

THE HARNESS RACING MUSEUM & HALL OF FAME



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ANNUAL REPORT 2009 – 2010

*THESE REPORTS WERE SUBMITTED TO THE MUSEUM'S BOARD OF TRUSTEES
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REPORT OF THE PRESIDENT

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The Museum continued to support and promote our sport in many areas during the past year. Our outreach efforts, in particular, remain successful in bringing the Museum to areas in North America and elsewhere. The popular Currier and Ives traveling exhibit, for example, is still on display in Sweden and possibly could move to other European venues if local financing is available. The memorable "A Drive to Win" exhibit, generously sponsored by Hanover Shoe Farms, continues to draw crowds and this year may be on display at the Meadowlands during Hambletonian Week.

Within the Museum itself, our small, energetic and imaginative staff keep the Museum exciting and ever-changing. This year, thanks to the Standardbred Horse Sales Company and trustee Russell Williams, we will introduce "Buy a Champion," an interactive exhibit that allows players to bid on horses that were actually auctioned in the past. I commend the director's extensive Annual Report that describes in detail all of our activities this past year.

Despite these accolades there are still areas that require our help. Memberships, while up in dollars raised, declined in number, as new member additions were far offset by those electing not to renew. A list of this latter group will be reviewed at the Annual Meeting. Likewise, contributions to our important Roosevelt Raceway project have slowed and a renewed fundraising effort is needed if we are to bring this important exhibit to fruition in 2011 without scaling it down.

On the positive front, the Goshen Store results have improved through lower personnel costs, inventory controls and hands-on administration to the extent that we will recommend its continuation with such action to be reviewed annually. Finally, as the Treasurer will report, the Museum is in reasonably sound financial shape considering the economic environment both locally and internationally.

I thank each of you for your continued support and enthusiasm for our work and mission. We must remain a positive beacon and must keep the torch burning for our sport that faces so many issues today.

Sadly we lost and pay tribute to one of the great ladies of our sport – Mrs. Delvin Miller. Mary Lib was revered by all of us who were privileged to know her. She loved this institution and, with her late husband, will forever be a part of its hallowed halls.

Elbridge T. Gerry, President

**THE HARNESS RACING MUSEUM & HALL OF FAME
2009-2010 ANNUAL REPORT OF THE DIRECTOR**

OVERVIEW

The financial climate has failed to improve and our efforts this past year, although dedicated and aggressive, have had their highs and lows. We have had some nice surprises from funding agencies that have shown commitment to our Mission and confidence in our ability to serve our constituents. However, in several sectors we are experiencing either a reduction in income or at the very least a flat outcome. I cannot say enough about the great support the museum team has provided this year. It has been a time of restricted and downsized budgets, lean management and a demand for longer hours and stronger commitment and every person on board during the past 12 months has proved willing to stay the course.

Department of Historic Collections

The Museum's collection, under the leadership of collections manager Rebecca Howard, contains over 28,000 objects, including photographs, trophies, ephemera, harness, horse drawn vehicles, fine arts and textiles. During the past year 709 items were added to the collection. Among the additions were the Delvin Miller - Dan Patch & Adios Collections from The Meadows; a large assemblage of trophies, art and memorabilia from the Estates of Delvin & Mary Lib Miller, and photographs from lensman Mike Cipriani. Jean Brown, daughter of Hall of Famer Bill Brown, gifted Rhonda Shearer's portrait bronze *Most Happy Fella*. The Restoration/Acquisition Fund purchased the 1947 Little Brown Jug owner's trophy (a tea service), two art prints and a child's horse and sulky pedal-car toy. In addition, three donors became Museum members as a result of collections services rendered.

Preserving the unique pieces within the Museum's collection while maintaining a balanced business approach to the financing of this important work is one of the department's primary challenges. It is a model of operation few museums in the country emulate. This approach to funding conservation relies not only on member and donor support but also on a variety of fundraising initiatives and granting agencies to maximize funds available for collections care. Grants approved this year included an Orange County (NY) grant for the treatment of a Currier & Ives lithograph and a federal grant from the Institute of Museum and Library Services and Bank of America. The IMLS grant provides funding for the care and conservation of collections significant to the history of the United States. In its approval to treat two paintings of Standardbred foundation sire Hambletonian, reviewers affirmed that ours is not simply the story of a sport or region but part of the fabric of our nation's history. Earned income for conservation planning and treatment included the sale of horseshoe necklaces donated by Carol Dauplaise and proceeds from the 2009 Restoration Raffle. Conservation of Richard Stone Reeves' painting *Titan Hanover* was concluded and during 2010/2011, treatment of the two Hambletonian paintings as well as four lithographs is planned. Total expenditures for pending treatments are estimated at \$12,000. Costs not covered by grant funding will be supplemented by the Restoration Raffle Fund.

