“History is not the past. It is the present. We carry our history with us. We are our history.”
—James Baldwin

Mission & Vision:

Mission Statement: To preserve, share and celebrate the history and heritage of Steamboat Springs and Routt County through quality and engaging exhibits, programs and education.

Vision Statement: The Tread of Pioneers Museum is an indispensable cultural asset and historical leader that engages and educates the public and fosters an appreciation of our community’s history.

Values & Guiding Principals:

INTEGRITY: Be authentic and honest.

STEWARDSHIP: Honor our commitments and be accountable; provide the best collections care.

HISTORICAL PASSION: Connect people with our heritage and pride – share the passion.

COLLABORATION: Build and value lasting relationships; work across organizational boundaries.

Annual Report Contents

- p. 2: Staff and Board
- p. 3: Strategic Plan
- p. 4: Financials
- p. 5: Exhibits & Traditions
- p. 6: Programs & Partnerships
- p. 7: Volunteers & Thank You
Board & Staff

Professional staff with extensive museum training, work with a long history of dedicated Board members and volunteers.

Museum Executive Director, Candice Bannister, celebrates 20 years with the museum in 2020

2019-20 Tread of Pioneers Museum Board of Directors:
Mike Cook, Tom Lillie, Webb Jones, Anne Clardy, Krista Monger, Laurie Kuelthau, Pat Stanko, Bette Carlson

2020 Slate of Officers:
Tom Lillie – President
Pat Stanko – Vice President
Mike Cook – Treasurer
Anne Clardy – Secretary

2019-20 Museum Staff:
Candice Bannister, Executive Director
Katie Adams, Curator & Collections Manager
Carol Immenschuh, Visitor Services Manager
Katie Konold, Youth Education Coordinator

Welcome new 2019-2020 Board member, Bette Carlson

Carol Immenschuh (left) and Katie Konold (right) both joined the museum in August 2019, replacing Tamra Monahan, who retired after six years with the museum.
• ORGANIZATION HEALTH

⇒ **Strategic Plan:** Utilize our Strategic Plan to guide our decisions and allocation of time, money and energy. Commit to updating annually and reviewing at each Board Meeting.

⇒ **Staffing and Board Membership:** Recruit, develop and retain the optimal number and talent of staff and Board members to deliver on our Strategic Plan.

⇒ **Facilities:** Create a five-year facilities remodel and expansion plan to be implemented by 2024.

• FINANCIAL STABILITY

⇒ **Savings:** Create a plan for the optimal use of savings by June 2020. Amended to June 2021.

⇒ **Revenue:** Create a plan to increase revenue by at least 5% annually to cover anticipated operating cost increases by December 2020.

⇒ **Funding New Initiatives:** Generate new revenue streams to fund new initiatives by 2021.

• COMMUNITY ENGAGEMENT/AWARENESS


⇒ **Exhibits/Collections/Programs:** Provide ongoing guidance regarding exhibits, collections and programs.

⇒ **Target Audiences:** Provide strategic guidance in developing a plan to reach and attract target audiences by 2021.

*Note: Due to the COVID-19 pandemic, we are adjusting short term goals, and some long term goals have been pushed back. We plan to use what we learn through the pandemic to apply to our long term goals.*
### Statement of Activity
Year Ending December 31, 2019

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mill Levy</td>
<td>214,479</td>
<td>208,684</td>
</tr>
<tr>
<td>Admissions &amp; Membership</td>
<td>55,330</td>
<td>54,396</td>
</tr>
<tr>
<td>Fundraising &amp; Donations</td>
<td>112,402</td>
<td>91,807</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>12,011</td>
<td>17,435</td>
</tr>
<tr>
<td>Museum Store Sales</td>
<td>23,076</td>
<td>21,229</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>417,298</strong></td>
<td><strong>393,551</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Expenses</td>
<td>191,924</td>
<td>221,062</td>
</tr>
<tr>
<td>Building Operation &amp; Maintenance</td>
<td>47,770</td>
<td>41,994</td>
</tr>
<tr>
<td>Fundraising &amp; Grant Expense</td>
<td>10,385</td>
<td>8,834</td>
</tr>
<tr>
<td>Museum Store Costs</td>
<td>19,905</td>
<td>24,345</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>84,172</td>
<td>97,388</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>354,156</strong></td>
<td><strong>393,623</strong></td>
</tr>
</tbody>
</table>

