

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 – Highlights of 1997

Top: The framing of the Parts Warehouse had been erected and siding was being installed when this photo was taken. By year's end the building was complete, promising much-needed protection for the components that make restoration and continued operation of the Museum's collection possible. DC

Second from Top: Representatives of the Brainerd and Cott families joined Seashore officers in celebrating the completion of the orientation exhibits which bequests from both families had supported. The exhibits now help acquaint visitors with the Museum and the history of urban transportation. FM

Bottom: Seashore's Connecticut Company open car 1391 spent much of the autumn on display at Boston's South Station, posing as Boston 1752, the first car to travel through America's first subway, a journey that occurred 100 years earlier. HF

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1997 Annual Report

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Letter to Members



Above: The Museum entrance with Philadelphia & Western 203, the entrance sign, and the historical marker noting the founding of the world's first trolley museum in 1939. DC

The year 1997 was a surprising mixture of highs and lows for the New England Electric Railway Historical Society and its Seashore Trolley Museum. As it always has in its 58 year history, the largely volunteer operation pursued a wide range of activities within its mission of preserving, restoring, and interpreting the definitive collection of North American street railway and transit vehicles.

Physical progress at the Museum was noteworthy across a wide range of projects, but the operating season brought a severe—yet both unexpected and unprecedented—downturn in the number of visitors. This strained an already extremely tight budget to the point of needing an extraordinary degree of financial generosity by our loyal members to plug the gap. We are very grateful to everyone who helped this special fundraising effort.

At the same time, the Museum continued along a path of transition in a number of key management positions, a process that is both full of opportunity but also rife with challenges.

A full explanation of each of these aspects of 1997 operations is the topic of this report.

Prominent among the positive devel-

opments was the completion of the new interpretive exhibits in the Visitors Center orientation room. The Visitor Experience Committee undertook the task of designing, constructing, and installing exhibits that quickly explain key points of the street railway industry's history and provide background on the Museum. The exhibits were completed during the late spring, so that they were available during the entire operating season. At Members' Weekend in October the completed exhibits were dedicated to the memory of our late members Henry Bowen Brainerd and the husband-wife team of Mary Elizabeth and C. Murray Cott, all of whom had been deeply involved in carrying the Museum's message to the public and had made bequests that helped fund construction of the exhibits. Many others had contributed in their memory to help make this project a reality. For a fuller explanation of the exhibits see the Visitor Experience Report on page 9.

Parts Warehouse

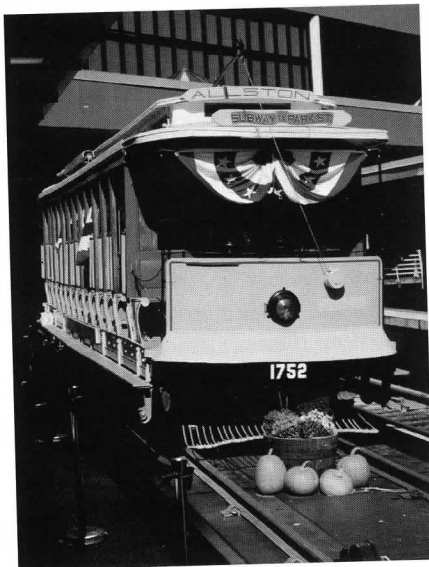
Another project brought to a very successful completion in 1997 was the construction of the 6,000 square foot Parts Warehouse behind South Boston Carhouse, on the alignment of one of the

streets of the proposed Seashore Village development. The warehouse is the most dramatic step yet in the Society's very active parts procurement and protection program that is being enthusiastically conducted by volunteers to ensure that the parts needed for restoration and maintenance of Seashore's large and varied collection are available far into the future. Other steps in recent years have been the acquisition of particular cars for possible resale and as a source of both parts and covered storage, and the acquisition of a number of shipping containers, all now filled with carefully arranged and catalogued parts. The new warehouse will be used for large and vital parts such as motors and control equipment, too much of which until now has been stored outside. The facility has been designed to minimize condensation and with a very strong and impervious floor, both to carry the weight of parts and equipment used to move the parts and to prevent water seepage from the ground below.

The cost of construction—approximately \$120,000—was mostly self-funded up front by the Museum's parts programs, primarily through the sale of surplus material to other parties. At year-end, about 60 percent of the relatively small supplemental construction loan to finish the building had been repaid by this method, with the balance to be further reduced in 1998. In the meantime, loan payments are covered by a combination of donations and parts sales, so that the remaining cost of the project does not affect Seashore's operating budget. See the inside rear cover for a photo sequence of the construction.

ARM Convention

A special highlight of 1997 was the Museum's hosting of the Association of Railway Museums (ARM) 37th annual convention in late September. This was the fourth time Seashore has served as host museum, having now sponsored the convention in each of the decades of the 1960s, 1970s, 1980s, and 1990s. The head-



Above: Seashore's 1391 at Boston's South Station posing as Boston 1752, the first car through America's first subway. HF



Above: At the centennial reception, posing on 1391 are (back row) Trustees Jim Schantz and George Sanborn, MBTA General Manager Robert Prince, Trustee Dan Cohen, authors O.R. Cummings and Brad Clarke, and (front) members Bill Grimes and Charles Bahne. PJ

quarters of the convention was the Holiday Inn by the Bay in Portland, where many seminars and other activities took place. Trips to a variety of rail and other transportation sites in Maine, New Hampshire, and Massachusetts were included in the early part of the weeklong convention. Activities at Seashore were the highlight of the final weekend, including the largest trolley parade ever mounted at the museum—a historic procession of 35 cars. A milestone was that the registrant total of over 200 included representatives of 47 museums, the largest number of museums ever to attend an ARM convention.

In a related activity of ARM, the Association's newly completed document *Recommended Practices for Railway Museums* was published during the year. This first-of-its-kind document in the rail preservation movement was an outgrowth of Seashore's unhappy experience with the American Association of Museums (AAM) accreditation process some years ago in which AAM's reviewers clearly did not understand how to judge an operating rail museum and the criticality of the needed conservation and safety procedures. ARM, with Sea-

shore's very active participation, protested the inappropriateness of the procedures used by AAM, and was asked to draft suitable procedures for rail museums. Seashore members were active in the working group which created the practices document over a two year period and in fact a Seashore officer wrote the first draft which was then greatly improved by the participation of representatives from many other museums. The resultant document was published with the assistance of an Institute of Museum Services grant awarded to ARM.

In what represents a complete turnabout in the AAM's relations with the rail museum community, the completed *Recommended Practices* document has been embraced by AAM and is now regularly cited as an example to other types of museums who seek AAM guidance.

Boston Subway Centennial

Another very significant event in 1997 was Seashore's participation in the centennial celebrations for America's first subway, which opened under Tremont Street in Boston on September 1, 1897.

For several years, Museum representatives had been meeting with officials of Boston's Massachusetts Bay Transportation Authority (MBTA) to plan the celebration of this milestone. In late 1996, MBTA officials requested extensive participation on Seashore's part, with as many as four cars from the collection brought to Boston to participate. Unfortunately, the MBTA did not have funds in its operating budget for the necessary work on the cars, and was forced to seek funding outside from suppliers or other donors. Delays in this process meant that the scope of the project had to be reduced. Finally, in mid-summer of 1997, the MBTA had funding to cover bringing one car to Boston that would pose as Boston open car 1752, the inaugural car through the subway 100 years earlier.

As no Boston open trolleys survive, one of Seashore's New Haven opens, No. 1391, was selected to play the role. MBTA funding enabled our shop forces to repaint the car and prepare signs to temporarily renumber the car to 1752 and to show Boston destinations. Unfortunately, the car could not run in Boston as it is too large for the tight clearances of the Tremont Street subway. The MBTA

wanted to focus the commemoration at South Station, which is continuously busy with commuters, Amtrak passengers, and shoppers. At Seashore's suggestion, arrangements were made to display 1391 on a railroad flat car at the end of a platform outside the headhouse. From mid-September until the end of October, the car was displayed, decked with bunting, and with signs describing its historic significance and inviting visitors to Seashore. Many thousands of people learned more about Seashore from the car's presence.

Unfortunately, the publicity came too late in our operating season to encourage large numbers of visitors in 1997, but the publicity and the opportunity to cooperate with the MBTA were very welcome. The funds necessary for the exhibit were donated to the MBTA by Breda Costruzioni of Italy, the firm building the Type 8 low-floor light rail

cars for Boston's Green line system.

Another part of the celebration called for a procession of historic cars to be operated through the original part of the subway on October 16 to commemorate the anniversary and to transport dignitaries and invited guests to a centennial celebration on Boston Common. Seashore's Type 5 No. 5734, which is leased to the MBTA, was selected to head the procession and was moved back onto the operating system from the disconnected track on which it has been displayed at Boylston Station for several years. The car received maintenance (under the direction of Seashore members) then took its place at the head of the procession, carrying Massachusetts Governor A.

Paul Celucci, State Transportation Secretary Patrick J. Moynihan, Boston Mayor Thomas M. Menino, among other dignitaries, from Park Street to Boylston Station.

Commonwealth Museum Exhibit

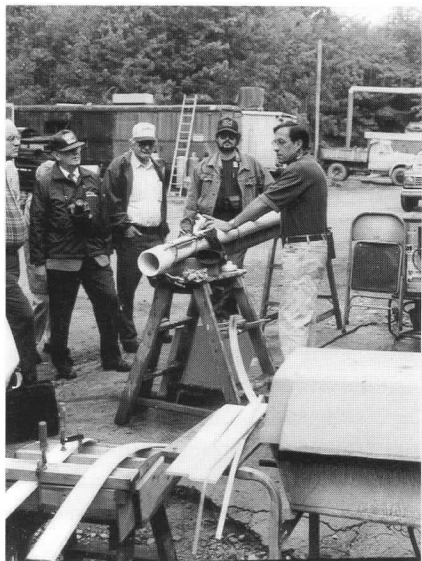
To wrap up the centennial celebration, the MBTA staged an exhibition at the Massachusetts Commonwealth Museum in Columbia Point, Dorchester, adjacent to the Kennedy Library. To provide the needed historical content, the MBTA once again turned to Seashore in the late fall, requesting artifacts that could be used in the exhibit. As our operating season had ended, we readily agreed to the temporary use of artifacts from our

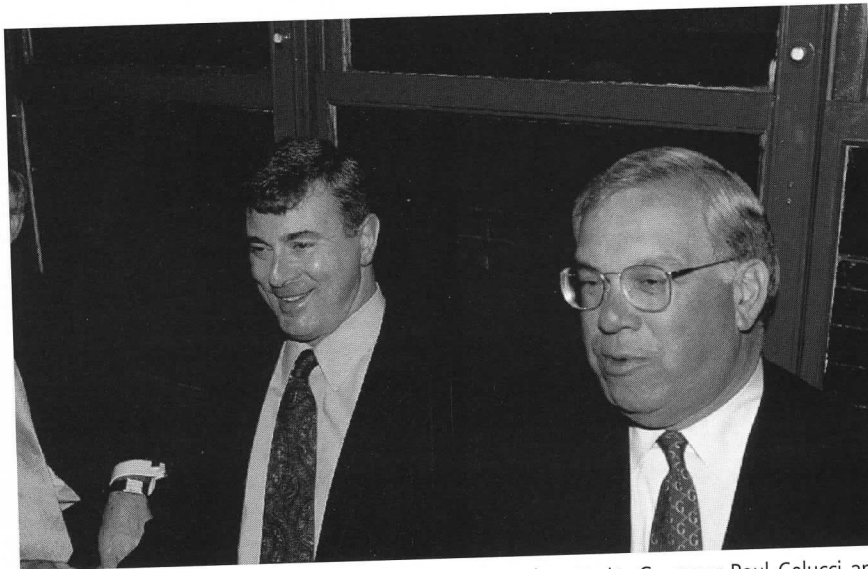
Association of Railway Museums Convention

Right: Dan Cohen leads a seminar explaining Seashore's parts program inside the newly constructed parts warehouse. JS

Right bottom: Donald Curry guides a seminar covering proper paint procedures. EP

Below: Shop staff member John Mazzei demonstrates techniques for wood steaming and bending outside the restoration shop. JS





Above: Aboard Seashore's Type 5 No. 5734, Massachusetts Lt. Governor Paul Celucci and Boston Mayor Thomas Menino enjoy a centennial ride from Park St. to Boylston. BC

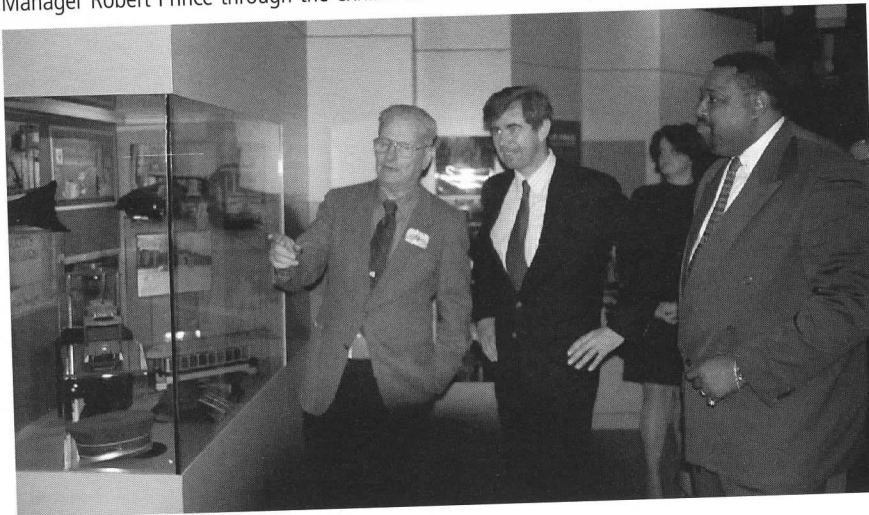
Visitors Center and stored collections. Several dozen car parts, photographs, models, and other artifacts were leased to the MBTA for the exhibition, which was very professionally prepared, and continued at the Commonwealth Museum into 1998.

The Year's Challenges

The challenges that faced the Society in 1997 in the financial area and in management transition were a significant counterpoint to the successes mentioned

above. In retrospect, the year's difficulties served as a sharp reminder of how many different activities need to go well—and normally do—for the Museum to operate successfully. Both full-time and volunteer staff coordinate successfully and with professional skill activities such as publicity, property maintenance, exhibit preparation, car maintenance, power supply and distribution, track maintenance, Museum store operations, and financial and administrative functions throughout the

Below: At the Commonwealth Museum subway centennial exhibit, Seashore Trustee George Sanborn guides Massachusetts Secretary of State William Galvin and MBTA General Manager Robert Prince through the exhibit which included many Seashore artifacts. BC



entire year and especially the 180 day operating season. Hundreds of people are involved in these wide ranging activities.

If problems arise in any one area, they normally can be offset without serious disruption, but if problems arise in several areas during the same season, the overall effect can be far more disruptive. In the end, the measure of an organization's real strength is not that it faces such problems, but in how it responds to them. This year was a year of the greatest tests for Seashore, all of which it passed successfully, though with measurable pain during the process.

As reported a year ago, 1997 promised to be a year of significant transition for the Society due to management changes that were already underway as the year began. In late 1996, long-time Museum Director Donald G. Curry—a 42-year employee of the organization—announced his desire to return to the restoration shop after nearly a decade in the director's slot. The Board was in the midst of launching a nationwide search for a successor, when our long serving volunteer Treasurer/Comptroller Jeffrey N. Sisson also indicated his desire to step down. Given the criticality of maintaining financial controls over an operation which is made very complex by the large number of restricted funds regularly seeing both revenue and disbursements, the Board felt that the first priority had to be given to filling the financial opening, while postponing the director search. It had become clear that the financial job had grown well beyond what a volunteer could normally be expected to perform, so that filling it with a full-time staff member was the only option.

To provide overall guidance and control during the transitions, the Board appointed a three-man volunteer Interim Management Team (IMT) to handle the Director's position. Donald Curry made the transition to his role as Senior Curator in the restoration shop in February, and the team took office. The IMT



Above: Volunteers Jim Tebbetts and Dick Lane repaint the doors of Seashore's primary exhibit carhouse, Highwood Barn, from the platform of Claremont (NH) line car 4. FM

comprises two Board members who are retired and live locally, and who are deeply involved in museum operations—John L. Middleton and Paul R. Knight. The third member is the Society's Director of Institutional Research and Policy, Charles F. Warren, who lives and works in Massachusetts. The three have worked very well together and have provided very strong guidance through a difficult year.

The search for a new financial officer consumed much of the spring and early summer. Unfortunately, the incumbent did not remain in office during the search, complicating society operations.

Nonetheless, the search was successful, and Edward C. Savoie of Gorham, Maine joined Seashore as Treasurer/Comptroller and Business Services Manager in August.