During the past year funds were raised for the treatment of Immortal Clint Hodgins (1907-1979) colors. A grant from the Greater Hudson Heritage Network, a re-granting agency of the New York State Council on the Arts, provided for the care of the jacket of Immortal Richard McMahon (c.1880-1945) in Calumet Farm colors. Members Joel and Debra Kravet of Apthorp Cleaners, are caring for a number of the more conditionally stable colors in the collection, including the jackets of Charles Fitzpatrick, Guy Crippen and James Cruise as well as Bi Shively's driving cap. This important initiative to preserve the Museum's unique collection of drivers' colors will be continued with the silks of Ben White, Harrison Hoyt and Delvin Miller scheduled for treatment.

In addition to conservation planning, grant submissions, and collection management, the department also continued to complete the documentation phase of the Roosevelt Raceway Legacy Project. With approximately 1,000 press files left to process, the goal of cataloging, digitizing and re-housing the extensive collection of photographs and press files rescued from the track is within reach. Since its inception in 2007, the Legacy Project staff has cataloged 10,726 items, including photographs, film negatives, press releases, notes and files. We are pleased to report that Phase II of the project is close to completion. Supplies and temporary project personnel have been funded in part through individual donations, solicited and administered by the Museum director, and we are grateful to all who continue to support this important undertaking. A total of \$26,930 has now been received from private donors. Additional individual and grant support will be solicited in the coming year to provide for the balance of project expenses including the publication of a pictorial catalog and the creation of an exhibit worthy of this remarkable facility and the people whose commitment has made our work possible.

The Museum continued its collaboration with cultural institutions around the world, providing exhibit support to a number of organizations. The American Museum of Natural History maintains on loan a 1930's sulky and 1950's tin wind-up toy as part of its traveling exhibit "The Horse." Displayed in New York City during 2007/2008, the exhibition now has bookings in the United States and Canada through 2010 with possible extensions into 2012. It is currently at The Museum of Civilization in Ottawa, Canada. Our Museum also provided several items on long-term loan to the International Museum of the Horse in Lexington, Kentucky, including reproductions of Richard McMahon's jacket and cap in Calumet Farm colors. During the past year loans to the Orange County Regional History Center in Florida and to the U.S. Consul General's office in Hong Kong were concluded, while the department began the process of arranging for the loan of Scott Leighton's painting of trotting champion St. Julien to the University of Kentucky Art Museum for its exhibition "Hoofbeats and Heartbeats: The Horse in American Art." Along with the Swedish exhibitions of "The Story of Harness Racing by Currier & Ives," these cooperative efforts demonstrate ongoing extensive outreach on behalf of the institution and the sport.

The Peter Haughton Memorial Library

With newly appointed librarian Paul Wilder at the helm, ably supported by volunteer Judy Johnson, in the past fiscal year the library responded to 69 research requests ranging from genealogical and biographical information to historical facts and statistical figures. The library also provided onsite support to four researchers. As a result of library services received (in lieu of research fees) nine people became museum members.

A total of 356 books, 635 periodicals, 3 scrapbooks, 59 videotapes/DVDs and 248 vintage sale catalogs were received as donations from members and friends. Notable contributions included autographed harness racing books from the Estate of Mrs. Delvin Miller; *Sports Illustrated* magazine's entire collection of harness racing-related materials, and Roosevelt Raceway videotapes of races. In addition, the library received complimentary subscriptions from *Canadian Sportsman*, *Harness Edge*, *Hoof Beats*, *The Horseman And Fair World* and *Trot* magazines. Retired Museum registrar Walter Latzko continues to index these periodicals.

A major responsibility for this department is to provide accurate research data for in-house projects as well as editorial and proofreading support. The sale of duplicate used books continues and the funds collected were used to repair six books. Two major projects this coming year will be the *The 2006-2009 Immortals* volume and Cracker Barrel transcripts.

