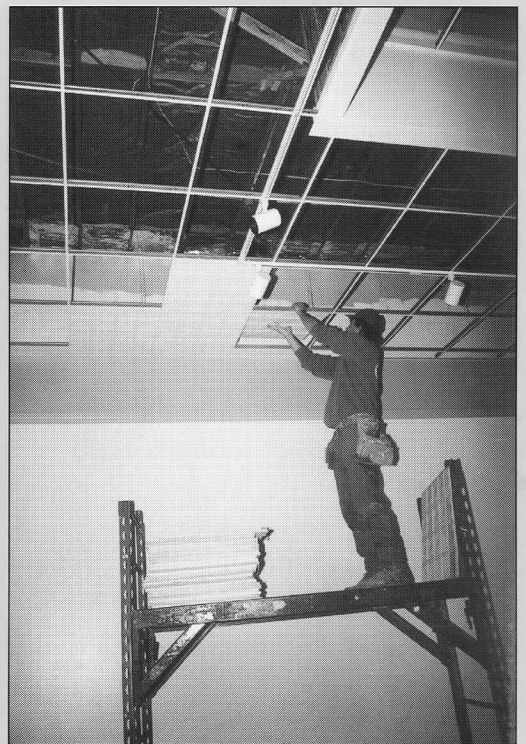
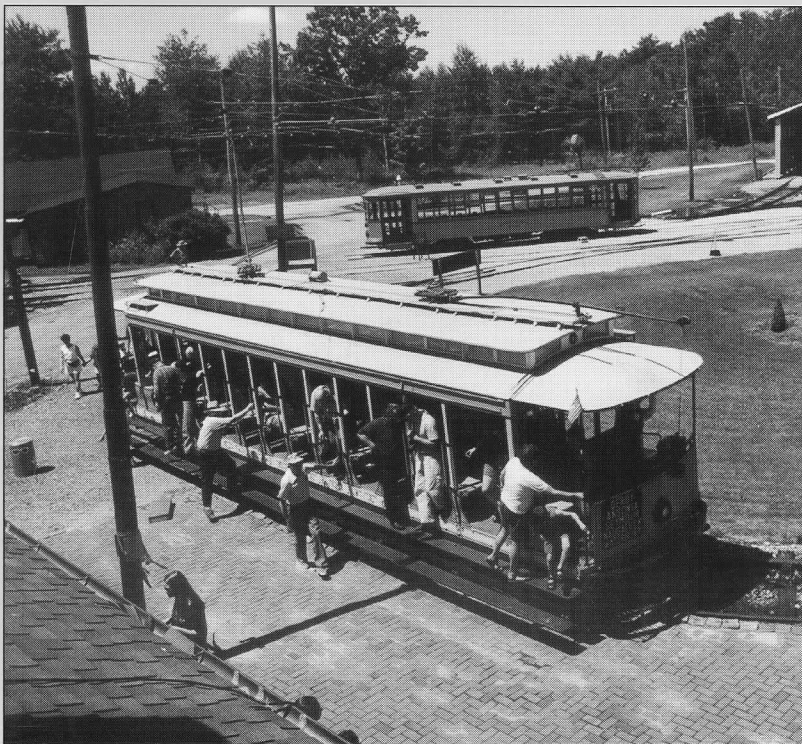
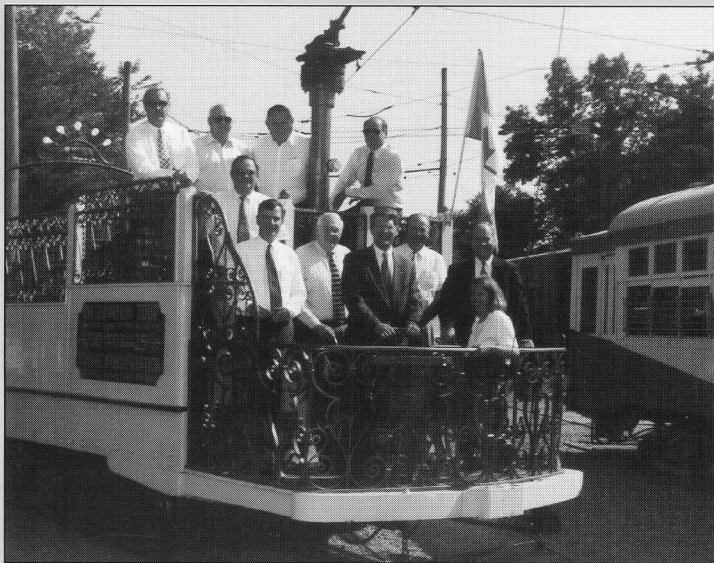


**New England Electric
Railway Historical
Society**

Seashore Trolley Museum

1996 Annual Report



New England Electric Railway Historical Society

Founded in 1939 by Theodore F. Santarelli de Brasch

About the Society

The New England Electric Railway Historical Society is a nonprofit educational organization which owns and operates the Seashore Trolley Museum in Kennebunkport, Maine. The Museum is the oldest and largest in the world dedicated to the preservation and operation of urban and interurban transit vehicles from the United States and abroad. It has a large volunteer membership and small full-time staff devoted to preserving and restoring the collection, conducting educational programs, and interpreting and exhibiting the collection for the public. Donations are tax deductible under chapter 501(c)3 of the Internal Revenue Service code.

Front Cover - Visitors Center Progress 1996

Top: Key donors to the year's major project, the renovation of the Visitors Center interior, were the daughters of the Museum's late member Leslie Lynde. On the day of the project dedication, on the left are Mr. Lynde's daughters Louise Wilson and her family, and Barbara Rencurrel and her husband. DC

Second from Top: Also providing generous support was the Kennebunk Savings Bank, whose Board of Directors posed on Montreal observation car No. 2, during a visit to inspect the finished project. FH

Bottom Left: A typical summer scene outside the Visitors Center shows Connecticut open car 303, well filled with passengers, as Boston Type 5 5821 waits in the background. DC

Bottom Right: A workman from contractor Design Acoustics adjusts the frame for the new metal ceiling being installed in the Museum Store inside the Visitors Center. DC

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1996 Annual Report

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Letter to Members



Above and below: An important part of the experience which the Seashore Trolley Museum offers its visitors is a ride on authentic, nearly century-old trolley, such as No. 303 from New Haven, Connecticut. The smiles in the lower view show a reaction common to many who visit. DC

Each year we note the efforts made by the Seashore Trolley Museum's staff and volunteers in carrying out the Museum's mission of preserving and interpreting its priceless collection of transit vehicles from across the United States and around the world. As always, a very wide range of activities helped improve the Museum and its programs for the public.

In particular, the year was marked

by progress in two major construction projects and by the beginning of a major transition in the Society's management team.

Early in the year, the program to complete the Museum's Visitors Center advanced to its final phases with full renovation of the Museum Store, enabled by donations from friends and members supplemented by bank financing. The result has been a universally-



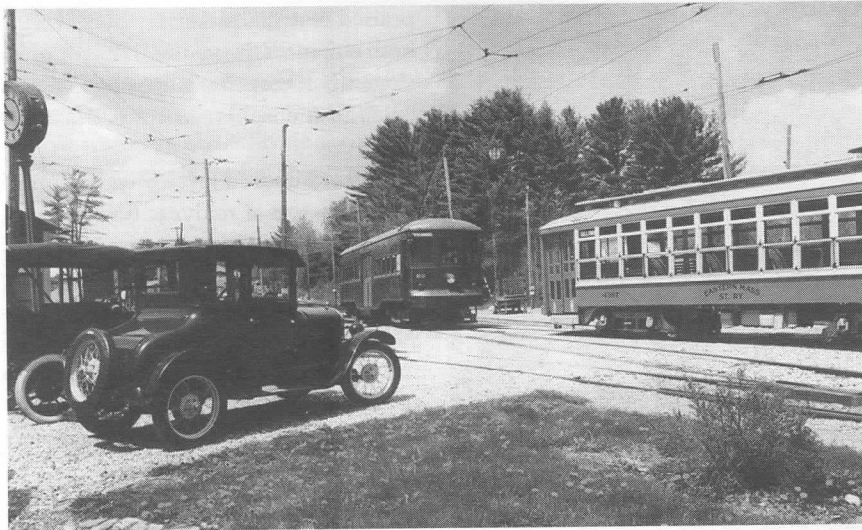
praised new image for the Store, which both enhances the visitor's first impressions upon entering the Museum, and lends an atmosphere more conducive to sales.

A few hundred feet away, site preparation began at midyear for the long-awaited new parts warehouse building, which will provide proper storage for much of the Museum's invaluable supply of spare parts. This project has been funded almost entirely by judicious sales of surplus parts to other organizations. More detail on both of these projects follows later in this section.

Administrative Changes

In another development of major significance, late in the year two key members of Seashore's management team indicated that they wanted to change their roles within the operation. Museum Director Donald G. Curry, a member of the full-time staff, and an employee of the Society for over 40 years, informed the Board of his desire to step down from his very demanding position. After 11 years on the job, Mr. Curry had overseen many changes and developments in the Museum as it continues its transition to a year round operation aspiring to professional standards. His accomplishments during his tenure are many and his reflections are chronicled in a special section of this report, beginning on page 11. The Museum community was delighted by his decision to stay with the organization, returning to his first love, the restoration shop, where he is now serving as Senior Curator and is directing some of the more complex restoration projects that were already underway.

At about the same time, our longtime volunteer Treasurer/Comptroller, Jeffrey N. Sisson, indicated that he too would like to begin a transition out of that job, which, with the growth in Museum operations, had become nearly a second full time job for him. Mr. Sisson has served in that job for much of the past 20 years, providing a consis-



Above: Contributing to the period atmosphere were these Model "T" Fords, which visited Seashore in May and posed with Philadelphia 62 and Eastern Massachusetts 4387. DC

tent, knowledgeable, and highly ethical service to the Society in this extremely vital function. Over that period, the financial operations evolved from a completely manual operation, staffed by a part time bookkeeper at the Museum plus Mr. Sisson's volunteer efforts at his home in Boston, to a fully computerized operation with a full-time bookkeeper/office manager in the Museum office, abetted by Mr. Sisson's

volunteer component, which was nearing 40 hours per week.

The reason for this heavy commitment of resources to the financial area is the expansion in the scope of activities at the Museum, and the varied and highly specific nature of the funding which supports many of them. The Museum has grown from a seasonal operation to one having a staff of about 10 employees year round, with a large

Below: At the dedication of the newly renovated Visitors Center in May, Chairman Jim Schantz unveils the plaque—mounted prominently near the entrance — listing major donors. DC



number of restoration projects underway at any one time. These restoration projects, and many other activities at the Museum, are funded by donations from members and other supporters of the Museum.

What the Society has learned over the years, is that the interest of our donors is very specific. Budgeting and operating the restoration shop would be far simpler if donors gave to a single restoration fund, which then could be allocated among the projects underway. However, what experience has shown is that members have deep and specific interest in particular items in the collection, and will give very generously to one project while choosing not to support another. As an example, a donor might give considerable funds for restoration of a car from his home town, but not support a similar project for a car from a distant city. This means that to operate the restoration program, the Museum must carefully track donations and expenses for each of literally hundreds of funds. The rate of donations is also limited by the donors' resources, dictating that few projects can run continuously, so each pauses periodically to replenish funds. This means that a

Below: Outside, Arundel Boy Scouts raised a flag donated in memory of Murray Cott. DC



number of projects must be active or nearly active simultaneously, further expanding the record-keeping workload.

Thus, after speaking to many volunteer members, and determining that no volunteer could devote the hours needed to fulfill the position, the Board concluded that the chief financial officer would have to become a paid member of the staff, even though this would further stretch the Museum's operating budget. A search was launched to fill this position during the Spring of 1997. Despite the change in his role at the Museum, Mr. Sisson will continue to serve in key roles by remaining on the Board and Executive Committees.

Given the criticality to day-to-day operations of filling the financial position, the Board opted to appoint an interim management team of volunteers who would assume the Museum Director's function in 1997 until a new Treasurer/Comptroller was hired and in place. This would allow a measure of continuity through the financial transition, and would subsequently aid in the search for a new full-time Director. Fortunately, three very capable volunteers agreed to comprise the management

team. Two very active volunteers who reside near the Museum and who are retired, Trustee John Middleton and Safety Officer Paul Knight agreed to split on-site management during the week. They have been joined by Massachusetts resident Dr. Charles Warren, Seashore's Institutional Policy and Personnel Director, whose availability is structured around his work schedule and on weekends, and whose personnel management skills are invaluable to the critical recruiting tasks ahead. In February, 1997, the team assumed the Director's position, and Donald Curry assumed his new role in the restoration shop.

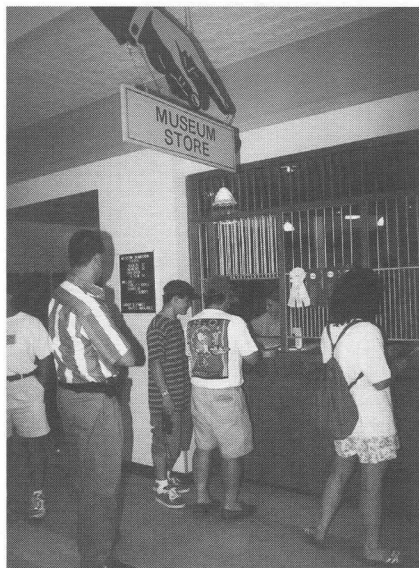
Visitors Center Improvements

Returning to the project in the Visitors Center, the renovation of the Museum Store helped complete the development of this facility envisioned when it was planned in the mid 1970s. At that time, construction of the Visitors Center was the largest project undertaken by the Society to date, but available funding did not allow completion of the building's interior. Over the intervening years, successive projects have advanced the project, including installa-

tion of restrooms, completion of wall surfaces throughout the interior, development of the office on the second floor, and installation of the food service facility. Not inconsequentially, consistent member donations over the years enabled the Society to retire the construction mortgage, with a positive impact on the Museum's budget.

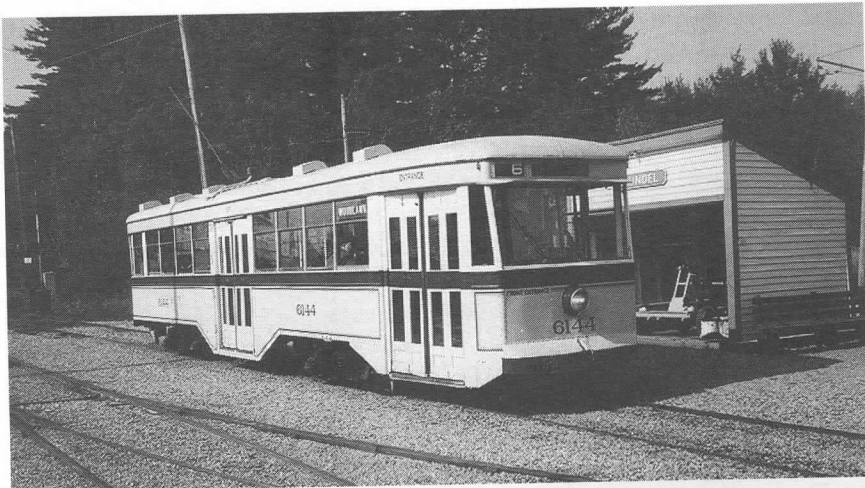
Before the 1996 project was undertaken the Museum Store had a decidedly incomplete appearance, with an open ceiling, temporary lighting, and an unfinished floor as the most obvious shortcomings. Additionally, several other issues needed to be addressed in the building: there was no way to close off the Store to allow other uses of the building when the store was not staffed, there was no second egress from the upper floor office area as required by newer building codes, and much of the electric wiring in the building was now taxed to the limit of its capacity. Consequently, the Long Range Planning Committee developed a program to address these issues. To ensure the result would be esthetically pleasing and would address all compliance issues, the Society engaged the firm of Larrabee Associates Architects of Cambridge, Mass., whose

Below: The new ticket counter features grillwork from a Boston transit station. DC



Below: In the new configuration, Store Manager Judy Warner smiles at the counter, where she can sell tickets to her left and merchandise in front of her, as she demonstrates here. DC





Above: Baltimore Peter Witt 6144 became available for limited public service this year through the generosity of members, who underwrote needed maintenance activities. FM

principal is a member and has been actively involved in Seashore planning activities for years, to design and oversee the project.

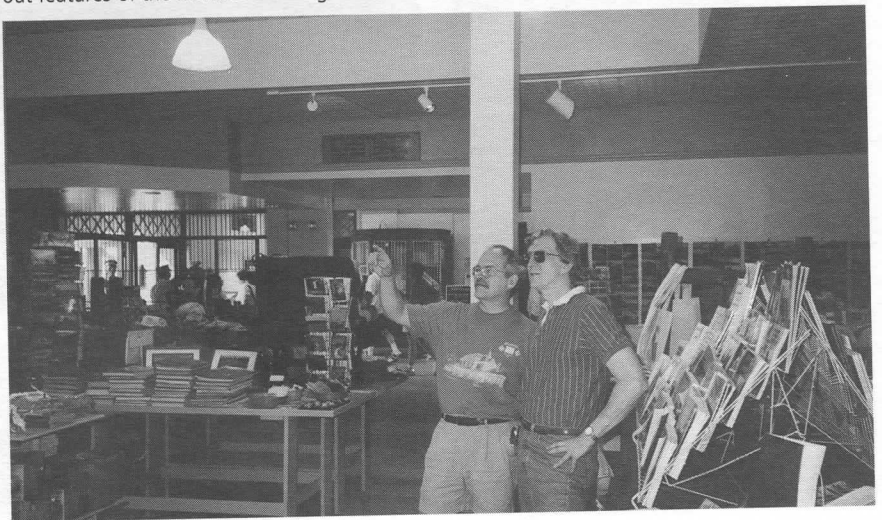
The final design called for a two level ceiling design to help define the Store and corridor spaces, with a pressed metal "tin" surface appropriate for the ambiance of the building. It also included reconfiguration of the existing stairway to begin at a building entrance door as required by code, installation of a second stairway leading to a rear exit through the food service area, construction of a roll-down grate to secure the Store when closed, and laying of a new tile floor throughout, as well as all new wiring and lighting. The Committee next worked to find ways to complete the project for the lowest possible expense. Donations of materials and discounts were solicited and obtained from a wide variety of suppliers including Holo-phane Corporation; Cornell Iron Works; Design Acoustics; Deering Lumber; Hook, Line & Cable Co.; Sherwin Williams; R.B. Allen Co.; Mr. William Waldron; and Mr. Eric Falconer. The total of these material donations and discounts exceeded \$10,000.

The project's original financial impetus came from the daughters of our late member Leslie Lynde, Mrs. Barbara Rencurrel and Mrs. Louise Wilson. They

forgave the remaining portion of their father's \$10,000 loan for the Butler land purchase, then donated an additional several thousand dollars designated for the Visitors Center project. The Kennebunk Savings Bank added their support with cash donations totaling \$13,000. A dozen members of the Museum donated at least \$1,000 each, and many other members contributed other amounts. The Museum is very grateful to all of these parties for their generous support.

The donations covered more than half of the project cost. The balance was

Below: Architect Schuyler Larrabee (left), who designed the Visitors Center renovations, points out features of the multilevel ceiling in the Museum Store to Jim Schantz. FM



raised through about \$33,000 of bank financing, which will be repaid over the next eight years.

Local contractor Tom Joyal won the bid for the overall project, with the electrical work being expertly done at a favorable price by member contractor Jack Murray, assisted by our shop forces. Construction was carried out over the four-month period from January to April, when the Store is normally closed to the public. Many members also put in countless hours of volunteer labor to help the project, especially in applying the final finishes and installing and arranging Store displays and all of the merchandise.

The official grand opening and dedication of the Store was held on Annual Meeting weekend at the end of May, an event that was attended by many of the key donors. Plaques prominently mounted in the entrance lobby commemorate the donations which made the project possible, and dedicate it to the memory of Leslie Lynde.

With this project so successfully completed, the major remaining undeveloped area in the Visitors Center was the orientation room. Planned as the area where visitors would begin their visit to the Museum by learning about the historical role and evolution of urban

transportation and the development of Seashore to commemorate that history, the facility has a very important role in carrying out the Museum's mission. However, the exhibits then in place fell far short of what was needed to tell the story adequately. Consequently, late in the year, Seashore's Visitor Experience Committee began serious planning to develop more comprehensive exhibits, and this project was well underway by year end.

Greatly helping this project is a \$10,000 bequest from Seashore's former President Henry Bowen Brainerd, who passed away in 1995. Mr. Brainerd had a special interest in interpretation and education, so his bequest is a most appropriate way to further these goals. As well, donations in the memory of longtime member and trustee C. Murray Cott and his wife, Mary Liz, our long-serving Museum Store manager, also are aiding the project. Their keen interest in the public aspects of Seashore operations makes this project a fitting memorial to them as well.

Parts Warehouse Construction

The second major construction project launched during 1996 was preparation the site of the long-awaited parts warehouse. Though a somewhat unglamor-

ous aspect of the Museum, obtaining, classifying, and protecting spare parts is one of the most vital activities to ensure that Seashore's collection can be restored then operated for the public for the indefinite future. The Museum's volunteer Parts Committee has been one of the most active for many years. Members have carefully sought surplus parts from transit operators and private collectors around the country and occasionally abroad. As vehicles have been retired by transit operators, Seashore has been able to bid on old parts inventories that became obsolete along with the equipment.

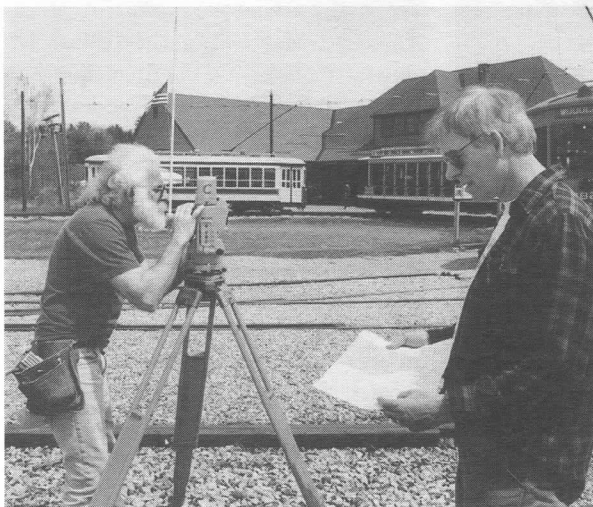
In recent years, Seashore's forces have obtained a number of metal, 40-foot shipping containers for parts storage, along with some surplus rapid transit cars that could serve both as a source of parts and as storage containers. However, the quantity of parts exceeds the capacity of these by far, so the goal has remained the construction of a warehouse building, to house larger parts such as motors and compressors. Fortunately, the parts program was able to become essentially self funding. Often Seashore was able to bid for more parts than it would ever need for its own use. Surplus parts could then be resold to other operators or traded to museums,

especially with the growing number of heritage trolley lines across the country, who could use some of the otherwise obsolete parts.