Attendance Shortfall

Meanwhile, it became clear that the slow start in visitor attendance noted in June was turning into a serious negative trend. Subsequent analysis showed that four factors were contributing to this trend. First, the weather was uncharacteristically good. Nearly constant beach weather, especially on weekends, drew more area visitors to beaches than to

Seashore. Second, it became apparent that the increase in our base adult admission rate to \$8 was a bit more than the market would sustain. Third, our distribution of publicity material to area businesses fell somewhat as a consequence of the management transition. Finally, and most importantly, the volunteer program which has very successfully created and distributed professional quality television public service announcements was not implemented this year, chiefly

because of personal and business pressures affecting the key volunteer. Planning for 1998 is stressing correcting each of these shortfalls so that they are not repeated.

Their cumulative effect on 1997 was severe, and it became clear by early August that the budget shortfall would be large unless corrective action was taken. The Board immediately launched a multifaceted plan to address the problems. First, a detailed review of the remaining expense budget was launched to identify costs to eliminate. Though Seashore normally sees its heaviest expenses in the first half of the year, a combination of staff and volunteers identified about \$40,000 in potential savings for the autumn and early winter periods. Second, the board formed four committees to secure additional funding from a variety of sources, and the committees began work immediately. Third, the annual fund campaign was launched earlier than usual among the membership with a serious appeal for funds to more than double the budgeted \$20,000 income from the campaign.

Fortunately, our members responded rapidly and generously over the balance of the year, contributing over \$40,000 by year-end. Combined with the spending

Below: Making Boston PCC 3127 operational stirred memories for many Boston visitors. Cars like 3127 were a fixture on Boston streets from the 1940s to the 1980s. JS



reductions mentioned above, the potentially serious unrestricted deficit was transformed into an \$8,000 surplus, a major turnabout of which all Seashore members who contributed may be proud.

The Board extends its deep thanks to all who contributed to averting a potentially serious deficit.

Endowment Planning

Of the Board fundraising committees established to help address both short and long-term financial needs, the one that has progressed the furthest is the Endowment Committee. No task is more critical to Seashore's future than the development of an endowment, the earnings of which could support basic Museum operations. Aided by the volunteer services of a retired, successful professional fundraiser, Dr. Leonard W. Bucklin of Sanford, the committee designed and launched a program during the year. Most significantly, members wrote, designed, and contributed to the production cost of a 40-page brochure that explains Seashore, the need for an endowment, and options for both immediate and deferred support. The brochure was designed to be used both within the membership and outside of the Museum.

At Members' Weekend in October, the Endowment Campaign was launched

to the members present. At year-end, the committee was planning individual approaches to potential donors. By that time, early pledged bequests to the endowment totaled between a half million and \$1 million, an impressive start. Anyone who would like a copy of the Endowment Brochure is invited to contact the Museum office for a copy.

Other committees are working on securing funding from significant individual contributors, from suppliers and other businesses, and from foundations and other sources of grants.

The Society was gratified during the year to receive a \$5,000 grant from the High Meadow Foundation of Stockbridge, Massachusetts toward the acquisition costs of the Berkshire Hills parlor interurban trolley. We extend our gratitude to the foundation for helping in a significant way to preserve this most noteworthy car from the foundation's home region.

As always, Seashore's members were again the most generous supporters of the Museum. This year more than 500 members contributed nearly \$180,000, supporting not only general operations, but also all of the restoration programs underway. Combined with contributions of goods or materials, this source of revenue essentially matched the Museum's

income from visitors. The Museum extends its deepest thanks to all who have contributed to the Museum's programs.

Restoration Progress

During 1997 Seashore's full-time and volunteer restoration forces again had a very active year. As recounted in the Conservation Report starting on page 13, a number of cars received attention. Most significantly, the long-term restoration of Cleveland center entrance motor car 1227 saw major progress, and the program was greatly aided by the donation of an authentic pair of motor trucks by the Greater Cleveland Regional Transit Authority. Other major restoration projects which advanced markedly during the year included New Haven, Connecticut closed car 1160; Arrostook Valley, Maine interurban car 70; Wheeling, West Virginia Curved-side car 39; Shreveport, Louisiana trackless trolley 106; Philadelphia-Camden Bridge car 1023; and Rochester, New York 1213. Additionally, a major restoration program of structural repairs and repainting was launched on Chicago, Aurora & Elgin interurban 434. Also, volunteers quickly prepared and painted the Museum's oldest Boston rapid transit car, Main Line "El" car 0210.

Below: At the Annual Meeting, Donald Curry receives a Trustees' Recognition Award for his years of service as Director. From the left, Paul Knight, Donald Curry, Charles Warren, and Jim Schantz. DM



Below: At Winterthink 7 in March, a discussion group including noted author and former Seashore Trustee Bill Middleton (at center, wearing necktie), discusses interpreting street railway history. DC



The importance of safety and material storage procedures was underlined in August by a fire, ignited by spontaneous combustion, in the small metal "paint car" used to store paint and similar materials behind the shop. Shop and operations personnel quickly and effectively used emergency procedures to control the fire, aided by the Kennebunkport Fire Department, so that damage was minimal. The incident led to a thorough search of the property for improperly stored paint, all of which was then safely stored or discarded if not usable. Procedures were tightened for accepting, storing, and handling of paint and other chemicals in the future.

Winterthink 7

Earlier in the year, Seashore held the seventh annual "Winterthink" meeting focusing on the theme of "The Story." The annual all-day sessions in mid-March have been an effective tool for concentrating a wide cross-section of Museum members on a topic of interest and importance to future operations. This year, the theme was the history of the street railway in general, and of the two key trolley companies from the Museum's region—the Atlantic Shore Line and the Biddeford & Saco. Noted transit historians and Seashore members O. R. Cummings and William Middleton were among the speakers to the group of more than 80 attendees, as were members with first hand recollections from the street railway era in Maine. The goal was better to prepare Seashore members to interpret history for the visiting public. Considerable printed material was prepared and can be made available to others in the future.

On September 4, a special treat was a visit by about 30 representatives of the American Association of Private Railroad Cars Owners. They came to Seashore from their annual national convention that was being held in North Conway, New Hampshire. Once the group arrived, they were escorted to Twin Cities car 1267 and given an intro-



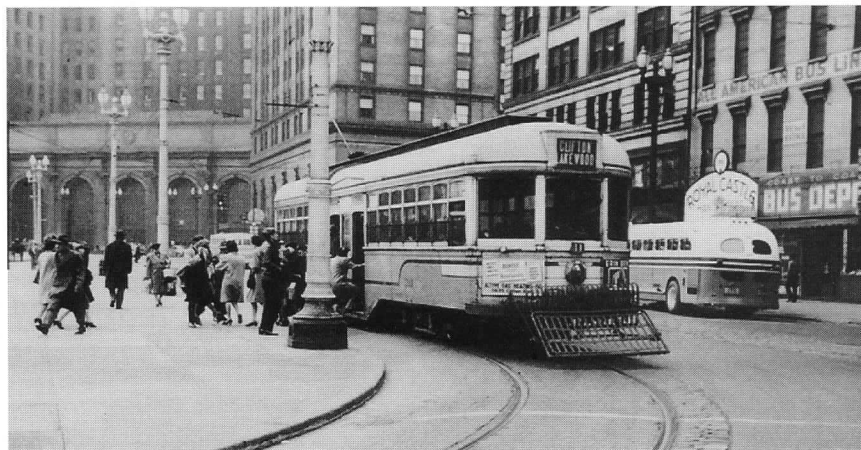
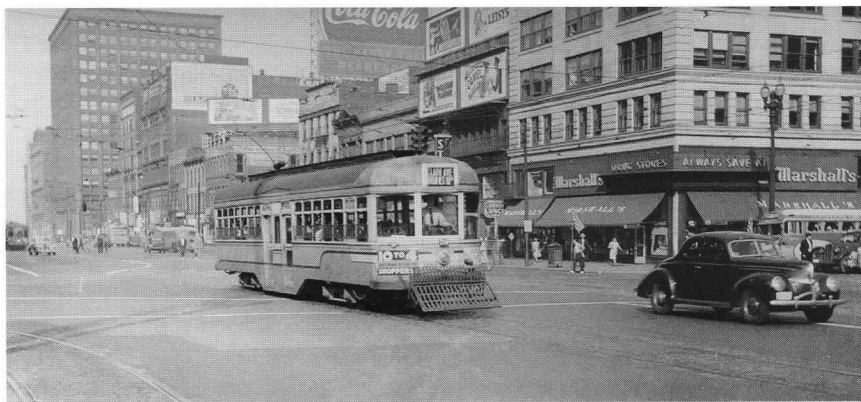
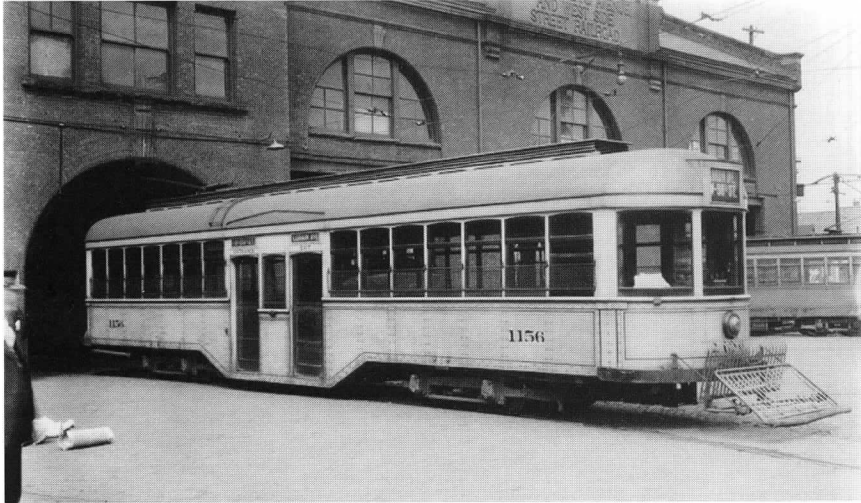
Above: One of several cars in Seashore's collection that actually operated on the Atlantic Shore Line right-of-way through what is now the Museum's property is mail car 108. The car, with its classic interurban styling, ran over tracks from Portsmouth to Biddeford. FM

duction to Seashore. The conductor then announced (to the surprise of the rest of the party) that Roman Arnoldy, owner of the private car *Intrepid*, is a Seashore member and was one of the principal sponsors of the car's restoration. Mr. Arnoldy, who had grown up riding similar Gate Cars in Minnesota, then expertly operated car 1267 for the group's round trip on the line. The visitors were then enthusiastic patrons of the Museum Store before heading back to New Hampshire. Seashore personnel always take special satisfaction in hosting knowledgeable visitors who share an interest in rail transport.

Property improvements during the year included expanding the grassed areas behind South Boston Carhouse and between the shop and the main line, helping to improve the appearance of the public area of the museum. Other ground works included grading the detention pond in the future Bennett Street Carhouse site north of Fairview Carhouse, and to the west of the main line. Environmental regulations call for the detention pond to compensate for the changes in drainage from grading the Bennett Street and future Coney Island storage yard sites. Long-time member James Hamlin,

who is a contractor in the area, undertook the work as a generous donation.

The Museum Store had an active year in its second season operating in the renovated Visitors Center facility. Highlights included offering three new Seashore-related publications. The first is a revision to the *Museum Guidebook*, intended as a quick overview of Seashore and its collections for the Museum visitor, with extensive new text written by Robert E. Kelly. The second is a new publication—after an absence of many years—of the more comprehensive *Historic Cars of the Seashore Trolley Museum*. Written by Manager of Collection Development Dwight Benton Minnich, the publication gives a comprehensive history of the transit industry, built around the history of the vehicles in Seashore's collection. The third release was Seashore's first in the video medium. Drawing on some of the rare film footage in Seashore's library, the 36 minute video, titled *Action in Traction*, covers several Maine trolley systems not yet featured in other commercially produced videos. The growth in popularity of rail-oriented videos provides a future opportunity for more releases that can both fulfill Seashore's educational mission and help



Cleveland Center-entrance car 1227 of 1914 is presently undergoing extensive restoration at the Museum. These views show its peers running in that lakeside Ohio city.

Top: No. 1156 shown in front of Lorain Station in the 1920s, features the colors No. 1227 will wear: gray roof, beige body window area, orange-yellow letterboard and side panels, and maroon sash, doors and striping. Note distinctive roof ventilator replicated in 1997. JR

Middle: In 1942, No 1282 glides through Public Square on Superior Avenue. The bus at the right replaced Lake Shore Electric Railway Interurbans such as Seashore's No. 171. HS

Bottom: No. 1269 swallows a crowd of passengers in the city's Public Square. RJ

earn some much needed revenue.

The Museum Store continues to benefit from Seashore's presence on the Internet. The Web site (www.trolley-museum.com) not only provides information about the Museum to prospective visitors, but also features the Museum Store catalog and accepts mail order sales and E-mail inquiries. The Internet is also a medium of growing importance for Seashore's internal operations. Several hundred members communicate regularly by E-mail, helping to draw together a group spread over many states and some foreign countries. E-mail lists not only help disseminate Seashore news, but also serve as a tool for planning projects and activities.

Moving into 1998 the challenges facing Seashore are to complete the management transition now underway and to improve the Museum's financial operations. The greatest key to success, however, remains expanding the revenue base through increased visitation, membership, development of new sources of support, and growing a permanent endowment. Seashore very much needs the active support of all of its members and friends in helping to achieve these goals. Anyone willing to participate is invited to contact the Museum office, as there are many important tasks awaiting volunteers. Seashore has developed over the past six decades through the concerted efforts of volunteers collecting cars and artifacts, assembling and developing the site, and working on restoration, to name just a few of the many activities. Now the key to continued success is to draw more volunteers into developing the financial base to ensure the subsequent decades are also as productive.

James D. Schantz

James D. Schantz
Chairman,
Board of Trustees

Visitor Experience Report

The Visitor Experience Committee was organized several years ago to discuss the many and varied questions, issues, and problems that visitors face from the moment they decide to visit Seashore to when they leave. The committee usually meets the first Saturday of each month. Over the past year, as few as six and as many as 15 members have attended meetings. When necessary, sub-committees were set up to deal with specific issues. Members try to put themselves in the position of the visitors, to see what they see; not what Museum people think is there.

The committee discussed a wide array of topics, ranging from the sign on Log Cabin Road, restrooms, food, the ride and tour, barns and exhibits, the store, special events, etc. No subject was sacrosanct.

The major concern is the product Seashore is giving its visitors. What should we be giving them? How should we be giving it to them? How do we relate what the trolley was to people who have probably never seen one, and who think a trolley is a rubber tired vehicle that takes them from their hotel along

Below: Though the Maine winter effectively makes visits to see the Museum's collection impossible, the weather can lend itself to other activities. Here Boy Scouts from Arundel-participate in their annual Klondike Derby, in front of Tower "C" from Boston. DC

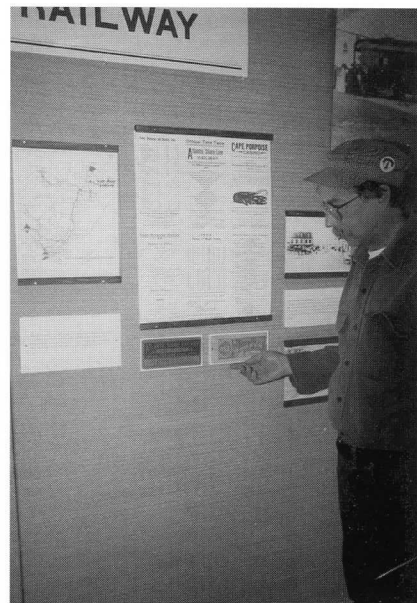


Route 1 to Perkins Cove and the beach? Listed below are some of the topics touched on.

Orientation room: On Sunday, October 12, members of the Brainerd and Cott families were present at Seashore to dedicate officially the newly renovated orientation room to the memory of Henry Brainerd and Murray and Liz Cott.

During the previous winter, the Visitor Experience Committee discussed ways and made plans to improve the delivery of the Seashore message through better utilization of the orientation room. Up to this time this area had largely been incomplete, although previous work had been begun to develop the room. Every effort was made to utilize, in some way, the work of previous attempts at completing the orientation room; anything not currently used has been saved for future inclusion.

It was made known that funds from the Cott Memorial Fund and a bequest from the estate of Henry Brainerd were available for the promotion of the Museum's educational and interpretive mission. The Brainerd and Cott families were contacted, and gave their approval for the use of these funds. Plans and price



Above: Peter Hammond, shown checking a mounted artifact, led the project to develop the Orientation Room exhibits. DC

quotes were then submitted to the board, which approved the expenditures. We would now be able to effectively introduce our visitors to mass transportation, the trolley era in general, plus the Seashore Trolley Museum and the Atlantic Shore Line in particular.

Before any work could begin, several dedicated volunteers spent many cold weekends in January and February cleaning out all the "stuff" that had accumulated and was being stored in the room, including disassembling the theater. The walls were painted, display panels and mounting material installed, lighting fixtures repaired, and the displays set up.