Traveling Exhibits

The Currier & Ives Traveling Exhibit – This popular exhibit, sponsored by the CTW Foundation and Bob Tucker of Stonegate Standardbred Farms, continues to be extremely active. In 2009, it was displayed at the National Sporting Museum in Middleburg, VA and at the Hoyt Institute of Fine Arts in New Castle, PA. Show #1 is currently at the Abraham Lincoln Presidential Library and Museum in Springfield, IL. In mid-October and until the end of the year it will travel to the Long Island Museum in Stony Brook, NY. Show #2 will be at the Orange County Regional History Center in Orlando, FL from late August through mid-October, 2010. Show #3 continues on its "European tour." It opened at the Nordiska Travmuseet in Årjäng, Sweden during the summer of 2009 and then relocated to Solvalla Racetrack in Bromma, Sweden until spring 2010. It is currently at Jägersro Racetrack in Malmö, Sweden. Talks are underway for the exhibit to be at the January 2011 Prix d'Amerique in Vincennes, France. Currier & Ives traveling exhibit attendance figures are now at more than 288,000 since its 2001 inception.

"What is Harness Racing?" Poster Series – The Poster Series, also sponsored by the CTW Foundation and Bob Tucker traveled to Monticello Raceway, Monticello, NY; the Afton Fair, Afton, NY; the Otsego County Fair, Morris, NY; and the Richwood Independent Fair, Richwood, OH. More than 54,000 people saw the exhibits, bringing the total reported audience since start-up to over 250,000.

"A Drive to Win" – The newest of the Museum's three traveling exhibits is sponsored by Hanover Shoe Farms, Hanover, PA. In the past fiscal year, "A Drive to Win" has appeared at the Saratoga Harness Racing Hall of Fame,

Saratoga Springs, NY; Cobleskill Fair, Cobleskill, NY; Miami County Fair, Troy, OH; Tioga Downs, Binghamton, NY; Vernon Downs, Vernon, NY; Little Brown Jug, Delaware, OH; The Stable of Memories at The Red Mile, Lexington, KY; and Scarborough Downs, Scarborough, ME. Since its debut in September 2008, "A Drive to Win" has been viewed by more than 210,000 people.

Since their inception, the Museum's three traveling exhibits have appeared at 72 venues worldwide and have been seen by an audience of over three-quarters of a million people.

Education Department

The department is extremely grateful this year to have received a significant regrant from the Agriculture & New York State Horse Breeding Development Fund to offset department operations. This support made possible the introduction of the sport of harness racing to 13,356 children and adults during the fiscal year.

Gretchen Weerheim was appointed education coordinator in March, 2010. With the support of operations manager John Mayo and the docent staff, she has spent her first months familiarizing herself with education department operations.

Local and state financial restraints continue to hamper this department's efforts to boost program participation. A moderate increase in activity is noticed and provides encouragement that the economic downturn is slowing. Though attendance numbers show a slight overall decrease for fiscal 2009/2010 the implementation of new initiatives, readjustment of class scheduling and improvement in regular programming is realizing some success.

School groups were offered early booking specials through seasonal program mailings. The Museum's programs are offered to schools as an engaging yet educational experience which presents students with hands-on opportunities to learn more about the sport of harness racing, as well as enhance curriculum requirements, such as math, English and science, while fulfilling New York State Educational Standards. School and youth tour attendance totaled almost 2,000. This number is already on the upswing for fiscal year 2010/2011. We anticipate this trend to continue. Families were given the opportunity to attend fun educational monthly craft workshops. The program includes a mini-tour of the Museum and a ride on the harness racing 3-D simulator. Education program promotions included a brochure mailing, flyers sent home with each student and birthday party participant, press releases and advertisements both paid and free and online postings on the Museum's website, Facebook and Twitter pages.

As part of an evaluation process, the department is upgrading its educational program offerings to better align with updated educational standards. Each school program will now have its own formal lesson plan. Created for teachers, upon registering their students, it will provide an opportunity to prepare students for their learning experience. Teacher's program guides are also planned for both pre- and post-visits to enrich and extend the learning experience. Promotion of the

education department will be expanded and a new school brochure will be designed for the 2010/2011 year.

Boy and Girl Scout troops continue to visit the Museum to earn their patches. While this program is one of our more costly offerings for participants, we remain competitive with similar programs.

Children's birthday parties continue to be a popular alternative to major local attraction events. With a relatively low price in an educational setting, it is a bargain without equal.

Volunteers Anne McKenna and Ryan Ulrich, with operations manager John Mayo and the Museum's graphics artist Kelly Adair and senior docent Dan Schwartz, all help to facilitate large school groups. Kelly also provides docent exhibit floor coverage. The department is responsible for the hiring, training, scheduling and management of junior docents.

