

The New England Plan 2030

The Historic New England Strategic Agenda
2026-2030



The New England Plan 2030

Making each day contribute to an exciting future.

The New England Plan 2030 sets in motion a transformational agenda, leveraging recent accomplishments and exciting progress—and institutionalizing our forward movement—as we steer our organization toward its 120th year. It also affirms and supports The Campaign for Historic New England, our ten-year, \$300 million comprehensive campaign. First introduced in our 2021–2025 plan, The Campaign was launched in 2024 and is already demonstrating great momentum and impressive initial results.

Our thirty-eight exceptional museums, our Haverhill, Massachusetts, Center for Preservation and Collections, and our Boston Library and Archives provide an unparalleled platform for public engagement with New England’s diverse and extraordinary history.

Historic New England believes in the power of connection and the transformative impact of historic preservation on neighborhoods and communities, stimulating greater well-being for everyone. We are committed to continuing to earn our leadership role in the public history field by offering rich, authentic, and inclusive storytelling through our collection, museums, and landscapes.

Every day, we are dedicated to engaging audiences in New England and around the world, fostering appreciation for our region’s heritage and its contributions, and inspiring discovery and connection.

Historic New England does not waver in its role as an unmatched resource for learning about and experiencing New England. Our museums, collections, farms, landscapes, easement program, and educational initiatives provide a powerful platform for engagement while supporting and protecting the region’s cultural and environmental sustainability.

Our strategic priorities are not static; they evolve every day as new experiences, information, data, ideas, and contributions sharpen our focus, expand opportunities, and make an impact. We are honored to have you—our friends, members, leadership, and supporters—join us as we embrace the future together.



WITH GRATITUDE,

A handwritten signature in black ink, appearing to read 'Vin Cipolla', written over a white background.

VIN CIPOLLA
PRESIDENT AND CEO

Our Path Forward

In **The New England Plan 2030**, we recommit to five major strategic directions which have served as guideposts since we drafted The New England Plan more than five years ago. These guideposts also underpin **The Campaign for Historic New England**, launched in 2024 and a milestone of the previous New England Plan.

REACHING HIGHER to be the leading voice for the full New England experience through authentic, inclusive, bold, and innovative storytelling, leveraging our museums, collections and archives, landscapes, and preservation easement program.

BUILDING A POWERFUL NETWORK of historic preservation and community stakeholders by ambitiously pursuing new avenues for engagement, membership, and partnership.

BECOMING A VISIBLE CENTER OF EXCELLENCE in urgent advocacy and policy initiatives in support of preservation, collection care, sustainability, and livability, particularly in our museums' home communities.

EXPANDING DEEP AND MEANINGFUL ENGAGEMENT with our historic landscapes and farms to promote the region's landscape traditions and motivate sustainability practices.

SHARING THE TRANSFORMATIVE IMPACT of our youth education programs and supporting adult learning and investment in preservation trades.



The New England Plan 2030

Building on five years of significant investment and tremendous progress since our last plan, the following seven strategic initiatives are central drivers of both **The New England Plan 2030** and **The Campaign for Historic New England**.



Beauport, the Sleeper-McCann House, Gloucester, MA

1

The Recentered Museum Experience

Recovering New England's Voices, our landmark visitor engagement program led by the Historic New England Study Center, is now in its fifth year. It continues to transform how visitors experience the region's history through our museums, collections, and programs.



Cropius House, Lincoln, MA



Stopping Stones installation

With the recent addition of the Stopping Stones program, which honors and shares the lives of enslaved individuals across our communities, we further expand the stories we provide and the connections we make.

We are steadfastly committed to making our sites destinations of choice through creative, innovative, and inclusive experiences for all, including expanded physical accessibility at our museums and properties.



Jackson House, Portsmouth, NH

Investing in Exceptional Museum Properties Around the Region

Historic New England's incredible portfolio of thirty-eight museum sites represents an essential focus of the institution's work, harnessing the power of place to launch and support storytelling, and offer the public an enduring and memorable connection to our shared history.