The program has been so successful that it has not only funded the acquisition of the containers and subway cars mentioned above, but could fund the cost of constructing an entirely new warehouse building. The planned size of the structure was 60 by 100 feet, of steel frame and steel outer skin, with insulation to mitigate condensation as outside temperatures change. A fully insulated, 8-inch thick concrete floor on a properly prepared base would both provide support and keep moisture out. A building was selected and purchased in 1996 for erection in 1997, so government approvals and site preparation were undertaken during the year.

The site that was selected is just west of South Boston carhouse, situated to fall on one of the streets in the proposed Seashore Village development. The permits were quickly issued and volunteers began clearing the mostly pine trees—all of which had been planted as saplings by Seashore members in the 1960s. After clearing, site grading began. Construction of the foundation and erection of the building were planned for Spring 1997.

Below: Member Charlie Rapport surveys the site for the Parts Warehouse as project manager Danny Cohen reviews plans. DC



Below: Once surveying was complete, volunteers began clearing the wooded site. The view is toward the back of South Boston Carhouse. DC





Above: Dale Brauning and son display the repainted safety paddle board near Riverside.



Above: John Middleton checks the track map in the newly constructed dispatcher's station at the Visitors Center—also an Operations Safety and Training Committee improvement. DC

Main Line Extension Feasibility

As reported a year ago, the Museum in 1995 commissioned a study to examine the feasibility of extending the main line from its current terminus at Talbott Park over the remaining 2.5 miles of Seashore-owned right-of-way to Biddeford Station. Building that line to a terminal on the heavily-traveled U.S. Route 1, near the Biddeford entrance to the Maine Turnpike, has been a planning goal of the Society ever since the needed property was purchased in the 1950s and 1960s. In recent years, however, the escalating cost of maintenance of both the existing 1.5 mile line and the cars which operate on it has raised the question of whether such an extension would be viable financially. To answer these questions, the Board appointed a committee and retained the services of an experienced transportation planner, Mr. Steven MacIsaac, and authorized that expenses be covered by the Main Line extension fund.

The committee reported this year, and the conclusion confirmed the doubts. The study found that constructing the track, overhead, and power distribution system, along with terminal improvements in Biddeford would cost \$2.2 million. Annual operating costs, including debt service for the

capital amount, would cost in excess of \$500,000 per year. Attendance would have to grow from the current 30,000 to 40,000 annual range to over 100,000 at a higher admission rate in order to cover the operating expense. Consequently, the Board concluded that this proposal would not be feasible and that further planning for extension to Biddeford would have to await major contributed funding.

Donor Support

Again in 1996 the Museum benefited greatly from the generous support of members and friends alike. The importance of this support can not be over-emphasized. It literally determines and drives virtually every program undertaken by the Society. Approximately \$72,000 was contributed in 1996 to finance paid staff and material expenses incurred during restoration programs which involve progressive work on approximately ten vehicles each year. This entire program is funded by members, joined occasionally by outside sponsor participation.

Member contributions also support dozens of other projects, and—through the Annual Fund Campaign—helped balance the budget. In total, cash donations amounted to \$200,000 and contri-

butions of goods or materials amounted to \$60,000. The Society extends its deepest thanks to all who contributed. Without these donations the present level of operations would simply not be possible. A listing of donors is found on pages 40-42.

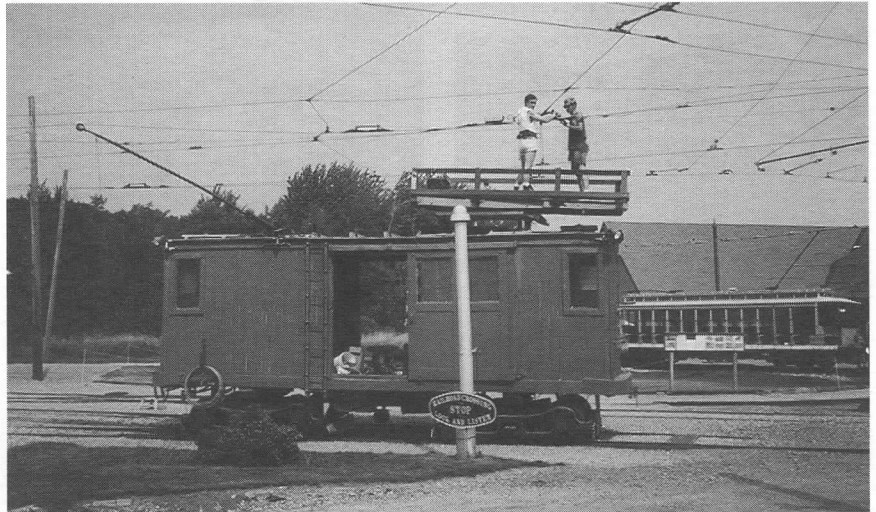
Endowment Planning

Despite this impressive level of support, the cost of sustaining the Museum's expanding programs is growing faster than its income. Seashore, as is essentially the case for all other volunteer-founded rail museums, has not yet developed an adequate endowment, the earnings of which can support the Museum operations. Seashore's total endowment, combining the formal endowment shown on the financial statements and the restricted endowment fund designated by the Board, is under \$50,000. Over its nearly 60 year existence, essentially all of the funds raised by the Society have been needed for acquiring the collection, protecting it, purchasing and developing the Museum site, and supporting restoration and interpretation. But to assure the long term viability of the Museum, an endowment measured in the millions of dollars must be raised to supplement income from the public and donations.

Recognizing this need, the Board this year established an Endowment Committee to plan and implement an endowment program. The committee examined endowment approaches used by many other nonprofits and began work on a multifaceted approach to build an endowment from sources inside and outside the Museum. The first focus is to ask members who care deeply about the Museum to consider planning gifts and bequests to the endowment, and the Committee began preparation of a brochure which will be circulated to members in 1997. Various methods of approaching potential donors outside the Museum are also under consideration.

Collections Policy

In the area of collections care and operations, the policies for operating cars in the collection were strengthened and formalized in the course of the year. This was the first step in implementing a formal policy of classifying cars in the collection according to their condition, their unique aspects, the degree of replacement of original material during restoration, and other factors. The reason for these policies is the conflict inherent in Seashore's status as an operating museum. As a museum, Seashore has the fundamental obligation to pre-



serve the items in its collection, and under generally accepted curatorial philosophy, this means preserving as much original material as possible. However, one of Seashore's primary goals has always been to recreate the experience of seeing and riding streetcars for generations who may never have experienced them in regular service. Any level of operation causes wear and tear on the car, and that use conflicts with the goal of preservation.

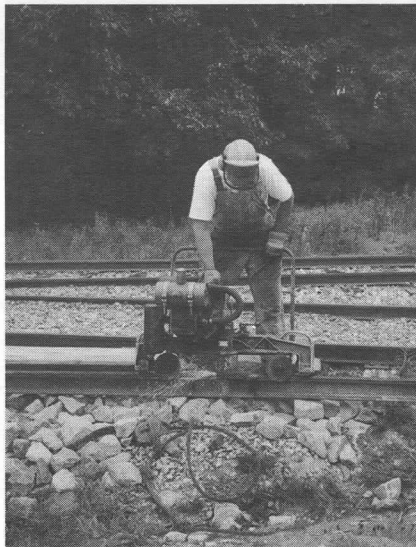
Recognizing this conflict, Seashore is evolving to a policy of classifying cars so that those with the most original material see the least operation, with several levels of classification separat-

Above: Chris Randall and Jack Coyle make adjustments to the overhead wire from the platform of Claremont (NH) line car 4. FM

Below left: Chuck Griffith and other members of Seashore's track crew make emergency tie replacements on some of the very early Seashore track in front of Shop 1, built by volunteers almost 50 years ago. DC

Below middle: Track Supervisor Peter Wilson uses equipment unimaginable to Seashore volunteers in the early days, as he grinds a newly Thermite welded joint to replace older worn rail on the Main line. FM

Below right: Another shot of Peter Wilson, this time inspecting vertical alignment on the loop at Talbott Park, which was put in service a year earlier in 1995. FH





Above: A photo shoot for Lerner's Catalog provided some additional income in 1996. DC



Above: Amy Mumm, and Dick and Elenore Howe keep Seashore's gardens green. DC



Above: Dan Heffner finishes the new brickwork at the Visitors Center rear entrance. DC

ing them from the most-used cars, which will tend to be the more robust cars, those that have been extensively rebuilt with new materials, or those that are duplicates in the collection. Ultimately, the use of accurate replicas for most operation is a Museum goal, but the cost of building replicas is presently prohibitive.

To preserve cars in the collection and to help ensure operational safety, the Museum has been steadily enhancing its inspection and maintenance procedures. In 1996, this included adopting a formal policy that no car could operate on the main line without undergoing a well-defined inspection, either performed or reviewed by the curatorial staff. In accordance with the evolving classification policy, the list of cars approved for regular public operation was defined formally, and additional cars are approved for restricted mileage based on their condition and historical attributes, as well as other factors. Though these more formal policies are a break from the traditional informality of operation, they are in the best long-term interest of the Museum and its collections.

Constraints in the Museum's budget reduced the level of funding for maintenance of the operating fleet. Accord-

ingly, there was a modest reduction in the number of cars which could be put through the maintenance cycle. Still eight cars were initially available, along with some key work cars. Monetary and physical contributions by our operating volunteers facilitated adding two additional cars to the passenger fleet. Few museums have as many as ten different cars available for public operation on a regular basis.

Member Magazine

Turning to another important Seashore activity, the Museum's member magazine, *The Dispatch*, continues to be published on its schedule of six issues per year. The issues usually contain at least one historical article, reports from Museum department heads, and news items of note. Most issues of the magazine contain 12 pages of text and photographs, with many larger than this, as news items warrant.

The Museum membership looks forward to receiving *The Dispatch* on a regular basis. An informative dependable publication is essential in an organization such as Seashore which has so many members living at a distance from the Museum. The publication becomes their lifeline and connection to the Museum. Tremendous credit is owed to

those who maintain its quality and its regularity.

Museum Presentation

As every year, a variety of projects took place around the Museum which enhance its appearance or improve conditions. A notable improvement this year was the volunteer project to place a more suitable exhibit car at the front entrance. The display track at the front of the Museum property was constructed some years ago so that an attractive car could be placed there to help entice passing motorists into the Museum. Unfortunately, it soon became clear that the damage from sunlight to cars displayed there meant that restored cars could not responsibly be left there. In the interim, all-metal rapid transit cars had been used for display, but were felt not to be as appropriate as a streetcar or interurban car. This year, one of the Museum's three "Bullet" interurban cars from the Philadelphia & Western was selected for display, and was painted in its latter-day bright orange livery. As detailed in the vehicle conservation report, a concerted volunteer effort made the car and its surroundings a greatly enhanced welcome to visitors.

The Museum's track forces began a program of significantly improving the

main line track in 1996 by installing the first 300-foot length of welded rail at the beginning of the former Rochester, Syracuse & Eastern catenary towers. Planning for this project had been underway for several years, with Seashore's crew mastering the Thermite welding process in preparation. The goal of the welded rail installation is to upgrade sections of the line where older, worn rail and second-hand ties were the only resources available when the line was built. The welded sections give fewer bolted joints to maintain and mean a smoother ride to the benefit of both passengers and the cars running on the line. Combined with the new ties installed selectively in recent years and ample use of rail anchors, the rebuilt sections are much more robust. This very labor-intensive project will be continued in 1997.

Other projects around the Museum undertaken in 1996 include replacement of a section of Fairview Carhouse's roof, which collapsed under heavy snow. New frame members and sheathing were installed by volunteers to return the structure to sound condition. Elsewhere, considerable drainage improvements were made by volunteers along the road near the Highwood lead, around South Boston Carhouse, near the Library, and near McKay crossing (where a culvert was replaced).

Seashore Library Progress

Work in the Library has continued to concentrate on cataloging and organizing books, photographs, and the periodicals in a way that preserves them and at the same time, as much as possible makes them accessible to Museum members and to others as a result of the increasing public awareness of the Library's research potential. This past year the Library has been fortunate to have the services of several volunteers who, on a regular basis, continue to organize the archival materials and the Society's collection records.

Seashore continues to seek the fund-

ing for an adequate library building that would be climate controlled and would accommodate in one building the Library's extensive holdings—now spread across multiple locations on the Museum property. These efforts have yet to bear results, though the need to house properly the ever-expanding collection in an adequate structure open on a regular basis is a dream, goal, and one of the keys to the Society's overall development.

Organization Support

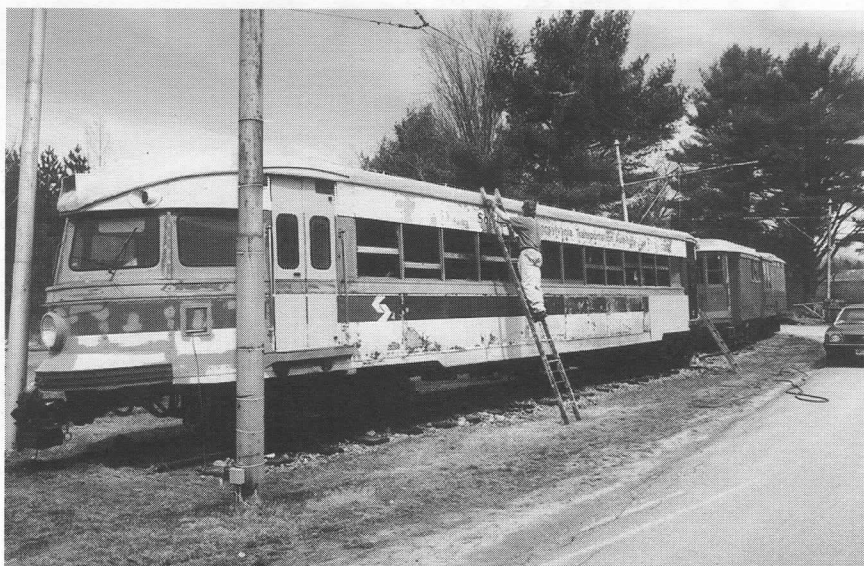
Many outside organizations made donations to the Museum again in 1996, for which the Society is very grateful. In addition to those cited above, the Sutherland Dows Foundation of Iowa, again contributed to the endowment for Cedar Rapids and Iowa City interurban car 118, this year donating \$1,350. The 470 Railroad Club of Portland do-

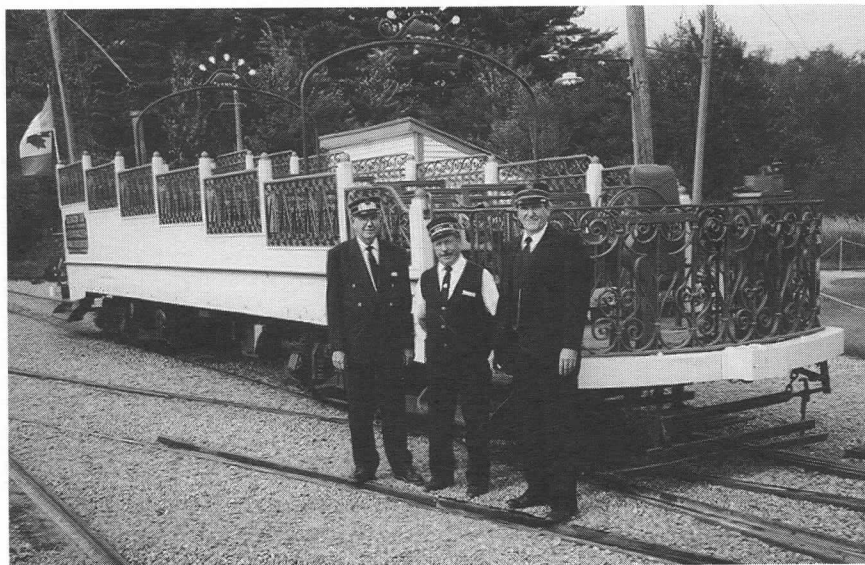
nated \$500 to help the restoration of Maine interurban cars from the Portland-Lewiston and Aroostook Valley lines. Dayton Sand and Gravel once again contributed the regrading of the Museum's entrance roads. The Society extends its thanks to these organizations for their continued support.

A most unusual but very welcome donation came to Seashore this year from the owners of Funtown USA in Saco. In support of the annual Halloween Ghost Trolley event, Funtown donated a very large quantity of professionally designed ghostly material, which greatly enhanced the effectiveness of the year's event. A large crew of Seashore members helped move and set up the donated items in time for Halloween. The original cost of the material had exceeded \$40,000, and the Museum is very thankful for this gracious support.

Right: Member Jim Hamlin uses some of his construction equipment to replace a collapsed culvert at the McKay crossing. Such repairs are a constant and costly necessity, though they often are not even visible once done.

Below: Much more visible are the enhancements to the main entrance undertaken by Conrad Misek. Here he prepares Philadelphia "Bullet" car 203 for repainting. DC





Above: Seashore has an active contingent of volunteers from Quebec. Here Bernie Martin, Maurice Bervais, and Denis Tremblay pose with "Golden Chariot" No. 2 from Montreal. FM

Volunteer Recognition

As a means of recognizing the countless hours of labor that members expend on the Museum's behalf each year, the Board voted to implement a program of volunteer service recognition. Volunteers will be encouraged, as always, to report the hours they have contributed, after which very attractive cloisonné pins will be awarded at the Annual Meeting to those who have crossed key thresholds. The first such award will be at the May, 1997 meeting. Five levels of participation will be noted with progressively ranked pins honoring increments from 150 to 2,000 hours. The hours reported are also valued and help indicate the total support to the Museum. In some cases, these amounts can be applied as a match for matching grants, so the reporting process can have benefit to the Museum, in addition to the completion of the many tasks undertaken. All volunteers are urged to report their contributed hours regularly.

As detailed in the Vehicle Conservation Report on page 20, Seashore's staff and volunteer curatorial forces continued to be very active during the year. Cars making major advances during the year included Rochester *Peter Witt* 1213,

Connecticut closed car 1160, and Cleveland center entrance car 1227. At least 20 other vehicles also saw measurable work, indicating the extremely high level of activity in this part of the Museum's operations.

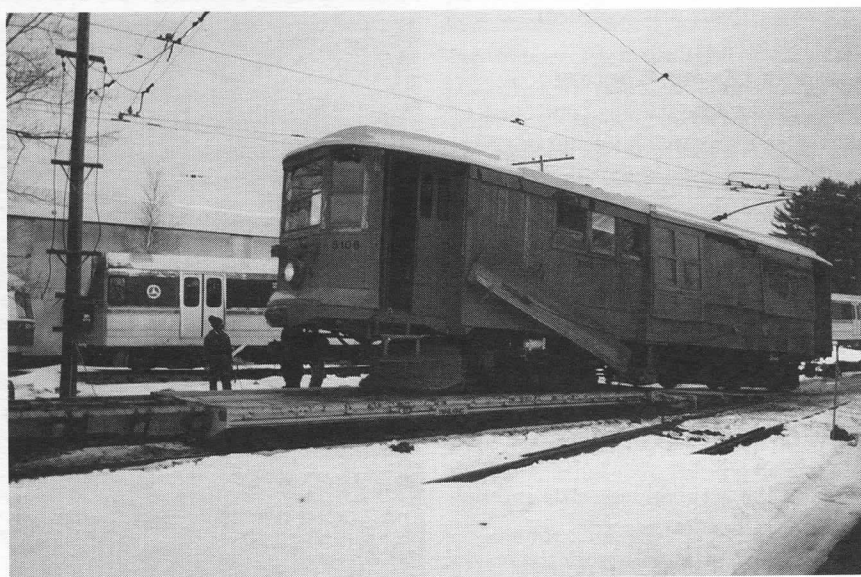
Acquisitions of vehicle exhibits during the year included two 01400-series rapid transit cars from Boston's Red Line, a Flyer bus from Boston, and a rare

1930s-vintage Yellow Coach from Williamsport, Pennsylvania. Several very valuable pieces of work equipment also came during the year. A complete report of acquisitions is found on pages 34-36.

Much of the Museum's activities in 1997 will be focused on preparing for the annual Association of Railway Museums Convention, which Seashore will host in September. This will mark the fourth time since the founding of the Association in the early 1960s that Seashore has had the honor of being the host Museum. Since ARM was last in Maine in 1983, the organization's membership has grown to over 100 museums from the U.S. and Canada. Though the group was founded by trolley museums, and though virtually all of the conventions are hosted by trolley museums, the group now counts many railroad museums among its membership as well.

ARM serves a very valuable function in fostering inter-museum cooperation, in lobbying with governmental and outside organizations, and in promoting proper practices. The 1997 convention headquarters will be at the Holiday Inn in Portland and several

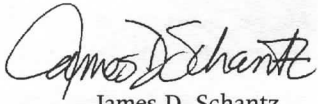
Below: Seashore responded to a request from Boston's MBTA by lending plow 5106 back to the Authority to strengthen their winter fleet. Here it returns from its trip south in February. DC



Museum Director's Retrospective

other Maine rail museums will join in hosting activities during the week-long program. For Seashore it will be an opportunity to put our best foot forward for our peers by making the grounds, the operations, and the exhibits as presentable as possible for the registrant visitors.

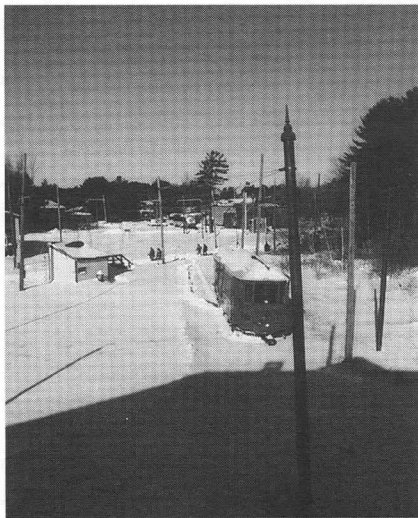
Preparation for the convention will serve as an important means of focusing the efforts of Seashore's volunteers and staff. Despite the very challenging financial environment, the Museum has continued to advance and can be confident that with creative and diligent efforts, its future development will be assured as well.



James D. Schantz
Chairman,
Board of Trustees



Above and below: Another Boston Type 3 plow, No. 5159, clears fresh fallen snow. DC

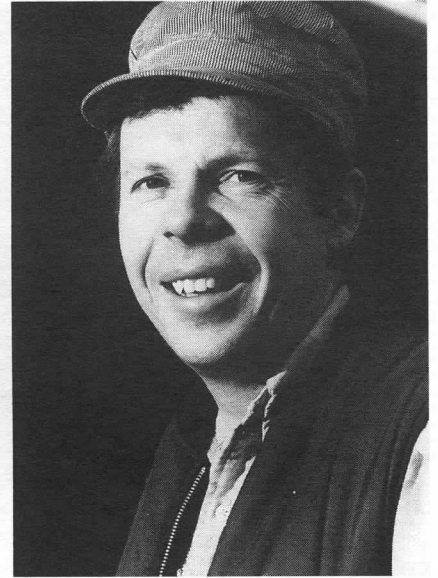


In 1996, the Museum's long-serving Director, Donald G. Curry, elected to step down from his position and to return to the Museum's restoration shop, where he now serves as Senior Curator. The Board deemed it appropriate to ask Mr. Curry to share his experiences with the Museum's membership and friends by recording his perspective on the many events which occurred during his very productive tenure. The following is his report:

I am taking this opportunity to share my views developed over eight years as Director of the Museum. This will be a look back at what happened during that time, especially over those things for which I was either directly responsible or the catalyst. However, we can't only look back, so I also want to share my concerns and hopes for the future of Seashore, now in its 58th year.