The decision was made to open the "theater" area and use the theater walls as an entrance hall to the room. The existing display panels around the walls of the room were covered with a rough fabric prior to the placing of the photos and captions. Unfinished areas of sheetrock were prepared and painted. Carpeting was installed to help reduce the echo effect of the large open space.

A great many people, member volunteers and museum employees, worked

throughout the winter and spring to prepare the room for the opening of the season in May.

Fare boxes, fare registers, destination and station signs and advertisements, drawings, paintings, photographs, models, and artifacts now attract the interest and attention of hundreds of visitors each week. The interurban car vestibule, long located in the room, has been completely restored and now includes a trolley pole and hook as well as interior lighting. This is now an appealing and popular spot for our visitors to have their pictures taken "at the controls."

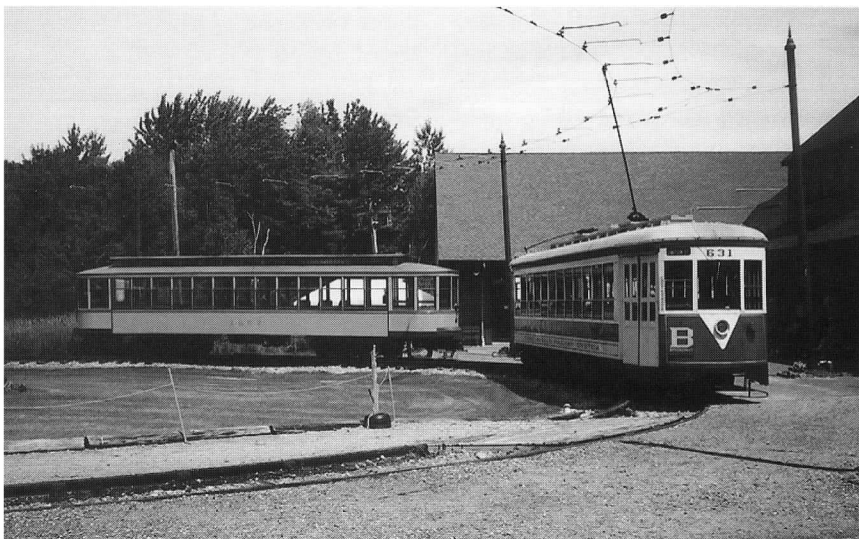
One goal of the orientation room is to immerse our visitors in the sights and symbols of the electric traction industry. An increasing percentage of the population has no first-hand knowledge of streetcars and no appreciation of the impact this industry has had on the American way of life.

The evolution of public transit is depicted around the outside walls, and basic nomenclature is introduced before visitors tour the grounds, view restored vehicles, and take the demonstration ride on the main line.

Accommodation has been made for the room to be used for lectures, films, video, and slide presentations.

This important exhibit area is by no means finished. More remains to be done. In fact it should never be considered finished. It must remain a dynamic part of our presentation in order to meet the changing needs of the museum and its visitors. New displays and interactive presentations are being planned. Our library and the individual collections of members have provided, and can continue to provide, an almost endless supply of material for display and interpretation.

The establishment of this exhibit area has taken us one step closer to reaching our stated mission as an educational facility, preserving and interpreting artifacts significant to the history of the electric streetcar.

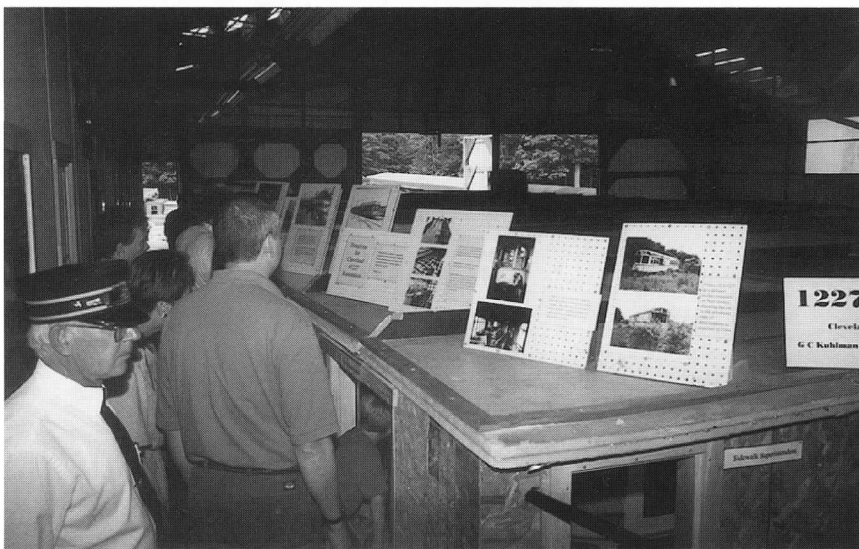


Above: Two popular and recently-restored members of *The National Collection of American Streetcars*, Twin Cities Gate Car 1267 and New York lightweight 631 await passengers. FM

In order to recognize the contributions made by Mr. Brainerd and the Cotts, the trustees approved the committee's plan to dedicate one wall in the room to the memory of Henry Brainerd, and another wall to the memory of Murray and Liz Cott. On Members' Weekend in October, members of both families were present for the official dedication when plaques were unveiled in their memories.

"Be-a-motorman" program: In 1996 this program brought in about \$100 from visitors. The committee felt that with a little advertising, this could be increased. Flyers were prepared and displayed in the orientation room and at the ticket counter. The main criteria for being a motorman is that the person must be able to see over the dasher of the trolley and reach the controls. An instructor is assigned to the visitor, who was shown

Below: An important part of the visit to Seashore is an opportunity to view the restoration work in progress in the Shop. Here Mike Peters (at the left) escorts a group of visitors who are inspecting the restoration of Cleveland 1227 and photos explaining its progress. DC



how to operate the car. The instructor would operate the car from the Visitors Center to Morrison Hill, where the visitor motorman would take over for the round trip to Talbott Park. The instructor would then bring the car back to the Visitors Center from Morrison Hill.

Only the motorman's family was permitted to ride along. At the conclusion of the ride, two pictures were taken of the motorman at the controls of the car. The motorman received one copy, and the other was put up on the display in the orientation room. The motorman also received a certificate signed by the instructor and the Superintendent of Railway Operations. An interesting aspect of the program was that there were several instances of a parent buying the ride for the child, and a wife buying the ride for her husband. There were also at least two occasions where the "motormen" were women. At season's end, between 25 and 30 visitors had taken advantage of the program. Everyone who did thoroughly enjoyed this experience of a lifetime. The program also raised approximately \$900. The committee hopes to do better in 1998.

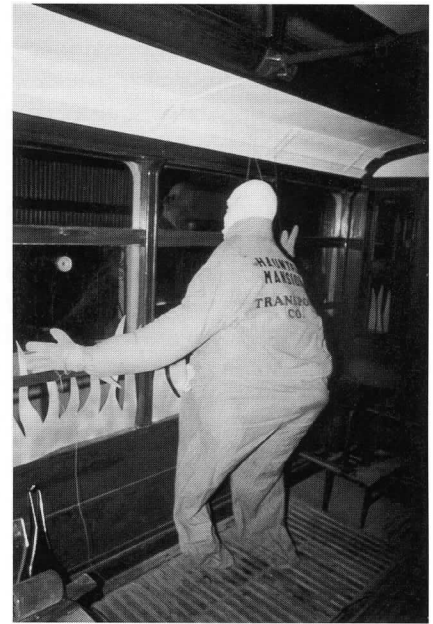
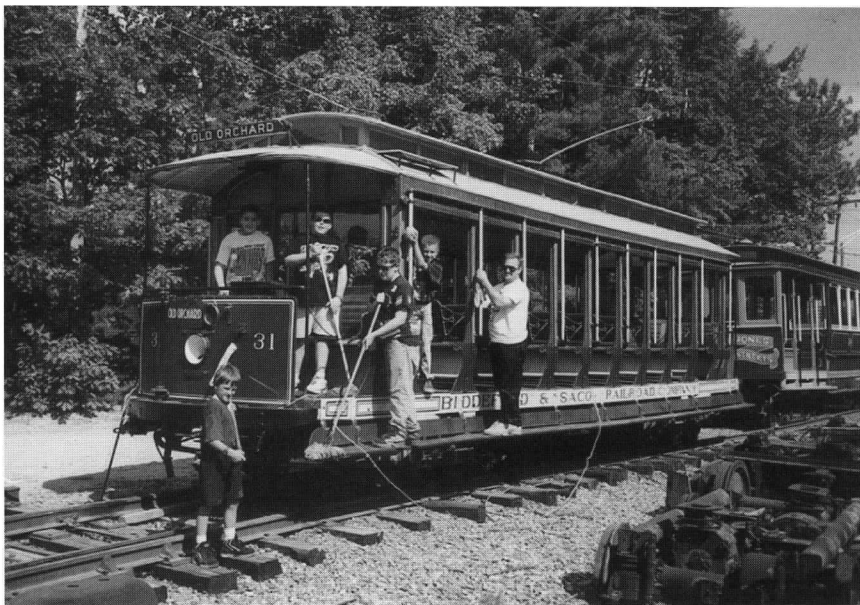
Food service: It was clear from a casual

inspection of the Trolley Dog area at the end of the 1996 season that something had to be done here. The existing facility was unsanitary and the stove needed to be replaced. Unofficial observations indicated that over 50 percent of food sales were to Seashore members and volunteers.

Several ideas were discussed, including: limiting the offering to just beverages in vending machines; a canteen truck to provide food and beverages during the lunch hour; having a local sandwich shop or caterer provide prepared sandwiches; and doing away with food service completely. After obtaining prices from several local establishments, we decided to have the Rainbow Market, located at the intersection of Log Cabin Road and Route 1, provide us with sandwiches daily.

The stove was removed, the Trolley Dog area completely cleaned out, scrubbed down, and repainted. The counter was turned sideways, providing a traffic pattern that would flow through the rear door and around to the tent area. Screen doors were installed to keep out insects and allow fresh air to circulate.

Below: Younger volunteers help clean Biddeford & Saco 31, the Museum's first car, as part of the "Arundel Carwash" spring cleaning. San Francisco cable car 48 waits behind. FM



Above: A scary character awaits passing visitors in Rome 279 in Riverside Barn as part of the Ghost Trolley event in October. DC

While not a perfect solution, this worked fairly well. The same operation is planned for 1998.

Grounds improvements: Volunteers did an excellent job of maintaining the various flowerbeds around the property, leading to many favorable comments from visitors. The efforts of our volunteer gardeners and the staff members and volunteers who kept the lawns neatly mowed during the season are greatly appreciated.

Ideas were discussed to improve the area around Central Barn in order to open it to the public. Unfortunately, the cost of the necessary work to upgrade and pave between the tracks was prohibitive, and nothing was done.

Tours: The committee believes that part of the "product" we should be giving the visitors is a tour. The Operations Department provided guided tours when manpower permitted. In the absence of guided tours, we developed a "self guided tour" data sheet. This one page sheet was given to each visitor when he/she purchased a ticket. Lettered signs were posted around the grounds correspond-

ing to data on the sheet to let the visitor know where in the tour he was.

In response to several queries last year, we are having the self-guided tour sheets translated into French, Spanish, and German for 1998.

Signs: The committee felt the sign at the entrance to the property needs to be updated, and that more directional signs are needed around the grounds. Several small signs were obtained. One was placed on the grass at the corner of the Visitor Center opposite Tower C and the other was placed in front of the flagpole. Unfortunately, work on the entrance sign had to be deferred to next year.

Benches: The committee realized that once a visitor leaves the Visitors Center, there is no place to sit down and rest. We had hoped to be able to put benches in the shop and Highwood areas; however, funding was not available.

Picnic tables: The need for additional picnic tables was also clear. Many visitors were observed to have brought their lunches and "tailgated" in the parking lot, because the tables in the tent were all occupied. The committee contacted several local businesses asking for contributions of either the tables or the materials to make them with, even suggesting advertise their business on the table, but received either denials or, in several



Above: The raised platform at the end of the shop gallery gives visitors a panoramic view of all of the restoration projects currently underway, as this group finds in July, 1997. DC

instances, no response at all.

The Committee then passed the hat at meetings, and raised enough money to purchase five new tables. Several were placed on the grass in front of the parking lot in front of the Visitors Center, one on the lawn beside South Boston Barn, and replaced one or two that had deteriorated.

"Attaboys": Around August, the committee decided that it would be a great morale boost to the volunteers if those

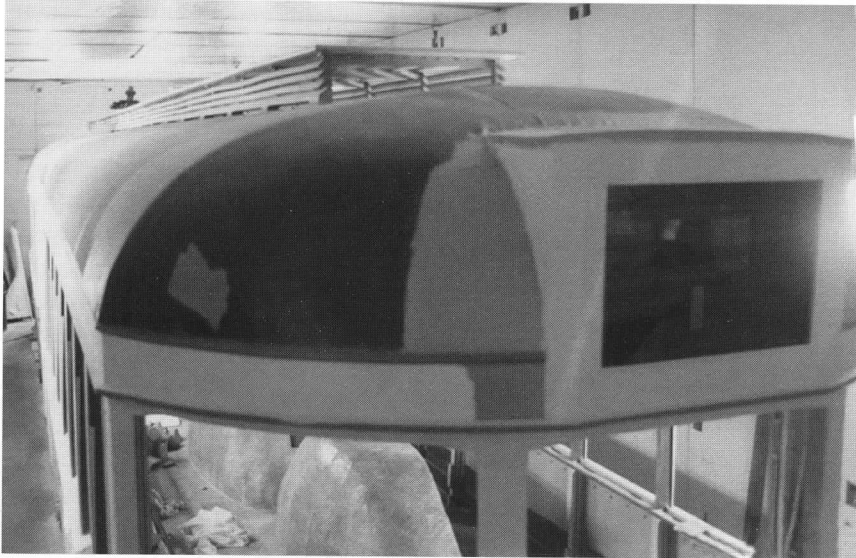
who provided service over and above the average were recognized. Committee members read the comments made in the visitor register, and noted the names of those volunteers cited by the visitors as going the extra step to make the visitor's experience meaningful. Certificates were prepared, then signed by the superintendent of railway operations and the chairman of the Visitor Experience Committee. The certificates were mailed, with a cover letter explaining the award to: Craig Borst, Dan Coffey, Jim Davis, Erkki Goodwin, Peter Hammond, Rick Russell, Donald Stephenson, and Jeremy Whiteman.

There is still a great deal of work to be done. The committee is constantly reviewing how things are being done, and how the face shown visitors can be made better. Each year, the number of visitors and volunteers who actually rode trolleys diminishes. It is Seashore's job to continue to interpret the experience to our visitors. The Visitor Experience Committee is attempting to see that this is done in such a way that, when they leave, visitors will have learned about the changes the trolley brought to society, and that they feel their experience at Seashore was positive.

Below: Moxie Day brings a large number of orange-shirted aficionados of that beverage to Seashore, as shown by this gathering outside the Visitors Center. FM



Vehicle Conservation



Above: In 1997 distinctive features of Cleveland 1227 reconstructed and installed include the large front destination sign box and the "Scullin" ventilator running the car's length. JS

As every year, a wide variety of restoration projects advanced at Seashore. Some were purely volunteer projects and others received both volunteer and paid staff attention. This report chronicles the major progress on all projects.

Cleveland Railway Center Entrance motor car 1227 advanced very significantly this year, once Donald Curry assumed his position in the restoration shop as Senior Curator in February. This very extensive restoration project became his primary focus for much of the year. The first priority was to complete the roof. Previous work had nearly readied the car for installation of canvas. The remaining work, of completing the curved ends at the front and rear and installing previously-milled drip molding, now was quickly finished. Next a burlap pad was stretched over the roof followed by the canvas. The high arch of the roof made stretching the canvas to avoid wrinkles in the ends a special challenge. Custom canvas clamps were fabricated and pulled by a four-part block system attached to the car's bumpers to accomplish the stretching. The canvas was then painted with latex

paint that shrank the canvas as it dried, making it even tighter and essentially eliminating any wrinkles. Next the crew custom milled and installed peripheral ash molding that covers the tacks.

The Cleveland Railway cars of the 1915 era, such as 1227, featured the distinctive "Scullin" ventilator-monitor running the length of their roofs. The monitor was named for Terrance Scullin, the Railway's Master Mechanic. When 1227 came to the Museum this feature had long since been removed by Shaker Heights Rapid Transit, the car's operator from 1925 to 1960. Fortunately, Seashore obtained a blueprint for the ventilator's construction which, supplemented by numerous excellent photographs, allowed its accurate replication. Some time ago volunteers had fabricated the steel "bridges" which give the ventilator its form. This year staff milled the wood for the top, the louvers, and the supports. The ventilator is now completely installed and helps recapture the familiar image from early Cleveland photos of these cars. The rebuilt trolley base and catcher were then installed on the car.