The vitality of the institution's museums is the primary lens for resource planning, and the commitment to integrate and synthesize historic houses, landscapes, and collections inspires endlessly engaging and powerful programs to share with the public.



Rhode Island Slave History Medallion Dedication, Casey Farm, Saundertown, RI



Castle Tucker, Wiscasset, ME

Looking to the future, Historic New England is committed to identifying new museum properties, as well as promising partnerships, to expand the diversity of the museum experience in support of our inclusive public history mission.



Eustis Estate, Milton, MA

3

The Haverhill Center for Preservation & Collections

This visionary, groundbreaking initiative is underway and on the path to remake and reframe Historic New England as a preservation innovator, bringing the fields of historic preservation, collection care, and public history education to a powerful new level.

By transforming our Haverhill, Massachusetts, campus—now comprised of two historic manufacturing buildings and three vacant parcels all located at the doorstep of the commuter rail and Amtrak in an urban historic district—Historic New England contributes to the revitalization of a historic downtown, while creating a cultural heritage and exhibition center, a destination for visitors, and being part of a vibrant community.



Textile collections in Haverhill



*Downtown Haverhill, MA
Photograph by Steve Rosenthal*

We are committed to optimizing the Haverhill Center as a destination for discovery, public programming, and education, and to being a collaborator and vital partner in the revitalization of the city.



*Rendering of the Welcome and Exhibition Center
(designLAB architects)*

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The Future for Otis House in Boston's West End

Efforts are underway for the renovation of Otis House on Cambridge Street in downtown Boston. First restored one hundred years ago, Otis House underwent a groundbreaking interior restoration in the 1970s and is now poised to start a new chapter.



Otis House, Boston, MA

With the inclusion of new storylines, expanded accessibility, reduced emissions, and the creation of an immersive visitor center, this project will enhance access, education, and public engagement, and transform the public realm for broad community benefit in Boston's West End and Beacon Hill neighborhoods.

A compelling, revitalized Historic New England presence in downtown Boston will be another dynamic anchor, complementing the Haverhill Center. Together, they provide an unparalleled opportunity for an introduction to all thirty-eight of our exceptional museum sites and outstanding collections, reflecting hundreds of years of life in New England.



Library and Archives in Boston, MA

5

Preservation, Climate Action, and Policy

As the leading voice for preservation throughout the region, Historic New England's preservation philosophy positions New England in a dynamic, responsive, and highly relevant national and global cultural context.

The care of thirty-eight properties, plus our Haverhill Center and some of the region's most iconic historic homes and farms, reflects the heritage of the organization and a tradition of excellence that we continue to uphold. We look to the next five years to resolve deferred maintenance at our sites, and to raise the level of care for our landscapes as we look to activate more outdoor space. We will support the core tenets of our Climate Action work by increased exploration at the intersection of preservation and resiliency, including reducing our institutional carbon emissions by 25 percent.



Watson Farm, Jamestown, RI



Chimney repair at Beauport, the Sleeper-McCann House, Gloucester, MA

The impact of our preservation advocacy is experienced through our Preservation Easement Program, broadly recognized as the gold-standard for protecting private properties in perpetuity through strong partnership and legal frameworks. We will maintain our unyielding commitment to expanding and defending this program in the face of increasing local and national challenges to preservation policy. Leveraging our distinctive leadership and preservation expertise, we will also continue to bring our voice as preservation advocates to key issues to build awareness and support for our work, and to ensure that preservation is considered as a critical element to the livability and vitality of the region and beyond.

6

Amplifying Historic New England's Voice with Breakthrough Communications

From introducing improved visitor-focused communications to a brand refresh and enhanced digital experience, Historic New England has rapidly increased the impact of our outreach.

The New England Plan 2030, like its predecessor plan, mandates that Historic New England continue to advance the impact of its communications with exciting new initiatives across the region.



