritage, well over our initial goal of $150,000. This event was Heritage’s second highest grossing fundraiser, second only to our 50th anniversary celebration in 2019!

We introduced Member Mornings, a well-attended early morning opportunity for members to enjoy Heritage prior to public open hours.

MEMBERSHIP & DEVELOPMENT

We welcomed 65,163 people to Heritage in 2020:

- 46,727 people visited during the regular season
- Our highest attendance day was the Celebration of American Automobiles on Sept. 12, with 1,235 visitors and participants
- 18,436 people participated in Gardens Aglow

PROGRAMMING

4,953 people participated in 61 public programs.

We pivoted during the COVID-19 pandemic to provide 16 new virtual programs that served 490 people.

We experimented with new program formats that met COVID-19 safety guidelines and were fun for family and adult audiences. 4,463 people participated in 45 programs at Heritage.

VISITATION

We raised the most funds ever in membership between June and September of this year, compared to the same time period any previous year.

We distributed 944 memberships to essential workers as part of our Buy One, Give One Member Match program in May 2020.

We held our first online fundraiser, raising over $231,000 to support the programs, exhibits, and gardens at Heritage, well over our initial goal of $150,000. This event was Heritage’s second highest grossing fundraiser, second only to our 50th anniversary celebration in 2019!

We introduced Member Mornings, a well-attended early morning opportunity for members to enjoy Heritage prior to public open hours.

MARKETING

The marketing department saw huge growth in digital spheres as people accessed online platforms. This includes substantial increases in Facebook, Instagram and YouTube as people who were looking for online content accessed more information that Heritage created to provide greater opportunities for digital engagement. The Heritage website, which was being reviewed for a website upgrade slated for 2021, also saw increased numbers in website views, website session and website unique visitor numbers.

Also, of note in 2020 was the interest in gardens and spaces to enjoy outdoors. The media was captivated by the offerings available at Heritage Museums & Gardens. Heritage gained a new customer base following a lengthy piece in WCVB’s Chronicle which aired following Rhododendron Festival as well as national recognition for its COVID friendly auto show by YUR View’s ‘Driven’ program who produced an onsite piece which ran on all Cox Communications channels. Heritage was also featured multiple times in nationwide publications as well as receiving a lot of attention from local and online outlets for the gardens, exhibits and programs.

VISITATION

We welcomed 65,163 people to Heritage in 2020:

- 46,727 people visited during the regular season
- Our highest attendance day was the Celebration of American Automobiles on Sept. 12, with 1,235 visitors and participants
- 18,436 people participated in Gardens Aglow

PROGRAMMING

4,953 people participated in 61 public programs.

We pivoted during the COVID-19 pandemic to provide 16 new virtual programs that served 490 people.

We experimented with new program formats that met COVID-19 safety guidelines and were fun for family and adult audiences. 4,463 people participated in 45 programs at Heritage.

VISITATION

We raised the most funds ever in membership between June and September of this year, compared to the same time period any previous year.

We distributed 944 memberships to essential workers as part of our Buy One, Give One Member Match program in May 2020.

We held our first online fundraiser, raising over $231,000 to support the programs, exhibits, and gardens at Heritage, well over our initial goal of $150,000. This event was Heritage’s second highest grossing fundraiser, second only to our 50th anniversary celebration in 2019!

We introduced Member Mornings, a well-attended early morning opportunity for members to enjoy Heritage prior to public open hours.
Fun Facts

FIRST EVER
GARDENS AGLOW
TIMED TICKETING PROGRAM

RECORD NUMBER
VIRTUAL ENGAGEMENT
OF VIRTUAL VISITORS

MOST DONORS
DONORSHIP
IN OUR HISTORY

BEST MEMBERSHIP
MEMBERSHIP
SALES MONTH EVER
Expenses 2020

- Program Expenses: $3,114,095
- Management & General: $1,477,912
- Fundraising: $382,030
- Total: $4,974,037

Support & Revenue 2020

- Total Operating Revenue: $1,271,688
- Net Assets Released from Restrictions: $1,416,285
- Total Operating Support: $1,674,294
- Total: $4,362,267

Total Assets: $30,802,272
Total Liabilities: $691,640
Net Assets: $30,110,632
Total Liabilities & Net Assets: $30,802,272
Donors 2020
Heritage Museums & Gardens gratefully acknowledges the following individuals, corporations, foundations, and government agencies for their gifts, which are crucial to the support of the Museum’s annual operations, educational and public programs, gardens, collections, exhibits, events, and special projects. This listing reflects gifts and pledges of $500 and above received during the fiscal year, January 1 through December 31, 2020.

Annual Fund
Annual Fund gifts provide crucial support to assure that Heritage’s excellence in visitor engagement, collections preservation, and horticultural stewardship is maintained.

Honor Society
Donors $25,000 and above
Mrs. Hope Lincoln Baker
Mr. and Mrs. J.K. Lilly, IV
Mr. and Mrs. Eli Lilly, II
Dr. and Mrs. William W. McCutchen, Jr.
Melissa and David McGraw
Mr. and Mrs. Peter M. Nicholas
Marilyn and Dodge Olmsted
Jeannine Rivet and Warren Herreid, II

Donors $5,000 - $9,999
Anonymous Donor
Katherine and Harry Alveson
Anne and Edward Armstrong
Grace and Joseph Buono
Donna and Michael Egan
Cynthia and John Fish
Marcia and Fred Floyd
Jane and Richard Haupt
Mrs. Betsy Heald
Mrs. Elizabeth Johnson
Lyne and Frank Minard
Susan O’Bell and Christian Atwood
Anne Scott-Putney and Astrid Sheil
Joyce and Geoffrey Stewart
Mrs. Theo A. Stoneman
Mr. and Mrs. Sommer B. Tilton Jr.