When I made my first report to the membership at the 1989 Members Day I wore a suit coat and tie accompanied by a pair of very worked-in pants. These symbolized my duality, because of the funding sources for the position: half time in the office and the other in Town House Shop. Over time, as the Museum administrative duties became more complex, and eventually as Michael Simo-

Below: A grader from Dayton Sand and Gravel resurfaces the parking lot near Tower C. As Director, Donald Curry secured the generous donation of the firm's services. DC



Above: Donald Curry in restoration attire, which he wears again as Senior Curator. SL

nds took over as Shop Foreman, I moved to virtually full time administrative functioning in the Visitors Center with certain outreach functions.

In the 1970s and 80s, when I came to work in the Shop Saturdays, mine were often the only set of tracks in the snow leading from Log Cabin Road to the rest of the grounds; my car had to remain out front because the road was unplowed. This was especially true when the Trustees held their winter monthly



Above: On busy days, there is a tremendous amount of activity at the Museum. Here four different passenger cars, including three opens, are active on a warm August afternoon. DC

meetings at MIT in Cambridge. Now Seashore is a full-time year-round operation, often with as many volunteers on the grounds in February as in midsummer. The roads are plowed, there are several heated buildings, members reside in the Bunkhouse as well as a number of trailers on the grounds. (All of which represent considerable expenses.) Recognizing the Museum itself is the center of Seashore's activities, virtually all meetings are now held on the grounds or in the neighboring community.

In the early days, all activity could be found concentrated on the one or two projects in progress—painting a car, laying a few more feet of track or, as when I first set foot at Seashore in 1953, constructing the Uncanoonuc parts building. Now the activity is spread throughout the grounds with car restoration work, planning meetings, Visitors Center upgrading, Library work and any number of other things proceeding during all seasons. This activity has been greatly multiplied by the relatively modern power equipment we have obtained, enabling one person to do the work of many. With this activity apt to be scattered and under the direction of different individuals, coordina-

tion is difficult to say the least. This points out the need for some sort of central planning/coordination to make sure all projects are serving the best interests of the entire Museum and to best utilize scarce volunteer and other resources.

During the time I was teaching and working at the Museum summers, the Shop work was crammed into a 10 week period with the crew consisting largely of high school and college students supplemented by volunteers. During the off-season, little activity took place. As Town House Shop gained more credibility from the quality and extent of its restorations, its functions transformed to year-round with artisans for whom this was their livelihood or a major portion thereof. Initially it was a large open shed including the lean-to where the machinery is now located. After a visit to Illinois Railway Museum in (the year of their convention about 1972 or 3?) I noted their original shop/administrative building was insulated and heated at a very reasonable cost. Why couldn't we do that here? With the great help of member Jim Tebbetts, the original loft (20 x 60 ft.) was constructed giving us an easily heated area on the second floor. This was followed by the



Above: Trolley rides are popular with kids of all ages as this June view in 631 attests. DC

construction of a visitors gallery allowing viewing of work in progress both upstairs and on the main floor. The next step was enclosing the area under the first loft and installing hot-air furnaces. We could now work all year.

While these areas greatly expanded the scope of work that was done, there were still several problems: As we obtained more and more machinery it was impossible to set it up with adequate room to operate it safely, incompatible functions were occurring in the same areas (e.g. sand blasting and painting) and major body work was still being done in the less-than-satisfactory plastic and 2 x 4 framed tents. As we became involved in more large-scale projects requiring disassembly of a car body for a long period of time and developed the stable year-round professional staff which, for economic and safety reasons, required adequate room and a good working climate, plans were formulated to make major improvements to the Shop.

The project was made feasible by the combination of a generous donation from the Albert T. Casey O'Neil Foundation of St. Paul, MN and the availability of Future Builders, Inc. The latter is an organization which works with area

high school students who, for various reasons, are unable to cope with a normal full-day academic program. They spend half a day gaining hands-on experience, well supervised by skilled adults, who not only teach the young men carpentry skills but how to cope with life. Over the period of 1990-91, the second-floor was extended the full 120 ft. length of the Shop and enclosed above and below. This included replacing the building's exterior siding, full insulation, wiring, and a new seven-zone hot-water heating system. At the same time two insulated "boxes" were constructed adjacent to the heated area making it possible to have good working conditions all year round. The visitors gallery was extended the entire length of the Shop including a raised area at one end making it now possible to see much more of the work going on below. To coordinate with our reconfigured tours a new stairway was constructed at the south end of the Shop.

We were becoming aware of the need for a more safe, dynamic, and authentic experience for our visitors. Some were given a "royal tour" but the information was faulty, others were given only facts but in an uninspiring manner, while others were given a dynamic, accurate experience of the trolley industry and Seashore. We also became aware of similar inconsistencies in our trolley operation. The Operations, Safety and Training Committee was set up and instituted spring training days for all who operated cars, no matter how experienced. This has further evolved with Instructor/Inspector and Dispatcher qualifications. Concurrently, instruction manuals, rule books, collection guides, and numerous information bulletins were written and published.

We also invited the SPNEA (Society for the Preservation of New England Antiquities) to present a how-to (and how-not to) seminar to our motormen which became the impetus for our now much more comprehensive and formalized tours.

For seven years, in March, the Museum has held *Winterthink* planning sessions where a large cross-section of members have gathered to learn from persons who could help us better understand who we are and where we should be going. Such luminaries as Mark Smith, Bill Withuhn, William D. Middleton, Frank McKelvey, Tom Davidson, Karen Peterson, Ray Crapo and O. R. Cummings challenged us to think about how we are going to develop and use our property, interpret our collection, care for our collection, and understand both what it is and its significance.

Throughout this period I have remained very involved with bringing the story of the Museum and trolleys to schools, historical societies, service clubs, and other groups, presenting as many as 75 slide/lectures. I have worked with the City of Portland Parks and Recreation Department whose responsibility is Riverton Trolley Park. At its centenary in 1996 I took a number of interested citizens on a tour of the park

sparkling interest in it so a community group has now been formed to preserve and interpret this unique resource. For schools I have made two different types of presentations. First, introducing elementary students to the Museum through a slides and a ghostly story to which they draw pictures which are displayed in the Visitors Center for the Ghost Trolley event. Second by presentations given at other times of the year on trolleys in general but, wherever possible, tailored to their school and the trolleys of that community. I have written a number of stories of someone their age and their experience with the trolley and that person just "happens to be sitting in the classroom right in front of me", such as the boy from New Gloucester, Maine who "shook hands with Teddy Roosevelt on the front of the Narcissus in August, 1914."

It became obvious that, with increasing competition for the tourist's dollar, volunteers and whatever effort I could put in was insufficient to get the message out and develop and operate quality

Below: In recent years, the generosity of the Sutherland Dows Foundation of Iowa has helped build an endowment for Cedar Rapids and Iowa City interurban car 118. Here the car is shown in the early 1950s crossing the Iowa countryside and reaching speeds over 60 mph. SL



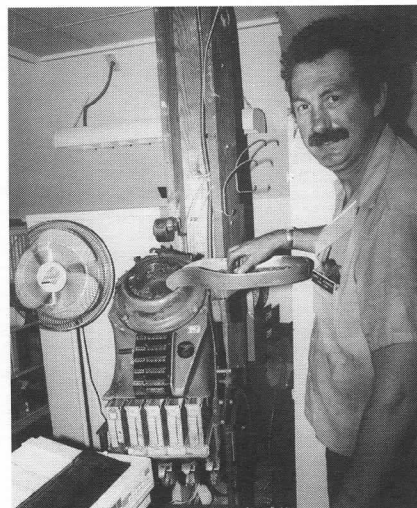
special events to attract visitors. Therefore we created and filled the position of Manager of Marketing and Special Events that developed our calendar, a series of interesting special events, and advertising strategy. Over the years we have experimented with various types of events, such as Vidbel's Circus, Mr. McFeeley, Movie Sing-Alongs, Maine Power Equipment Days, Cajun Fests, etc., some more effective than others, but the Ghost Trolley has evoked considerable interest especially in the local community. For two summers the field trip to Seashore was considered the highlight of the hundreds of Elderhostel visitors' week at the University of New England.

We have recruited volunteer labor from sources beyond our own membership through such agencies as Retired Senior Volunteer Program (RSVP), Senior Community Service Employment Program (SCEP), and FBI as mentioned above. Seashore became the first recipient of work-release parties from the York County Jail, a continuing valuable source of labor which has enabled us to do many property improvement and cleanup projects such as painting the Library, constructing stone linings for ditches, cutting and clearing brush, etc. as well as give a meaningful work experience to the participants. FBI was also

involved in reroofing Arundel Station, and making improvements to the Bunkhouse and the old Power Station. We developed a close working relationship with the printshop of a nearby correctional center which does much of the Museum's printing.

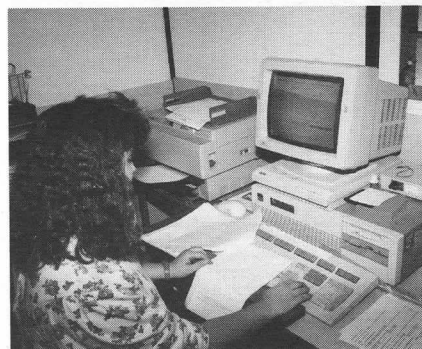
During my tenure, the Visitors Center was transformed and largely completed. First the Museum offices were moved from cramped and temporary quarters to the second floor. The area was given a proper heating system, and subsequently enlarged by the FBI to accommodate the ever-increasing office and administrative functions. At the same time we went from primitive adding machines and typewriters to a computer network. (I had the experience of delivering the first brand new XT personal computer which has since been superseded by much faster models.)

During this time the Store was completely insulated by volunteers but still remained dimly lit, incomplete, and the Orientation Room was an echoing cavern. Thanks to the generous donations from the family of deceased member Leslie Lynde, later added to by a number of members, and supplemented by borrowing, a first-class renovation of the downstairs was feasible. Working with architect/member Schuyler Larra-



Above: Gary Jenness demonstrates this recent addition to Seashore's office—a coin counter from Boston's transit system. DC

bee and the Long-Range Planning Committee (an outgrowth of *Winterthink I*), plans were drawn up and, over the winter of 1995-6, the work was done. My functions involved coordination with the architect and various contractors as well as recruiting volunteer labor. We were able to obtain donations and/or substantial discounts of materials used in the construction such as the tin ceiling, Holophane lighting, heating, paint, etc. The Store now can be secured at night, has safe, clean heat and fans, a proper floor and a distinc-



Above: Bookkeeper/Office Manager Marie Bramblett at the computer in the office suite on the second floor of the Visitors Center.

Right: In 1996 the office working environment has been improved by the erection of partitions around staff members' desks. DC



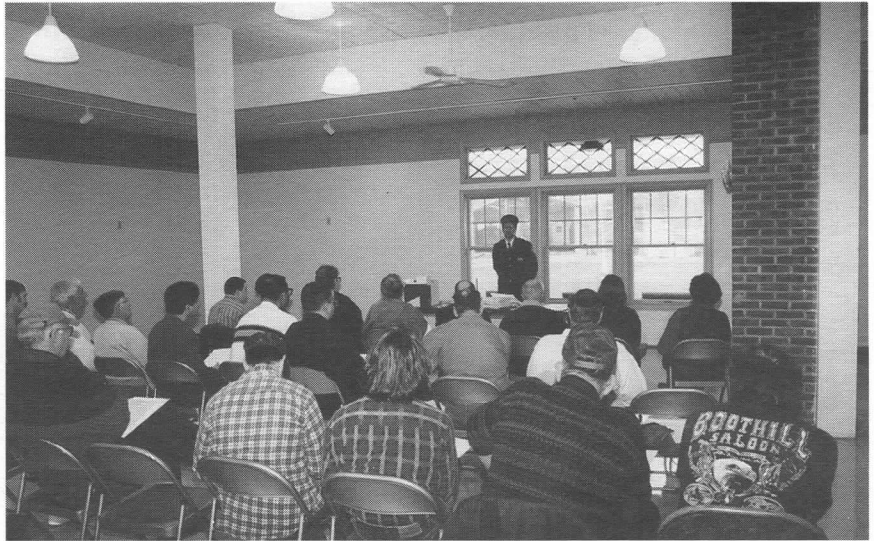
tive ceiling, highlighting the various areas and functions. Wiring was greatly upgraded and stairways were reconfigured to meet current codes.

We organized and coordinated several retreats for the Board of Trustees to help them to work together better and focus on the mission of the Museum. The result of one was setting up the Executive Committee. Weekly staff meetings were set up with representatives of all departments where day-to-day operations were reported on and discussed.

During my tenure we compiled and wrote 34 Project Updates accompanying the membership mailings which encouraged contributions to projects described therein. These encouraged the donation of several hundred thousand dollars. At the same time I took many photographs and slides of activities which accompanied articles composed by me and others for our magazine, *The Dispatch*.

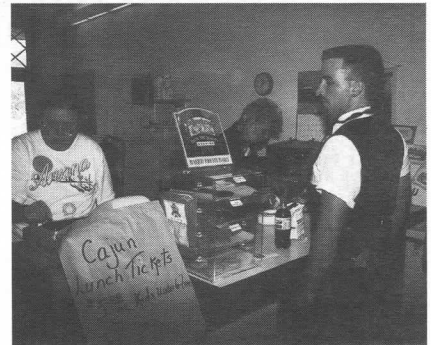
Improvements to the grounds involved what has now become a yearly donated service of grading the roads, plus painting the Library, removing trees from around it, and leveling the structure as much as possible. Improvements to our power system involved disposing of a large PCB filled transformer and donation and installation of its replacements. At the same time a new main disconnect switch was donated and new power lines run to the power station.

Looking into the future. After reflecting on the challenges to our Museum, and there are many, if I were to choose the greatest I would have to say it would be *relevance* and this covers many areas. Most significant is relevance of the trolley to the public in general. How long has it been since a trolley has run in your home town? How many have the experience of watching the motorman in his distinctive uniform handling the controls and making personal contact with his passengers? Significant mass transit is found



Above: The Operations, Safety & Training Committee put the newly completed Museum Store space to good use for new operator training in April, just before the store displays and merchandise moved in.

Right: The "Trolley Dog" food service moved back into the rear corridor of the renovated Visitors Center. Here members Helen Heffner and Lorraine Cooney handle a food order from operator Jeremy Whiteman. DC

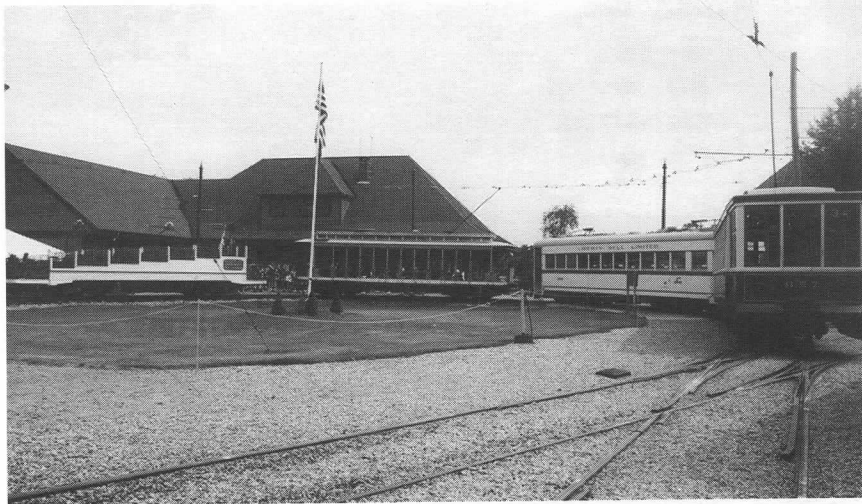


only in major metropolitan areas and, in my opinion, has become sterilized and has lost the individual character of the "trolley era." Even trains are, for much of the country, only a remote part of the average person's life with the demise of most passenger trains, the depot, and freight lines becoming very much segregated from casual encounters (exceptions, of course being major metropolitan areas). And, at that, how many parents say to their offspring when they come to the Museum, "Oh look, there goes the 'train.'"

Second, since our newer membership has had little, if any chance to experience the trolley in its "grandest" form, and since those who have had are passing rapidly from the scene, only a secondary experience is possible, either from the Museum's collection or reading or seeing them in books, magazines, and videos. Some have said the

only way to attract new members will be to get transit vehicles of the new generation—LRV's etc. If they relate only to the "new," what fate then is in store for some real gems (in my opinion), collected in our early years, that presently remain in the back of our carbarns virtually unknown by the membership? Will they be willing to support restoration and conservation of cars which operated during their long-dead ancestors' time? To someone of my generation a PCC was a "new car," even though some of ours are 50+ years old, yet during my administration they took their place among the operating fleet.

While I have always regarded our Museum as a "link" between the past, when electric mass transit was paramount, and the future as it returns to certain areas of the country, for those where this is not happening, Seashore



Above: A special event in 1996 was a trolley birthday party—Montreal No.2's 90th, Connecticut 303's 95th, Lehigh Valley Transit 1030's 65th, and Montreal 957's 85th. All four cars, still in operating trim despite their age, are in front of the Visitors Center on August 24, 1996. DC

will remain a mystery—a place people may have heard about but never considered worthy of a visit.

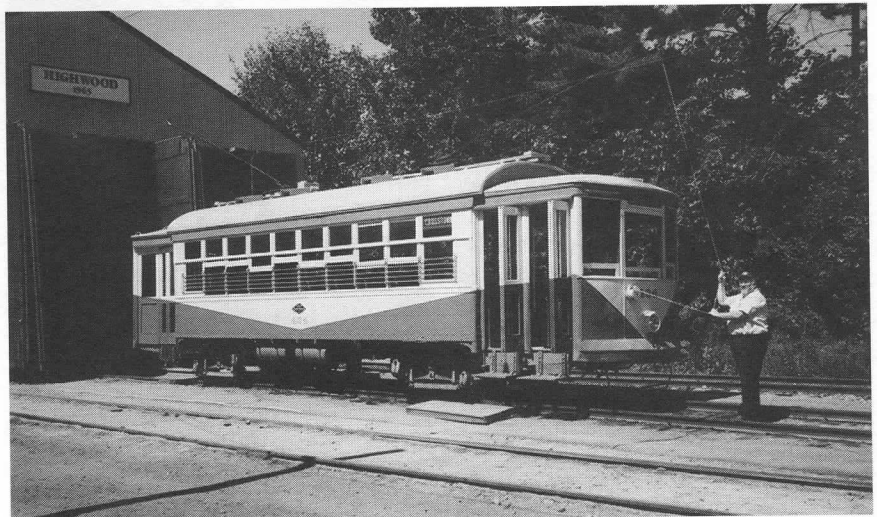
When something is relevant, an individual will want to learn more about it, experience it, support its preservation, and perhaps even join an organization. After joining they may choose to become involved in the organization's activities including management and its financial support. This does not say it will be easy or we will remain the type of institution we presently are.

Below: A key operations function is greeting arriving tours, as Jim Davis demonstrates. DC



Thus our challenge for the future is to remain relevant to those who might support us to whatever degree. As their relevance changed with the coming of the automobile, trolley companies tried any number of things such as garish paint schemes, "electromobiles", fare incentives and discounts, trackless trolleys, and ever more thrilling rides and acts at their trolley parks. We know their fate. Will the trolley museum "industry" go the same way but offset by a couple of generations? It will never be

Below: As part of their visit, tour groups and individual visitors alike are taken by trolley to the Highwood exhibits. Here Bud Breslin changes ends on Dallas 434 for the return trip. FM



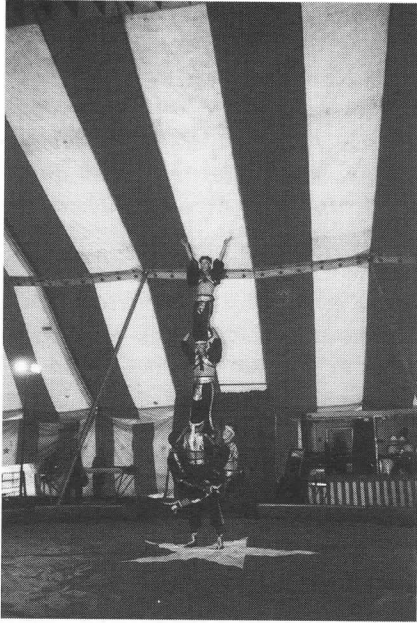
easier than now when we have the "endowment" of the experience still alive in our active membership to explore and develop relevance. But it's also up to us to find new ways to be relevant to the public, our members, and the corporate and government world from which the financial base comes. We have a glorious past, are preserving and celebrating a pivotal industry in our country's history, and have developed a collection to represent this coupled with techniques for operating and restoring it. It's up to each generation to pass this on to the next yet adding its own insights. What kind of reflections will my successors make? This future begins here and now.

Space does not permit a complete review of our operations. Please refer to previous annual reports for details.

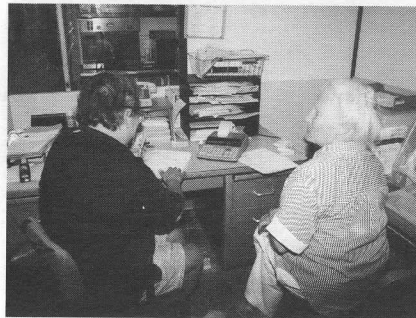
It was a very challenging eight years during which the Museum changed drastically. I feel honored to have been a part of it, and look forward to the next eight and even eighty years.

Donald G. Curry
Donald G. Curry
Senior Curator

Exhibits, Interpretation, and Marketing



Left: A special day at Seashore is the annual visit of Vidbel's Circus. As shown here, the acts performed in the circus tent are quite skilled, and the event evokes memories of the era when trolleys carried thousands to circus tents. **Below:** The circus visit is mutually beneficial, as Seashore's Helen Heffner finds when she tallies and divides the proceeds with circus owner Joyce Vidbel. DC



The Museum's work to spread its message involves a wide variety of activities undertaken by both staff and volunteers. In addition to the exhibit developments in the Visitors Center and the aspects of public operation described earlier, the following is an overview of Seashore's 1996 efforts to reach its audience.

Public Outreach

The Museum continues to conduct an active program of educational outreach, bringing the story of the trolley and Seashore to a variety of audiences. Each presentation is tailored as much as possible to the audience so it relates to their age and interest in Seashore. One major project each year is the Ghost Trolley presentations made to many elementary schools throughout York County, Maine. As usual, the drawings, which are the students' interpretations of the slide/open-ended story, were displayed in the Visitors Center and viewed by many of the students—helping to draw them and their families to the Halloween event.

In conjunction with the Portland Parks and Recreation Department, Seashore's Director Donald Curry and mem-

ber Denise Macaronas put on a program to celebrate the centenary of the opening of Portland's famous Riverton (trolley) Park in June. With the help of trolley historians O. R. Cummings and Bill Robertson, many period views of the park were obtained and converted to enlarged color posters and slides. Views of the park as it now stands were also taken,

The Mayor of Portland led a dedication of the reconstructed stone trolley and carriage entrance gates followed by walking tours of the still extant grounds. The enlarged period photographs were set up next to each to illustrate what was there 100 years previously. In the evening a slide/lecture program was also given before a large and enthusiastic audience, many of whom had been to the park in its heyday.