Historic New England Summit in New Haven, CT



Summit attendees in Providence, RI

New experiences and exhibitions are supported through innovative communications strategies, and The Historic New England Summit, with its own breakthrough launch in 2022, has become the region's leading annual conference in historic preservation, reasserting Historic New England's leadership role in developing a more expansive vision for the field.

7

Strengthening Capacity, Access, and Sustainability

In 2024, Historic New England embarked on the first phase of its \$300 million, ten-year comprehensive campaign to preserve and elevate our extraordinary historic resources and expand engagement in our public history mission.



Students at Pierce House, Dorchester, MA



Accessibility modifications at Pierce House, Dorchester, MA

The campaign aims to expand capacity, deepen public engagement, and secure the legacy of New England's rich history for future generations.

With a strategic focus on the revitalization and transformation of key properties, thoughtful regional expansion, access to collections and archives, conservation and climate action, and broad education, Historic New England is leading the way in sustainable preservation and cultural enrichment across the region.

The Campaign for Historic New England

Launched in 2024, our ten-year comprehensive campaign aligns organizational and philanthropic goals.

Five strategic campaign pillars shape our comprehensive campaign, in alignment with The New England Plan 2030.

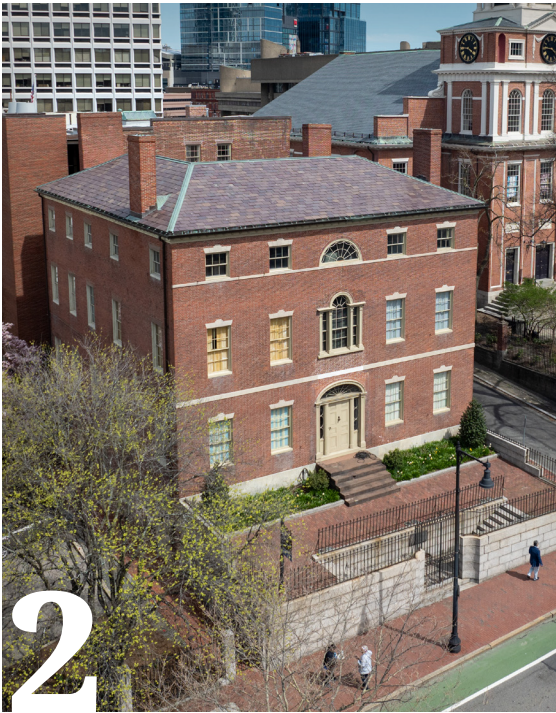


THE HAVERHILL CENTER

At the heart of this campaign is the Haverhill Center, a visionary project set to transform downtown Haverhill, Massachusetts, into a thriving, transit-oriented cultural district. This ambitious initiative and public-private development program features:

- **Cultural District Formation:** Establishing a vibrant hub stimulating mixed-use public-private real estate development at a transit location, and celebrating New England's history through innovative programming, exhibitions, collections access, and community events.
- **State-of-the-Art Collection Facility:** Reimagining collection storage into an accessible research and study center, fostering collaboration and community learning.
- **Welcome and Exhibition Center:** Opening in 2026, this large-scale visitor center will serve as a gateway to Historic New England's properties with dynamic exhibitions, inviting local and global audiences.
- **Master Plan Development and Comprehensive Facilities Care:** Investing in an action-oriented, multi-year plan for structural improvement, maintenance, and repair to elevate the care of the site for generations to come.

The Haverhill Center exemplifies the spirit of historic preservation, collection care, and community revitalization, bridging the past and future and stimulating local economic growth.



OTIS HOUSE PROJECT

Advancing a transformative vision for Otis House is the renovation of the landmark mansion on Cambridge Street in downtown Boston and the creation of a dynamic, immersive visitor center that welcomes audiences into a vibrant, reimagined public realm. This project will expand access, enrich educational experiences, and deepen public engagement, serving both visitors from across the region and the surrounding West End and Beacon Hill communities.