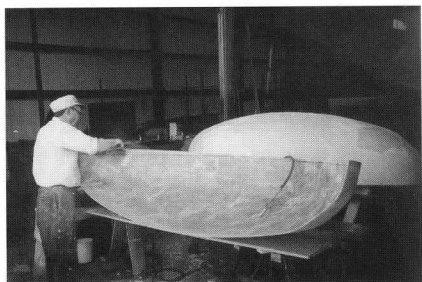
Other exterior work, in preparation

for eventual painting, included welding the lap seam along the side of the car all the way around where the new lower pieces join the original upper sections of side sheeting. Paint removal proceeded along the belt rail and other exterior components. Next, all of the exposed wood and steel above the belt rail was double-primed, filled, and carefully wet-sanded in preparation for the finish enamel. Simultaneously, extensive research was undertaken to determine the proper color scheme. This has involved sanding through the various layers of paint remaining on components removed during restoration, consulting with individuals who had firsthand experiences with Cleveland streetcars of the era, and examining remnants of paint on matching Cleveland Railway trailer 2318. More work remains to determine the final colors from these various samples.

The car's tail lights—one red to indicate braking and the other green to indicate acceleration—were rebuilt and installed by combining components from 1227 and 2318 and by adapting some current-day sheet metal components.

Below: Donald Curry, who leads 1227's restoration work, adjusts the ropes and pulleys used to stretch the new canvas over the sharply curved roof structure. DC





A major project was reproduction of the interior headlining. The "pea" green headlining was "Agasote," a predecessor of Masonite. The bowl-shaped end areas were formed over a special jig or by a custom press at the Pantasote Company's (makers of Agasote) plant. Through research it was determined that Masonite could not be formed in compound curves, so the alternative selected was to shape fiberglass over a specially-built plywood and mesh frame covered with plaster and finished with epoxy paint. The crew working on the project consulted with a local builder of fiberglass boats for advice, and after a great deal of trial and error, rebuilding of the form, and many hours of labor, both bowls for 1227 were completed and await installation.

The headlining for the main section of the car was made from specially ordered oversized Masonite and is only slightly curved, so it was painted and installed much more easily. Aluminum striping and arabesque patterns at the corners of each panel will complete the job.

The car's sliding doors, which were made new several years ago, have been glazed and prepared for refinishing. The angled bumper guard skirt, designed to prevent children from riding



Above left: Donald Curry smooths the edges of the headlining bowl for 1227, newly cast from fiberglass on the mold behind. FM

Left: Ken Haselton prepares a front rollsign for 1227 featuring such classic Cleveland streetcar destinations as Euclid, Windermere, and Lorain Avenue. DC

Above: Bill Chapman welds the internal seam of 1227's new lower side sheathing. DC

the rear of a streetcar, required considerable repair and straightening before installation.

To help visitors see in the "box" where 1227 is located, a number of "sidewalk superintendent" windows have been cut and glazed in the side and end. These allow visitors of all ages to view progress inside. On top of the box a new exhibit includes photos of 1227 in its various stages as well as it and other cars in service in Cleveland. A farebox to accept donations for the car completes this exhibit.

A major development for the restoration of this car was the acquisition of a long-sought pair of unusual Brill 68 trucks equipped with Westinghouse 340 motors for the car. Several Seashore members made contact with the Greater Cleveland Regional Transit Authority which led to the Authority's donation of the last remaining set of such trucks salvaged from a sister car. The Museum is very grateful to the GCRTA for this generous donation, which will literally bring this marvelous car to life.

The long-term restoration of **New Haven, Connecticut closed car 1160** also made major advances this year. Over the multi-year life of this project, a great deal has been accomplished and these pages have chronicled the progress

made as many components were rebuilt or restored. Now those pieces have come together to allow envisioning the finished product.

Activities in 1997 were many and varied. Volunteer work ranged from finishing touches on sash for each end of the car to totally stripping and painting one vestibule end. Volunteers together with the shop staff have repaired and refinished the six beautiful mahogany panels that mount under the windows in each vestibule. These panels and sash are now awaiting reinstallation as are the sash restored in previous years.

One vestibule end has been meticulously refinished with all the old paint removed, all surfaces sanded, primed, and painted in their proper colors of white, red, and yellow. The finished product is quite pleasing. This vestibule was at the end of the car on which the deteriorated end framing was rebuilt and new matchboard sheathing applied previously. This year the Shop undertook the other end of the car. Fortunately, the framing at this end was in much better condition and only required rehabilitation of two cross pieces. The match-

Below: Amy Litchfield and Len Silver sand stripped wood in Connecticut 1160's vestibule in preparation for refinishing. DC



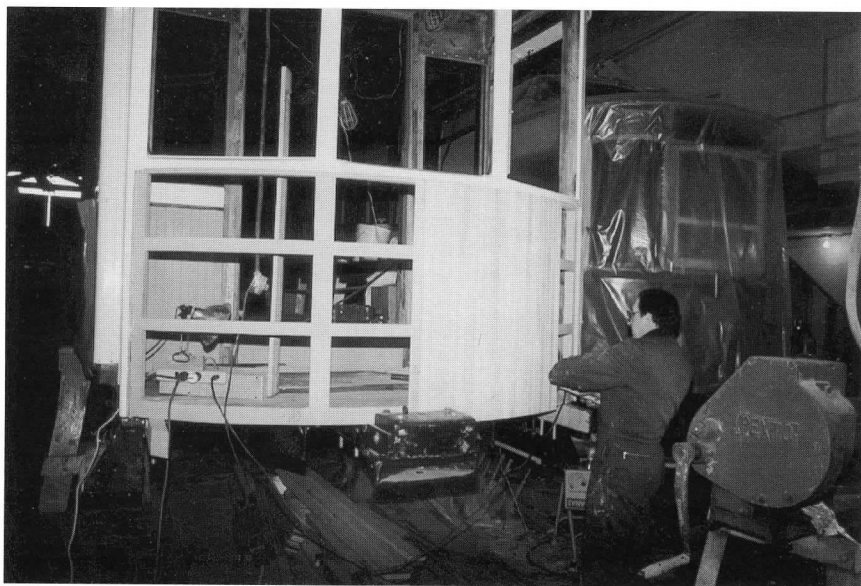
board sheathing installed comprised original pieces that were salvaged from both ends. All that remains is installation of the headlight block and cutting the hole for the headlight, a task already completed on the other end.

Volunteers have also reinstalled the rebuilt resistor grids, part of the brake rigging, and some of the other underbody hardware. Additionally, another air tank was withdrawn from stock and installed after the original failed pressure testing. The compressor and brake cylinder had been installed in 1996. Further, the initial stages of building the wiring harness were completed and it has been partially installed under the car in preparation for the reinstallation of the rebuilt controllers and electrical hardware at each end.

The Shop crew and volunteers also continued work on the trucks for 1160. The wheel profiling scheduled at the Bangor & Aroostook Derby shops was completed and the four motors have been sent to the Electric Motor Works in Portland for a rebuilding quotation. A favorable quote was returned and work will proceed as funds are available. The Connecticut Company got the maximum use from the car's Standard O-50 trucks, meaning that among the work that lies ahead is the replacement of all the springs—both leaf and coil. Measurements have been taken and preliminary estimates sought for the new springs.

It is hoped to continue truck work in earnest in 1998. For the last several years 1160 has been on horses off its trucks. Lowering it back down onto its trucks would allow turning the car around to facilitate body work on the remaining side. The space between 1160 and its neighbor is quite narrow making maneuvering difficult. This is the side of the car that with a long deep gouge that was probably caused by an accident with a delivery truck parked in the street somewhere in New Haven.

Chicago Aurora & Elgin 434 is one of two surviving heavyweight steel interurban cars out of an order of 15 which



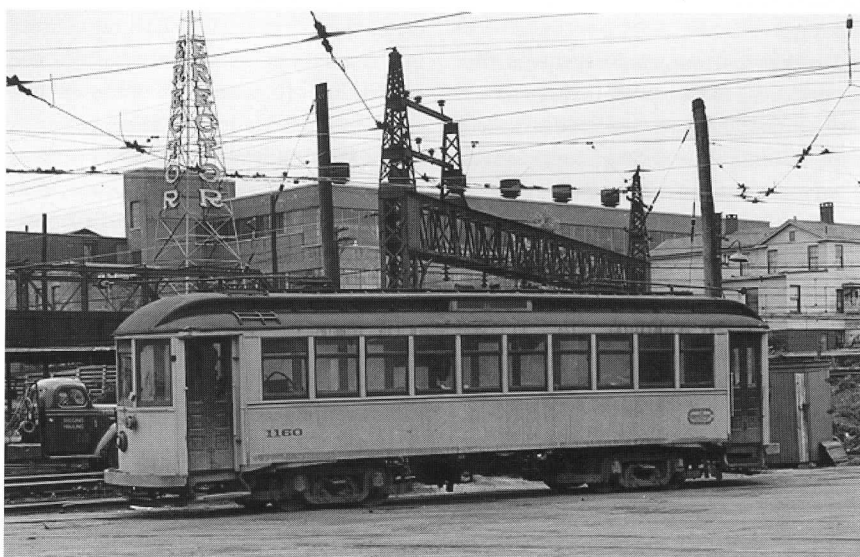
Above: John Mazzei installs new matchboard on Connecticut 1160 over rebuilt vestibule framing. Priming then painting in the yellow and white Connecticut colors will follow. DC

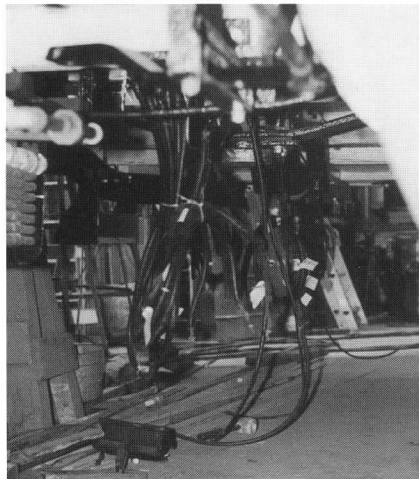
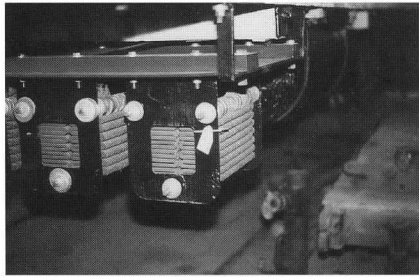
were delivered to the CA&E in 1927 by the Cincinnati Car Company. Regarded by many as the premier cars on the CA&E, they spent 30 years in service to the suburbs and cities west of Chicago, operating either as single units or in trains of up to eight cars. Following the end of passenger service, they stood five years in outdoor storage until final aban-

donment and demolition of the property in the early 1960s. The museum acquired the car in 1962.

Other than a repaint about 1970, replacement of one bad wooden end window sash and numerous unsuccessful attempts to solve a leakage problem in the roof, 434 has been the beneficiary of almost nothing in the way of restoration

Below: Connecticut 1160 shown on July 8, 1948 on the upper-level ladder track of James St. Barn in New Haven shortly before streetcar service ended and the car came to Maine. Note behind 1160, across the New Haven Railroad main line, is the A.C. Gilbert Company's tower, marking the home of the maker of Erector Sets and American Flyer trains. JB





Above: Progress on 1160 in 1997 included reinstallation of resistance grids and major progress on rewiring the control circuits. RR

efforts until now. Eventually 434 earned undercover storage, but not before the combination of a long period of outside storage in Chicago and at Seashore and the roof leaks had taken their toll, leaving the car looking shabby both inside and out.

Unlike most restoration projects, this has not one but two principal sponsors. Early on they broke down the division of responsibility, one taking the lead in the recanvasing of the roof and the repainting of the interior of the body, the other the lead in the exterior repainting, structural repairs, and work in the vestibules. A group consisting of both project sponsors, paid shop workers, and numerous volunteers has performed the actual work.

The goal is to return the car to its scarlet and blue/gray livery with aqua and white interior as when last outshopped by the CA&E in 1951.

Although the project actually started in 1996, much of the work that year was of an exploratory nature, earnest effort not getting into full swing until early 1997. By the end of the year, a considerable amount had been accomplished. The canvas on both lower roof decks was replaced, one side of which was painted black while the other was covered with sheet plastic to protect it until the start of the painting season in the spring of 1998. The roof ventilators on one side were cleaned of old paint and rust, repainted, and reinstalled. One trolley base and pole were in the process of being rehabilitated. The headlining in the main passenger compartment was stripped of all old paint. All four wooden windows and all six doors from the end vestibules were stripped of old paint, structurally repaired, and repainted in scarlet.

All of the many smaller components from the ends, such as sign boxes and horns, were removed, cleaned of old rust and paint, rebuilt as necessary, and in most cases repainted. Many of these will be reinstalled as part of general reassembly prior to the repainting process. All six of the air reservoirs were dismantled, hydro-tested, cleaned of old paint and rust, repainted, and remounted. The air compressor was overhauled.

Despite the car's generally good structural condition at the start of work, several areas revealed themselves to require a considerable repair to correct problems. When workers removed the 14 windows from one side of the car and then disassembled them in preparation for repainting, they discovered serious corrosion damage to the brass sash caused by frequent washes of the carbody with a strong acid cleaner. At one end of the car the floor under the train door was badly rotted. When workers removed what was left of the decayed wood, it revealed that extensive rusting had seriously weakened the subfloor and several adjacent structural members. At the other end of the car, corrosion effects had been much less severe but there was significant underfloor and

bumper damage, plus the expedient repairs made—following a collision at Blue Island, Illinois while the car was en route to Maine.

By the end of 1997, although the status of the brass sash had not changed, new brass sheet was on hand and a plan in place to machine a set of dies and stamp out the necessary repair parts. Most of the steel parts and special formed shapes necessary to deal with the structural rust problem on the one end were already fitted up and ready to be welded in. Lastly, machining has already begun on some of the special parts needed to undo the changes resulting from the Blue Island collision.

In 1998 plans are to complete the recanvasing of the roof, continue work on the interior ceiling, reassemble one end and start on the other, make the parts needed to rebuild all the windows, finish and reinstall the windows already in process, and repaint a significant fraction of the exterior of the car. A mechanical and electrical servicing of equipment will also take place.

Below: Repairs to the roof and the platform steel framing are well underway in this view of Chicago, Aurora & Elgin interurban 434. JS



Work continued on rebuilding the Museum's **Cincinnati Curved-side car, No. 39** from **Wheeling, West Virginia**.

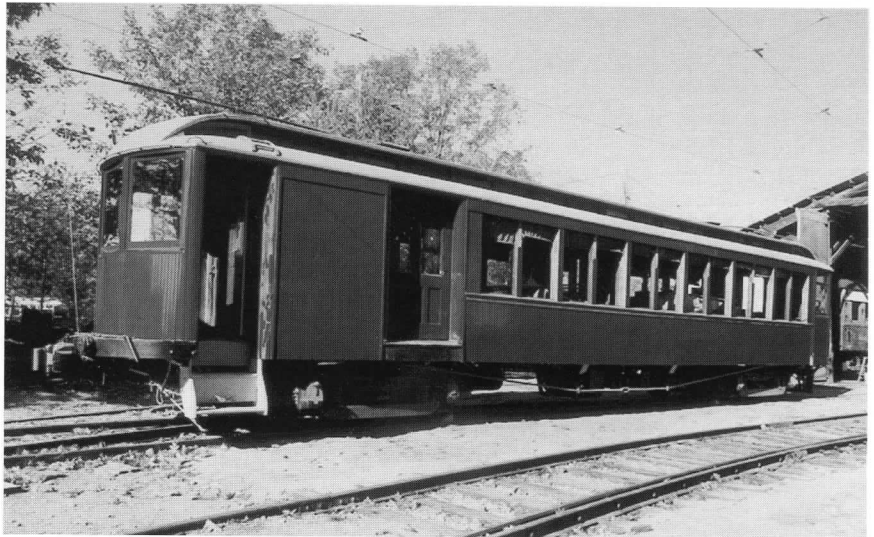
Tasks completed included installing the dash and window sash on the second end, using parts fabricated some years earlier. As well, the car's bumper draw-bar pockets—one that remained on the car when it was acquired and one retrieved some years ago from another body retrieved by our friends at the Pennsylvania Trolley Museum near Pittsburgh—were permanently installed, making coupling to the car for shifting easier.

The Shop staff's expert machinist began fabrication of mounting hardware for door engines to power the car's sliding doors. The originals had been removed before Seashore acquired the carbody in the 1950s, so other engines needed to be located and new operating hardware fabricated. As the plans for this car call for it to be a mainstay of the Museum's passenger operation, pneumatic engines from modern rapid transit cars were selected, ensuring years of dependable operation and a ready source of spare parts.

On the interior, the vestibule ceilings were painted white. As well, special, large-sized sheets of Masonite were ordered, cut to size, and primed in preparation for installation as headlining.

A major program on the car was planned for the winter months extending into 1998, focusing on rebuilding the seats obtained for the car from Chicago 4000-series "L" cars many years ago.

