

Celebrating 77 Years of Preservation — 1939–2016



**New England Electric
Railway Historical Society**

Seashore Trolley Museum

2016 Annual Report



America's National Urban Transit Collection

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 and the National Streetcar Museum at Lowell, Massachusetts. The Seashore Trolley 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, a small full-time staff devoted to preserving and restoring the collection, and professional leadership 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

Upper: Boston Standard Light Rail Vehicle 3424, built by Boeing in 1977 shown being shifted onto the display track at the Museum entrance. Volunteers partially repainted the car to prepare it to serve as an attraction to draw in passing motorists. Other steps are underway to improve the appearance of the entrance. BB

Lower: This aerial shot shows the new roof on the main hall of the Town House Shop. Completing this construction project as part of the *Preserve, Protect and Exhibit* campaign was a major accomplishment in 2016. EE

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2016 Annual Report

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Above: A favorite of both visitors and Society members is Montreal Tramways *Golden Chariot* observation car No. 2, here proudly displaying a Canadian flag as it hosts passengers on a main line trip. JS

Letter to Members

The year 2016 saw the successful end of construction of the first major project of the *Preserve, Protect and Exhibit campaign*—the complete rebuilding of the roof structure and roof surface on the Town House Shop. This eliminated the source of leaks that had developed over the 50 year history of the old roof, and with new, very bright, and energy efficient LED lights transformed the working environment in the main hall. This project cost \$220,000, made possible by generous contributions from members and a very welcome grant from the Davis Family Foundation.

Preserve, Protect, and Present Campaign

Work began on preparing the site along the west side of Fairview Carhouse for the next major component of the program—the widening and enclosure of the building. Construction of the first phase of this project is planned for 2017, depending on the level of funding support received from donors. This first phase of the ambitious project, which will widen and enclose the entire length of the building, is estimated to cost \$330,000, of which \$180,000 was available at year end. Early in 2017 the Museum received a \$75,000 challenge grant for this project from the 20th Century Electric Railway Foundation of California, and efforts were immediately launched to raise the matching \$75,000, to enable completion of this phase.

For further information on these projects, refer to the Facilities and Grounds report on page 14.

Attendance

Under the guidance of Executive Director Sally Bates, attendance rose for the fourth straight year, with this year's paying visitor count growing by 12%. The third annual summer gala, this year themed as *Martinis and Madmen*, once again brought many attendees from near and far on an August evening. Most had not visited the Museum previously and many favorable comments were heard.

Site Improvements

A new display car, Boston Standard Light Rail Vehicle No. 3424, was given fresh paint by volunteers then placed at the museum entrance as part of a program to improve the appearance of the entrance and of the public areas in general. Favor-

able comments in social media based on the improved appearance and the wonderful projection of the Museum by our volunteer operating crews and docents resulted in the Museum being awarded a Trip Advisor Certificate of Excellence. See the Executive Director's Report on page 4 for more on public presentation and special events.

Biddeford Land

The Society completed the sale of a 37 acre parcel of land to the City of Biddeford for \$50,000. The city needed the land-locked parcel, much of which is below water, to improve the approach to one of the city's airport runways. The amicable agreement averted eminent domain proceedings and the Board decided the sale was in the Society's best interest. Sale of this parcel in no way affects the right-of-way for the long-planned possible track extension to Route 1 in Biddeford. All the needed property for that right of way remains in Society hands. The board voted to devote the net proceeds of the sale to the Fairview Carhouse expansion project.

National Streetcar Museum at Lowell

Our close partnership with the Lowell National Historical Park entered its 14th year in 2016. Society volunteers continue to operate our New Orleans car No. 966 on weekends from May to October, interworking seamlessly with the Park's three replica streetcars. Society members also perform needed maintenance on the car. As well, our indoor exhibit, The National

Below: The Museum's collection includes recent generation vehicles such as 1978 No. 0623 from Boston's Blue line and 1977 Boeing Standard Light Rail Vehicle 3424 from the city's Green Line. BB



Streetcar Museum at Lowell, remains open throughout the year on weekends and provides a well-illustrated history of urban electric railways. As part of our relationship with the Park, the Museum, on a compensated basis, provides assistance with maintenance of the Park's operating fleet plus assessment of needed work on the line's infrastructure.

Information Technology

Information technology projects continued to advance under the direction of Manager of Information Technology Chris Randall. A primary thrust remains extension of WiFi Internet capability to the Museum's buildings. This year, following the wiring of Highwood Carhouse, Riverside Carhouse, and the Parts Warehouse in prior years, the focus was on the Town House Shop, with the first steps taken to erect a wireless antenna to link with a transmitter at the Visitors Center. Work began also on placing in conduit the associated power and signal wiring running the length of the building.

As the Visitors Center linkup requires a clear line-of-sight, some trees in the picnic grove will require trimming or removal to provide an unobstructed path for transmissions.

Also this year a new point of sale system, intended to improve customer service and ease management, was installed in the Museum Store. Other new uses of technology include distribution of our member magazine, *The Dispatch*, electronically and documenting collection items by the Curatorial Committee to enable making more detailed information about our vehicles available to the public

Below: Maintaining infrastructure is an ongoing need to keep the Museum's line operating. Track Superintendent Peter Wilson uses a backhoe to excavate a grade crossing damaged by a passing truck. DJ



Above: Three generations of urban rail equipment pose at dusk: Biddeford & Saco car 31 of 1900, Washington PCC 1304 of 1941, and Boston rapid transit cars 0622/0623 of 1978.