Education Admissions (Fiscal)

	2008/09	2009/10
School Children	2486	1985
Paid Adult Tours	528	371
Free Groups	526	298
Scouts	198	94
Workshops	168	153
Birthday Parties	2427	2209
TOTALS	6333	5110

Development

Development director Joanne Young continues to ably conduct the affairs of this department. The past year proved to be a challenge in attracting support income. New incentives and initiatives have been introduced to encourage commitment and investment in the Museum's efforts to support harness racing.

Membership Program

The membership program continues to show a decline in individual support. This year we sustained a 5% decrease in our membership ranks and a very slight (3.9%) increase in membership income.

Walk of Fame – Bricks and Pavers

Since the Walk of Fame was introduced in 1997, more than \$200,000 has been received. The sale of bricks and pavers almost doubled this year, bringing in \$13,000. The majority of inquiries and orders are received prior to, during or immediately following Hall of Fame Weekend.

Stallion Breeding Auction

FY 2008/2009	\$ 44,254 (net)
FY 2009/2010	\$ 33,180 (net)

The decrease in total fees paid over last year are the result of a late spring and mares carrying their foals 3-4 weeks past their due date. An estimated \$15,000 anticipated at the end of the fiscal year should be realized in late spring FY 2010/2011. The total includes a direct contribution received from the Antonacci Family Foundation in lieu of a Lindy Farms breeding.

Roosevelt Legacy Project

A mailing was sent in the spring which reactivated support solicitation that had been deferred until the economic crisis had abated. It was moderately successful. Total contributions of \$64,878 have now been received from individual donors and granting agencies. \$92,000 is needed to reach the project goal.

Donations

Donations increased 16%. Of special note is the award of a 3-year general operating grant from The New York State Council on the Arts, a State Agency. It is renewable provided the Museum continues to serve its community to the degree it has been currently assessed as doing. Secured through an application submitted by the collections manager and the director, it is not tied to any particular project. It is an acknowledgement of the Museum's efforts to support and protect the state's history and culture.

We are grateful to the following major contributors in 2009/2010, many of whom significantly increased their annual investment in the institution: Agriculture & New York State Horse Breeding Development Fund, Antonacci Family Foundation, CTW Foundation, Bleakley Platt & Schmidt, LLP, Elbridge T. Gerry, Jr., Ted Gewertz, Delvin Miller Harness Drivers' Association, Gladys & E. Roland Harriman Foundation, Hambletonian Society, Hanover Shoe Farms, Hanover Shoe Farms Foundation, Mary W. Harriman Foundation, Robert Key, The Meadowlands Racetrack, George I. Segal, Lawrence B. Sheppard Foundation, New York Community Trust, New York State Council on the Arts, a State Agency, State of New York and Sysco Food Services. Donations recognizing Tim Rooney's Hall of Fame Induction were also received.

Drivers' Fees

65 members of The Delvin Miller Harness Drivers' Association and the Billings Series contributed \$19,624 in drivers' fees. Fees earned by Hall of Famers driving in the Hall of Fame Invitational Trot at Historic Track on Hall of Fame Day 2009 were also included in this revenue sector's final results. Todd Whitney, the 2010 Harness Racing Museum Amateur Driving Champion, will be recognized for his success this year during the Hall of Fame Dinner and induction ceremonies on Sunday evening, July 4, 2010.

Racetracks

The number of racetracks supporting the work of the Museum increased by one to eleven tracks. The total amount included income from the Plainridge Derby Raffle. Contributions were received from Balmoral Park, Buffalo Raceway, Harrington Raceway, Hazel Park, Meadowlands Racetrack, Plainridge Racecourse, Raceway Park, Tioga Downs, Vernon Downs and Washington Trotting Association (The Meadows). We are pleased to note that the new Running Aces Harness Park in Columbus, MN also responded to our request for support.

Hambletonian Golf Tournament

The 17th Annual Hambletonian Golf Tournament, held in August at the Hackensack Golf Club in Oradell, NJ, realized over \$35,000 which was shared equally between the Museum

and the Standardbred Retirement Foundation. We are grateful to our sponsors, which include The Stallions of Blue Chip Farms, Roberts Communications Network, Arden Homestead Stable, Marquis Jets and HTA/USTA Member Benefits, Paul Miller Auto Group and our hosts, the Meadowlands Racetrack and the Hambletonian Society. The 2010 tournament will be held Monday, August 2nd in Oradell, NJ.