The complete reconstruction of the underframe for **Rochester, New York, "Peter Witt" 1213** continued in 1997, during the periods when staff members with the needed skills were available. The new underframe is being built beside the original upper body. Progress included attaching about three-foot sections of vertical T-posts along the entire carbody which will be welded to those remaining on the upper body when it is set on the new frame. New cross sills and steel underfloor stiffening sheets were



The restoration of Aroostook Valley wooden interurban No. 70 made major progress in 1997 with both paid and volunteer work.

Above: The car is resplendent in its new brush-applied maroon exterior. The color was matched from a sample of the original paint found hidden under a frame member.

Right: E. Mac Palmer scrapes paint from one of the curved upper windows in preparation for reglazing and refinishing. DC



also installed. Early in the year, components for the new body bolsters were fabricated. To be curatorially correct, they are being hot-riveted together rather than welded, as would be modern day practice. As the job requires larger diameter rivets than the Museum has used previously, considerable new tooling and trial and error was required to perfect the process.

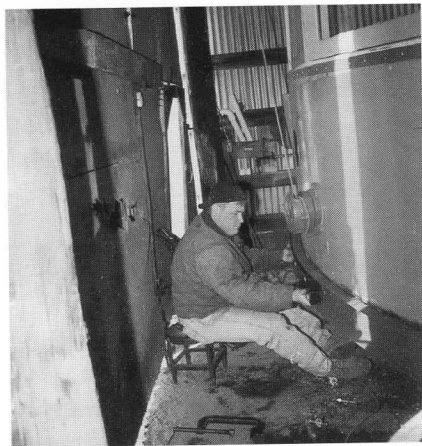
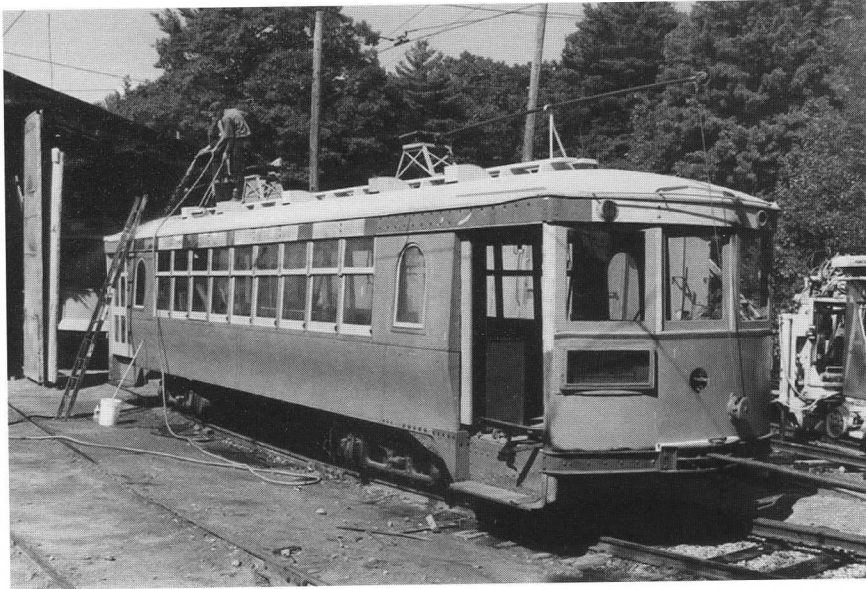
Meanwhile, a volunteer has been overhauling a controller for the car. The one selected is from another Rochester streetcar and was obtained some years ago from the collection of a deceased member from the area.

Seashore's **Portland-Lewiston interurban car No. 14**, the *Narcissus*, received both volunteer and staff attention this year. Shop woodworkers continued the process begun some years ago of rebuilding the vestibule end framing and roof members. The work consists of

joining solid sections of original framing with new ash members and old pieces consolidated and strengthened with epoxy resin and fillers, in order to preserve as much of the original as possible.

One volunteer continued stripping and conserving other wood frame members, while another carried on the meticulous task of rebuilding the car's stained glass, and now has completed about half of the large arched double width upper windows. Still another volunteer is working on the wooden sash to hold the restored stained glass.

The project received some welcome publicity with a nearly full-page article in the *York County Coast Star* in February. The article, headlined "Refurbishing Old Trains Project on Track; Restoration Labor of Love for Trolley Volunteers" showed photos of the car in service with Teddy Roosevelt on board plus contemporary shots of Seashore mem-



Above: Volunteers rinse off Wheeling 39 prior to the continuation of restoration work. The car's exterior is largely complete. JS

Left: Shop staff member Bill Chapman fits the wood backing for the anticlimber and coupler pocket before final installation. DC

glass for the end sash was steam bent to conform to the sharply curved arch at the top of the sash.

After considerable research, including spectrographic research by the Society for the Preservation of New England Antiquities of Boston, the shop crew determined the proper shade of "Canadian Pacific Maroon" for the car's exterior. The research was based on a sample taken from behind a strip of metal on one of the baggage doors—the only original paint remaining.

Considerable effort was devoted to filling and sanding the weather-roughened tongue and groove wood sheathing. The technique used included epoxy primer and filler followed by three coats of high-performance urethane topcoat. About two-thirds of the final coat was complete before cool fall weather postponed the remainder until 1998. With good financial support, the project to complete the car's exterior could be finished soon.

The Museum's **1934 Brill trackless**

trolley from Shreveport, Louisiana, No. 106, continued along the path to restoration this year with further work on its roof. This early coach was built using the same construction techniques as streetcars produced by Brill during this time. It can be compared to the body of the Museum's Baltimore Peter Witt No. 6144 of 1930. As with streetcars of this era, No. 106 has a roof of wood sheathing and canvas.

This year, the project of replacing the wood sheathing and letterboard was competed with special attention to the complicated compound curves at the corners of the roof. The cumbersome process led to developing a more streamlined wood steaming process in the shop capable of making a piece soft enough to work easily within five minutes.

With the sheathing fully installed, work will turn to installation of the interior headlining before canvas can be applied to the roof. Much of the supporting components for the headlining are attached with countersunk screws inserted through the sheathing from above.

Though the restoration of **Third Avenue Railway System (Manhattan-Bronx) No. 631** was completed several years ago, it still receives attention to keep it in top condition for our visiting public. The effects of an unfortunate minor collision in 1996 have been rectified thanks to the contributions of a number of members who quickly stepped in to fund repairs to the dash and underlying framing.

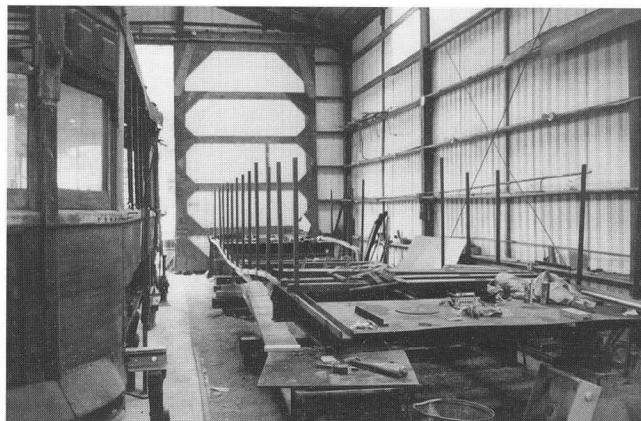
For the interior, our skilled volunteer member who is a professional signmaker fabricated then installed decals to enhance the authenticity of the restoration. One reads "Children five years and older are required to pay full fare," and is mounted on the right front door engine cover at each end. Another specifying "No Smoking" went on the left bulkhead at each end. Meanwhile, a Shop staff member machined the steel castings made last year for the jump seats that fold down in front of the offside doors. These seats had been removed when the car

bers at work on the restoration. When complete, the car will be one of the premier cars in Seashore's collection and, with Seashore's original car, Biddeford & Saco 31, comprise the most significant pair of preserved Maine transit vehicles.

An active group of volunteers and staff members significantly advanced the restoration of **Aroostook Valley Railroad Combine Car 70** this year. A member visiting from Missoula, Montana rebuilt many of the double-arch cherry side sash, including judicious use of epoxy to repair cracks. The end sash and baggage doors were removed for rebuilding, glazing, and final painting. New curved molding to hold the



Above: Riveting a body bolster for Rochester 1213: Ed Johnson (left) heats the rivet head, as Gary Jenness (center) holds the rivet with a "buck" for Bill Chapman (right) to drive with the air hammer. DC



Above: The most ambitious rebuild of a steel car undertaken yet at Seashore is Rochester 1213. The new underframe takes shape to the right upon which the car body (left) will be placed when ready. JS

was sent to Vienna after World War II. Upon their reinstallation, the restoration of the car to its New York configuration was complete.

Another special member of *The National Collection of American Streetcars*, **Milwaukee lightweight car 861** has been out of service for some time due to a defective motor armature. Thanks to a member's donation, the armature was professionally rewound then installed and tested by the shop staff. While the truck was out for reinstallation of the motor staff tested the second motor in that truck and found the insulation resistance inadequate. Consequently, it was removed and sent out for dipping in varnish and baking at our motor overhaul shop. After the car was assembled, it was test operated but behaved erratically. The problem was traced to faults in the main wiring harness, which, unfortunately, will have to be replaced. This major job will be undertaken when funds are available.

While the car was in the shop, some other repair tasks were undertaken including rebuilding of several doors using some new pieces plus epoxy consolidant and overhaul of one bank of resistance grids. In addition to the wiring harness repairs, the car will also require renewal of the vestibule floors and some structural repairs. Though the car is in basically sound condition, and has re-

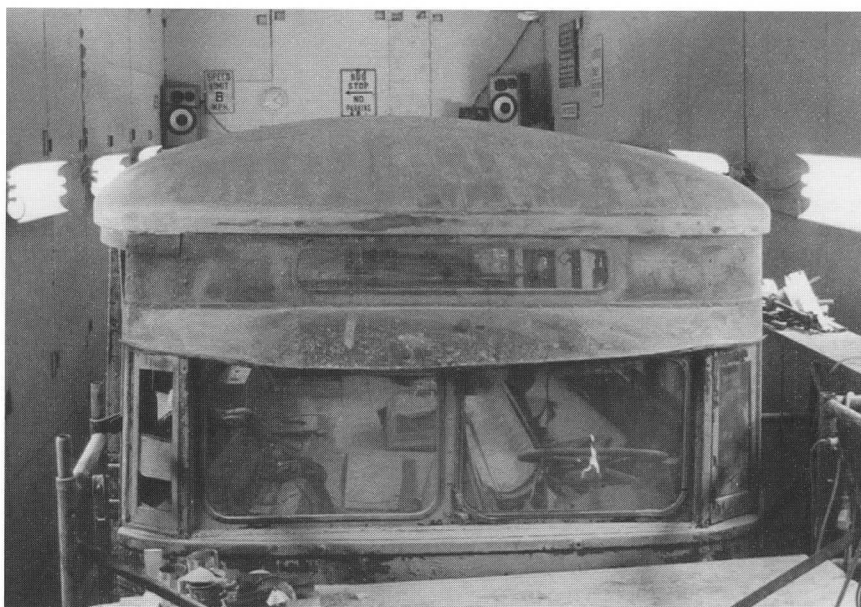
ceived extensive roof and piping repairs over the years, approaching the age of 80, the car needs continuing work to remain operational, never having been fully restored.

The fourth and final ex-Dallas PCC car being conserved for possible sale to raise funds for car barn expansion, **Boston MBTA No. 3331** was completed this year. Steel patches for rusted or damaged areas were fabricated and installed. Then a volunteer completed surface preparation and repainting of the car in the

gray, red, and white Mattapan-Ashmont line color scheme using long-lasting Dupont Imron polyurethane enamel. The car will be covered with a durable tarpaulin to preserve it for potential buyers. Note Seashore also has two cars of the same unique series in preservation—one in Boston configuration (3340) and another returned to its original status as Dallas 608—so that sale of the other cars will not diminish the Museum's collection.

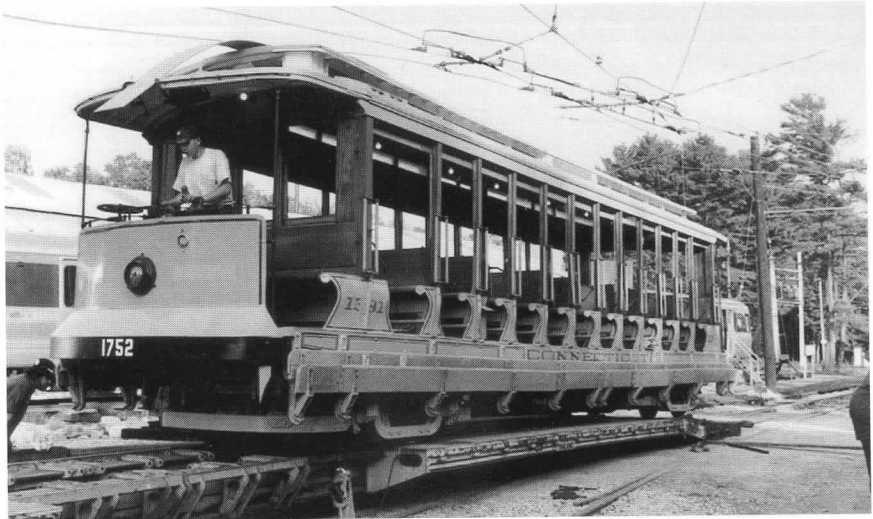
Volunteers preparing **Boston Elevat-**

Below: The roof of Shreveport, Louisiana, trackless trolley 106 is readied for canvas. After repairs to the roof boards, they have been filled and sanded to a uniform smoothness. JS





Above: Jean Deschenes holds a "Subway to Park Street" sign he painted for the Boston subway centennial. Jack Coyle runs the car. **Right:** John Arico inches the car onto the road trailer for the trip to Boston. JS



ed Railway rapid transit car 0210 for operation in the Association of Railway Museums Convention trolley parade removed the protective tarpaulins that have covered the car since its arrival at the Museum several years ago. Seeing the car again, they were reminded of its very sound condition, which was hidden by the surface rust and peeling paint covering its exterior. They resolved to rectify the situation, and over a period of a very few weeks a crew of from eight to 10 members pitched in to scrape loose paint, wire brush the steel, then apply

rust inhibitor. They then primed the car and painted it in the dark green colors it carried for most of its service life on Boston's Atlantic Avenue and Main Line elevateds, the latter remaining in operation for many years as the Orange Line.

They also reinstalled the roof headlights, complete with hand painted numbers. The car provided a most pleasing appearance when it appeared for the convention attendees in a train with its somewhat younger sister, No. 01000. The train's presence had special significance as one theme of the parades was

to celebrate the 100th anniversary of North America's first subway, in Boston, through which No. 0210 operated between 1906 and 1908. Prior to the opening of the Washington Street subway, the Charlestown and Roxbury elevateds were connected by means of the Tremont Street subway.

Volunteers continued to advance work nicely on Seashore's pair of **South-eastern Pennsylvania Transportation Authority "Bridge" Cars 1018 and 1023**. On car 1018, deteriorated areas of the floor were patched with the proper cement, obtained from the supplier who provided the material to carbuilder Brill in 1936.

On sister car 1023, many interior areas received attention. In particular, the task of overhauling the sash, door pockets, and door partitions was completed. Extensive component work included rebuilding the car's marker lights and sandblasting, priming, and painting the heater grilles. As well, the middle area of the car's interior was repainted. As an experiment, some heavy-duty rust encapsulant and bridge paint was obtained for trial in protection of the car's underbody.

A group of Seashore members continues to solicit funds and plan for the restoration of **Eastern Massachusetts Street Railway deluxe lightweight car No. 7005**. This year they scraped, rust-

Below: Car 1391/1752 was taken by truck to Wilmington, Mass., where it was transferred to a flat car for display at South Station. Here it is enroute, towed by an MBTA diesel. RS



treated, primed, and painted several sections of one side to illustrate how the car will look when restored. They then applied the lettering "Ride All Day for \$1.00" and "Save Money With a Weekly Pass" which were commonly displayed on the letterboards of cars of this series when they ran on the far-flung Eastern Mass system. Other efforts included removing and storing seats to enable repairs to the steel framing. Unfortunately, years of operation through salt-covered winter streets mean that much of the car's underframe will require reconstruction.

Boston PCC 3127 has been continuously maintained for public exhibition by its primary sponsor since the car was acquired nearly two decades ago. In addition to volunteer labor this has included personal underwriting of Shop staff repairs for work such as roof canvas renewal and associated roof carpentry, as well as stepwell rebuilding. The car is typical of nearly 275 earlier model PCCs, which have operated in Boston since 1937, and which even today fully serve the Mattapan-Ashmont line. Thus it is not surprising that No. 3127 has long

been one of the most popular and well-remembered cars on display.

This popularity and its good condition made the car a good candidate for overhaul so that the Museum would finally have an operational PCC streetcar representing Boston in public service. It was agreed that the car's use would be limited, however, so as to preserve its many original features and finishes.