Other talks were given to historical societies, public libraries, elder care facilities, and the Portland Children's Museum. The Kennebunk Portside Rotary Club held a meeting followed by a tour. A drawing for a chance to run a trolley was won by the grandson of the club's president. As well, a local university management class held a session at the Museum.

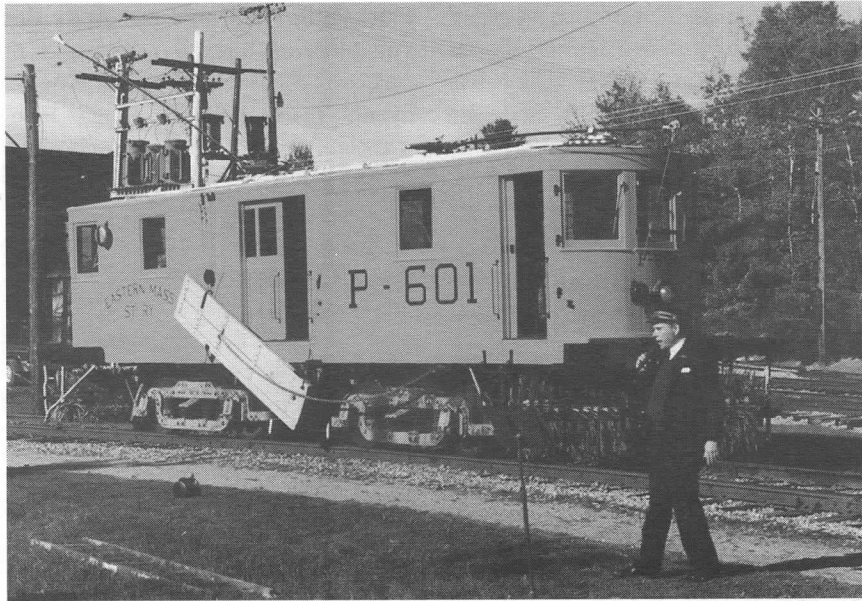
Marketing Programs and Activities

The Museum hired a new part-time Director of Marketing and Special Events, Tracey Silloway, in mid-January. Her initial efforts consisted primarily of filling in the blanks and absorbing Seashore's past efforts.

A major concern for the Marketing Director arose regarding the Museum's educational program. There is a direct need for a educational program to enhance the value of the special events and, in general, the whole visitor experience. It seemed as though a peak in attendance had been reached for special events and was subsequently falling. The fear was expressed that the same special event could only be offered for so many years before losing appeal. Reference to the book *Making Your Event Special*, prompted a serious study of Seashore's efforts. Meetings were held to scrutinize each event, which resulted in posing two questions: "Did the event support the Museum's mission statement and/or did the Museum make money from the event?" No event was able to fit both categories.

It was agreed that a formula should be developed to determine expenses vs. income for each event. With better organization and research, efforts could be tracked and analyzed. Also, events should become better as they progress, if money is reinvested wisely. Once it has been determined to hold an event, a specific marketing plan will reap rewards.

Sponsorship is another way to make an event succeed financially. Corporate sponsorship had not been regularly sought for Seashore's special events. However, this year Kennebunk Savings Bank again donated toward Ghost Trolley, along with several other corporations for the first time: Coca-Cola made a cash contribution, Shop 'n Save provided gift certificates, cups came from Shaw Supermarkets, and cider from Bradley's Department Stores. The Museum thanks all these sponsors for their support. Individual event coordinators are



Above: One of Seashore's most effective interpretive events is the Trolley Parade, held three or four times annually. Scott Hooper narrates as Eastern Mass. snow sweeper P-601 passes. TG

being sought within the membership to develop sponsorship further for future events.

Another corporation providing regular sponsorship is the Monarch Company of Atlanta, makers of the Moxie soft drink. Again this year, the company contributed toward the annual Moxie Day event at Seashore, when collectors from around New England meet at the Museum to swap memorabilia and to enjoy their favorite beverage. The Museum extends its thanks to Monarch for this continuing support.

The next question to be asked, was: "What is the purpose of holding special events?" There were three answers: "To keep Seashore's name before the public," "to raise money," and "to give the public a reason to visit or revisit." There are many ways to accomplish these goals that are worth exploring further, and that should ensure the special events better fit the Museum's mission.

One reason, in particular, that Seashore might want to pursue other avenues is that proper facilities are needed to accommodate events. If an event one year has a live jazz band and the next has only a disk jockey because of facil-

ity limitations, some momentum has been lost. The same is true for food service, moving from catered food to food prepared in-house. This was the lesson learned from the 1996 New Orleans Cajun festival, and the event will be discontinued. Consistency is also very important for special events. The events require high maintenance and tremendous energy, especially for preparatory and clean-up efforts. There is currently no proper facility at Seashore for indoor bake sales, food service, birthday parties, so some of these events are, unfortunately, unfeasible.

Seashore's primary source of public income remains the individual visitor. Ghost Trolley, however, is still a big fundraising opportunity. With a generous donation of \$15,000 worth of Haunted House props from Funtown/Splashtown USA of Saco, the revitalization of the event has become a serious goal. With a considerable extra effort this year, Ghost Trolley maintained about 2,000 attendees, despite unfavorable weather.

Other events are offering new features. A smart idea from a member prompted the question: "What is the

one thing our Trolley Birthday Party is missing?" Answer: "Presents." So presents were added, leading to more satisfactory parties.

The Visitor Experience Committee has also been addressing related special event issues. Many of the events are considered minor, with outside organizations coming to hold them. Seashore's major events are Ghost Trolley and Christmas Prelude. There was also a need to separate "promotional days" from actual events from a publicity standpoint.

Advertising and Publicity. Seashore's past marketing efforts resulted in exceptional media coverage in 1996. Seashore was especially honored to receive the 1996 Editor's Pick Award from *Yankee Magazine's Travel Guide*, which described Seashore as "one of the outstanding reasons to visit New England." Support from the magazine was apparent earlier in the year when Seashore was highlighted with a write-up and inclusion in their nationally distributed *Calendar of Events*. Other prominent appearances included a well-known German magazine, *Abenteuer & Reisen*; another mention on NBC's *Today Show*, and, a visit to the *Boston Globe* at the beginning of the season, resulting in a full color spread in their event calendar. Several articles appeared in local papers throughout the year, including, the *Journal Tribune*, *York County Coast Star*, and *Tourist News*.

Seashore's television public service announcements were remade for 1996, by a member who is a Boston television professional, and sent to stations by the end of May. Many viewers reported seeing them during their prime time. A man who appeared in one scene, saw himself on television and called to request a copy.

Advertising money remained minimal, and Seashore relied on the same generosity it has received in the past from *Tourist News* and the *Sunshine Guides*. Money was budgeted again for four color ads in the *Kennebunk/Ken-*

nebunkport Chamber of Commerce's package, Maine Invites You, the Kennebunk/Kennunbunkport Experience, and the Chamber's map, a \$3,000 package. At the time the contracts for renewal are due, Seashore's staff is in the midst of Ghost Trolley preparations, so the same ad has been run for almost four years without changes. Efforts will be made to redesign all ads prior to the next season so that their effectiveness is improved. However, despite time pressure, two ads were changed in time to highlight the *Yankee Magazine* award.

Brochure. The annual brochure was somewhat delayed by parties outside of Seashore so did not make it off the press until the end of February. However, distribution contracts were signed and ready by the time of its arrival. Rate increases allowed only 100,000 three

panel, four-color brochures, not enough to meet our distribution demands. Design was provided for a very reasonable rate by the four-color separators, Eastern Rainbow, who redesigned the brochure using Quark software. New photos featuring people in the scenes, were added to project a more lively experience. Also, a simple line drawing illustrating the loop to loop ride was added to illustrate the tour through Maine's countryside.

Promotional Material. This was a gray area for a new marketing director. With no existing corporate design image and with each project taking its own appearance, consistency was less than desired. Various vendors have been used for preparation with no central vendor list available. As a largely volunteer organization, many people are

involved in production and no central file existed to record activities.

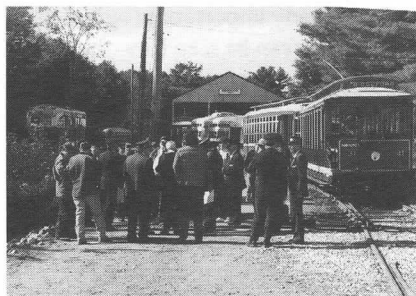
For promotional material created by the Marketing Department *i.e.*, La Kerresse coupons, Christmas Prelude coupons, Trolley Dollars, and posters, work has begun on development of a logo and style sheet for universal use. Another task is to prepare a sample of every piece of printed material in hopes that one vendor might be able to give us a quantity discount. As well, new vendor lists have been created to improve available records.

Tour groups. Seashore Trolley Museum has belonged to the Maine Tour Connection for many years. Tour groups and tour leads are regularly sent by them and other organizations, such as, The Greater Portland Convention and Visitor Bureau, the Maine Publicity Bureau, and the Tourism Industry Network. Those leads combined with our existing database compiled from an American Bus Association list, along and with research at the Maine Department of Tourism in Augusta, enabled creation of a comprehensive mailing list of almost 2,000 tour operators. Efforts to target tour groups prompted the design of a special four-color letterhead, which was mailed along with our brochure and fact sheet. A total of 102 tour groups booked with us 1996, almost a 20 percent response from the mailing. A direct-response card and phone survey will be added to 1997 efforts to help us serve our customers better.

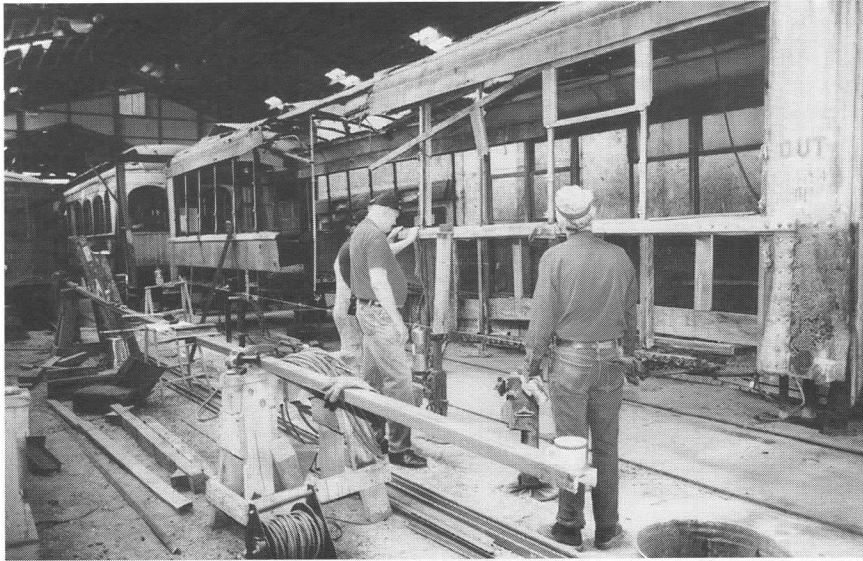
A further attempt to lure buses to Seashore was made at the Kennebunk Bus Committee Meetings. Buses visiting nearby Dock Square were being told to "get out." The meetings were held to find an alternative place for the visiting buses to park. Though Seashore's efforts to offer the Museum's parking lot as the perfect solution were unsuccessful, a flyer was created and personally distributed to the bus tour operators as they enter town. It offered Seashore as a nearby and attractive alternative to downtown congestion.

Right: Though effective, the Trolley Parades are very labor intensive to stage. Here the team of operators for a 1996 parade reviews their assignments near some of the waiting cars.

Below: Making a rare appearance in a parade this year was Philadelphia "Nearside" car 6618, the only survivor of the over 2,000 cars of this type which once ran in Philadelphia, Buffalo, Chicago, Atlantic City, and Lincoln, NB. TG



Vehicle Conservation



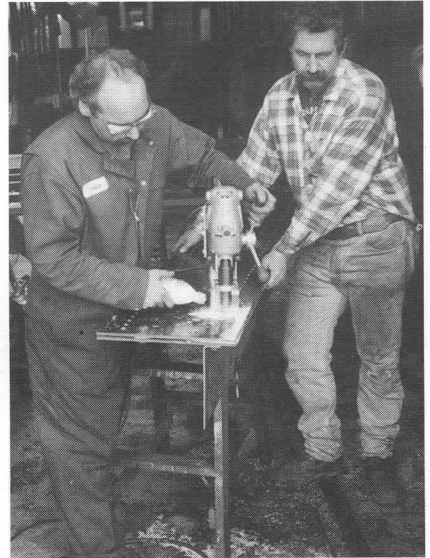
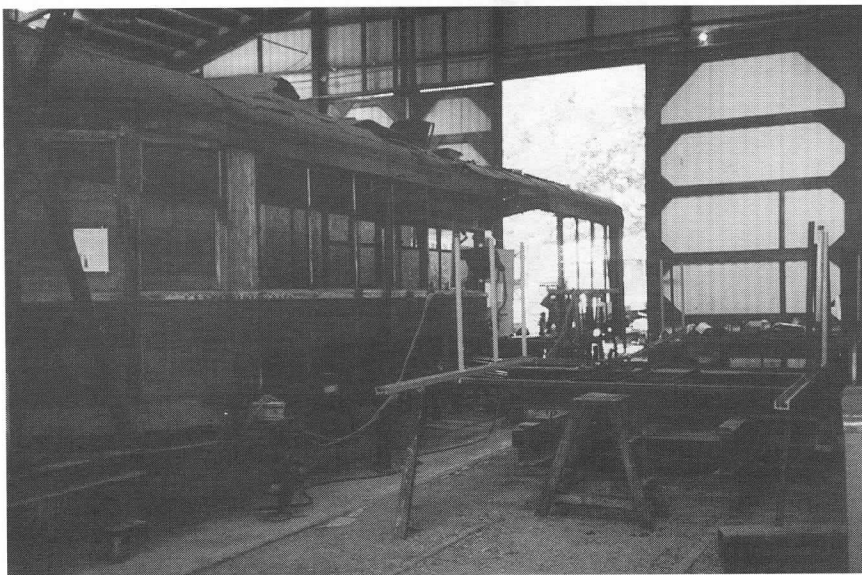
Above: The most ambitious project undertaken yet at Seashore is the complete rebuilding of Rochester "Peter Witt" 1213. A new underframe will be built on the jig in the foreground. DC

Seashore's restoration program advanced in 1996 with, as always, almost all of the work made possible only by the contributions and labor of Seashore members. Essentially all of the costs for the full-time staff to work on restoration projects are covered by donations. The Museum thanks all of these people for enabling this wide-ranging

and extremely important program to go forward. As can be seen from the report below, the contributors and workers both have accomplished a great deal.

After the past two years saw the completion of major restoration programs on Twin Cities 1267 and New York 631, no completed cars were outshopped in 1996, nor are any likely to

Below: The new underframe is taking shape in this view. Note the side sills and vertical "T" posts. Years of service in salt-coated Upstate New York streets had doomed the original frame. FM



Above: Staff members Dave Howard and Gary Jenness fabricate new body bolsters. FM

be in 1997. This does not reflect a slow-down in progress, but rather shows the complexity of the projects currently underway, and the interruptions necessary while funds are replenished. Greater financial support to each program is the only way to enable more rapid progress.

One of the most extensive restorations of a steel car ever undertaken at Seashore moved into high gear in 1996 as construction of a new steel underframe for Rochester "Peter Witt" car 1213 began. This car is one of both great historical and important geographical representation. The car is of the same design as the original front entrance, center exit cars designed by Cleveland Street Railway Commissioner Peter Witt. No. 1213 is one of 50 Cleveland-style Witt cars built in 1916, less than two years after the very first car of its type was hand crafted under Witt's personal direction in the main shops of the Cleveland Railway. It is, by five years, the oldest extant Peter Witt car. The Cleveland Railway later purchased 25 identical cars.

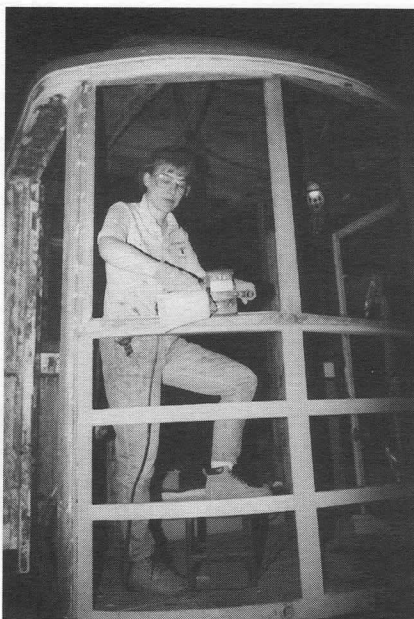
The car was designed to speed transit operation by allowing passengers to

enter the front door quickly without paying a fare. The fare would be collected by a conductor seated in front of center exit doors. Passengers could either sit in the front, then pay upon exiting, or pay as they passed the conductor before sitting in the rear of the car. This system avoided crowding at either car entrances or exits and smoothed passenger flow. It also increased efficiency compared to the earlier practice of having the conductor roam through the car collecting fares from passengers. The design was widely used throughout the industry and was the origin of the front and center door pattern still used on buses today.

The Rochester streetcar system was by far the largest and most important component of New York State Railways, the large Upstate regional system which operated major streetcar systems in Rochester, Syracuse, and Utica, as well as area interurban lines. No. 1213 is destined to be the Museum's leading representative of Upstate New York, home to a large contingent of Seashore members. Given that Peter Witt cars of relatively similar design served each major NYSR division, as well as the separately owned system in Buffalo—the only Upstate city larger than Rochester—this car is an especially appropriate representative to symbolize all of the region's major street railways in a single car.

Unfortunately the car, the body of which had been acquired by Rochester's chief of police after its retirement in 1941, was so badly deteriorated that an entire new underframe would need to be constructed.

Seashore's curatorial staff determined that the best way to proceed would be to build an entire new underframe adjacent to the car, with the corroded original car body serving as a pattern, then to transfer the upper part of the car onto this frame. Work began with fabrication of new side sill channels using a steel building-moving trailer as a jig. The hundreds of holes which



Above: Amy Litchfield sands a vestibule sill on Connecticut 1160 as its renewal advances. DC

would need to be drilled on the frame members for rivets and bolts resulted in the Society initially borrowing, then purchasing, a magnetic-base drill press.

A careful photographic record has been made of each step of the car's disassembly and reassembly. The New York State Transportation Museum of Henrietta, New York kindly loaned engineering diagrams and detailed photos of this car series, greatly easing the research, which previously consisted of careful examination of corroded parts of the car to discover the many techniques that the Cincinnati Car Company used to keep the car as light as possible.

One of the biggest projects undertaken was removal of the car's severely corroded and weakened body bolsters, disassembly and measurement of steel components, and complete fabrication of new bolsters. These are principal frame members which connect the car body to the trucks. The bolster is a box-like assembly fabricated from massive steel plates, and riveted together with many closely spaced, three-quarter inch rivets. The multitude of holes were drilled using the specially purchased

magnetic base drill press. All of the components were painted in epoxy paint and then temporarily bolted together. Considerable preparations were made to enable safe riveting of the heavy frame components (most riveting done at Seashore to date has been of lighter side sheets). As riveting is a "lost art" today, the shop's machinists have had to fabricate custom tools to drive safely these large rivets. By year end, the final riveting of the bolsters was underway.

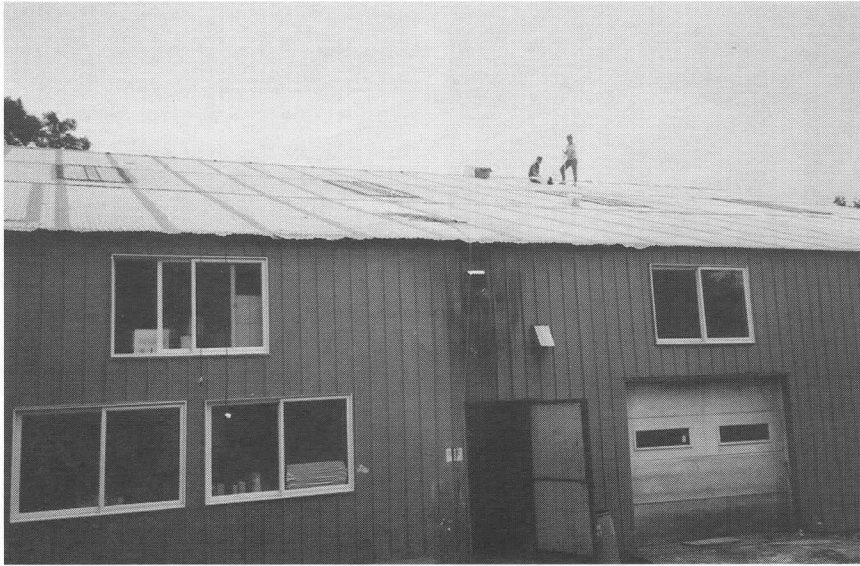
Other work included fabrication of nine new cross sills by Precision Coach Works of Wilmington, Massachusetts, and construction of new motor trap frames. An ingenious jig was made by the shop's machinist to press the needed offset into the side T-post frame members.

By late in the year, the new underframe for the car was largely assembled, awaiting final riveting.

Work on this project when in full swing is very expensive, meaning that the program needs substantially more funding participation to continue to completion.

The extensive restoration of **New Haven, Connecticut closed car 1160** continued to be one of the most active projects in the shop, with a mix of volunteer and shop staff labor. This typical New England trolley, with its classic railroad roof and wood match-board sides, epitomizes the typical Connecticut Company streetcar for most of the trolley era. Hundreds of similar cars were operated almost everywhere that this statewide company ran. No. 1160 was acquired by the Museum in 1948 when the company's last streetcar division—New Haven—was converted to bus. Although a complete car, it had suffered the corrosive rigors of serving as a salt carrying car for some years prior to the end of service.

Activities in its complete structural and mechanical restoration ranged across the car's features this year. Volunteers focused on restoring the side window sash. All glass and moldings



Above and Left: Conrad Misk and Amy Litchfield undertake the project of refastening and sealing the shop roof, to reduce the number of leaks inside on rainy days. DC/FM

were removed, with repairs made by the shop's expert woodworker where necessary. Some rather badly fractured mahogany sash guides were pieced together so well that the repairs are not visible. Many sash had been primed and enameled in Persian red marine enamel by year-end.

The shop fabricated ash framing for one vestibule to replace the original which was dryrotted. New sheathing was made and installed on this vestibule. Efforts were made to save as much as possible of the original flooring, with the motor access traps and much of the rest of the center of the floor reusing original pieces. Some subflooring was reused under the center section of the car as well. Newly-milled flooring was installed where needed. The floor was painted and covered with paper to protect it from wear as other restoration work continues. Many hours of volunteer work were put into carefully filling, sanding, and priming the first side in preparation for the final yellow enamel. The first two coats of Connecticut Company yellow were then applied. With the upper part of this side also having been refinished and given its first coat of bright white enamel, the marvelous final appearance of this fine car is taking shape.