Net Operating Revenue                | 63,142   | (72)     |

Non-Operating Revenues

| Gain/loss on investments/endowment | 11,877   | 14,856   |
| Dividend Income                    | 11,624   | 14,083   |
| Estate Donations                   | 0        | 0        |
| Gain/Loss on Assets                | (75,126) | 99,177   |
| **Total NonOperating Revenues**    | **(51,625)** | **128,116** |

Non-Operating Expenses

| Depreciation of Assets             | 42,684   | 42,681   |
| **Total Non-operating Expense**    | **42,684** | **42,681** |

Net Non-Operating Income             | **(94,309)** | **85,435** |

**TOTAL Museum Revenue in Excess of Expenses**     | **(31,167)** | **85,363** |

---

### Statement of Financial Position
Year Ending December 31, 2019

<table>
<thead>
<tr>
<th>Assets</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>159,464</td>
<td>163,416</td>
</tr>
<tr>
<td>Inventory</td>
<td>41,846</td>
<td>39,792</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>201,309</strong></td>
<td><strong>203,208</strong></td>
</tr>
<tr>
<td>Land</td>
<td>99,232</td>
<td>99,232</td>
</tr>
<tr>
<td>Buildings and Improvements</td>
<td>1,305,140</td>
<td>1,305,140</td>
</tr>
<tr>
<td>Equipment and Furnishings</td>
<td>100,766</td>
<td>100,766</td>
</tr>
<tr>
<td>Less Accumulated Depreciation</td>
<td>(490,195)</td>
<td>(532,876)</td>
</tr>
<tr>
<td><strong>Total Property &amp; Equipment</strong></td>
<td><strong>1,014,943</strong></td>
<td><strong>1,895,639</strong></td>
</tr>
<tr>
<td>Endowment Funds</td>
<td>593,626</td>
<td>720,170</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>1,809,878</strong></td>
<td><strong>1,895,639</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>4,895</td>
<td>5,367</td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted funds</td>
<td>6,972</td>
<td>6,900</td>
</tr>
<tr>
<td>Equity</td>
<td>1,798,010</td>
<td>1,883,372</td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Capital</strong></td>
<td><strong>1,809,878</strong></td>
<td><strong>1,895,639</strong></td>
</tr>
</tbody>
</table>
2019-20 HIGHLIGHTS
EXHIBITS & ANNUAL TRADITIONS

Feature Exhibits

♦ End of an Era: An Exhibit Honoring Routt County Men and Women Who Served in World War II
♦ Postcards from the Past: Travel, Tourism & Scenic Places in Early Steamboat Springs
♦ Muse of Marble: The Works of Artist Gutzon Borglum
♦ The Springs of Steamboat: Healing Waters, Sparkling Soda, Mysterious Caves
♦ Honor Roll of Routt County in the Great World War
♦ Human Imprint by Artist Sarah Gjertson
♦ Once Upon a Town: The Building of Routt County’s Communities
♦ This Place Matters: The Economic, Cultural & Environmental Power of Heritage & Place
♦ Exhibits at Howelsen Hill Lodge, Yampa Valley Regional Airport, Steamboat Ski Area
♦ Kids Hands-On Pioneer Bedroom

Annual Traditions

♦ 19th Annual Pioneer Day Block Party & Community Concert
♦ 25th Annual Festival of Trees
♦ 38th Annual Larson Award
♦ 40th Annual Leckenby Pioneer Award
♦ 42nd Annual Yule Log Hunt
♦ Annual Meeting
2019-20 HIGHLIGHTS
PROGRAMS, EVENTS & PARTNERSHIPS

Programs, Tours & Events
♦ Annual Meeting
♦ Author talks/book signings
♦ Brown Bag Summer Storytelling Series
♦ Collection Facility Tours
♦ Downtown & Olympic Heritage Tours
♦ Exhibit Opening Receptions
♦ Festival of Trees
♦ First Friday Art Walk
♦ Guided Tours of the Museum
♦ Historic Agriculture Panel
♦ Historical readings at Casey’s Pond
♦ History Happy Hour Series
♦ History of Skiing in CO
♦ How to Paint History at the Mesa School
♦ Human Imprint
♦ Leckenby & Larson Awards
♦ Lulie Crawford’s Wildflowers
♦ Mad Creek Geology & History Hike
♦ Open Houses at the Mesa School
♦ Pioneer Christmas Stories
♦ Pioneer Day Block Party
♦ Pioneer Days at the Mesa Schoolhouse
♦ Powell Expedition at State of the Yampa
♦ The Power of Heritage & Place with Dana Crawford
♦ Taste of History Food Series
♦ Scavenger Hunts for Kids
♦ School tours & programs
♦ Snowshoe Through History
♦ Ute Indian Pow Wow
♦ Virtual programs & events
♦ Winter Film Series at the Chief Theater
♦ Wise Women of Perry-Mansfield