Throughout most of the year a group of about half a dozen volunteers sponsored costs and performed work needed to bring No. 3127 into operation at the Museum for the first time. They spent countless hours, mostly in the pit beneath the car, troubleshooting its complex control system and wiring, then serviced the car completely. Numerous small repairs were also made inside and outside, along with some repainting as needed. The car brought many favorable comments from Boston area visitors when running in passenger service.

As featured elsewhere in this report, the Massachusetts Bay Transportation Authority in Boston requested an open trolley car to be a static exhibit in the centennial celebration of North Ameri-

ca's first subway. **Connecticut open 1391** was selected to pose as Boston 1752—the first streetcar through the subway in 1897—and received considerable attention under the sponsorship of the MBTA. Box signs for the side of the roof were borrowed from Boston 396 and other signs were fabricated, then expertly lettered to reproduce the destinations along the Allston-Cambridge-subway route followed by the first car. Temporary numbers were fabricated and applied and the name "Connecticut" was temporarily covered. The car was largely repainted, preserving its Connecticut yellow with red striping, which though an accurate Boston divisional color, was not the color of the first car through the subway.

Parts that could have been attractive to souvenir hunters were removed and stored. Finally, trolley poles and other vulnerable components were removed and packed for the trip to Boston. The car was transported by Silk Road, an experienced car moving contractor, to Wilmington, Massachusetts, where it was transferred to a long flatcar, then shunted to South Station for display from mid-September until late October. It then took the same route in reverse back to Maine, where first steps to conversion back to Connecticut status were taken before the onset of winter. The balance of the work will be completed next year.

Seashore's promotional vehicle, **Brantford Ontario GMC Bus No. 627** continued to be active representing the Museum in local events. The charging system had developed an intermittent fault that made the bus unreliable. The generator and regulator were removed revealing that the generator armature was glazed and the generator needed new brushes and brushholder repairs. The brushes were ordered from Cleveland, Ohio and the unit was reinstalled and working in time for the 1997 Kennebunkport Christmas Prelude. The charging system proved itself well during the nighttime operations running with Christmas lights.

Below: Several volunteers remove paint and rust from Boston Orange Line elevated car 0210, as another prepares to spray primer on the sides. The final color is the deep green. FM



As a first step toward accomplishing a museum goal of restoring trackless trolley operation, the Museum's **MBTA line truck No. 1655** had to be returned to operating condition. The line truck is a critical component in the installation and maintenance of the trackless trolley overhead wire.

The truck's heavy duty hydraulic Allison transmission had failed some time ago making it inoperable. Volunteers removed the old transmission and exchanged it with a newly rebuilt unit. With the transmission reinstalled, a power steering line was replaced and the steering column was removed so that a flange could be welded. A hood and fender that were damaged were replaced and the rusted floorboards were patched with new steel.

The entire hydraulic system was flushed and a broken hydraulic hose was replaced once again making the tower lift and the high-rail equipment operational. The truck has already proven very helpful in a variety of tasks such as installation of the shop's dust collection exhaust pipe, and installation of lighting in Riverside barn riding on the rails with the truck's high-rail equipment in use.

Below: Arthur Duncan works from staging on the exterior finish of Eastern Massachusetts lightweight 7005 to spur interest and donations for the full restoration of the car. FM



Top: New roof framing on the *Narcissus*. JS
Above: Ed Whitney repairs stained glass upper sash, a notable feature of the car. DC

Although **Wilmington Brill trackless trolley 623** was not moved to the Museum after being donated by the Rock Hill trolley museum in Orbisonia, Pennsylvania, a group of volunteers traveled

to Orbisonia to prepare the coach for movement. The trolley poles and bases were removed to provide sufficient clearance for the highway journey. They were dismantled and stowed inside the coach. No. 623 had been vandalized and a great deal of broken glass had to gathered and removed from the coach. Fortunately, the Rock Hill museum had procured many spare parts for the coach and we found a full set of complete window sash inside the coach that will replace the broken glass. All the remaining spare parts were removed from the coach and then placed so as to prevent shifting during transit.

Each year, a surprising number of small projects are undertaken to maintain and improve Seashore's very large collection of vehicles. The following summarizes many, but not all, such activities in 1997:

Shop staff members repaired banding on a traction motor on Chicago, North Shore & Milwaukee interurban 755 using glass tape and epoxy. As well, a rebuilt Westinghouse DH-25 compressor and governor were installed on the car. Maintenance work on sister car 420 enabled the two to operate as a train again for the ARM convention and regular visitors.

Another classic interurban car, **Lehigh Valley Transit 1030**, was serviced including rebuilding defective motor brushholders. For this car also, a spare compressor was rebuilt and installed, with the original being stored for future rebuilding.

A fellow representative of eastern Pennsylvania, **SEPTA PCC car 2709**, suffered a short in a traction motor just prior to the ARM convention. A rebuilt motor was installed to replace the motor, and the car was fully operational within a period of weeks.

Davenport diesel locomotive D-1 received an automatic air valve so that it can control the brakes of the ballast hopper it frequently hauls. **Oshawa Railway Baldwin-Westinghouse steeple cab Electric locomotive 300** also

had its braking capacity improved when a rusted air reservoir was replaced with a newly donated tank.

An outside sign painter replicated lettering on bulkhead panels for **Twin City Rapid Transit gate car 1267**, and the panels were installed, adding a final touch to the beautiful restoration of this car.

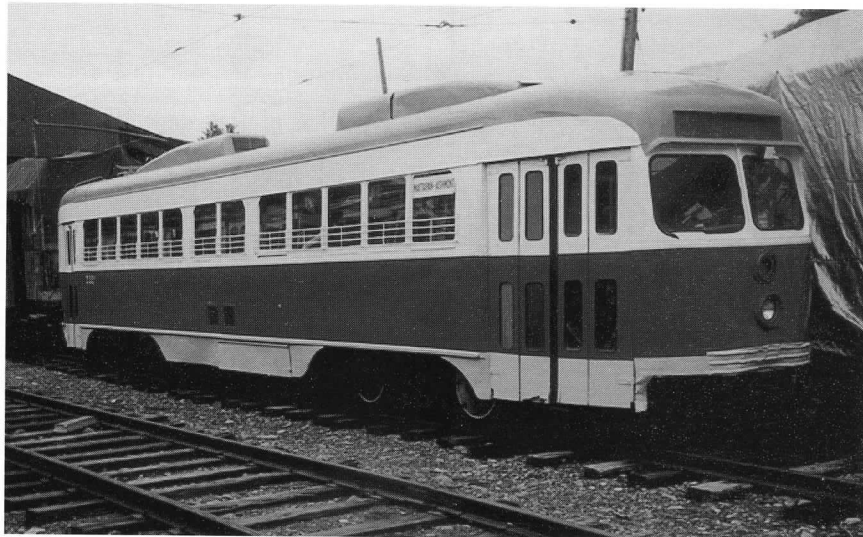
At least four cars had their roofs painted by volunteers to help maintain their weather resistance, including **Philadelphia & West Chester 62**, **Dallas 434**, **Oshawa Railway 300**, and **Chicago South Shore 32**.

A resistance grid was rebuilt on **Connecticut open 303**. A corroded air tank was replaced on **Portsmouth, Dover & York mail car 108**.

Our professional signmaker volunteer produced and installed the Metropolitan Transit Authority (MTA) blue "egg" decals on **Boston PCC car 3340**, completing the repainting job on the car. Shop staff repaired the roof of York Utilities Birney car 82, which is displayed at Log Cabin and U.S. Route 1.

Volunteers have prepared the body of non-accessioned **New York City Transit Authority R-1 subway car 175** for use as a glass storage car, its intended purpose when it was acquired in 1996. Work included installing Lexan over the window openings, cleaning the car, building storage racks, and beginning the process of loading window glass into the car.

Below: Shop crew members John Arico, Paul Szyk, and Mike Simonds work on the installation of a rebuilt motor in the truck of Milwaukee lightweight No. 861. FM



Above: The volunteer program to conserve ex-Dallas PCC cars obtained by the Museum for potential resale to heritage trolley projects concluded in 1997 with repaint of No. 3331. FM

A staff member and volunteers replaced a long section of rotted letterboard and lower roof on **Eastern Massachusetts Street Railway semi-convertible 4387**. New canvas was installed and all the affected areas repainted so the car could be returned to service within a short period of time.

A large electric magnet from one of the rail cranes was overhauled and set up for generator powered use on the Pettibone "SpeedSwing" road rail crane, and was subsequently used for clean up of miscellaneous track material around the property.

Repairs and improvements to the Shop itself are regularly carried out as well. This year the shop air compressor, used for the last 25 years, was replaced with a donated Quincy compressor rebuilt by a staff member. The paint finishing room was made more dust resistant through a significant volunteer project which included installing a new top floor layer, sealing the sawdust collector, and installing an air purifier. They also brightened the room by repainting it, and set up a newly donated glass sanding machine outside of the room. Other improvements included the installation of an air-powered hoist and sharpening and adjusting the wood planer.

A severe storm blew over the sawdust collector outside the shop. Unfortunately, it was so badly corroded that the shock of the fall left it beyond repair. A substitute system was fashioned from PVC pipe to carry sawdust to a point where it will be blown directly into the back of a dump truck for disposal.

Below: Rick Roberge applies new silver lettering to interior wood frame pieces from Twin Cities Gate Car No. 1267. DC



Exhibit Acquisitions



Above: A forklift unloads the silver-wrapped trucks from Japan. FM



Above: All six trucks, still on pallets, shortly after arrival. FM

The year 1997 was the first since 1979 in which no vehicles were accessioned to the Museum's Collection. In the area of nonaccessioned procurement, Boston Main Line Elevated Cars Nos. 0986 and 0996, that had been held for work service at Wellington, were obtained from the MBTA for parts and to use as storage units. Wason built the cars in 1928.

The most interesting and fruitful activity, however, has been in the overseas major parts procurement program. Japan, particularly, still a heavily traction-dominated country, and much of the early heavy hardware such as trucks and airbrake equipment was either U.S. made or built under license to American designs. The Japanese interurban railroads started out looking much like those in the American Midwest, but grew into mighty conglomerates in a crowded land where automobiles were somewhat impractical. And their electric rail operations evolved into rapid transit-like operations, using multiple unit equipment much like that on subway and elevated lines in North America. Now, an even newer generation of high tech equipment is coming on line, so that what little old-style equipment still exists, even on work and special equipment, will soon be scrapped.

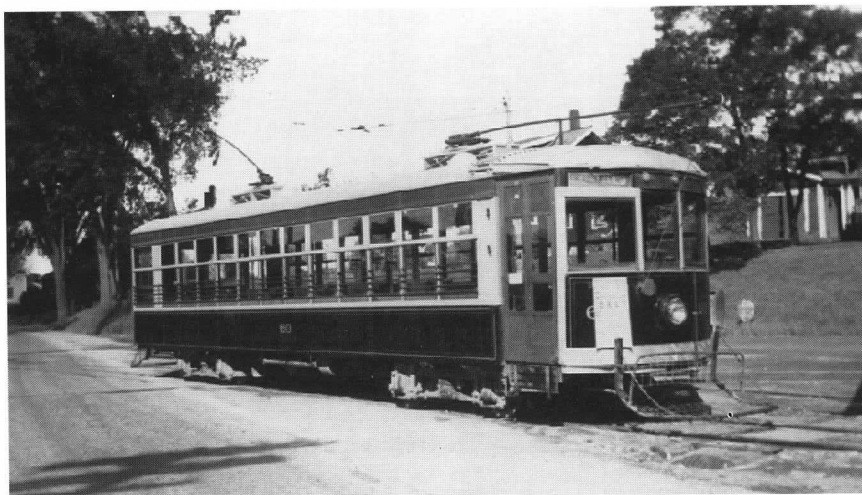
Hankai Railway of Osaka, one of the

few street operations, is in the process of retiring its last cars equipped with Brill 77EX trucks. Although the cars had already been sold to the scrapper, Seashore's Japan representatives were able to negotiate a very favorable price from the Matsui Shoten Scrap Company for three sets of these trucks. An unfortunate feature of Japan has been that it usually costs as much to get equipment from the carbarn to the dock as it does to ship by sea halfway around the world. Much of this has to do with the local practice of carefully packing everything. Some will recall that Nagasaki 134 came in a custom wooden crate. With the advent of shipping containers,

we hoped that this would no longer be required, but it still seems commonplace, though we have been able to arrange some adjustments.

We were also able to obtain favorable ocean freight rates, and, after much further negotiation with forwarding companies in Japan, the three sets of trucks were shipped to Boston. They had to be processed through the shipping line's terminal where there were added costs having to do with customs and handling, then came to Maine by a separately contracted truck. After all that, Seashore's shop staff rather swiftly and easily unloaded the equipment. The trucks were sealed in protective silver plastic,

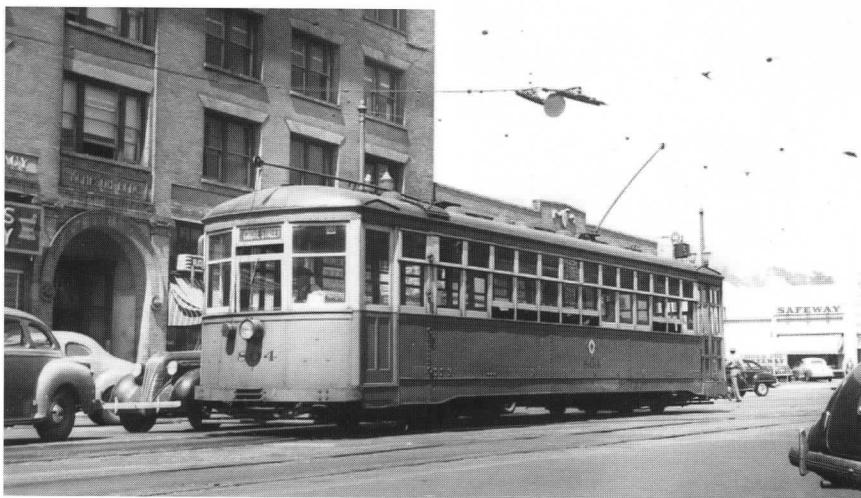
Below: One of the cars slated to receive the Japanese trucks is Waterville, Maine, No. 60, a rare double-truck version of the famed Stone and Webster Birney design. RP



making them look like large birthday presents. However this did allow the trucks to be protected until they can be set under cars for which they were procured. The trucks are to equip Roanoke 51, Oakland 804, and Waterville 60. Even though the operation was expensive, the total cost was far less than any other option for the vital components to make these carbodies into running streetcars. The costs were covered entirely by contributions from members interested in preserving these important cars.

The Keihan Electric Railway Co., Ltd., one of the conglomerates, would be replacing the company's last Kyoto street operation with a new subway in October and would retire the last cars having Baldwin curved equalizer interurban trucks at that time. Through the kind efforts of Minoru Miyashita, the firm's Chairman, several sets of trucks would be set aside for donation to the U.S. Museums. Mr. Miyashita was pleased to see that these American-made components would have a chance to be sent home instead of to scrap. This was a joint project for Seashore and the Minnesota Transportation Museum, which had previously requested material from Keihan. Additionally, several sets of radial MCB draft gear, as well as the five spare motors and three compressors that were on the shelf at the Nishigori Shops were

Below: Also in line for the Brill 77 trucks is the body of Oakland 804, found in remarkably good condition on a farm in the late 1980s in California and moved to Seashore in 1992. RB

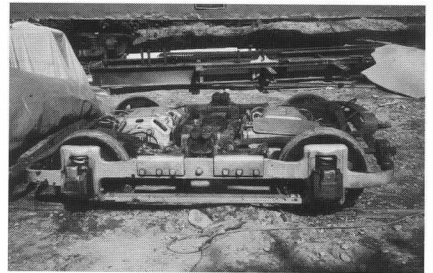


also donated. Using a Minneapolis based forwarder this time, some benefit in rate concessions was obtained. Seashore's equipment arrived in November.

The Museum also had a major truck acquisition on the domestic front. As reported elsewhere, we are deeply grateful to the Greater Cleveland Regional Transit Authority for the kind donation of their spare set of Brill 68E-1 trucks with motors for Cleveland center entrance car No. 1227. The car had been acquired without trucks and we have been until now unable to find an appropriate solution to equip this car properly.

These trucks were actually a retrofit to the center entrance cars transferred from city service in Cleveland to the high-speed lines of Shaker Heights Rapid Transit. In the late 1920s Cleveland Railway 1920-built Peter Witts 484-489 and 1925-built Witts 150-164 yielded these trucks in exchange for original center entrance car Brill 51E-1 trucks as the 68E-1 trucks rode better on open track. Thus these trucks are original Cleveland equipment and have been used by all surviving center entrance cars for some 70 years. Receipt of these trucks is the linchpin in the restoration of car 1227, so is a noteworthy development.