On the mechanical side, the reconditioned Westinghouse DH-16 air compressor and brake cylinder have been installed under the car. Badly worn brake rods and hangars have been rebuilt with all new bushings in preparation for reinstallation. Work has started on making a new wiring harness. After a diligent search for a replacement to the canvas covering on the wiring harness, a satisfactory replacement was found in the form of three inch woven fiberglass sheathing.

Donor commitments will now enable the rebuilding of No. 1160's original Standard O-50 trucks. A very favorable proposal from Electricmotorworks of Portland has been obtained for overhauling the four motors. Late in the year, the trucks were placed on the shop pit for removal of the motors and further disassembly, a project which was extremely labor intensive due to the corrosion arising from the car's years as a salt spreader.

The springs, motor cases, motor bearings, and gears were found to be worn and corroded to the point of needing almost complete rehabilitation or replacement. The wheel profiles and some axle bearing surfaces were also found to be badly worn, meaning that the axles will have to be sent to the Bangor and

Aroostook Railroad shops in Derby, Maine for turning, as has been necessary with some other trucks being restored in recent years.

Plans call for replacing all traction motor suspension bearings using the UHMW "Gardur" plastic which has been so successfully used in Connecticut open 838 and Manchester 38. The material is more durable than brass and requires less maintenance, making the substitution a reasonable concession to operating needs, especially as it is easily reversible in the future.

Volunteer work continued during 1996 on both of the Society's **Philadelphia-Camden "Bridge" rapid transit cars, 1023 and 1018**. Car 1023 continued to receive most of the attention during 1996. The time-consuming task of removing, resealing, and reglazing the car's windows was completed. Various components were removed, rehabilitated (or in some cases, fabricated), and reinstalled. Interior painting continued, and spare parts were continually catalogued and placed in archival storage. Graphics, including maps and appropriate-era advertising "car cards," were copied and installed. Defective wiring and piping was replaced.

On sister car 1018, the focus of work was finishing paint removal and sur-



Above: Maneuvering in very tight quarters, staff members Drew Tesseyman (on roof) and Mike Simonds (in crane) prepare to lift Connecticut 303 from its trucks for controller wiring work. DC

face preparation of the roof. The car also was placed on the shop pit, where electrical repairs were made to improve the car's operating dependability.

Another long-term restoration project, the rebuilding of **Cleveland Center Entrance car 1227**, continued during the year, though at a slower pace than desired, as its primary sponsor needed to delay contributions. This

car is another important piece in the *National Collection of American Streetcars*, as a representative of Cleveland's once massive streetcar system. An especially distinctive feature of Cleveland was the extensive use of two-car motor-trailer trains. Seashore will represent this type of operation with the restoration of 1227 and matching trailer No. 2318 which the museum acquired some

Below: Volunteer Ed Whitney fits into place the first of the leaded clerestory windows he has been beautifully refurbishing for Portland-Lewiston Interurban No. 14 the *Narcissus*. DC



years ago, and is set to follow 1227 in the restoration program.

Work on 1227 this year included welding the gap on the exterior side plates where the new steel was inserted along the floor line early in the restoration program. This runs the entire length of both sides of the car. To minimize warping, short areas were welded at different places, waiting for each to cool before filling in. A significant amount of finish contouring of new wood pieces was done in various places on the car exterior.

Other work included overhaul of a trolley base for the car, including making a completely new set of roller bearings, plus rebuilding of the car's brake valve and compressor governor. Considerable research was required by our member-expert in brake systems to select parts from inventory which will support motor-trailer operation. Unfortunately, both the motor and trailer cars were acquired without some elements of their brake systems.

Seashore's **New York City subway car 1440** continued to benefit from volunteer restoration work. The distinctive ceiling fans were brought back into operation with overhaul of their motors, including rewinding of some damaged field coils. These fans, with their bare, unshielded blades spinning just above the heads of standees, are very much a period feature that would never be acceptable under today's safety standards. During the year the body of similar New York subway car 175 was acquired to serve as both a source of parts for 1440 and sister 800 and to house the Museum's spare window glass. Several parts have already been removed for reuse on 1440 and 800.

Boston MBTA Diesel Walter wrecker truck 1457 is a heavy duty auxiliary vehicle typical of those employed by transit agencies. In addition to lending authenticity to the Museum's re-creation of the streetcar aura, the truck continues in limited work duty at the Museum. This year it spent

much of the winter in the shop to enable replacement of its chain driven winch. The shop machinist made a new power take-off shaft and volunteers installed it to complete the repair.

New Haven, Connecticut open car 303 has long been a mainstay of Seashore's operating fleet. It is the only one of the four Connecticut opens which was built by famed carbuilder J. G. Brill of Philadelphia. It has handsome lines and was particularly well built. About 30 years ago the control system on the car was replaced at Seashore with multiple-unit control in anticipation of larger numbers of visitors requiring the use of two-car trains of open cars after similar modification of another open car. Some Connecticut Company opens were equipped for multiple-unit operation in earlier years. The alteration was more recently deemed inadvisable and fortunately was reversible.

In 1996 a member of the Board of Trustees offered to underwrite the cost of returning the car to its original configuration. A combination of volunteers and shop staff cooperated to overhaul a pair of K-35 controllers, replace the control wiring, then install the controllers and ancillary equipment such as circuit breakers. The work was completed and the car released for passenger service in April. Auxiliary wiring systems were also repaired, and the trucks surveyed for needed work in anticipation of future overhaul.

The wiring used to re-equip 303 was part of a joint order of wiring for a number of cars currently under restoration, including Portland-Lewiston No. 14 the *Narcissus*, Wheeling 39, Chicago 225, Connecticut 1160, and Cleveland 1227.

Another project to see continued progress during the year is the rehabilitation of **Aroostook Valley Railroad interurban car 70**. This classic railroad roof wooden interurban, which once ran in the extreme northern part of Maine, is nearing the end of its exterior restoration. Work continues on refin-



Above: Member signmaker Ken Haselton makes adjustments to an advertising rack on New York 631 as part of the project to equip the cars with reproduction advertising cards. FM

ishing the large arched side window sash. Removal of a steel protective plate from the baggage door uncovered a sample of original paint, which has now been sent to the Society for Preservation of New England Antiquities for analysis and matching. Once the match

is complete, the car will receive its final colors, if adequate funding materializes.

Portland-Lewiston interurban No. 14, the *Narcissus*, is the Museum's representative of what is generally considered to be New England's finest interurban. The car was surveyed to de-

Below: Arthur Duncan and Gary Jenness pause from the task of covering Eastern Mass. 7005 with a protective tarp. They are leading efforts to raise funds for the car's restoration. Note the new paint, lettering, and numerals on the lower part of the car. FM



termine the future course of its restoration. Two significant facts in the car's history are that ex-president Teddy Roosevelt rode the car when it was three months old and that the car had the pioneering installation of Miller steel trolley shoes and was featured in period industry advertising.

This handsome car, which was acquired as a body in 1969, received considerable volunteer and staff work this year. A member who is an expert stained glass craftsman brought back to the Museum the first of the reconditioned double-width arched side windows for fitting, and the appearance was striking. With the assistance of another skilled woodworking member, all 26 of the car's clerestory windows have been carefully rebuilt, retaining about 70 percent of the original material, and work is underway on the car's lower sash. Still another volunteer continues refinishing the car's mahogany interior trim and cleaning and polishing the bronze hardware.

Meanwhile the shop's woodworker began reassembling the car vestibule roof sections, and sketching the wood

molding so that millwork companies could estimate fabrication costs.

Considerable research has been undertaken in the Seashore Library to find photos and other historical information which will be useful in the restoration. The curatorial decision has been made to restore the car to an early (but not the earliest) color scheme which will include varnished sash and doors. Over the years changes included addition of a second pilot, installation of Westinghouse automatic couplers to replace the original Van Dorn model, air horns replacing whistles, and diamonds painted on the ends for visibility.

Third Avenue Railway System (New York) 631 gained both authenticity and interest with the addition of 17 "car card" advertisements representing New York in the 1939-45 period. Color copies were made of originals loaned by Donald Harold, retired Director of Public Affairs for the New York City Transit Authority, and founder of the New York Transit Museum in Brooklyn. The copies were laminated and installed in the car. During the year, a member who is a professional sign mak-

er fabricated and applied interior exit lettering decals to the car's bulkheads.

No. 631, which entered passenger service a year earlier after extensive member-sponsored restoration, unfortunately was involved in a minor rear-end collision at Talbott Park during the summer. Members contributed to cover the cost of repairs to the dash, frame, wiring, and air system. The work was completed by early December and the car was again made available for operation and display.

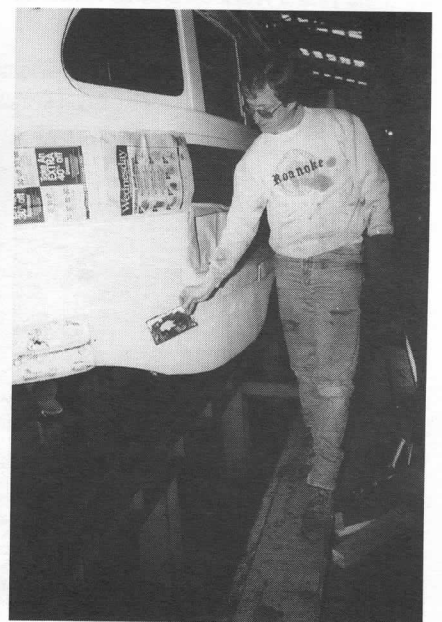
This marvelously restored car epitomizes New York in the 1940s, and is still recalled by some people. No. 631 and its many mates clanged their way through Times Square and across Manhattan on 42nd and 59th Streets. After the Manhattan car lines were abandoned the cars ran throughout the Bronx until many were sold to foreign countries. This car is a wonderful representative of New York.

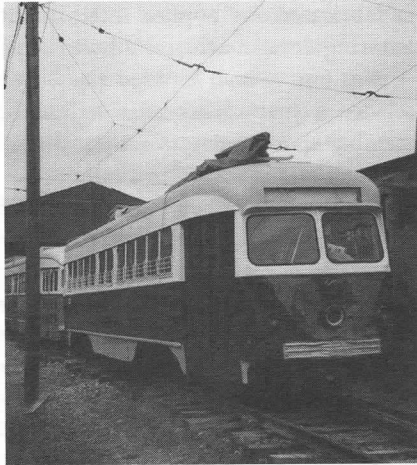
Planning and preparation continued for the anticipated launch of the restoration program for **Eastern Massachusetts Street Railway lightweight car 7005 (later MTA 4400)**. This year

Below: Philadelphia PCC 2709 has become very popular with visitors and members alike since it became Seashore's first PCC in public service in 1995. Here it is on the shop pit for repairs. FM



Below: Jim Schantz holds a rusted piece of steel where he welded in a replacement. FM





Above: Boston PCC 3328, newly painted, just before the protective tarp is unwrapped. FM



Above: Two Boston (ex-Dallas) double-end PCCs in Central Carhouse. No. 3328 at left is being preserved for resale. No. 608, back in Dallas configuration, is in the permanent collection. FM

volunteers removed paint and rust from the side panels on one side using the new "Rolec" disks which do not damage rivets or side sheeting. The side was rust treated, primed, and painted, thus giving an impression of the car's appearance once restoration is complete. To enhance the car further, company lettering and numbers were also applied. Extensive structural steel reconstruction work will be necessary to repair the effects of advanced corrosion. Fundraising is underway to enable this project to begin before too long.

This year's work on **Dallas Railway**

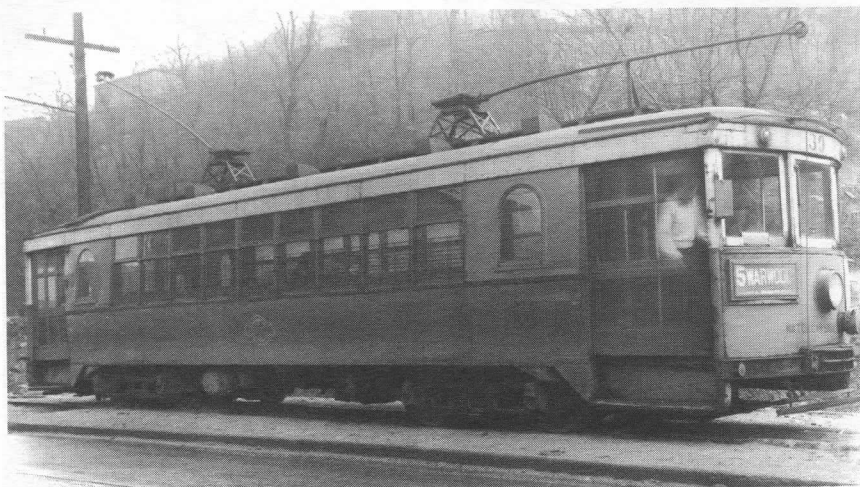
and Terminal PCC car 608 consisted of painting the underfloor wiring ducts, installing steel cover plates, then leveling the floor surface. After this was completed, the ribbed rubber floor covering was installed. Subsequently, the car's seats were fastened down and the car removed from the shop pending further fundraising. The exterior and interior are largely complete, but many details remain and considerable mechanical work is needed to complete the car.

Philadelphia All-Electric PCC car 2709 came to Seashore in 1995 for the dual purposes of commemorating this

important post-war St. Louis Car Company design and to become a regular part of the operating fleet, given its very sound condition. In 1995 the car was converted to operate on standard gauge track (Philadelphia's rail spacing is about six inches wider). This year volunteers cut out and replaced corroded steel framing and sheathing at the rear corners of the car and at another point along the side floor line to correct the only significant flaw in its condition. The shop crew then surfaced, primed, and painted the repaired sections. Volunteers later painted the trucks dark blue. Once work was completed the car presented an excellent appearance and was an instant favorite in operation with visitors and members alike. One of our Philadelphia area members began the process of backdating the car by installing the first original style crank-opening window.

Members interested in having **Baltimore "Peter Witt" 6144** available for limited passenger service carried out the needed inspection and maintenance work under the guidance of the Curator of the Railway Collection. All mechanical and electric items on the checklist were covered, and the low-voltage electrical system was made operational. As well, the trucks, underbody equipment, and trolley pole were painted and the

Below: Wheeling 39 as it appeared on its home system, at the end of the Route 5-Warwood line in the 1940s. Progress this year included installing doors, like the one shown in a blur here. BN



interior was extensively cleaned. The car was then approved for limited use and, as with all cars operated, mileage was tracked.

The Museum is using the planned sponsored restoration work on **Chicago, Aurora & Elgin interurban car 434** as a prototype for all such future projects. As curatorial planning has evolved at the Museum, new procedures have been put in place to plan, document, and control projects to ensure historical accuracy, to clarify communications among all parties involved, and to serve as a guide to fundraising activities. The latest evolution of this planning is the development of a written agreement between the sponsors and the Museum to cover all aspects of the project. Such an agreement is designed to ensure that all parties fully understand the work to be done, that the curatorial planning for the car's restoration is carefully documented, and to ease the process of budgeting work in the shop.

The agreement for this car calls for it to be restored to its condition when last overhauled by the CA&E in 1951. The first phase of work undertaken was a "time study" to rehabilitate a small number of window sash to determine more accurately the total cost of the job. After removal of sample brass and wood sash, the estimating process was stalled due to the difficulty of finding a source for the rubber molding used around the glass. If none is found, the shop will have to machine the proper form, perhaps facilitated by freezing rubber in dry ice or alcohol to harden it enough to allow machining.

Volunteer work is also making a significant contribution to the project. Work completed during the summer included removing canvas from the lower roof areas plus burning off the tar that had been applied in later years.

The Museum's streetcar from Chicago, **Chicago Surface Lines 225**, is currently the focus of fundraising efforts to enable overhaul of the car's motors.

Restoration of the car's body is virtually complete, and the trucks have been extensively overhauled as well. Once the motor work and some rewiring is finished, the car will be a major exhibit in the Museum's *National Collection of American Streetcars*, as our representative of what was once the world's largest street railway.

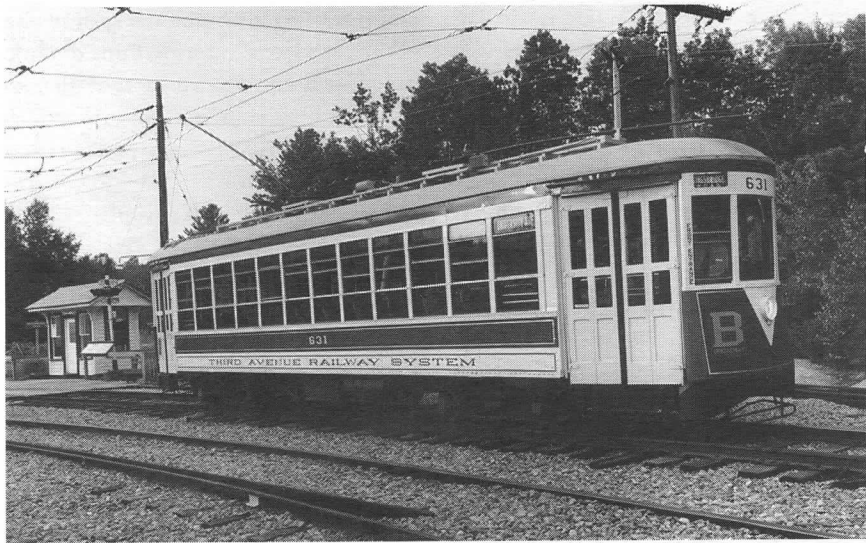
Work resumed late in the year on the long-term restoration of **Wheeling, West Virginia, Cincinnati Curved-side car 39**. The restoration of this car, begun over 20 years ago, was the first at the Museum to tackle complete reconstruction of a severely corroded steel-framed lightweight car. Progress in past years included nearly complete replacement of the steel frame of the car, after which funding shortages and conflicting priorities for the car's principal sponsor delayed work. However, renewed funding commitments have enabled work to resume toward the goal of making the car both a representative of a very widely used design and a dependable part of Seashore's operating fleet. Work done during the year included mounting the sliding platform doors

and installing new window sash in one of the car's two platforms. Considerable progress is anticipated in 1997 thanks to continuing contributions.

One of the finest cars to emerge from Seashore's restoration program in recent years is **Twin City Rapid Transit 1267**. The car was completely restored over several years, underwritten by generous contributions from many Museum members. Unfortunately, even after full restoration, the age of a car such as 1267 can be a factor in its operation, and so it was as the car was being prepared for a Trolley Parade in August. A member saw smoke coming from one of the car's four motors. Inspection indicated that armature wiring had shorted, burning through insulation and banding. With the impending visits of major sponsors of the car, the armature was quickly sent to Electricmotorworks of Portland where it was rewound at a cost of \$5,900, and the car was back to normal within a few weeks. Fortunately, an endowment fund for the car's maintenance was able to cover the cost of the motor work, after which major donations replenished the fund.

Below: Part of keeping Seashore operating is maintaining aging physical plant—often handling very old equipment. Here Mike Simonds (in bucket) replaces an old transformer at the shop. DC





Above: New York 631 has been quite active in passenger service since the completion of its restoration in 1994. After Bronx service ended in 1948, the car ran in Vienna, Austria. RL

A remaining detail of the car's restoration is locating an appropriate street-car-type coal stove for the interior of the car, a distinctive feature dictated by the cold Minnesota climate. Anyone knowing the whereabouts of such a stove is encouraged to contact the Museum. Also waiting is replication and application of various lettering decals within the beautifully restored car.

The volunteer program to conserve our extra Boston PCC cars continued in 1996. The goal of this program is to preserve the cars for eventual resale, with the proceeds going to car barn expansion. This year work on **Boston Double-end PCC 3328** included extensive surface preparation of the entire exterior below the already completed roof, then repainting with heavy duty long-lasting Dupont Imron enamel in its latter day green-white-gray colors. The car is now protected by a heavy-duty tarp, purchased by the volunteer who performed the laborious work.

As soon as 3328 was completed, the same volunteer turned to the last of our four spare double-end PCCs, **Boston 3331**. By the advent of cold weather, most of the roof had undergone the same treatment and glistened in Matta-

pan-Ashmont line dark gray Imron enamel.

Conservation efforts continued on **Staten Island Rapid Transit No. 366**. Special thanks go to Michael Hanna of Lynbrook, New York, and the Shore Line Trolley Museum of Branford, Connecticut for their donations of spare parts, photographs, and technical data which will aid the future restoration of this unique rapid transit car.

Unlike other recent years, no major rehabilitation work was done on **Boston Elevated Railway Cambridge-Dorchester subway crane car No. 0551**. But in continuing efforts to keep this vital piece in good repair, its controller was overhauled.

Philadelphia & Western/Southeastern Pennsylvania Transportation Authority (SEPTA) "Bullet" Interurban Car No. 203 has been stored outside in the partly dismantled state in which it was acquired in 1991. One of our key weekend volunteers viewed the car as an unused asset which could readily be transformed into an eye-catching display piece at the Museum entrance.

An all-volunteer crew completed the project in a fairly short period. Doors, windows, and side paneling at one end

(which had been removed by SEPTA during an uncompleted service life extension rehab) were reinstalled or replaced with facsimiles. The canvas roof was resealed, collision damage was repaired, a coupler was replaced, and the carbody was made weathertight. As well, the car was made vandal-resistant: valuable and fragile components were removed and placed in archival storage, headlights were replaced with facsimiles, and basic security devices were installed.

The crew scraped, sanded, and coated the car exterior with corrosion inhibitor, primer, and finished it with an epoxy paint. The underbody was cleaned and painted as well. The mid-1970s "Gulf Oil" paint scheme of orange and white was chosen to ensure an accurate appearance, as significant modification to the carbody would have been required to properly return this car to the earlier maroon-based liveries. The car was nicely finished with the distinctive large single number digit "3" on each end of the roof and blue full "203" on the sides and ends. Thus what had been just another forlorn car sitting in our storage yards now makes an attractive beacon for the public at the entrance of the Museum. Also of no small consequence is that the previously exposed partly-dismantled section of the car has been enclosed, protecting the still very sound interior from further weather deterioration.

The surrounding grounds were also improved with plantings, an interpretive display graphic, and landscaping timbers. Lighting, including both display floodlights for night viewing and interior lights, was installed. This project was undertaken as a component of a comprehensive effort to improve our road-frontage display area which included additional track repair and construction, and display car shifting.

Meanwhile, another volunteer underwrote the cost, and performed the installation, of a high quality tarp on sister car 208. Bullet cars 203 and 208

are among the most expediently viable unrestored cars in the collection because the excellent maintenance they received during their entire very long service careers left them in a very good state of preservation. Rehabilitation sponsorship of one or both of these cars would be welcomed, although the unavailability of inside storage space would hinder such a program at the moment.

The members who transformed No. 203 are to be congratulated. Years ago, when most cars were stored outside, members made it a priority to paint cars to protect them from the elements—and to show their potential when full restoration became possible. Yet today about 50 percent of the Museum's vehicle collection is outside. While member advocates of some cars have protected cars with tarps, far too many cars convey to the public and potential benefactors an appearance of unsightliness, unchecked neglect, and advancing deterioration. We need a return to the practice of attending to the needs of vehicles stored outside, both to assure permanent preservation of these vehicles, and to convey to our public and donors that this collection is being preserved. A significant number of deteri-

orated-looking cars in prominent view may make a deeper impression on visitors than entire exhibition barns filled with finely restored cars.