A revitalized Otis House will establish a bold, dynamic presence in downtown Boston, strengthening Historic New England's civic footprint and anchoring a new era of mission-driven impact.



EDUCATION & RECOVERING NEW ENGLAND'S VOICES

Recovering New England's Voices, our groundbreaking initiative to surface overlooked histories and reimagine interpretation across all thirty-eight of our historic sites, continues to transform visitor and learning experiences throughout Historic New England's reach, on the ground and online.

Our commitment is unwavering: we advance projects such as Stopping Stones, which honors and shares the lives of enslaved individuals; interpret them through tours, digital tools, and community-driven programming; and broaden our impact through strengthened school and community partnerships. Sustained investment will build capacity to expand our education programs, which currently serve 40,000 students annually, while creating new lifelong learning opportunities for audiences of all ages, including securing funding for our internship program which trains dozens of college and university students and emerging professionals each year.



MUSEUMS & LANDSCAPES STEWARDSHIP

Reaffirming our commitment to preservation, stewardship plans across the region are in formation for all thirty-eight Historic New England museums. These infrastructure investments with significant capital improvements all aim at resolving deferred maintenance, improving accessibility and visitor services, and restoring historic landscapes. Over the next five years, we pledge to reduce Historic New England emissions by 25 percent of 2025 levels, while increasing the resiliency of our properties in the face of climate change.



PRESERVATION LEADERSHIP & SUPPORTING TRADES

By expanding our easement program, advancing workforce development in the preservation trades, and deepening our influence on preservation policy and standards, we will strengthen our role as a national leader in preservation practice. We will grow our nationally recognized Preservation Easement Program to protect more historic properties and model best-in-class stewardship; invest in training and career pathways to build a skilled workforce equipped to care for New England's historic buildings; and elevate our thought leadership through research, advocacy, and strategic partnerships that shape the future of preservation, collection care, sustainability, and inclusive interpretation.

The New England Plan 2030

Key Support Priorities

REGIONALITY - Exemplify the history of cultural diversity in New England by using our assets (properties, collections and archives, programs, expertise) and collaborating with others to preserve and tell the full and inclusive New England story. This includes a deep continued commitment to secure opportunities to stretch the reach and connection of Historic New England beyond its present footprint, through new museum properties, programs and partnerships, sharpening and cultivating our region-wide strategic focus, and supporting our leadership mission.

PRESERVATION & ADVOCACY - Leverage our expertise and professional reputation to proactively address contemporary preservation challenges and ensure the health and livability of New England's communities today and in the future.

EASEMENT PROGRAM - Promote our nationally recognized program as a highly effective and powerful preservation tool and use our experience and expertise to elevate best practices in the field.

RESEARCH - Continue our commitment to research as a cornerstone of broadening our understanding of New England's diverse history and expanding public engagement with that history. This includes initiatives such as Recovering New England's Voices and Stopping Stones, as well as the Library and Archives, which serves as a central resource and one of the most significant repositories of New England history in the world.

COLLECTIONS - Build, care for, and share collections that tell the full history of New England, revealing and expanding the stories of all who have lived, worked, and created in the region.

EDUCATION & PUBLIC PROGRAMS - Provide engaging and accessible opportunities focused on the full and inclusive New England story through experiential learning for people of all ages.

TECHNOLOGY - Implement systems that allow for efficient business operations, facilitate the preservation and accessibility of institutional records and digital collections, and promote expanded access to programming and interpretive content.

GOVERNANCE - Increase the diversity and impact of our governance and leverage this group to guide our work today and build a sustainable future.

RESOURCE DEVELOPMENT - Manage a comprehensive and ambitious fundraising program that is central to the organization's public profile—The Campaign for Historic New England—building philanthropic support, complemented by increased earned income in targeted areas.

INTERNAL OPERATIONS - Continue to develop, support, and align an operational structure that supports the tenets of the strategic agenda. Advance yearly investments in staff capacity and competitive compensation, enhancing organizational strength and resilience.

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HistoricNewEngland.org

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