Schools & Partnerships
♦ Boys & Girls Club
♦ Booktrails
♦ Bud Werner Library
♦ Casey’s Pond
♦ Chief Theater
♦ City of Steamboat Springs
♦ Colorado Mountain College
♦ Colorado State Parks
♦ Community Agriculture Alliance
♦ Friends of the Yampa
♦ Historic Routt County
♦ Horizons
♦ Main Street Steamboat Springs
♦ Mountain & City Summer Camps
♦ NWCO Cultural Heritage Program
♦ Perry-Mansfield
♦ Preschools
♦ Quilter’s Guild
♦ Road Scholars
♦ Regional museums
♦ Routt County Cattlewomen
♦ Routt County CSU Extension
♦ Save Arnold Barn
♦ Steamboat Art Museum
♦ Steamboat Creates (Steamboat Springs Creative District)
♦ School Districts: Steamboat Springs, North Routt, SOROCO, Hayden, Moffat, Maybell and Walden; Montessori; Emerald Mountain
♦ Steamboat Springs Winter Sports Club
♦ This Place Matters
♦ Yampatika

2019 BY THE NUMBERS
# of programs, events & tours = 259
program, event & tour attendance = 11,148
museum attendance = 8,077
GRAND TOTAL = 19,225
Museum Volunteers

Museum volunteers are the heart and soul of the Tread of Pioneers Museum. Whether working at the front desk, serving on the museum’s Board of Directors, leading school tours, or helping out at events, museum volunteers lend a hand wherever needed.

2019-20 Total volunteers: 51
Total 2019 volunteer hours: 3,183 hours

SUSTAINING DONORS
Special thanks to Jack Sprengle; Jim Crawford & Anna Fang; Valusek Family & Berenice Gates Hopper Family Fund; Joy & Denny Swanson; Bruce & Jane Hannon; Green Creek Ranch; Laurie & Cam Kuelthau; Tom Fox; & estates of Gloria Gossard, Vernon Summer, Elaine Gay & Don Lufkin.

New volunteers in 2019-20
From left to right above: Beth Leech, Beda Lyon, Debbie Routt, Susan Ogden. Bottom row: Suzanne Wickham, Jenny Straub Corrigan

Our Beloved Volunteers

- Anne Clardy-Arentz & Gary Arentz
- Lynn Bear
- Ginni Campbell
- Bette Carlson
- Sharon Compestine
- Mike Cook
- Jenny Staub Corrigan
- Kathy Curcio
- Cheri Daschle
- Day of Caring volunteers
- Jim DeFrancia
- Penny Deihl
- Bill Fetcher
- Linda Fiorella
- Katie Fletcher
- Claire Fraser
- Pam Graham
- Nancy Gray
- Webb Jones
- Laurie Kuelthau
- Julie & Kyle Latham
- Beth Leech
- Karolynn Lestrud
- Dawn & Tom Lillie
- Linda Long
- Beda Lyon
- Christine McKelvie
- Tamra & Mike Monahan
- Kelsey Monger
- Krista Monger
- Nancy Mucklow
- Sandra & Rich Niederhauser
- Mary O’Connor
- Susan Ogden
- Faith Parmer
- Jim Peterson
- Ann Root
- Boo Ross
- Debbie Routt
- Jack Sprengle
- Jim Stanko
- Patrick Stanko
- Cindy Svendsen
- Elsa Thuente
- Barbara Walker
- Colleen Whiteman
- Suzanne Wickham
- Cindy Wither
- Kathy Zoshak

THANK YOU!

Thanks to all of our grantors, museum members, and donors who support the museum throughout the year. Special thanks to Butcherknife Brewing Company, all of our Pioneer Day Block Party partners and sponsors, and Festival of Trees sponsors and decorators. Thank you to Bessie Minor Swift Foundation, Steamboat Pilot/Today, Curt and Mary Weiss and Central Park Mgt., Ski Haus, Yampa Valley Bank, Steamboat Ace Hardware, and Conroy Moving & Storage.
Contact Us!
We want to hear from you! Find us online or give us a call for more information about all of our museum exhibits, activities, events, programs & tours!

Tread of Pioneers Museum
P.O. Box 772372 / 800 Oak St.
Steamboat Springs, CO 80477
Ph. 970.879.2214
cbannister@treadofpioneers.org
Visit us on the web at www.treadofpioneers.org

Tread of Pioneers Museum—Stewards of Routt County’s history and heritage