Shortly after its arrival early in the year, work began on the **Connecticut Highway Department Walter Dump Truck**. The initial program was to ascertain the condition of the truck's components. Although its appearance was shabby, the truck appeared to be in good shape mechanically and after significant work to free the seized engine and other work such as installing a starter motor and replacement carburetor, the Waukesha engine was started and runs quite well. Further work such as repairing air leaks and freeing rusted components put this truck into active service at the Museum. This truck has better visibility and is smaller than the other four-wheel-drive Walters at the Museum making it more maneuverable and practical for tasks such as towing buses.

Brantford, Ontario GMC bus No. 627 received its annual maintenance and lubrication in time for an appearance in the local Biddeford *La Kermesse* Festival. A persistent problem with the directional signals was again tackled and some repairs made to running lights.

While negotiating some tight maneuvers during shuttle service for the Museum's annual "Chilifest," the steering began to slip. The problem proved to be a missing woodruff key between the steering shaft and wheel, probably left out during a repair some years before Seashore acquired the bus. It was quickly repaired and returned to service.

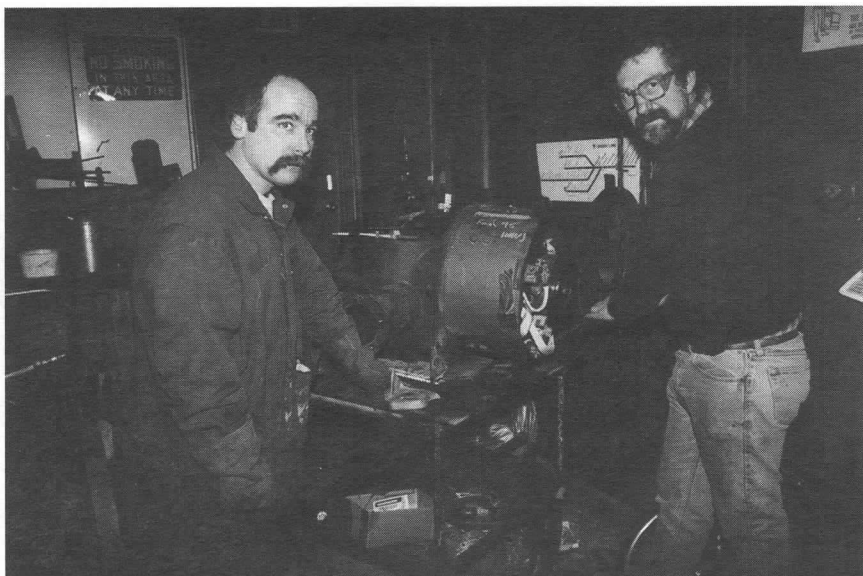
City of Somerville, Massachusetts, Walter Crane Truck No. E-19 is regularly used in projects around the Museum and receives a normal regimen of maintenance each year. This year in addition to regular servicing, the swing mechanism for the crane suffered a cracked bearing housing and was disassembled for brazing. While the mechanism was apart, a new shaft was machined by the shop to replace the original which has been warped for some time. This defect made it very difficult to engage and disengage the mechanism and put unnecessary strain on the bearings. Also, the starter motor was replaced with a newly rebuilt unit and the battery was replaced.

Two of the Museum's volunteers embarked on an ambitious program of caring for the appearance of several buses in the Museum's collection.



Above and right: Seashore's bus curatorial volunteers have been working to maintain the appearance of the bus fleet. Both newly arrived Boston Flyer 9138 and Middlesex and Boston 192 benefitted from cleaning and waxing as part of the maintenance program in 1996. FM

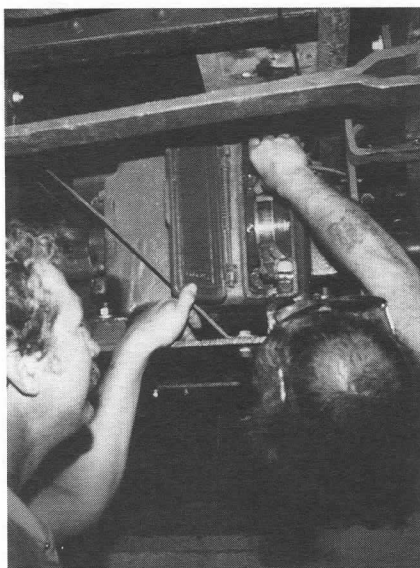




Above: As part of the winter compressor maintenance program, Dave Howard and Gary Jenness weld a broken foot back onto this General Electric compressor—one of the pool of spares. DC

Beginning in 1995 and continuing through 1996, **Boston GMC bus No. 6169, Middlesex and Boston ACF-Brill bus No. 192, Brantford Ontario GMC bus No. 627, and Boston Flyer bus No. 9138** all received careful cleaning inside and out and an application of protective wax on their exteriors. Such care is extremely beneficial not only in maintaining a first class exhibit quality

Below: Gary and Dave check the commutator and brushes on Twin Cities 1267's compressor.



vehicle, but is a very important part of protecting and prolonging the life of the finish.

Eastern Massachusetts Street Railway 1961 GMC New-Look No. 3524 had preliminary stabilization work in 1996. The bus was partially emptied and some broken windows and windshield panes were taped. Replacements were acquired from scrap buses during

Below: Still in the shop pit and under 1267, the shop staff members discuss maintenance steps with Shop Foreman Mike Simonds. A standard set of steps is performed on each car. DC



the year and will be installed as time permits.

Maintenance of the Operating Fleet. In order to accommodate budgetary constraints the decision was made by the Shop Planning Committee, in consultation with the operating department, to concentrate resources on fewer cars, in accordance with the car classification procedure adopted previously, and to ensure that available cars are maintained to proper standards. Other cars would simply remain on exhibition for our visitors. Eight passenger cars and some supportive work cars were initially selected for operational maintenance with general funds. This still provided a varied car selection for operations.

The cars selected were Montreal 2, Philadelphia & West Chester 62, Connecticut opens 303 and 838, Dallas 434, New York 631, Eastern Mass. 4387 and Boston 5821. Later, operating volunteers provided funds to pay shop staff, and performed some of the work themselves, to add Philadelphia 2709 for general use and Baltimore 6144 for limited use (this car has never had a complete restoration or heavy mechanical overhaul, so is conserved accord-

ingly). The work cars which were serviced included Claremont, NH, line car 4, Oshawa locomotive 300 and snow plow/shifter 5106. While the passenger fleet size limitations were regrettable, few, if any, traction museums have as many as ten passenger cars regularly available for the public.

The **air compressor rebuilding program** begun some years ago as a project easily done in the heated area of the shop during the winter continued in 1996 with a total of five compressors processed for cars under restoration or to maintain a stock of readily available spares. Work included new brass bearings, new piston rings, and armature replacement, with considerable machining done in the Museum shop.

Copying of older era car cards.

One of the key interior features of most transit vehicles is the traditional advertising above the windows. A Seashore Trustee with a feel for car interior appointments has spurred a program to enhance this feature in our cars. He solicited the assistance of Donald Harold, retired Director of Public Affairs for the New York City Transit Authority, who has collected these "car cards" for many years and kindly made them available for copying. We also received valuable assistance from Ted Eichmann and William Wall of the Shore Line Trolley Museum in East Haven, Connecticut. These, and other vintage cards from the Museum's Library, were color-copied, and the copies laminated for protection from moisture.

Several members sponsored the costs of the cards so that they have now been made for twenty cars including Baltimore 6144; Boston 01000, 01178, and 01179; Chicago 225, 6599, and 6600; Connecticut 1160; Milwaukee 861; New York 336, 631, 1440, and 4547; Philadelphia 62, 1018, 1023, and 6618; and Rochester 1213.

Many have been installed in some cars, while others will await the completion of restoration work before being inserted in the card racks.



Above: Peter Folger adjusts the tarpaulin covering the rear of a Boston PCC car.

FM

Protection of cars stored outside with tarps. As the years pass and car-house space has not kept pace with the growth of the collection, sponsors and proponents of a number of vehicles have taken action to protect them.

Late in 1995 and throughout 1996 several members sponsored the purchase of heavy duty vinyl tarps which were then put over the cars by shop staff at member expense, or by the sponsoring volunteers themselves. Some of the effort included re-use of tarps freed up as other cars moved to covered space.

As a result of the program, thirteen

additional cars are now protected from the elements. They include Sioux City Iowa 46; Mobile, Alabama 49; Philadelphia "Bullet" 208; Cincinnati & Lake Erie Freight Motor 648; Ottawa 825 (replacement tarp); San Francisco (ex-St. Louis) PCC 1155; Boston PCCs 3174, 3221, 3328, 3338, and 3344; Lynn & Boston open car 3256; and semi-exposed Eastern Massachusetts Street Railway 7005.

This was a major effort and expense undertaken by motivated members who have generously committed their funds and labor to the preservation of Seashore's collection.

Below: Three tarped PCCs are well protected from a typical Maine winter snowstorm.

DC



Carhouse Maintenance and Expansion Planning

There was both near term and long term activity relating to car storage facilities in 1996. The near term work focused on repairing damage, and the long term activity related to planning for new facilities.

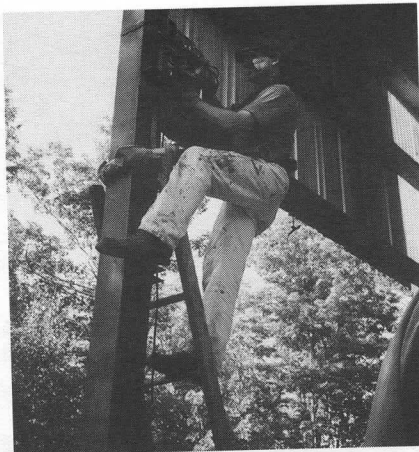
Work on Existing Carhouses

With respect to maintaining existing buildings, the particularly harsh winter weather early in the year caused significant damage to three of the Museum's large, aging carhouses.

Heavy snow loads, which remained on the roof of Town House Shops for extended periods exacerbated a continuing leakage problem. A Board member and his family underwrote material costs, while he and another ambitious volunteer spent days on the eastern side of the roof. All roofing panels were refastened, cracks and leaks were caulked, joints were resealed and secured, and the entire roof was coated with a fibrous roof compound. The result is an almost impervious roof which we hope will last for some time.

Heavy snow also resulted in the collapse of an approximately one car space section of perimeter roof on the open side of Fairview Carhouse. This area had previously been damaged by an errant crane boom. Shop staff rapidly removed the debris so that it would not fall lower and damage cars below. Then, later in the year, in an effort on the scale reminiscent of carhouse building volunteerism during the 1960s and early 1970s, a large all-volunteer crew effected significant rehabilitation of the fallen area and other work as well. The collapsed roof section was completely replaced, some deteriorated concrete column footings were repaired and sway braces were installed along the side. The rear wall of the building was completed, and a number of structural timbers were waterproofed, doubled, or replaced.

Strong winter winds tore off two aluminum roof sheets on Highwood



Above: Conrad Misek, who has played a lead role in carhouse repairs, works on Fairview. FM

Carhouse. Shop staff repaired the damage as well as securing other panels, while plastic was put over the roofs of cars which were affected by resulting leakage.

The Museum will clearly have to undertake a maintenance program on several of our aging carhouses. Remedial repairs for the short term and ultimate more extensive general rehabilitation programs will have to be undertaken on each building over time.

On an even longer term basis, one of the most urgent unmet needs currently facing the Museum is protecting the large number of vehicles now stored

outside. Though some 125 vehicles are housed in our seven carhouses, growth in the collection since the primary car-barn construction period of the 1960s and 1970s has left about 50% of the collection outside. Permanent preservation of these vehicles is nearly impossible without indoor storage. Two concepts, as described below, are currently under consideration to meet this need.

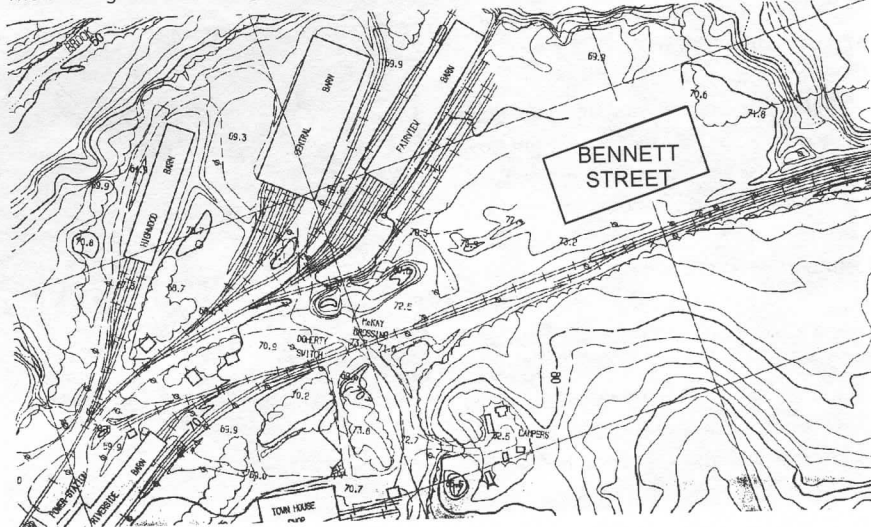
Bennett Street High Capacity Storage Carhouse

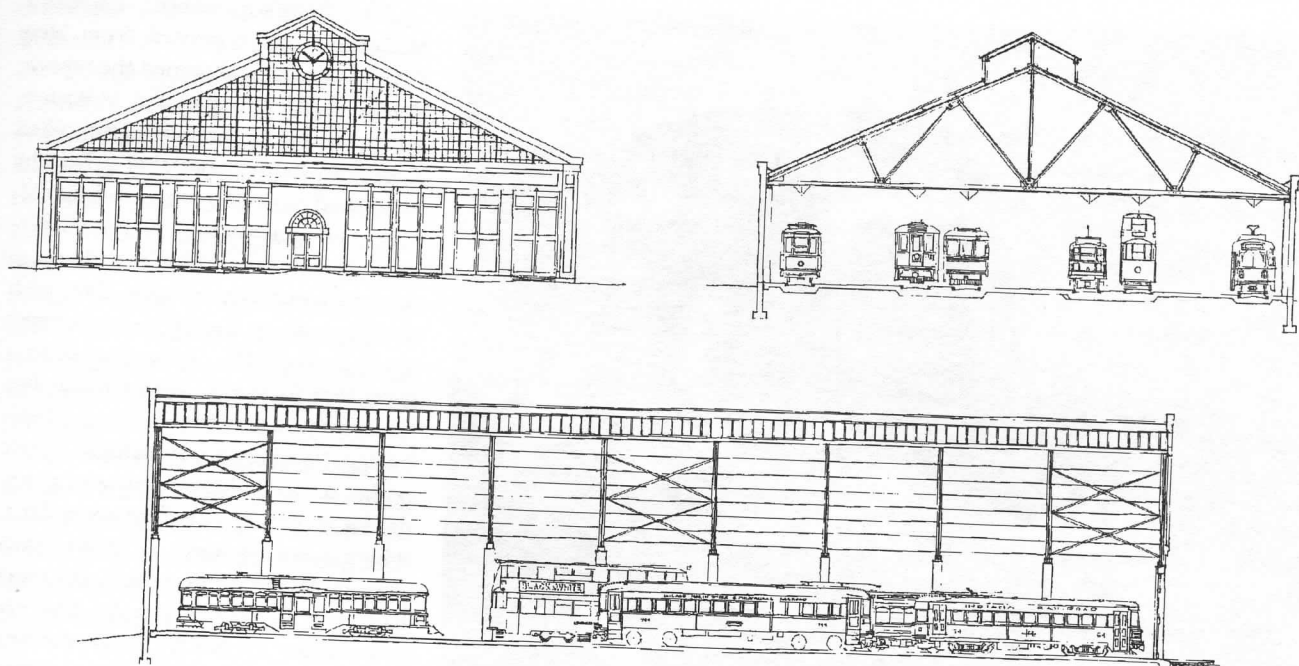
In July the Long Range Planning Committee and other members interested in carhouse expansion met to begin the planning process. This carries forward the conceptual planning for the so-called Bennett Street Carhouse begun several years ago and included in the recent environmental permitting process. Though no decisions were made, those participating reached an informed consensus on several points:

1. The most cost-effective building design would be chosen, and likely would be wood or steel frame with steel skin, or tubular framing with an advanced composite skin. Preliminary estimates are that such a building would cost between \$350,000 and \$400,000.

2. The building would be designed with tight city streetcar clearances in

Below: This drawing shows the approximate location of the planned Bennett Street Carhouse. The building would be designed as a high storage building, holding at least 40 vehicles. JS





Above: An architect's sketch of Seashore's ultimate vehicle exhibition and storage facility, which would need considerable outside funding. LA

mind for both the building and its access trackage to make the carhouse as economical as possible.

3. The building would be of high capacity to accommodate 40 or more cars of average width and length.

4. The goal would be to ensure that the core *National Collection* would be completely inside upon completion of this building.

5. Issues of foundation design given the poor soil, interior humidity control, and general moisture conditions must be addressed in the construction.

6. The structure would be built on the final Butler Grove site in to the north of Highwood, Central, and Fairview Barns, and oriented to be parallel to the main line.

Given our lack of success in attracting foundation grants for this type of project, the expectation is that the costs of financing the building would be primarily member-based. Fortunately Seashore is blessed with a number of members who regularly offer substantial support to the museum.

The preliminary funding concept is to ask members who can commit to

pledges of \$10,000 over a three to five year period. If 25 members were able to meet this challenge, \$250,000 would be raised. Others may be able to pledge \$5,000, or \$2,500 over a similar period. Yet other mentors would support the necessary ongoing fundraising efforts to enable covering the full cost of the new building. We do not anticipate borrowing money for this project.

In spite of the preliminary nature of the planning process we are quite heartened by the fact that several members have already indicated that they can be counted on to contribute \$10,000 to this cause. All believe that construction of this carhouse is of vital importance to the long-term preservation of Seashore's collection.

We hope that members with the means to do so will reflect upon the importance of—and obvious need for—this carhouse in the coming months, and consider such a pledge to make this building a reality. We will need supportive pledges of smaller amounts as well. Large and modest donors, working in tandem, will assure preservation of *The National Collection of American*

Streetcars for the generations that follow us.

Premier Exhibit Hall

In the expectation of some day attracting one or more outside donors who would recognize the value to society-at-large of Seashore's vehicle collection our member/architect Schuyler Larrabee has prepared a rendering of Seashore's ultimate streetcar exhibit carhouse. The fact that our collection includes a vehicle from virtually every traditional leading city in America may provide the thrust to attract the needed financial support.

As shown in the above architectural renderings, this structure would have pleasing traditional lines, and generous interior clearances to enable easy viewing of cars and interpretive exhibits. It would be located in the planned Seashore Village site near the new parts warehouse and the Library. Approximately twenty-five cars would be displayed in this building, and it could cost up to several million dollars. This building could become a reality only with outside sponsorship.

Exhibit Acquisitions



Above: Boston's 01400-series rapid transit cars at the Codman Yard in Dorchester as they appeared when new. The cars wore the blue, gold, and white Massachusetts state colors. BC

Four vehicles arrived at the Museum in 1996 and were accessioned to the collection. Two were rapid transit cars and two were buses. In addition, several valuable pieces of work equipment were acquired to help with Museum construction and maintenance.

Boston Rapid Transit cars 01450 and 01455

Added to Seashore's rapid transit collection in 1996 were two 1963 Pullman-Standard-built 01400-series cars from Boston's Red Line. These cars are generational cousins of the 1950s vintage cars acquired earlier from the city's Blue and Orange lines. The 01400s differ principally in their large size—due to the generous Red Line tunnel clearances—and in the budget-minded nature of their design and construction which resulted in noisy, rough-riding cars with extremely Spartan interiors. The cars are a genuine product of their era—the 1960s represented the low point of the post-war decline in the public's esteem for transit.

The Boston system had until then been managed by a dedicated transit professional, Edward Dana, who held the top office for an incredible 40 years from 1919 to 1959 (he later served on Seashore's Board). Equipment ordered during his administration was of solid quality.

After Dana's retirement, Thomas J. McLernon was recruited from New York, where he had earned the reputation as an ardent cost cutter. In Boston, given the mushrooming Metropolitan Transit Authority operating deficit, he was asked to do the same, and he did. McLernon quickly raised fares, cut service, abandoned Boston's wide-ranging trackless trolley network, along with the Tremont to Lenox street subway streetcar line. His equipment orders, other than for buses, were minimal, but the extreme age of the cars on the Cambridge-Dorchester line mandated their replacement, and the result was an order for 92 cars from Pullman-Standard, which were basically stripped-down version of the 01100-series cars Dana had ordered for the Orange Line six years earlier. The MTA's financial straits were so dire that Massachusetts state funding was applied to purchase of transit cars for the first time, and the cars were delivered in blue, white, and gold colors in honor of the state's role. They were known initially as the Commonwealth cars.

Nonetheless, the cars were unpopular with passengers due to their terrible riding characteristics and the deafening roar transmitted by their inadequately insulated frames. Their later

Below: Flyer bus 9138 poses next to the also newly-arrived 01400 cars in the main parking lot at the Museum. The 01400's are still on the dollies which carried them from Boston. FM



unreliability hampered Red Line performance and was not helped by a mid-life rebuilding. The cars are included in Seashore's collection to represent the lengthy period during which they were the dominant fleet on the Cambridge-Dorchester rapid transit line and to show how the low priority given to transit expenditures in the 1960s led to very austere equipment. With their acquisition process, Seashore has examples of the first generation post-War fleets from all three of Boston's heavy rail rapid transit lines.

The two cars, numbers 01450 and 01455, were moved to Seashore using the dolly method in the early fall, and were left on the dollies pending construction of enough track space to enable their return to the rails.

Williamsport (PA) Yellow Coach

Seashore has long sought a representative of the Yellow Coach Company, a pioneer and industry leader in bus manufacture from the 1920s and 1930s. Yellow ultimately became the bus division of General Motors (GMC). A 1934 model 717 Yellow Coach originally from Williamsport, Pennsylvania, later operated

by Dorney Park in Allentown, was moved to Michigan by private collector Thomas C. Vandegrift for a planned restoration. Mr. Vandegrift passed away last year, and his son offered to donate the coach to Seashore. The coach was transported to the Museum by flat bed truck and arrived in October.

The 30-passenger model 717 was an intermediate offering of Yellow's popular integral-constructed buses. It is very similar in appearance to its full-size 40-passenger counterparts. Unique to this model is the location of the engine longitudinally from the rear, driving a transmission located separately in front of the rear axle. Many of Yellow's design features are evident, such as the interior lighting fixtures integrated with ventilation air circulation grills inside the coach drawn by engine intake vacuum.

Wood and canvas roof construction was still used by Yellow Coach during the 1930s. This construction deteriorates rapidly without regular attention. Consequently, it is difficult to find examples of these buses in restorable condition. Having this coach in such complete condition makes a vital con-

nection in the technological evolution of our collection.