Also, unreported in an Annual Report when it happened several years



Above: The rare Brill 68E-1 trucks for Cleveland 1227 being unloaded and then on Seashore rails. See the photos on page 8 for views of such trucks in service. DC/FM

ago, was a truck exchange with the Illinois Railway Museum in which Seashore acquired a pair of Brill 67F trailer car trucks in exchange for a pair of unmotored East Boston rapid transit Taylor streetcar type trucks. The trailer trucks had come from a Chicago trailer car. This type of truck was in general use by the trailer fleets in Cleveland as well as Chicago, so is authentic equipment for Seashore's streetcar trailer, Cleveland Railway No. 2318. This car is set to undergo restoration upon completion of No. 1227. With the acquisition of trucks for both cars there is no insurmountable obstacle to complete authentic restoration of both cars of the Museum's motor-trailer train. The restoration of these two derelict and stripped cars is the most extensive restoration project undertaken so far at Seashore.

Meanwhile, by this swap, our friends at the Illinois Railway Museum in Union, Illinois, will indirectly be able to equip properly a Chicago and West Towns streetcar, which is an important component of their representation of Chicago-land traction.

Library Report

The year 1997 would prove to be that of the volunteer for the Seashore Library. This thanks to the dedicated efforts of Kennebunk residents Adele and Wendell Hawe who jointly contributed more than 350 hours of shared labor. Success of their endeavors combined with unlimited enthusiasm for this major project has all served to encourage further recruitment of library volunteers locally and from the museum membership. As all of these volunteers continue their greatly appreciated efforts to organize and to inventory the library's monumental holdings there develops an increasing awareness and appreciation of the Library's potential to be developed into a major urban mass transportation research center.

Throughout 1997 the Massachusetts Film Office continued consultations with the Library for mass transportation background research. A good example is that of the library's loan of vintage advertising car cards for production of the film *Civil Action*.

Additionally two long planned celebrations in Massachusetts made use of the Museum's Library and collections. As Boston's MBTA began planning for the Centennial of this nation's first subway the Museum's services were called



Above: Archivist George Sanborn and Librarian Fred Burns continue on the monumental task of cataloguing Seashore's collection of photographs, artifacts, and books. FM

upon. On December 16, 1997 the Commonwealth of Massachusetts Archives, through its Commonwealth Museum opened its year long display titled "Moving People/A Century of Pride and Progress." Visitors are exposed to Seashore Trolley Museum archival displays and artifacts on loan from the museum or the library.

Robert Kelly, editor of the *Dispatch*, in a joint museum bookstore/library venture, produced a videotape named *Action In Traction*. It covers state of Maine

electric traction lines using vintage Library film footage. Based on its success and public acceptance it is planned to produce additional videos from library sources in the future.

The Library continues to assist with research with forthcoming major urban mass transportation publications as it does with increasing news media interest directed in the history of urban mass transportation. Also, Library film footage continues to be employed as a background for the highly successful museum public service announcements.

Left: A crew of volunteers works on retruck-ing one of the Boston 01400 Red Line cars acquired in 1996. Here a crane from the same line lowers the car onto a truck as Bill Pollman guides the final alignment.

Below: A general view as the car is maneuvered into place for the crane to lift it. FM



Museum Store Report

The Museum Store experienced a marked decline in sales resulting from the significant reduction in visitor attendance in 1997. However per visitor income showed improvement over the past year. The Store did experience a significant increase in mail order sales, particularly because of the exposure of the Store Catalog on the Museum's Internet Page.

Late in 1997 the Museum Store initiated an experimental program of including targeted advertising on new Store stock items with regular membership mailings. The first two efforts have proved to be quite successful in generating membership response to new sales items available in the Store. This effort will be continued and should add to our mail order sales for 1998.

A new Museum Guidebook was introduced in June after much preparation and writing over the past two years, mostly by Bob Kelly. The Guide is a new format, designed to be helpful to visitors as they tour the Museum. The history of the collection is left to our more scholarly publication, *Historic Cars of the Seashore Trolley Museum*, which was also published in 1997. This book is the definitive history of the collection of the

Below: Regular volunteers from upstate New York are Dorothy and George Braun. FM



1997 Annual Report



Above: Dan Heffner and Dick Avy work on resetting the brick platform at the Visitors Center, after winter freeze and thaw cycles had led to an uneven base for the bricks. DC

Museum and is the product of several years' effort by Ben Minnich, with the assistance of several others.

Finally, the Museum has entered the video tape market with its first production, *Action in Traction*. This video, largely using material previously made available by Gerry Cunningham a decade before, has been combined with additional film footage provided by O. R. Cummings. Many of the scenes were resequenced and combined into a logi-

cal order. Licensed music was purchased and Museum member Peter Kurtasz narrated the scenes in the video. Since its release in September, nearly 100 copies were sold by year-end, requiring a second production run of tapes for the start of the 1998 season. Work is progressing on two new video tapes for Spring 1998 release and it is hoped that we can locate additional film footage for more titles on the trolley lines in New England and the rest of the United States.

Below: Track crew members Roger Tobin and Gary Jenness work with a front end loader as they regrade the surface in Highwood Barn in front of Budapest subway car No. 18. FM



Track Department Report

The Track Department's volunteer staff accomplished many tasks which included track maintenance, upgrading the main line, continued work on Talbot Park, and pre-event support of the Association of Railway Museums Annual Convention. The list of activities is long, so this report covers the highlights of this year's activities.

Annual servicing of the support equipment, including the Pettibone Speed Swing, the Michigan Front End Loader, diesel locomotive D-1, and power tools, was carried out in the Spring. An inspection of the Main Line, Highwood Shuttle track, and related yards was also completed early in the year. Several required repairs beyond normal maintenance were accomplished, but a punch list of additional tasks still exists. Included in this list is the double slip switch at the south end of the Visitors Center loop. The frog had broken and was taken out of service. To aid the Operations Department and the Special Events Committee a section of straight rail was set in place of the missing half of the frog in the direction of prevailing

traffic. For special events, it would be realigned to the other position, allowing use of the crossover connecting to the loop. After an event's completion, this section of rail was returned its normal alignment.

Maintenance of track in Highwood



Below:



Above: Track Superintendent Peter Wilson uses a gasoline-powered abrasive saw to cut a rail in preparation for Thermite welding. The mold for the high-temperature welding process is behind Peter. The welded rail is destined to replace worn sections on the main line. FM

Barn became a major project in support of the Operations Department. Settling over the years required the track in Highwood to be surfaced in order to provide level footing for operations personnel, and to rebuild the shoulder around the building. This required moving the cars outside, one track at a time so the work could be accomplished. Many unique photo opportunities occurred during the several weekends needed to complete the project.

The project to upgrade the main line continued during the year. Sections of welded rail were installed and additional sections were fabricated for installation next season.

The Association of Railway Museums Convention required support from many of the Museum's departments. The Track Department staff provided labor to accomplish many of the pre convention projects, including cleanup of the non-public areas to which the convention delegates would have access.

Long range planning includes continued track maintenance and repairs. The welded rail program is ongoing, but will be scheduled to blend with other track projects as well as operations.

North Terminal Report



Above: The west frontage of Biddeford Station's building reached the 50 percent completion level in 1997. It will house a restaurant, exhibits, meeting space, and car storage. RD

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

This year's progress at Biddeford Station involved at least ten significant projects, plus numerous smaller tasks that in themselves might not be notable, but add up to progress on the whole.

A very pleasant acquisition was the purchase of a 15-ton two-foot gauge Plymouth Diesel locomotive that was last used at Carpenter Steel, in Reading, Pennsylvania. This unit runs very smoothly and will be the primary locomotive for the Great Northern Narrow Gauge Line at Biddeford. The unit has been totally rehabilitated and painted in GN Colors.

The previous prime locomotive, the 15-ton Brookville, will become the spare and interestingly, was loaned to the Maine Narrow Gauge operation in Portland to help with the crush of Christmas riders during their Winterfest. The Brookville clearly demonstrated its power—it was able to haul nine loaded Ex-daville coaches on the Maine Narrow Gauge mile-and-a-half run!

Back in Biddeford Station, the former model railroad club quarters are being redeveloped to the original theater plan. To augment that activity, a large theater-type organ was purchased that will eventually be positioned in front of the stage to be built next year. In the meantime, Association of Railway Museum organists enjoyed playing the organ during their visit in September.

Track and right of way construction continued throughout 1997. At the end of the year, the two-foot main line had progressed through the last bend at the back of the Station property.

To keep ahead of the track builders, the right of way has been completed for the full loop. A major project, was the construction of the concrete faced ramp to bring the rails back to the platform level. When the rails get there, some adjustments in the grade leading to the

ramp will permit the trains to complete the anticipated one-kilometer loop. Another truckload of rail acquired from Maine Narrow Gauge has provided most of what is needed, and the anticipated trade for the use of the Brookville should complete the Station's needs for rail.

Another train project underway is the construction of an enginehouse, to be built along the Seashore right of way at the front of the property, behind the Dead River Oil complex. In 1997 the foundation was completed, a special frog was purchased to permit the connection with the main line at the Station platform; and everything is ready for the 120-foot long building to be erected when funds permit. The building is intended not only for servicing and fueling (a diesel fueling facility was installed adjacent to the building) but can accommodate some of the inactive fleet of two-foot gauge equipment.

The Station building saw progress in 1997, as the stucco was installed on the Southern half of the frontage. A major hold on completing the building has been the sewer connection. That has progressed now from in front of the St. Louis Alumni building across the creek, and temporarily ends at the parking lot. Next year should see the sewer connected to the Station. Important changes to the chain link fencing at the station included installation of the entire new west side fencing including a gate for Seashore's future standard gauge line, plus a new security barrier fence between the engine house foundation and Dead River's perimeter fence across Seashore's right of way. This is intended to curtail the bike, all-terrain and snowmobile traffic; and seems to have also discouraged some hunter access to Seashore's property.

Biddeford Station supported the ARM convention on the Thursday special seminar day, by hosting three of the seminars at the Station, and by providing a comfortable dining room for the Lobster Rolls and other sandwiches served by the Dry Dock restaurant.

Corporate Information

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

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carshop@gwi.net

Corporate Affiliations

American Association of
Museums
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
Preservation
Tourist Railway Association, Inc.
Tourist Industry Network
American Bus Association

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(As of December 31, 1997)

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tions

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Museum Magazine Editor

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Historian

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Equipment Materials Manager

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Assistant Equipment Materials
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Operations

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Representative in Japan

Yuichi Sakamoto
Representative in Japan

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General Manager Emeritus

Burton B. Shaw
Superintendent of Railway
Operations Emeritus

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. We are listing here all who donated \$50 or more in cash contributions during the year, and the list stretches over two pages. Cash contributions were just under \$180,000.

In total more than 500 different members and non-members made contributions, keeping our administrative staff quite busy with the very pleasant task of receiving, recording, and acknowledging this wonderful support. Over \$40,000 of the donated amounts were 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 1997 Seashore Donor Honor Roll

Donations of \$10,000 or more

Roman F. Arnoldy
Estate of Henry B. Brainerd
Frederick J. Maloney
George M. Sanborn

Donations from \$5,000 to \$10,000

Daniel R. Cohen
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High Meadow Foundation, Inc.
James D. Schantz
Roger E. Somers

Donations from \$2,500 to \$5,000

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Conrad R. Misek
Newton K. Pratt
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WMX Technologies Inc.

Donations from \$1,000 to \$2,500

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Harry B. Adams
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Joseph F. Braun
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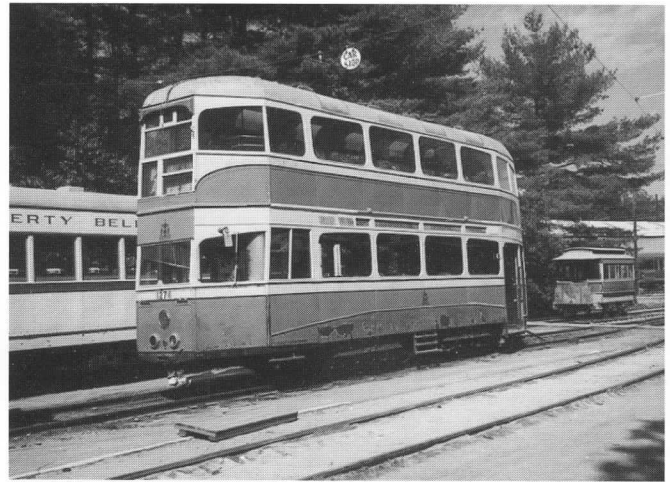
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Richard Cosgro
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Wayne Edson Daggett
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J.P. Yancey Foundation
Robert J. Janack
Roger F. Jenkins
Karl F. Johnson
David L. Johnston
George W. Jones
Kalmbach Publishing Co.

Below: Always popular with visitors and members alike is a Chicago, North Shore & Milwaukee train. Here cars 755 and 420 pause at the Arundel platform after a trip on the main line. FM



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 Robert F. Kearns
 Robert E. Kelly
 Kennebunkport Inn
 Robert A. Kennerly
 Leroy O King, Jr.
 Dana A. Kirkpatrick
 Fred Klyver
 Paul R. Knight
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 David L. Waddington
 Donald F. Walker
 Grant D. Whipple
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 Earl J. Whitney
 M. Dwight Winkley
 Robert N. Young
 Christopher E. Zearfoss



Above: Making a rare appearance outside of Highwood is Glasgow 1274, the first car the Museum acquired that was built after Seashore was founded in 1939. The car was retired in the early 1960s. FM

Below: Donald Curry leads a mixed age group on a tour of the site of the Portland Railroad's Riverton Park, a typical trolley park built by the company to stimulate off-peak riding in the days before the auto. DM



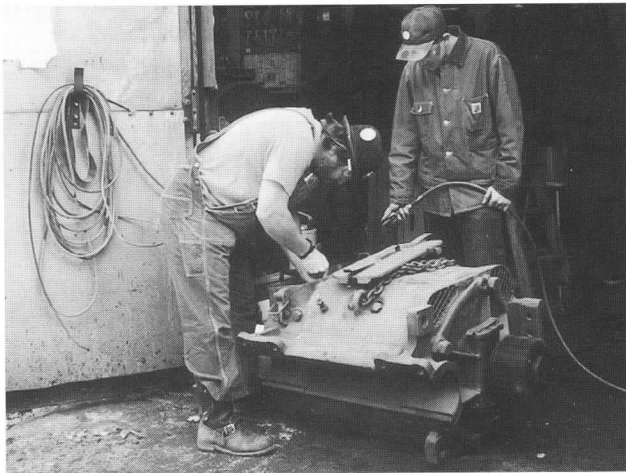
Donations from \$50 to \$100

Gordon B. Allan
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 William H., Brooke, Jr.
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 John N. Sharood
 C. William Stamm
 Elizabeth C. Stetser
 Douglass Taylor
 George A. Umlam
 Jennifer Vidbel
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 Marjorie M. Walker
 Dr. Charles F. Warren
 Henry S. Wells, Jr.
 Richard R. White
 John Insko William
 Howard Wong



Above: Ben Yuscavitch and Dick White repair a deteriorated section of roof on Eastern Mass. Street Railway No. 4387. DC



Above: Mike Simonds and John Arico examine a motor from Twin Cities 1267 after an unexpected failure necessitated repair. FM
Below: Amy Litchfield and Len Silver at work on Connecticut 1160 with Portland-Lewiston the *Narcissus* immediately to the rear. DC



Financial Report

The Society's financial statements for the fiscal year of January 1, 1997 to December 31, 1997, as produced by the Society's chief financial officer and reviewed and verified by the independent auditors retained by the Society, the firm of Baker Newman & Noyes of Portland, Maine, are presented on pages 36 through 40.

For the second year, these statements are presented in a different format than that used by the Society for many years. This newer reporting format is required by a recent revision to the governing principles, Financial Accounting Standards Board Statement No. 117. This statement 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 1996 were the first presented in this new format. The financial statements for 1997 consist of a Statement of Financial Position on page 36, a Statement of Activities for 1996 and 1997 on page 37, a Statement of Cash Flows on page 39, and a more detailed Schedule of Functional Expenses on page 38.

As illustrated in the line graph of Figure 1, total support and revenues increased 5.6 percent, from \$848,392 in 1996 to \$896,627 in 1997. However, these support and revenues include both cash and non-cash elements. Cash support includes contributions and grants, and cash revenues include dues, admissions, auxiliary sales, investment income, and miscellaneous income. Non-cash support includes contributions-in-kind and contributed services.

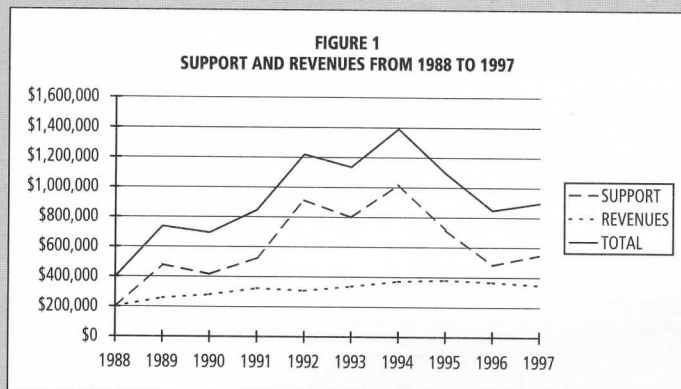
Cash support and cash revenues totaled \$556,832 in 1997. This, is essentially unchanged from the \$564,966 received in 1996.