Donors $2,500 - $4,999
Anonymous Donor
Deborah and Robert Armitage
Deborah and Benjamin Baker
Toby Baker
Susan and John Bassick
Mrs. Doreen Bilezikian
Shirley Fennell
Janet and Elliot Friend
Mr. David Greenman
Mrs. Linda Calmes Jones
Henry Keene
Carol and Donald Mclnnes
Patricia and Lynn Marmann
Mr. and Mrs. Robert J. Morrissey
Jeri and Edward Mulrow
Joan O’Connor
Donna and Thomas Rockwell
Nancy and Robert Solomon
Anne and Lawrence Spaulding
Mr. Scott Wayne

Donors $1,000 - $2,499
Anonymous Donors
Mr. and Mrs. Gregg A. Anderson
Amanda and Andrew Baker
Kristine and Alexander Baker
Deborah and Walter Bando
Kelli and Andy Bentinck-Smith
Ms. Jodee P. Bishop and Mr. James C. Reber
Judith and S. Richard Brand
Dawn and J. Gary Burkhead
Mrs. Elizabeth Campanella
Jane and Douglas Collette
Ms. Amy Corcoran and Mr. Charles Spiegel
Thomas and Lorraine Cowhey
Cathleen Creedon
Beth and Joel Crowell
Cherry and Nigel Curlet
Ruth and Victor Dzau
Penny and Edward Emma
Ms. Karen Fanning and Mr. Maurice Bradshaw
Joanne and Ellen Flanagan
Rebecca Foley and Mario Furtado
Nancy and Joseph Gill
Mr. Clark A. Griffith
Elysia and Thomas Gudas
Carol and Ronald Gwozdz
Mary Lee and Gerad Halpin
Mr. and Mrs. Gary Holloway
Carla and Mark Hurler
Lauren and Bill Huyett
Terry and E. F. Jaxtomer
Ms. Charleen Johnson
Suzanne and Dustin Johnson
Ted S. Jones
Deborah and Edmund Kelly
Nancy and John Kendall
Jan and Hugh Lennon
Mrs. Tangle C. Lloyd

Donors $500 - $999
Anonymous Donor

Heritage’s mission.

of special projects that are only possible

Continued...
### Donors $500 - $999

- Anonymous Donor
- Helen and John Barnes
- Melissa and Peter Brown
- Judith and Kevin Campbell
- Elizabeth and John Campo
- Louise and Berkeley Cue
- Tracey Elliott and Eric Drugge
- Mr. Lawrence R. Fish
- Linda and Michael Foley
- Mrs. Nancy Garraghan
- Kristin Gerlach
- Josephine and Lester Hensley
- Edith Huck
- Richard Hurley
- Drusilla and Norman Jenkins
- Kelly and Harold Kalick
- Natalie Kirkland and Christopher Vellturo
- John Menzel
- Catherine Parker and Timothy Jayasundera
- Donna and Thomas Regan
- Laura Roberts
- Sarah and Noah Stuart
- Mollie and Thomas Tucker
- Gerry and John Tuten
- Roberta and Stephen Weiner

### Special Project Support:

Each year, Heritage undertakes a range of special projects that are only possible with dedicated, directed gifts from generous donors. Those listed here have chosen to provide extraordinary support for projects that advance Heritage’s mission.

### Corporate and Foundation Support

<table>
<thead>
<tr>
<th>Amount</th>
<th>Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>$25,000 and above</td>
<td>Arbella Insurance Foundation</td>
</tr>
<tr>
<td>$10,000 - $24,999</td>
<td>Bonhams International Auctioneers, Cape Cod Five Cents Savings Bank Charitable Foundation Trust, Cape Cod Hydrangea Society, Highland Street Foundation, Saquish Foundation, Stanley Smith Horticultural Trust</td>
</tr>
<tr>
<td>$5,000 - $9,999</td>
<td>Bailey Nurseries, Inc., Cooperative Bank of Cape Cod, Historical Antiques &amp; Coins, RogersGray</td>
</tr>
</tbody>
</table>
$2,500 - $4,999
Arts Foundation of Cape Cod
Ernest Michael Helides and Evelyn Ponticos Helides Education Fund of The Cape Cod Foundation
Newfield House, Inc.

$1,000 - $2,499
American Hydrangea Society
CARE for the Cape & Islands
Eastern Bank Charitable Foundation
Hagerty Insurance
Lilly US Matching Gifts Program
Mascola Group
Mass Cultural Council
MET Foundation, Inc.
Nauset Disposal
Sotheby’s International Realty

$500 - $999
Cafe Chew
Garden Club Federation of Massachusetts
Robies Heating and Cooling
Salt Architecture

Matching Gift Companies
Lilly Endowment Inc.
Lilly US Matching Gifts Program
Microsoft Corporation Matching Gifts
Millennium Pharmaceuticals Matching Gift Program
SPARK (Merck, MilliporeSigma, EMD Serono)
UBS Financial Services Inc.

A note to our donors:
Heritage Museums & Gardens has made every effort as to the accuracy of this donor listing. We sincerely apologize for misspelling or inadvertently omitting the name of any donor whose gifts totaled $500 and above during the fiscal year January 1 – December 31, 2020.

Please advise us of any error so we can make the correction by writing or calling:
The Development Office
Heritage Museums & Gardens
67 Grove Street, Sandwich MA 02563
(508) 888-3300 ext. III