Boston MBTA Flyer coach 9138

Boston's Massachusetts Bay Transportation Authority (MBTA) completed its transition to an all-RTS design bus fleet in 1996 by retiring the last Flyer buses, which had been purchased in the early 1980s. Seashore chose No. 9138, a 1982 44-passenger Flyer model D901, to represent this series due to this vehicle's excellent service record.

The model D901 is the result of a design collaboration beginning in 1979 between the Canadian firm Flyer and the American firm AM General and typifies the styling and design of buses manufactured in the 1980s and early 1990s to other than General Motors' RTS design. Flyer buses are the mainstay of many Canadian properties and No. 9138 contributes to Seashore's representation of Canadian transit. There were a number of sizable U.S. fleets as well.

Boston MBTA GMC coach 6169

Boston MBTA 1967 GMC TDH-5303 bus No. 6169 was acquired in 1995, however is listed here to provide important information not covered last year.

The GMC "New Look" style buses were first introduced in 1959. The design was a whole new concept in bus styling most prominently distinguished by their large rounded windshields and steeply raked sliding side windows. These buses continued General Motors' patented transverse rear engine design but replaced the previous in-line diesel with an improved V-shaped engine and an improved transmission. With GMC's success at eliminating most of its competition by this time, the "New Look" buses were used by nearly every transit agency in the country for a generation and are universally recognized.

No. 6169 was removed from active service after only eight years and was transferred to the MBTA's Maintenance and Training Department to be used as

Below: A builder's photo of the 1934 Yellow Coach built for the Williamsport Transportation Company. The system bought only one 717 that year, and 62 years later it came to Seashore. MC





Above: The body of New York subway car 175 was acquired from a party in Texas to serve both as a source of parts for the two similar cars in the collection, and as a store house for glass. FM

a moving classroom. The seats were removed and engine and other components were installed inside to be used during training classes at various MBTA garages.

In 1993, in answer to a shortage of equipment, the seats were reinstalled and 6169 was put back into service for another two years. Its years of training service kept this bus in excellent condition and it was spared from modifications made to its sister buses during a rebuilding program leaving it in nearly original condition.

No. 6169 was donated by the MBTA to Seashore and was driven from the MBTA's Everett Shops to the Muse-

Below: Paul Kochs and Bill Pollman jack the glass car from its moving dollies. FM



um's property under its own power.

Connecticut Highway Dept. Walter Dump Truck

A former Connecticut Highway 1950s-era Walter dump truck was seen advertised as a parts vehicle early in the year. Museum members moved to acquire the truck as a spare parts resource for the Museum's small but active Walter truck collection. Shortly following its arrival in the spring, the truck was made to run and put into tow service.

Four wheel drive Walter trucks were common to many transit companies in the northeast which were responsible for clearing snow from their rights-of-

Below: The Michigan loader has proved a very valuable tool, as shown in the parts area. FM



way. These large, heavy-duty trucks were also ideal for other use and were outfitted with cranes or winches. Walters are preserved at the Museum to represent this aspect of work equipment and have been just as useful to Seashore's own operations.

Pettibone and Michigan Heavy Equipment

Through the sharp eyes of one of our members, Seashore was very fortunate to obtain two valuable pieces of work equipment retired from the MBTA. A 1970 Clarke Michigan Front End Loader arrived just in time to replace the Museum's aging Hough loader, which had developed a serious engine problem. The Michigan is newer, larger, and in much better condition. It has a powerful Cummins V-6 diesel engine and can out-lift the old Hough.

Also acquired at the same time was a Pettibone Speed-Swing. The Pettibone is a specialized piece of equipment fitted with high-rail gear (enabling it to run on tracks) that is similar to a front-end loader but with the ability to swing the bucket or other attachments from side to side. This feature is particularly useful when operating on the rails so that material can be accessed to the side. The Pettibone is powered by a 6-71 Detroit Diesel Engine, is equipped with a winch, and is in excellent condition.

Both of these pieces of equipment have been very useful in Museum projects since their arrival.

Below: Also useful, and very versatile, is this Pettibone Speed-Swing with Road-Railers. FM

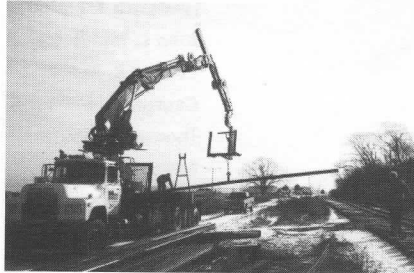


North Terminal Report



Left: Work on the station's frontage in 1996 and 1997 will create the English Tudor effect of the original Whitefish, Montana Great Northern station which served as inspiration.

Below: This year Biddeford Station bought a load of 100-pound rail from the Maine Narrow Gauge Railroad in Portland. The rail was moved by Dube Drywall of Biddeford. RD



Operating as an independent complementary activity to Seashore, the investors in Biddeford Station, Inc., continue developing the future North Terminal site at the end of Seashore's four-mile right-of-way in the City of Biddeford. In 1982, Biddeford Station was incorporated by a Seashore member as a separate, for-profit corporation chartered to develop and operate the Museum's North Terminal, including a restaurant, gift shop, and small theater. These activities would be to Seashore's advantage, and enable development of the Biddeford site at no expense to the Museum. Significant blocks of Biddeford Station stock have been donated to Seashore over the years by Biddeford Station's founders.

In 1996, the side of the building facing Route 1 saw considerable progress in its transformation to the style of a famed Great Northern station. The Whitefish, Montana, styled central tower was completed. The main entry or exit from the platform is through the double doors in the tower. The entrance in the tower leads to the top of the ramp through the museum and exhibits area.

The new facade consists of a pressure treated baseboard, then five feet of ivory-painted siding, followed by three feet of cedar clapboards painted brown.

Above that is approximately six feet of brown Tudor-style beams surrounded by ivory colored rough stucco. The stucco will be applied in the future.

Late in the year Biddeford Station acquired more than 30 lengths of 100-pound rail which will be used to further construction of the two-foot gauge main line. Although several hundred feet of two-foot gauge track were constructed during 1996, significant progress was delayed by lack of rail. The new rail, plus a smaller quantity obtained in a trade with Seashore, will make progress possible in 1997. In preparation, a contractor has been filling and grading the tangent section of the right of way.

The Station is awaiting final engineering plans for connection to the Biddeford city sewer system. Survey work of the site has been completed and captured in CAD software. Flow rates, sewer depths, and catch basins have all been planned in preparation for the 1997 construction season.

Architectural, engineering, and other planning has been completed or is nearing completion for the remaining work on the building. When funds allow, Biddeford Station will be able to finish construction and open for business quickly.

A significant expenditure during the

year was for patio development, a new handicap ramp, and an entrance door at the northeast corner of the basement to permit use of much of the basement area for the new and larger quarters of the York County Model Railroad Club. Additionally, the club members installed a new heating system, and have been installing insulation and wallboard. The new space will enable the club to nearly double its meeting and operating space.

When the club vacates its present space at the front corner of the main floor, that space will revert to the originally intended use as a small theater. This theater will be used for video and live shows, and will be available for birthday parties, business meetings, and any other special uses that will be profitable for Biddeford Station.

A small ballast car for use on the narrow-gauge track was designed and built by volunteers. The Station also purchased a second Fairmont MT-14 motor car for parts. This car's frame is being converted into a two-foot gauge trailer which can be towed behind a locomotive or other motor car, and will provide eight more seats when needed.

Biddeford Station is currently undergoing a change in its corporate structure from its present "C" corporation status. Recent revisions to tax law have eliminated restrictions on the number of shareholders who may hold shares in an "S" corporation, so the corporation is being converted to "S" status, to gain the benefit of direct flow of profits and losses to investors without taxation at the corporate level.

Plans for 1997 include continuing internal and external construction in preparation for public opening. Included will be space for a snack bar, gift shop, and exhibits. Track construction and paving work will continue on the outside. The Station also anticipates participating in the 1997 Association of Railway Museums convention being hosted by Seashore. Registrants will be invited to the station and invited for rides on the two-foot gauge line.

Corporate Information

Trustees and Officers (As of December 31, 1996)

The Seashore Trolley Museum

The New England Electric Railway Historical Society is a nonprofit educational institution dedicated to the preservation, exhibition, and operation of urban and interurban transit vehicles from the mid-nineteenth century to the present. It operates the Seashore Trolley Museum in Kennebunkport, Maine, where its collection is displayed, interpreted, restored, and operated for the public.

Corporate Office

Address

New England Electric Railway
Historical Society
Seashore Trolley Museum
203 Log Cabin Road
Kennebunkport, Maine 04046

Mailing Address

P. O. Box A
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Telephone

Office: 207/967-2712
Recorded information/FAX:
207/967-2800
Restoration Shop:
207/967-2540

Internet

World Wide Web:
<http://www.gwi.net/trolley>

E-Mail:
carshop@gwi.net

Corporate Affiliations

American Association for State &
Local History
Association of Railway Museums
Biddeford-Saco Chamber of
Commerce
Greater Portland Convention &
Visitors Bureau
Kennebunk-Kennebunkport
Chamber of Commerce
Maine Association of Museums
Maine Publicity Bureau
National Trust for Historic
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Tourist Railway Association, Inc.
Tourist Industry Network
American Bus Association

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Ralph L. Day
President

Donald G. Curry
Museum Director & General
Manager

Note: Effective February, 1997
this position filled by:

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John L. Middleton
Charles F. Warren
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Jeffrey N. Sisson
Treasurer & Comptroller

Cecilia B. Clapp
Corporation Secretary

Henry Dickinson, Jr.
Membership Secretary

Wayne T. Adams
General Counsel & Clerk of
Corporation

Administrative Officers

Charles F. Warren

Director Institutional Policy and Personnel

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William A. Pollman

Assistant Curator, Rapid Transit Cars

Michael W. Simonds

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Frederick H. Burns

Librarian

George M. Sanborn

Museum Archivist

Tracey Silloway

Manager of Marketing and Special Events

Peter Hammond

Chairman, Visitor Experience Committee

Judith M. Warner

Museum Store Manager

Scott J. Hooper

Superintendent of Railway Operations

Jay P. McMahon

Assistant Superintendent of Railway Operations

John L. Middleton

Yardmaster

John W. Coyle, III

Assistant Yardmaster

Peter G. Wilson

Superintendent of Track Construction and Maintenance

Frederick J. Perry

Superintendent of Overhead Construction and Maintenance

John W. Coyle, III

Assistant Superintendent of Overhead Construction and Maintenance

Robert F. Hughes

Manager of Operations Safety & Training

Roger E. Somers

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Richard H. Avy

Superintendent of Communications

Robert E. Kelly

Museum Magazine Editor

O. R. Cummings

Historian

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Manager of Collections Development

Daniel R. Cohen

Equipment Materials Manager

William A. Pollman

Assistant Equipment Materials Manager

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Special Representative

Yuichi Sakamoto

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Honorary Officers

Dwight B. Minnich

General Manager Emeritus

Burton B. Shaw

Superintendent of Railway Operations Emeritus

In Memorium

In 1996, the following members of Seashore's active community passed away. The Museum will always remember their dedication and will greatly miss them:

Calvin L. (Cal) Caler

Raymond, Maine
Operator and active volunteer

William A. O'Brien

Saugus, Massachusetts
Senior Trustee and active volunteer

Steven Spacil

Schenectady, New York
General Manager during 1950s

Ed Winslow

Hampton, New Hampshire
Operator and donor

Museum Contributors

Again this year, the best measure of the Seashore Trolley Museum's strength is the very generous financial support it receives from our members and other individuals and organizations. As in last year's Annual Report, we are listing here all who donated \$50 or more during the year, and the list stretches over three pages. Cash contributions were just under \$200,000, and contributions-in-kind (donations of goods or material) exceeded \$60,000, bringing the total contributed amounts to well over a quarter of a million dollars. The amount contributed almost equalled the approximately \$280,000 public income from admissions and store sales.

In total nearly 700 different members and non-members made in total over 2,200 individual contributions, keeping our administrative staff quite busy with the very pleasant task of receiving, recording, and acknowledging this wonderful support. Over \$100,000 of the donations went to the General Fund, which is the fund which is stretched very thin to cover the Museum's operating expenses. Over \$22,000 of this was in response to the Annual Fund Campaign, which enabled the museum to finish the year with a modest surplus.

The Board of Trustees of the New England Electric Railway Historical Society gratefully acknowledges the contributions of the following members and friends:

The 1996 Seashore Donor Honor Roll

Donations of \$10,000 or more

Ralph L. Day
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Donations from \$5,000 to \$10,000

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Financial Report

The Society's financial statements for the fiscal year of January 1, 1996 to December 31, 1996, as produced by the Society's chief financial officer and thoroughly reviewed and verified by the independent auditors retained by the Society, the firm of Baker Newman & Noyes of Portland Maine, are presented on pages 44 through 48. These statements are now in a different format from previous years. This new reporting format is required by the Financial Accounting Standards Board Statement No. 117, which focuses on the Society as a whole by presenting balances and transactions in accordance with the degree of donor-imposed restrictions. This is accomplished by classifying these transactions and balances into three classes:

1. Unrestricted: This class includes those net assets that are general in nature and not subject to any donor restrictions or stipulations, those fixed assets owned by the Society that are free of any restrictions or stipulations, and those net assets that have been designated by the Board of Trustees for specific purposes. This classification currently includes the Unrestricted Funds, comprising the General Unrestricted Fund and the Board Restricted Funds, and the Plant Fund.

2. Temporarily Restricted: This class includes those net assets that have been stipulated by the donor that they meet certain time or project restrictions, and be expended in accordance with those restrictions. This classification currently includes Donor Restricted Funds.

3. Permanently Restricted: This class includes those net assets that have been stipulated by the donor that they be maintained in perpetuity by the Society. This classification currently includes Endowment Funds.

The financial statements for 1995 have been restated in this new format, and have been changed to restate the fair value of a contribution of property received in 1995. The financial statements consist of a Statement of Financial Position on page 44, a Statement of Activities for 1995 and 1996 on page 45, a Statement of Cash Flows on page 47, and a more detailed Schedule of Functional Expenses on page 46.

As illustrated in the line graph of Figure 1, total support and revenues decreased 20.4 percent, from \$1,065,211 in 1995 to \$848,392 in 1996. However, these support and revenues include both cash and and-cash elements. Cash support includes contributions and grants, and cash revenues includes dues, admissions, auxiliary sales, investment income, and miscellaneous income. Non-cash support includes contributions-in-kind and contributed services.

Cash support and cash revenues totaled \$564,966 in 1996. This, is a smaller, albeit still significant, decrease, of 13.2 percent from the \$651,444 received in 1995, and that, in turn, was a 1.4 decrease from the \$660,526 received in 1994.

The distribution of cash support and revenues is given in the pie

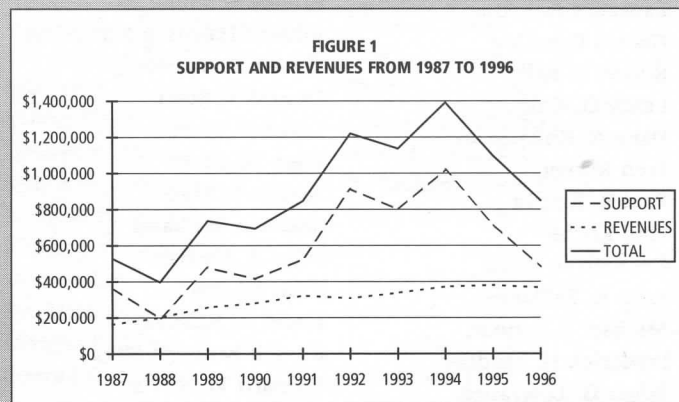


chart of Figure 2. Cash support represented 42 percent of total cash income, with cash revenues representing 58 percent. Each of these components is shown in the accompanying Statement of Activities included on page 45, and will be discussed below.

Cash Support: Total cash contributions declined by 23.2 percent, from \$257,953 in 1995 to \$198,136 in 1996. Cash contributions also include contributions by the public in the form of cash deposited by visitors into fareboxes located throughout the museum. These increased slightly, from \$2,470 in 1995 to \$2,653 in 1996.

Total cash contributions include \$69,832 to the Unrestricted General Fund, \$122,534 to the Donor Restricted Funds, and \$5,770 to the Endowment Fund.

Cash Revenues: A total of \$25,849 was received for 1996 annual membership dues, versus \$23,453 for 1995, a 10.2 percent increase. Life Memberships dues, which are recognized in full as current income and directly transferred into a Board Restricted Endowment Fund were \$11,637 in 1996 versus \$8,746 in 1995. Similar to the Permanently Restricted Endowment Fund, these Life Membership revenues will be maintained in perpetuity and invested, with the interest earned used for museum operations.

Revenues from admissions and auxiliary sales increased by less than 1 percent, from \$281,606 in 1995 to \$283,788 in 1996. In 1994, admissions and auxiliary sales totaled \$293,392.

Examining the components of the revenues from public operations, admission revenues were essentially unchanged from 1995 to 1996. Admission revenues were \$148,394 in 1996, which is almost the same as the \$148,722 received in 1995. The 1995 revenues were also about the same as the \$149,089 received in 1994.

Auxiliary sales revenues to the public include Museum Store on-premise sales (but excluding mail order sales for purposes of this analysis) and food service and vending machine sales. These increased by 1.2 percent from 1995 to 1996, but decreased by 4.9 percent from 1994 to 1996. These revenues were \$126,852 in 1996, \$125,292 in 1995, and \$133,377 in 1994.

Though not related to the number of visitors, Museum Store mail order sales were \$8,542 in 1996, compared with \$7,592 in 1995 and \$10,537 in 1994. Taken together, all auxiliary sales revenues totaled \$135,394 in 1996, a 1.9 percent increase from the \$132,884 received in 1995, but a 6.2 percent decline from the \$144,303 received in 1994. Auxiliary services expenses, including the allocation of volunteer services and depreciation, during 1996 were \$127,091, resulting in a net

gain on sales of \$8,303, or 6.1 percent of total sales. For comparison, there was a net gain on total auxiliary sales of 5.1 percent of total sales in 1995 and 7.8 percent in 1994.

As shown in the pie chart of Figure 2, admissions and auxiliary operations revenues together contributed 50 percent of the Society's cash income in 1996. Cash contributions and grants represented 35 percent of cash income, and dues and other income about 15 percent. Comparative ratios in 1995 were 43, 42, and 15 percent respectively. In 1994 the ratios were 44, 44, and 12 percent respectively.

Investment and miscellaneous income, which included revenue from membership dinners, sale of scrap and parts, and other income and earnings, together totaled \$56,556 compared with \$66,186 in 1995, a 14.5 percent decrease, and \$54,772 in 1994; a 3.3 percent increase.

Non-Cash Support: Contributions-in-kind in 1996 of \$61,214 were slightly over half those in 1995 of \$119,690, and those for 1995 more than tripled the \$43,729 received in 1994. However, it should be noted that in 1995, an unusual contribution-in-kind was received; a house and property revalued at \$65,000 from the estate of former president and chairman, Alexander Hamilton. Excluding this one-time event, the contributions in kind in 1995 would have been \$54,690, which results in an effective increase of 11.9 percent from 1995 to 1996, and a 25.1 percent increase from 1994 to 1995.

Total support, excluding contributed services, but including cash contributions and bequests, grants and contributions-in-kind together, increased by 21.3 percent in 1995, from \$332,545 to \$422,648.

Documented contributed services exhibited yet another rather dramatic decline, just as it had in the previous year. From 1995 to 1996 documented contributed services declined by 24.4 percent, and from 1994 to 1995 they declined by 57.2 percent. This decline is not due to fewer persons contributing their services, which likely increased, but rather to a decline in the somewhat thankless and time consuming project of pursuing volunteers to document their volunteer time.

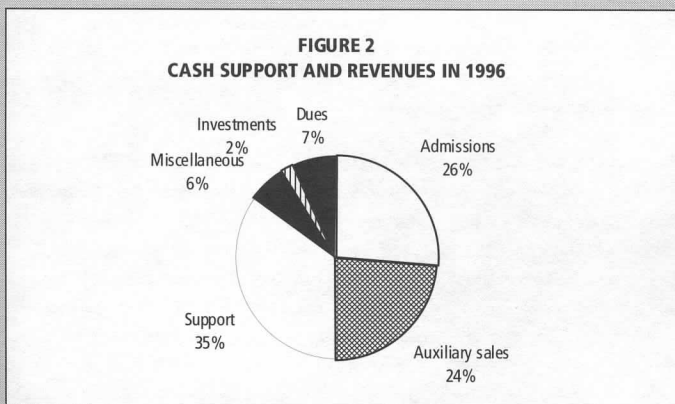
Expenses: There are two types of expenses for which funds are used, functional expenses and capital expenses.

1. Functional expenses, or operating expenses, are those expenses expended for museum operations. These comprise expenses paid by cash and the distribution of expenses for contributions-in-kind and contributed services. Functional expenses fall into three specific categories, or functions: Program Expenses, Support Expenses, and Auxiliary Operation, as follows:

Program Expenses include expenses directly related to the museum's primary mission, namely the acquisition, preservation, display, interpretation and study of historic transit vehicles and associated equipment, artifacts, papers, materials, and property. These are usually denoted as Curatorial and Exhibits expenses. All expenses related to the museum's collections and library fall in this category.

Support Expenses include those expenses required for supporting the primary mission of the Society. This includes Membership expenses which include the member magazine, membership functions, and other expenses related to the Society's membership; General and Administrative expenses, which includes management, office, property maintenance, and other expenses of an administrative nature; and Fund Raising expenses, which includes office, postage, and other administrative expenses relating to the raising of funds.

Auxiliary Operations expenses are those expenses related to the operation of the Museum Store and Food Service.



Statements of Financial Position

For the years ended December 31	1996	1995
Assets:		
Cash	\$ 28,968	\$ 53,517
Short-term investments (note 2)	44,225	25,656
Accounts receivable	9,809	979
Inventories	65,642	71,591
Prepaid expenses	8,101	13,669
Other investments (note 2)	198,042	188,484
Cash and short term investments whose use is limited (note 2)	277,840	257,624
Fixed assets, net (note 3)	1,292,946	1,196,729
Collection items (note 1)	—	—
	<u>\$ 1,925,573</u>	<u>\$ 1,808,249</u>

Liabilities and Net Assets

Liabilities:

Accounts payable and accrued expenses	\$ 31,654	\$ 41,114
Deferred income	12,795	10,362
Long-term debt (note 4)	118,026	95,798
Total liabilities	<u>162,475</u>	<u>147,274</u>

Net assets:

Unrestricted:		
Designated by the Trustees (note 7)	52,642	27,734
Undesignated	<u>1,332,320</u>	<u>1,239,593</u>
	1,384,962	1,267,327
Temporarily restricted (note 5)	371,216	392,498
Permanently restricted (note 6)	<u>6,920</u>	<u>1,150</u>
Total net assets	<u>1,763,098</u>	<u>1,660,975</u>
	<u>\$ 1,925,573</u>	<u>\$ 1,808,249</u>

See accompanying notes

2. Capital expenditures, or non-operating expenses, are fixed asset additions to the plant fund. These are expenditures made for the purchase or construction of major fixed assets, which include land, buildings, machinery, equipment, furniture and fixtures, and track and wire, and can include cash expenditures, and non-cash contributions-in-kind and contributed services. Society policy is to regard any capital expenditure in excess of \$600 as a capital expenditure. Those less than \$600 are regarded as functional, or operating, expenses. Additions to the Plant Fund can also include the full or partial ownership of assets for future use or disposition. Capital expenditures for property and equipment are depreciated annually, the amount depending on their useful life, where the depreciation expense is allocated to the applicable function.