Room Rentals

Teen and family parties show the largest decline and from client comment and program administrator Kim Green’s observations this continues to be tied to the economy.

	2009/2010	2008/2009	2007/2008
Meetings	117	105	103
Business Events	31	46	50
Weddings	9	3	11
Teen Parties	8	15	16
Family Parties	33	43	48
Total Events	198	212	228
Total Individuals	12,017	12,485	15,340

Retail Services

Gift shop operations continue to be refined. Inventory reductions totaling 24% are slightly ahead of target.

In line with the consultant’s recommendations, the gift shop catalog was totally redesigned and resized, and mostly new merchandise was featured. The mailing list was edited down and printing costs were reduced. Sales were down 2.1%. Gross margin rose 17% and the profit from this sector was 55% higher than the previous year.

Although the consultant concluded that the printed catalog should be phased out and more emphasis placed on web-based sales, at least this year this has not been found to be the case with catalog sales 47.5% higher than web sales. Regular attention was given to web merchandise updates, photographs were increased in size, refinements in search engine capability were made, a promotional banner was placed on the USTA website during the Christmas/holiday period, and regular email blasts were initiated. Unfortunately all these efforts failed to produce an increase in activity, with web-based gross sales showing a 24% decrease from FY 2008/2009 and the net surplus dropped by 12.6%. In view of these results we will continue to conduct business on both fronts. The consultant also recommended we initiate Amazon and eBay storefronts. Neither were successful.

Outreach continues to bring in more than half of gross sales income for the retail sector of Museum operations. Although we have needed to increase personnel and tent size, partnering with Big Dee’s Tack & Vet Supplies has proved to be beneficial to both parties with cross-over sales generated.

In-house merchandise production continues to gain

momentum. One major advantage is the reduction in large inventory purchases for custom products. Hanover Shoe Farms has invited us to sell merchandise carrying their logo. This is a new, experimental thrust and we envision sales for this product category largely during the Harrisburg sales. A new embroidery machine was purchased to allow faster production and backup should the older machine fail. Dorothy Romano has returned to the staff and is managing this new sector of the retail department. A heat press for caps and umbrellas has also been purchased.

The director continues to provide oversight for this department and sales associate Ruth Giordano provides daily coverage, scheduling, inventory purchasing, report generation, and sales staff training.

Administration

Kim Green has ably administered the Museum’s business office this past year and provided secretarial duties for the Delvin Miller Harness Drivers Association.

Since 1985 the Museum has broadened its constituent base, increased its operating support and doubled its exhibit space and workforce. The corporation has evolved into a more complicated undertaking resulting in the need for a more refined approach to its daily operations. Mindful of this concern the director has begun to strengthen office, retail and personnel procedures, implement changes in personnel responsibilities and update and develop new long-term goals.

Exhibitry

The usual updates and tweaks continue year round and the results can usually be heard around the Museum as visitors exclaim with appreciation or surprise at our offerings, or when we receive unsolicited letters of support and encouragement from those who want us to know how much they enjoyed visiting the Museum. The face the institution puts on is a result of the fastidious work of exhibit designer Judi McMahon. Of particular note has been the “Horse of the Year” display for Somebeachsomewhere. In the Carriage Room a temporary exhibit of the paintings of Richard Botto was followed by a special retrospective on the work of Richard Stone Reeves, a 2010 Immortal inductee. The toy exhibition has been temporarily removed and in its place a small vitrine has been installed at the Museum’s front entrance to promote a permanent exhibit to be located near the children’s area in 2012. To be named “The Brooks-Kaloidis” toy exhibit “Let’s Play,” this exhibit is to be funded by the family of horse owner and amateur driver Athan Kaloidis. Another major undertaking has been the organization and design of the Allen F. Brewer, Jr. art exhibition scheduled for opening on Hall of Fame Day, Sunday, July 4. Other responsibilities this year have included but are not limited to holiday and Hall of Fame Dinner preparations, traveling exhibit refinements and repairs, and Museum and shop signage.

Operations manager John Mayo has been intensely involved in the design and construction of the new auction exhibit game “Buy A Champion” sponsored by the Standardbred Horse Sales Company. This interactive audio-visual game is scheduled to also open on Hall of Fame Day 2010.

Promotions & Marketing Department

Admissions

Fiscal Year	Annual Total
2007/08	28137
2008/09	26837
2009/10	25375

The director continues to manage this department. A rack card swap resulted in 3,000 rack cards sent and received from 26 institutions and attractions. This is an inexpensive way to promote institutions, especially not-for-profits with limited marketing budgets. Weekly press releases for various projects and events involving the Museum were sent out. We are grateful to our industry news outlets for their willingness to help us advertise our efforts, as well as local media who support us by airing and printing our information without cost.