The distribution of cash support and revenues is given in the pie chart of Figure 2. Cash support represented 45 percent of total cash income, with cash revenues representing 55 percent. Each of these components is shown in the accompanying Statement of Activities included on page 37, and will be discussed below.

Cash Support: Total cash contributions increased by 15.4 percent, from \$198,136 in 1996 to \$228,712 in 1997. Cash contributions also include contributions by the public in the form of cash deposited by visitors into fareboxes located throughout the museum.

Total cash contributions include \$82,585 to the Unrestricted General Fund, \$142,497 to the Donor Restricted Funds, and \$3,630 to the Permanently Restricted Endowment Fund.

Cash Revenues: A total of \$29,986 was received for 1997 annual



membership dues, versus \$25,849 for 1996, a 16.0 percent increase. Life Memberships dues, which are recognized in full as current income and directly transferred into a Board Restricted Endowment Fund decreased sharply to \$800 in 1997 versus \$11,637 in 1996. Similar to the Permanently Restricted Endowment Fund, these Life Membership revenues will be maintained in perpetuity and invested, with a percentage of interest earned used for museum operations.

Revenues from admissions and auxiliary sales decreased by 11.9 percent, from \$283,788 in 1996 to \$249,750 in 1997. In 1995, admissions and auxiliary sales totaled \$281,606.

Examining the components of the revenues from public operations, both decrease from 1996 to 1997 due to the decrease in visitors. Admission revenues were \$120,756 in 1997, which is almost \$28,000 lower than the \$148,394 received in 1996. The 1996 revenues were also about the same as the \$148,722 received in 1995.

Auxiliary sales revenues to the public include Museum Store on-premise and mail order sales along with food service and vending machine sales. These decreased by 4.7 percent from 1996 to 1997. These revenues were \$128,994 in 1997, \$135,394 in 1996, and \$132,884 in 1995.

Auxiliary services expenses, including the allocation of volunteer services and depreciation, during 1997 were \$120,554, resulting in a net gain on sales of \$8,440, or 6.5 percent of total sales. For comparison, there was a net gain on total auxiliary sales of 6.1 percent of total sales in 1996 and 5.1 percent in 1995.

As shown in the pie chart of Figure 2, admissions and auxiliary operations revenues together contributed 43 percent of the Society's cash income in 1997. Cash contributions and grants represented 40 percent of cash income, and dues, investments, and other income about 17 percent. Comparative ratios in 1996 were 50, 35, and 15 percent respectively. In 1995 the ratios were 43, 42, and 15 percent.

Non-Cash Support: Contributions-in-kind in 1997 of \$67,828 were up 10.8 percent from those in 1996 of \$61,214, and those for 1996 were about half the \$119,690 received in 1995. 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.

Total support, excluding contributed services, but including cash contributions and bequests, grants and contributions-in-kind together, increased by 14.3 percent in 1997, from \$259,350 to \$296,540.

Documented contributed services increased by 13.5 percent from

\$222,212 to \$252,139. This contrasts with marked decreases in the prior two years. However, these changes can be misleading. The prior declines were 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. Completing time sheets is purely a voluntary effort, and compliance by active volunteers varies widely. Nonetheless, the Society receives a very large amount of contributed services each year, the total value of which certainly exceeds the totals reported in the 1996 and 1997 statements.

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

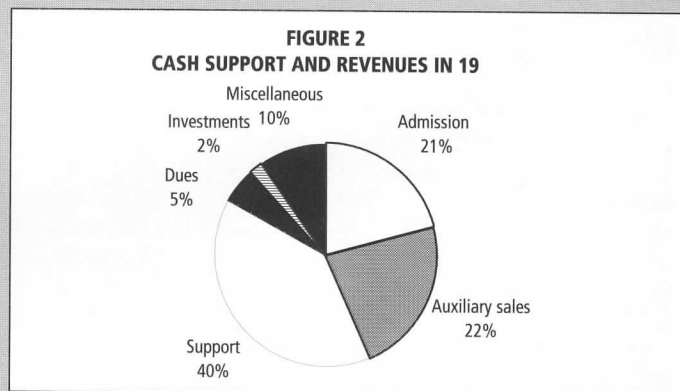
1. Functional expenses, or operating expenses, are those expenses expended for museum operations. These comprise expenses paid by cash and the distribution of expenses for contributions-in-kind and contributed services. Functional expenses fall into three specific categories, or functions: Program Expenses,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

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



Statements of Financial Position

For the years ended December 31	1997	1996
Assets:		
Cash	\$ 17,089	\$ 28,968
Short-term investments (note 2)	47,131	44,225
Accounts receivable	16,921	9,809
Inventories	75,887	65,642
Prepaid expense	3,290	8,101
Other investments (note 2)	248,463	198,042
Cash and short term investments whose use is limited (note 2)	321,377	277,840
Fixed assets, net (note 3)	1,314,485	1,292,946
	<u>\$ 2,044,643</u>	<u>\$ 1,925,573</u>
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	\$ 56,861	\$ 31,654
Deferred income	10,375	12,795
Long-term debt (note 4)	131,086	118,026
Total liabilities	198,322	162,475
Net assets:		
Unrestricted:		
Designated by the Trustees (note 7)	81,798	52,642
Undesignated	1,348,944	1,332,320
	1,430,742	1,384,962
Temporarily restricted (note 5)	405,029	371,216
Permanently restricted (note 6)	10,550	6,920
Total net assets	1,846,321	1,763,098
	<u>\$ 2,044,643</u>	<u>\$ 1,925,573</u>

See accompanying note

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 1997 of \$813,404 increased by 9.0 percent from the \$746,269 of 1996. Functional expenses were \$824,144 in 1995. However, when considering only cash functional expenses, the increase was less. When contributed services and depreciation expenses are subtracted out, the remaining cash expenses totaled \$513,009 for 1997, \$485,431 for 1996, and \$485,431 for 1995.

Capital expenditures were \$69,795 in 1997 compared with \$130,235 in 1996. The larger figure in 1996 is due to recording the value of the construction of the Parts Warehouse, even though the construction was not completed until 1997.

NOTES TO FINANCIAL STATEMENTS

December 31, 1997 and 1996

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 affect 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 accompanying financial statements 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

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

Statement of Activities

	December 31, 1997				December 31, 1996			
	Unrestricted	Tempor- arily Restricted	Perman- ently Restricted	Total	Unrestricted	Tempor- arily Restricted	Perman- ently Restricted	Total
Support and revenue:								
Contributions and bequests	\$ 82,585	\$ 142,497	\$ 3,630	\$ 228,712	\$ 69,832	\$ 122,534	\$ 5,770	\$ 198,136
Contributions-in-kind (note 1)	67,526	302		67,828	58,837	2,377		61,214
Contributed svcs. (note 1)	252,139			252,139	222,212			222,212
Annual membership due	29,986			29,986	25,849			25,849
Life memberships	800			800	11,637			11,637
Admissions	120,756			120,756	148,394			148,394
Investment income	2,464	8,570		11,034	3,129	8,045		11,174
Special event, net	19,828			19,828				
Miscellaneous	10,116	26,434		36,550	15,363	19,019		34,382
Revenue from auxiliary operation	128,994			128,994	134,667	727		135,394
Net assets released from restrictions:								
Program restrictions	108,028	(108,028)			87,922	(87,922)		
Capital restrictions	35,962	(35,962)			86,062	(86,062)		
Total support and revenue	\$ 859,184	\$ 33,813	\$ 3,630	\$ 896,627	\$ 863,904	\$ (21,282)	\$ 5,770	\$ 848,392
Expenses (note 1):								
Program expenses:								
Curatorial and exhibits	378,809			378,809	330,884			330,884
Support expenses:								
Membership	21,971			21,971	20,546			20,546
Gen'l and admin.	286,502			286,502	262,639			262,639
Fund raising	5,568			5,568	5,109			5,109
Total support exp	314,041			314,041	288,294			288,294
Auxiliary operation	120,554			120,554	127,091			127,091
Total expense	\$ 813,404			\$ 813,404	\$ 746,269			\$ 746,269
Change in net asset	45,780	33,813	3,630	83,223	117,635	(21,282)	5,770	102,123
Net assets, beginning of year	1,384,962	371,216	6,920	1,763,098	1,267,327	392,498	1,150	1,660,975
Net assets, end of year	\$ 1,430,742	\$ 405,029	\$ 10,550	\$ 1,846,321	\$ 1,384,962	\$ 371,216	\$ 6,920	\$ 1,763,098

See accompanying notes

Schedule 1: Schedule of Functional Expenses

Year Ended December 31, 1997 (With Comparative Totals for 1996)	1997						1996	
	Program	Support Expenses				Auxiliary	Total	Total
	Curatorial & Exhibits	Member-ship	G&A	Fund Raising	Total	Operation	Expenses	Expenses
Salaries and related expenses	\$ 86,144		\$ 52,151		\$ 52,151	\$ 10,456	\$ 148,751	\$ 159,148
Contributed services	155,714	2,222	85,690	1,944	89,856	6,569	252,139	212,372
Professional fees			22,053		22,053		22,053	14,660
Utilities	9,870	315	30,099		30,414	91	40,375	39,520
Conservation and maintenanc	52,392		17,397		17,397		69,789	66,307
Taxes and fees	778		5,129		5,129	41	5,948	1,304
Insurance	8,025		12,411		12,411		20,436	21,852
Equipment rental	6,389	(250)	1,403		1,153	120	7,662	74
Administration	25,056	7,166	33,644	3,624	44,434	1,811	71,301	64,460
Interest	587		11,976		11,976		12,563	11,429
Miscellaneous	5,431	12,175	3,740		15,915	601	21,947	26,058
Cost of goods sold						92,184	92,184	80,619
Total expenses before depreciation	<u>350,386</u>	<u>21,628</u>	<u>275,693</u>	<u>5,568</u>	<u>302,889</u>	<u>111,873</u>	<u>765,148</u>	<u>697,803</u>
Depreciation	<u>28,423</u>	<u>343</u>	<u>10,809</u>		<u>11,152</u>	<u>8,681</u>	<u>48,256</u>	<u>48,466</u>
Total expenses	\$ 378,809	\$ 21,971	\$ 286,502	\$ 5,568	\$ 314,041	\$ 120,554	\$ 813,404	\$ 746,269

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. Details of contributed services were as follows:

Contributed Service	1997	1996
Charged to expense:		
Curatorial and exhibits	\$ 155,714	\$ 123,200
Support	89,856	74,804
Auxiliary operatio	6,569	14,368
	252,139	212,372
Capitalized to fixed assets		9,840
	\$ 252,139	\$ 222,212

The appraised value of materials and supplies contributed is recorded similarly as contributions-in-kind. Such category included \$0 (\$14,166 in 1996) which was capitalized and \$10,998 (\$47,048 in 1996) 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 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, 1997 and 1996.

Other investments include a minority interest (21%) 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 \$50,421 and \$9,558 in 1997 and 1996, respectively, have been recorded as a contribution-in-kind. At December 31, 1997 and 1996, this investment totaled \$183,463 and \$133,042, respectively.

Statement of Cash Flows

Increase (Decrease) in Cash

For the years ending December 31	1997	1996
Cash flows from operating activities:		
Change in net assets	\$ 83,223	\$ 102,123
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Contributions restricted for long-term investment	(3,630)	(5,770)
Non-cash contributions	(50,421)	(24,006)
Depreciation	48,256	48,466
Changes in operating assets and liabilities:		
Accounts receivable	(7,112)	(8,830)
Inventories	(10,245)	5,949
Prepaid expenses	4,811	5,568
Accounts payable and accrued expenses	25,207	(9,460)
Deferred income	(2,420)	2,433
Net cash provided by operating activities	87,669	116,473
Cash flows from investing activities:		
Short-term investments - unrestricted	(2,906)	(18,569)
Capital expenditures, net	(69,795)	(130,235)
Restricted cash and investments	(43,537)	(20,216)
Net cash used by investing activities	(116,238)	(169,020)
Cash flows from financing activities:		
Issuance of new long-term debt	55,000	40,030
Repayment of long-term debt	(41,940)	(17,802)
Contributions restricted for long-term investment	3,630	5,770
Net cash provided by financing activities	16,690	27,998
Decrease in cash - unrestricted	(11,879)	(24,549)
Cash - unrestricted, beginning of year	28,968	53,517
Cash - unrestricted, end of year	\$ 17,089	\$ 28,968

Supplemental disclosure of cash flow information:

Interest paid	\$ 12,563	\$ 11,429
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See accompanying notes.

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 valued at \$65,000 and is included as a temporarily restricted net asset.

3. Fixed Assets

Fixed assets consisted of the following at December 31, 1997 and 1996:

1997	Cost	Accumulated Depreciation	Net
Land	\$ 302,853	\$	\$ 302,853
Land improvements	77,229	42,659	34,570
Buildings and improvements	1,058,151	260,079	798,072
Track and wire	276,210	128,437	147,773
Machinery and equipment	212,750	181,533	31,217
	\$ 1,927,193	\$ 612,708	\$ 1,314,485

1996	Cost	Accumulated Depreciation	Net
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

Depreciation expense was \$48,256 and \$48,466 in 1997 and 1996, respectively.

4. Long-Term Debt

Long-term debt consisted of the following at December 31, 1997 and 1996:

Long term debt	1997	1996
Notes payable to various members, with interest at 7%, payable in quarterly installments through 2004	\$ 58,467	\$ 66,913
Notes payable to various members, with interest at 7%, payable in quarterly installments through 2006	3,369	3,662
Note payable to a private foundation, interest payable annually at 5%, principal due February 1997		10,500
Note payable to bank, interest at 8.25%, payable in monthly installments through 2004	24,908	32,683
Note payable to bank, interest at 8.50%, payable in monthly installments through 2007	40,964	
Installment note payable for office copier, interest at 19% payable in monthly installments through 2000	3,378	4,268
	\$ 131,086	\$ 118,026

The notes payable to bank are payable on demand; however, the bank has agreed to accept monthly payments as described above. Assuming such scheduled payments, aggregate maturities of long-term debt for the five years subsequent to December 31, 1997, are as follows:

	Notes		Total
	Payable to Bank	Other Notes Payable	
1998	\$ 6,189	\$ 9,237	\$ 15,426
1999	6,724	10,087	16,811
2000	7,296	10,431	17,727
2001	7,943	10,099	18,042
2002	8,634	10,824	19,458

Auditor's Letter

5. Temporarily Restricted Net Assets

At December 31, 1997 and 1996, temporarily restricted net assets consisted of the following:

Temporarily Restricted Net Asset	1997	1996
Program activities:		
Restoration of vehicle collectio	\$ 240,880	\$ 206,365
Museum development	67,782	76,924
Miscellaneous	31,367	22,927
	<u>340,029</u>	<u>306,216</u>
Real estate (note 2)	65,000	65,000
	<u>\$ 405,029</u>	<u>\$ 371,216</u>

6. Permanently Restricted Net Assets

During 1997 and 1996, the Society received \$3,630 and \$5,770, 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, 1997 and 1996, unrestricted funds had been designated by the Board of Trustees for the following purposes:

Designation of Unrestricted Funds	1997	1996
Restoration of vehicle collectio	\$ 619	\$ 1,059
Endowment	76,950	44,922
Miscellaneous	4,229	6,661
	<u>\$ 81,798</u>	<u>\$ 52,642</u>

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, 1997 and 1996, 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 audits.

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, 1997 and 1996, 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.

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

October 30, 1998

Baker Newman & Noyes

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Portland, Maine 04112

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Parts Warehouse Construction – 1997

- Top left:** An excavator fills and levels the site to assure good drainage.
- Top middle:** Forms for the foundation appear along the site perimeter.
- Top right:** Crushed rock is spread over a waterproof membrane and drainage pipes, steps designed to prevent moisture seepage from below.
- Second left:** An extra thick concrete floor is poured to support the heavy weights of traction motors, compressors, and other metal parts to come.
- Second right:** The steel framing is erected, including massive columns and roof trusses to support the snow loads of Maine winters.
- Third right:** The steel framing is complete and awaits siding.
- Bottom left:** Side sheets and translucent panels are applied over insulation.
- Bottom middle:** Roof panels follow. The logs in the foreground are the remains of trees cleared from the site before construction began.
- Bottom right:** The completed structure with South Boston to the left. JS





Above: The era of the "Red Pullman" in Chicago was coming to an end as a group of enthusiasts enjoyed a charter trip on No. 225 in 1956. Shortly thereafter the car would be withdrawn and journey to Maine, where its volunteer restoration is nearing completion.

Below: In another lakeside city about 85 miles to the north, the streetcar era also drew to a close, with the last cars in both Milwaukee and Chicago running in 1958. Here another group of enthusiasts rode Milwaukee lightweight car 861 shortly before it, too, would be retired, then placed on a railroad flatcar for the journey to Kennebunk Station. The car was returned to operation in 1997. DH