The functional expenses are detailed in Schedule 1 of the audited financial statements. Total functional expenses for 1996 of \$746,269 decreased by 9.4 percent from the \$824,144 of 1995. Functional expenses were \$1,294,013 in 1994. However, when considering only cash functional expenses, the differences are less. When contributed services, contributions in kind and depreciation expenses are subtracted out, the remaining cash expenses totaled \$445,426 for 1996, \$447,009 for 1995, and \$549,209 for 1994.

Capital expenditures were \$130,235 in 1996, of which \$119,769 was contributed specifically for the expenditures, and \$10,466 from general revenues. Capital expenditures were \$84,798 in 1995.

In addition, \$10,500 was expended in 1996 (\$7,363 in 1995) for principal payments for various loans taken out by the Society to carry out its capital projects and to purchase necessary equipment. Interest payments on these loans are included in functional expenses.

NOTES TO FINANCIAL STATEMENTS

December 31, 1996 and 1995

1. Summary of Significant Accounting Policies

The New England Electric Railway Historical Society (the Society), the owner and operator of the Seashore Trolley Museum in Kennebunkport, Maine, is a Maine corporation and a nonprofit educational organization dedicated to the purposes of providing a source of information of a scientific and educational nature relating to the historical and mechanical use and development of electric street railways and collecting, preserving and maintaining, for study and exhibition, electric street railway cars of the various periods and all types, forms and examples of electric street railway equipment; and doing all things necessary and properly pertaining to the accomplishment of the above mentioned purposes.

The Society operates a museum store as an auxiliary operation.

Basis of Accounting

The Society follows the accrual basis of accounting in accordance with the principles of fund accounting.

Accounting Estimates

The preparation of financial statements requires management to make estimates and assumptions that effect the recorded amounts of assets and liabilities at the date of the financial statements and the amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Financial Statement Presentation

The Society adopted the provisions of Financial Accounting Standards Board Statement No. 117, *Financial Statements of Not-for-Profit Organization*, in 1996 and has restated the 1995 financial statements to reflect retroactively the provisions of this statement. This restatement did not impact the total amounts of net assets reported. The 1995 financial statements were restated, however, by \$31,505 to more appropriately reflect the fair value of a contribution received in 1995 (see note 2).

As required by SFAS No. 117, the accompanying financial state-

Statement of Activities

	December 31, 1996				December 31, 1995			
	Unrestricted	Tempor- arily Restricted	Perman- ently Restricted	Total	Unrestricted	Tempor- arily Restricted	Perman- ently Restricted	Total
Support and revenue:								
Contributions and bequests (note 1)	\$ 69,832	\$ 122,534	\$ 5,770	\$ 198,136	\$ 55,460	\$ 201,343	\$ 1,150	\$ 257,953
Contributions-in-kind (note 1)	58,837	2,377	—	61,214	29,047	90,643	—	119,690
Contributed svcs. (note 1)	222,212	—	—	222,212	294,077	—	—	294,077
Annual membership dues	25,849	—	—	25,849	23,453	—	—	23,453
Life memberships	11,637	—	—	11,637	8,746	—	—	8,746
Admissions	148,394	—	—	148,394	148,722	—	—	148,722
Investment income	3,129	8,045	—	11,174	6,729	1,913	—	8,642
Miscellaneous	15,363	19,019	—	34,382	17,615	39,929	—	57,544
Revenue from auxiliary operation	134,667	727	—	135,394	132,884	—	—	132,884
Grants (note 8)	—	—	—	—	13,500	—	—	13,500
Net assets released from restrictions:								
Program restrictions	87,922	(87,922)	—	—	111,363	(111,363)	—	—
Capital restrictions	86,062	(86,062)	—	—	38,700	(38,700)	—	—
Total support and revenue	\$ 863,904	\$ (21,282)	\$ 5,770	\$ 848,392	\$ 880,296	\$ 183,765	\$ 1,150	\$ 1,065,211
Expenses (note 1):								
Program expenses:								
Curatorial and exhibits	330,884	—	—	330,884	446,628	—	—	446,628
Support expenses:								
Membership	20,546	—	—	20,546	18,262	—	—	18,262
Gen'l and admin.	262,639	—	—	262,639	216,214	—	—	216,214
Fund raising	5,109	—	—	5,109	16,987	—	—	16,987
Total support exp.	288,294	—	—	288,294	251,463	—	—	251,463
Auxiliary operation	127,091	—	—	127,091	126,053	—	—	126,053
Total expenses	\$ 746,269	—	—	\$ 746,269	\$ 824,144	—	—	\$ 824,144
Change in net assets	117,635	(21,282)	5,770	102,123	56,152	183,765	1,150	241,067
Net assets, beginning of year as restated (notes 1 and 2)	1,267,327	392,498	1,150	1,660,975	1,211,175	208,733	—	1,419,908
Net assets, end of year	\$ 1,384,962	\$ 371,216	\$ 6,920	\$ 1,763,098	\$ 1,267,327	\$ 392,498	\$ 1,150	\$ 1,660,975

See accompanying notes.

Schedule 1: Schedule of Functional Expenses

Year Ended December 31, 1996 (With Comparative Totals for 1995)	1996						1995	
	Program	Support Expenses				Auxiliary	Total	Total
	Curatorial & Exhibits	Member-ship	G&A	Fund Raising	Total	Operation	Expenses	Expenses
Salaries and related expenses	\$ 79,151	\$ 439	\$ 66,509	\$ 1,125	\$ 68,073	\$ 11,924	\$ 159,148	\$ 149,489
Contributed services	123,200	7,956	65,808	1,040	74,804	14,368	212,372	290,525
Professional fees	20	30	14,210	400	14,640	—	14,660	11,881
Utilities	19,687	2,974	13,154	—	16,128	3,705	39,520	40,184
Conservation and maintenance	52,786	14	13,485	—	13,499	22	66,307	59,080
Taxes and fees	106	—	765	40	805	393	1,304	1,448
Insurance	7,339	3	14,294	8	14,305	208	21,852	24,986
Equipment rental	—	—	24	—	24	50	74	9,732
Administration	16,708	6,880	32,985	2,489	42,354	5,398	64,460	70,461
Interest	1,441	—	9,988	—	9,988	—	11,429	6,505
Miscellaneous	1,895	1,909	20,562	7	22,478	1,685	26,058	36,108
Cost of goods sold	—	—	—	—	—	80,619	80,619	80,336
Total expenses before depreciation	302,333	20,205	251,784	5,109	277,098	118,372	697,803	780,735
Depreciation	28,551	341	10,855	—	11,196	8,719	48,466	43,409
Total expenses	\$ 330,884	\$ 20,546	\$ 262,639	\$ 5,109	\$ 288,294	\$ 127,091	\$ 746,269	\$ 824,144

ments have been prepared to focus on the Society as a whole and to present balances and transactions according to the existence or absence of donor-imposed restrictions. This has been accomplished by classification of fund balances and transactions into the following classes of net assets:

Permanently restricted – Net assets subject to donor stipulations that they be maintained permanently by the Society.

Temporarily restricted – Net assets subject to donor stipulations that may or will be met by action of the Society and/or the passage of time.

Unrestricted – Net assets not subject to donor stipulations. This category also includes net fixed assets and net assets which have been designated by the Board of Trustees.

Income Recognition

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Contributions are recognized as revenue upon receipt from the donor of an unconditional promise to give. Revenue derived from annual membership dues is recorded over the period to which the dues relate. Life membership dues are considered income in the year received. Grant revenue is recognized to the extent expenditures are made which can be charged against the grant. Unexpended grants are shown as deferred income.

Contributed Services and Materials

The Society adopted the provisions of Financial Accounting Standards Board Statement No. 116, *Accounting for Contributions Received and Contributions Made*, in 1996. In accordance with SFAS No. 116, contributed services are reflected in the financial statements at the fair value of the services received. The contributions of services are recognized if the

services received (a) create or enhance nonfinancial assets or (b) require specialized skills that are provided by individuals possessing those skills and would typically need to be purchased if not provided by donation. Prior to 1996, contributed services were recorded based on then existing accounting standards. Adoption of SFAS 116 did not have an impact on amounts of net assets reported. Details of contributed services were as follows:

Contributed Services	1996	1995
Charged to expense:		
Curatorial and exhibits	\$ 123,200	\$ 199,594
Support	74,804	73,034
Auxiliary operation	14,368	17,897
	212,372	290,525
Capitalized to fixed assets	9,840	3,552
	\$ 222,212	\$ 294,077

The appraised value of materials and supplies contributed is recorded similarly as contributions-in-kind. Such category included \$14,166 (\$76,489 in 1995) which was capitalized and \$47,049 (\$43,201 in 1995) which was charged to functional expenses.

Short-Term Investments

Short-term investments are carried at fair value.

Fixed Assets

Purchased and donated fixed assets are recorded at cost and fair value at date of receipt, respectively, and depreciated on a straight-line basis over their estimated useful lives ranging from five to forty years. Donated and purchased collections or exhibits are not capitalized or

Statement of Cash Flows

Increase (Decrease) in Cash		
For the years ending December 31	1996	1995
Cash flows from operating activities:		
Change in net assets	\$ 102,123	\$ 241,067
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Contributions restricted for long-term investment	(5,770)	(1,150)
Non-cash contributions - plant	(24,006)	(80,041)
Depreciation	48,466	43,409
Changes in operating assets and liabilities:		
Accounts and grants receivable	(8,830)	17,491
Inventories	5,949	5,516
Prepaid expenses	5,568	(4,690)
Accounts payable and accrued expenses	(9,460)	(28,076)
Deferred income	2,433	(7,277)
Net cash provided by operating activities	116,473	186,249
Cash flows from investing activities:		
Short-term investments	(18,569)	(21,506)
Capital expenditures	(130,235)	(84,797)
Restricted cash and investments	(20,216)	(98,884)
Net cash used by investing activities	(169,020)	(205,187)
Cash flows from financing activities:		
Issuance of long-term debt	40,030	10,000
Repayment of long-term debt	(17,802)	(7,363)
Contributions restricted for long-term investment	5,770	1,150
Net cash provided by financing activities	27,998	3,787
Decrease in cash - unrestricted	(24,549)	(15,151)
Cash - unrestricted, beginning of year	53,517	68,668
Cash - unrestricted, end of year	\$ 28,968	\$ 53,517

Supplemental disclosure of cash flow information:

Interest paid	\$ 11,429	\$ 6,505
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See accompanying notes.

depreciated. However, each significant collection item is catalogued, preserved, and cared for, and activities verifying their existence and assessing their condition are performed. The collections are subject to a policy that requires proceeds from their sales to be used to make betterments to other existing items or to acquire other items.

Inventories

Inventories are stated at the lower of cost or market, cost being determined on the first-in, first-out basis.

Pledges

The Society has received certain non-binding pledges for its capital and operating funds from members and friends. Because they are not legally enforceable, these pledges are recorded only when related cash payments are received by the Society.

Income Taxes

The Society is a nonprofit organization which is exempt from paying federal income taxes.

2. Investments

Short-term investments consisted of investments in a mutual fund

money market account and bank certificates of deposit at December 31, 1996 and 1995.

Other investments include a minority interest (12.3%) in a closely-held corporation known as Biddeford Station, Inc. The primary asset of this corporation is land and a building adjacent to the Society. Such interest is valued at an amount based on a valuation obtained by the donor, who is also a trustee of the Society, at the time of donation. Contributions of shares valued at \$9,558 and \$3,540 in 1996 and 1995, respectively, have been recorded as a contribution-in-kind. At December 31, 1996 and 1995, this investment totalled \$133,042 and \$123,484, respectively.

During 1995, the Society received a bequest of a house and land from the estate of a deceased member. This property is not adjacent to the Society's property, but is located in the local area. Under the conditions of this bequest, a life tenancy was conveyed to an individual. This property was originally valued at \$96,505 and recorded as a contribution-in-kind in 1995. The Society subsequently determined that a value of \$65,000 would more appropriately reflect the property's fair value. Accordingly, the \$65,000 is shown as a temporarily restricted contribution-in-kind in the accompanying 1995 statement of activities.

3. Fixed Assets

Fixed assets consisted of the following at December 31, 1996 and 1995:

1996	Accumulated		Net
	Cost	Depreciation	
Land	\$ 302,853	\$ —	\$ 302,853
Land improvements	74,100	40,016	34,084
Buildings and improvements	831,884	234,610	597,274
Track and wire	276,210	118,370	157,840
Machinery and equipment	207,320	171,456	35,864
Construction-in-progress	165,031	—	165,031
	\$ 1,857,398	\$ 564,452	\$ 1,292,946

1995	Accumulated		Net
	Cost	Depreciation	
Land	\$ 302,853	\$ —	\$ 302,853
Land improvements	68,933	37,015	31,918
Buildings and improvements	755,819	214,019	541,800
Track and wire	270,914	104,043	166,871
Machinery and equipment	197,695	160,909	36,786
Construction-in-progress	116,501	—	116,501
	\$ 1,712,715	\$ 515,986	\$ 1,196,729

Depreciation expense was \$48,466 and \$43,409 in 1996 and 1995, respectively.

4. Long-Term Debt

Long-term debt consisted of the following at December 31, 1996 and 1995:

Auditor's Letter

Long term debt	1996	1995
Notes payable to various members, with interest at 7%, payable in quarterly installments through 2004	\$ 66,913	\$ 81,864
Notes payable to various members, with interest at 7%, payable in quarterly installments through 2006	3,662	3,934
Note payable to a private foundation, interest payable annually at 5%, principal due February 1997	10,500	10,000
Note payable to bank, interest at 8.25%, payable in monthly installments through 2004	32,683	—
Installment note payable for office copier, interest at 19%, payable in monthly installments through 2000	4,268	—
	\$ 118,026	\$ 95,798

Aggregate maturities of long-term debt for the five years subsequent to December 31, 1996, are as follows:

1997	\$21,707
1998	12,170
1999	13,230
2000	13,840
2001	13,804

5. Temporarily Restricted Net Assets

At December 31, 1996 and 1995, temporarily restricted net assets consisted of the following:

Temporarily Restricted Net Assets	1996	1995
Program activities:		
Restoration of vehicle collection	\$ 206,365	\$ 201,712
Museum development	76,924	7,418
Miscellaneous	22,927	118,368
	306,216	327,498
Real estate (note 2)	65,000	65,000
	\$ 371,216	\$ 392,498

6. Permanently Restricted Net Assets

During 1996 and 1995, the Society received \$5,770 and \$1,150, respectively, in permanently restricted net assets. Such funds are to be maintained permanently but the Society may use the related income for general operations.

7. Designation of Unrestricted Funds

At December 31, 1996 and 1995, unrestricted funds had been designated by the Board of Trustees for the following purposes:

Designation of Unrestricted Funds	1996	1995
Restoration of vehicle collection	\$ 1,059	\$ 1,500
Endowment	44,922	12,734
Miscellaneous	6,661	13,500
	\$ 52,642	\$ 27,734

8. Grants

During 1995, the Society received an unrestricted grant from a private foundation which was expended on general operations.

The Officers and Trustees New England Electric Railway Historical Society

We have audited the accompanying statements of financial position of New England Electric Railway Historical Society as of December 31, 1996 and 1995, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Society's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of New England Electric Railway Historical Society at December 31, 1996 and 1995, and the results of its operations, changes in its net assets, and its cash flows for the years then ended in conformity with generally accepted accounting principles.

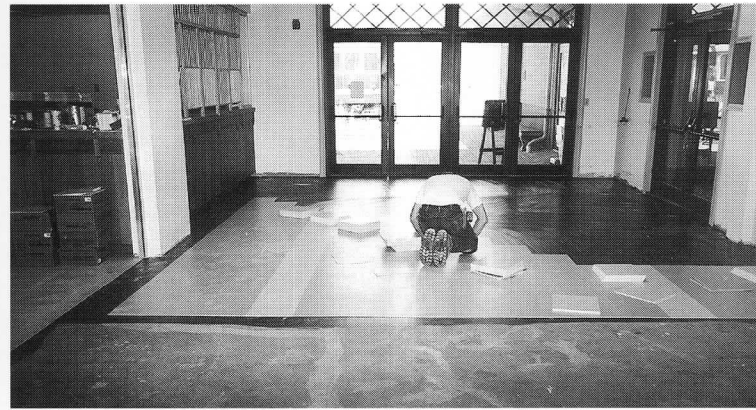
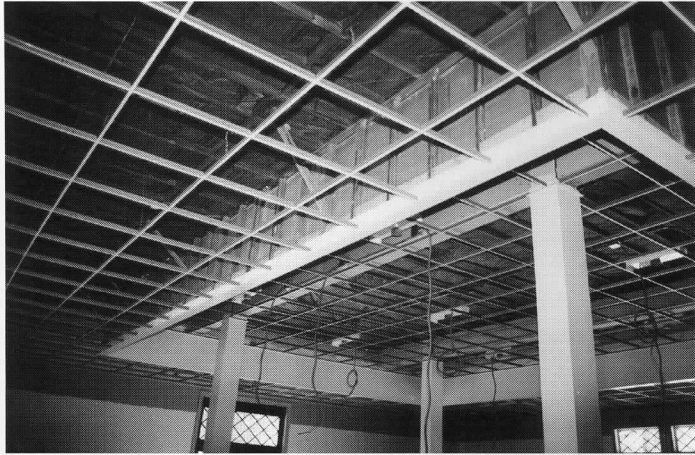
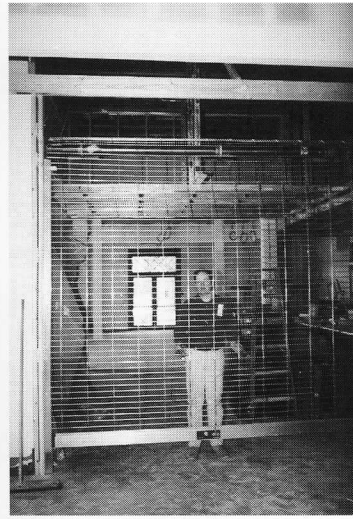
As discussed in note 1 to the financial statements, in 1996 the Society adopted the provisions of Financial Accounting Standards Board Statements No. 116, *Accounting for Contributions Received and Contributions Made*, and No. 117, *Financial Statements of Not-for-Profit Organizations*. The adoption of the new standards did not impact the total amounts of net assets reported. The 1995 financial statements were restated, however, to more appropriately reflect the fair value of a contribution received in 1995.

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying additional information (Schedule 1) is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such additional information has been subjected to the auditing procedures applied in our audits of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Baker Newman & Noyes
Limited Liability Company

April 18, 1997

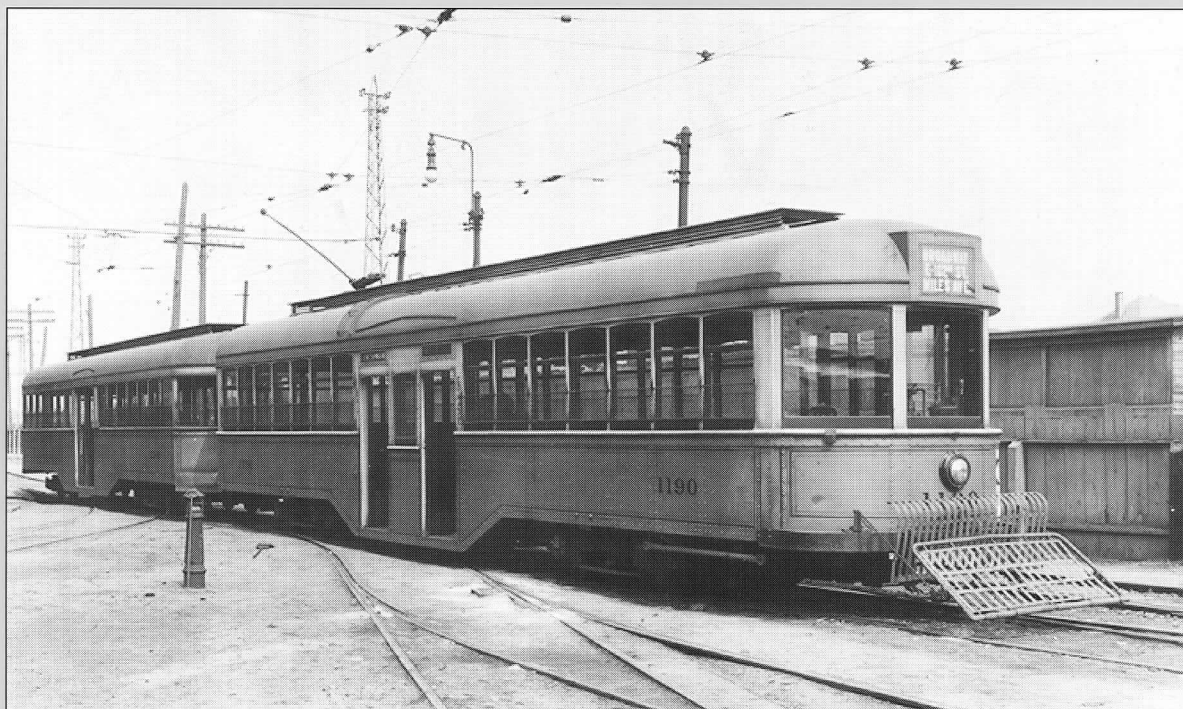
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Portland, Maine 04112
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Visitors Center Improvements - 1996

- Top left:** "Before"—the old Museum Store with its unfinished ceiling.
- Second left:** The framing for the two-level store ceiling has been skillfully suspended and precisely aligned using laser technology.
- Middle top:** Donald Curry holds the new security grill which can be lowered to secure the Store after business hours.
- Top right:** The new stairway takes shape along the food service area.
- Second right:** A tile floor is laid over the unfinished concrete in the entrance corridor. The tile extends through the Store and the food area.
- Third right:** An authentic grill from a rapid transit station rises above the counter along the lobby side of the Store's sales counter.
- Bottom right:** The finished Store area before the merchandise returned.
- Bottom left:** The original staircase has a new landing leading to an entrance immediately adjacent to the Visitors Center main entrance. DC





Above: The distinctive appearance of Cleveland's motor-trailer center entrance trains is illustrated in this photo. Seashore is planning to recreate this image with the restoration of motor car 1227—currently underway in the shop—and trailer 2318—planned to follow. The basic body structure of 1227 is essentially complete and interior restoration is underway. BH

Below: Rochester, New York, *Peter Witt* car 1237 was a sister to the Museum's 1213, which is currently undergoing restoration. This view on Main Street in late 1940 shows the urban environment where the cars operated. Within a year of this photo, these cars, known as "Submarines," would run for the last time. Only 1213 survives today. SL