The Education Department keeps the Museum's Facebook and Twitter forum current and Natasha Tomlins provides website support. A revamp of the website is planned.

In response to a request from a local Museum member, grants were successfully applied for and solicitations made for a historic sign marking the site of Good Time Park.

Several special Museum events were held throughout the year. The Museum participated in the Goshen Firemen's Parade. 151 people attended a Horse Adoption Fair and the venerable Holiday Concert, organized by the Development Department's Joanne Young, welcomed 200 museum members and friends who were entertained by Goshen High School's musical finest and a women's barbershop quartet. Several months later, in collaboration with Harness Racing Communications and trustee Ellen Harvey, a Job Fair was held. Twelve potential employers met with more than 40 job seekers eager to work in an equine-related position.

Hall of Fame Day—2009

The Museum welcomed 3,378 visitors to the facility over the five-day long weekend. 350 people attended the ceremonies that saw the Hall of Fame inductions of Tom K. Crouch, Alan J. Leavitt and Timothy J. Rooney; Miss Easy and Muscles Yankee; Immortals Scott Leighton, George Francis Schreiber, Edward Troye, Col. Richard West, Lewis Williams, Gen. William Temple Withers, Big Towner and Nan's Catch. John Berry and Leon Zimmerman entered the Communicators' Corner. Robert A. Tucker received the Museum's Pinnacle Award. Steve Oldford was the Museum's Amateur Driving Champion. Wally Hennessey was the winner of the Mr. & Mrs. Elbridge T. Gerry, Sr. Invitational Hall of Fame Trot and the 12th edition of the Souvenir Journal was launched. Proceeds rose 20% over FY 2008/2009.

Operations

The Operations Department, headed by John Mayo, assisted by Museum custodian, Robert Partington, maintains the building and grounds. Projects this past year included general interior and exterior repairs and painting, minor roof and

plumbing repairs, and commercial cleaning applications. The fence surrounding the lawn was resealed and the lawn aerated, treated with a grub control application and a seasonal fertilizing schedule adopted. The wood flower boxes over the original front door have been rebuilt. The labor was donated by Museum member McCloud Construction Co. of Goshen.

Exhibit electronic and mechanical upgrades continue to incorporate a more dynamic visual component to interactive displays. Upgrades include computers with greater capacity, larger touch screens and flat screen monitors that allow improved visitor engagement. Exhibit upgrades next year will include the Hall of Immortals exhibit to allow for more historic races, additional "Call a Race" exhibit races, and the expansion of the "Current Race" kiosk to include many of the 40 races we include in our "Best of ..." video production.

Exciting new interactive exhibits were planned and will be unveiled during this year's Hall of Fame weekend. Included is an auction challenge game "Buy A Champion" and the Agriculture and New York State Horse Breeding Development Fund's computer interactive exhibit that will include information on the Fund and footage on the previous year's Stakes winners.

After 13 years the original simulator projectors have been replaced. The newer models are smaller, less expensive and have significantly longer bulb and filter service life. They also quadruple the performance of the original projectors, offering a clearer 3-D visual experience.

Several spring projects are planned, including scraping and repainting the wood siding at the rear of the Museum and repair to the slate roof due to the excessive snowstorm the region encountered in March. While the roof held up very well, the extreme weight of the wet snow dislodged and/or cracked approximately 75 slate tiles that will require repair.

CONCLUSION

From our perspective the 2008 economic meltdown is far from over. Indicators both internal and external portend a continuing of the unstable environment we have battled this past eighteen months. To be a charity during these turbulent times is not to be faint-hearted. We do not have the luxury of lying low to await better times. We must continue our efforts to support the sport of harness racing regardless of the difficulty in maintaining an economically positive outlook. We will continue to operate a lean business model. An emphasis will be placed on securing dedicated project and operating grants (although with state and federal funding under attack applications may be futile). Improved financial record keeping has been initiated and we are confident this administrative refinement will provide a greater depth of knowledge and understanding that will support reliable, creative strategic planning. We will continue to optimize time, human resources, assets and productivity while improving the quality level of services to our constituents. Going forward it is going to be harder than ever to support our Mission however, with the help of our dedicated trustees, supporters and staff, the Museum will prevail.

Gail C. Cunard, Director