JS

on the Society's web site.

Membership

A vital need for the Society is to have a growing membership made up of individuals and businesses who feel an affinity with the Museum and who support its goals by means of donated labor, donated funds, and/or spreading the word to others. As shown in the listing on page 24, the Society is delighted to have enrolled 100 new members during 2016. We welcome all of them to the Seashore community and thank them for their interest and support.

Infrastructure

Track and overhead wire maintenance work were another highlight of the year. The track crew under the leadership of Superintendent of Track Peter Wilson

rebuilt the track and roadway through the McKay crossing behind the shop, a task made especially urgent after a truck carrying a piece of construction equipment used in the shop roof rebuild bottomed out on the crossing, knocking the track out of gauge. The track rebuilding was completed without disrupting public operations. Also, the track crew, thanks to donated funds, received brand new components for two switches to replace badly worn turnouts leading into the shop. The crew plans to install these in 2017.

Our line crew expanded this year to include more volunteers with member John Donnelly taking the lead. Pitching in this year is a retired MBTA lineman with years of overhead wire experience. Efforts focused on the yard wiring in front of Fairview Carhouse, transferring spans

Below: New ties have been carefully placed and the first rail is bolted in place before spiking. DJ



to new poles, which replaced some deteriorated older poles, and preparing for the planned extension of the building.

Restoration

Despite the (welcome) disruption of the roof replacement project, restoration projects in the shop continued to progress. Work advanced on Portland–Lewiston Interurban No. 14 *The Narcissus*. This comprehensive project involves restoration of this classic car, participation of the Theodore Roosevelt Association, extensive online documentation, plus educational programs. Refer to the *Narcissus* Report on page 7 for further detail.

Work also continued on a variety of other projects including Boston Center Entrance car No. 6131, Lexington & Boston Street Railway single-truck No. 41, Dallas Stone & Webster Standard No. 434, Denver & South Platte Birney No. 1, and Chicago North Shore & Milwaukee interurban No. 755, among others. Refer to the Conservation Report on page 9 for more. All of these projects have been made possible by generous donations from members plus grants from the Edwin S Webster Foundation, the 20th Century Electric Railway Foundation, the Tom E. Daily Foundation, and the Emery Trust.

The project to build a duplicate of the *City of Manchester* parlor car for a private party in Florida continued in 2016. Fabrication of the body shell neared completion at our boat-builder partner on Mount Desert Island, with efforts concentrating on final painting and varnishing plus installation of auxiliary systems. At Seashore, work included completion of rebuilding the Belgian Brill 21-E truck and installation of modern batteries and the electronic control system. A temporary wooden platform built on top of the truck enabled test operation on Seashore's main line. By year end, the truck was shipped north and Seashore forces placed it under the car. When body detail work is complete, the car will come to the Museum for installation of brake mechanisms and burn-in testing on our main line before the car heads to its new home in Florida.

Library

As always the Library Committee continued working on the Society's extensive collections of books, journals, photographs, and other materials. The largest project for the year was the scanning and cataloging of more than 3,000 builder's



2016 Arrivals include one rubber tired and one steel wheel vehicle:

Above: This 1982 Flyer bus No. 9471 was retired by the MBTA in 1996 and converted into a mobile emergency support vehicle to supply power and lighting as well as shelter at emergency venues. JS

Below: Car 1 was built for the Chicago Transit Authority by St. Louis car with parts salvaged from PCC streetcars and was the test of a design used on hundreds of subsequent rapid transit cars that served for decades. The car was leased to General Electric in 1974 for test purposes and was donated by GE.

Below upper: A GE locomotive in Erie, PA pushes the car onto a trailer for the trip to Maine.

Below lower: Transit vehicle transporter Silk Road's rig carrying the car arrives in Kennebunkport. WP





Above: The contract construction of a copy of the Museum's *City of Manchester* advances at our boat builder partner on Mt. Desert Island. The car's truck and control system constructed at Seashore were married to the body late in the year.

photos of the Massachusetts-based major carbuilder, Wason Manufacturing Company, covering streetcars manufactured from 1906 to 1932. The project was made possible by member donations. Another scanning project is capturing all of the Society's newsletters, annual reports, and other publications since its 1939 inception. For more on the Library Committee's activities, turn to the report on page 18.

Financial Support

On the financial front, the final distribution to the permanent endowment of the over \$700,000 estate of our late member

Stephen C. Hall was made in 2016. This brings the total of the Museum's endowment to \$1.4 million, which under favorable market conditions will generate about \$70,000 annually in earnings to be devoted to the unrestricted expenses. We are very grateful for Mr. Hall including the Museum's endowment in his estate. We encourage other members who would like to help guarantee the long term survival of the Society to also include the endowment in their estate plans.

Throughout the Society's history the financial support provided by members has been the bedrock upon which the Museum's progress has been built. Over nearly eight decades donors have contributed to buildings, restoration, track extension, and general operating expenses. This year was no different as more than 460 individuals and organizations contributed cash and material worth in excess of \$438,000. Of this total, over \$335,000 was in cash. More than \$121,000 of the cash went to the general fund ensuring that our income and expenses were balanced for the year. The Board extends its deepest thanks to all who gave so generously. Refer to page 22 for a listing of donors who gave in 2016.

James D. Schantz
Chairman

Executive Director's Report

Sally A. Bates

My report for 2015 listed the following as critical aspects of the Museum's evolution, and our 2016 results are consistent with our efforts in these areas:

- Enlarging the Museum's role as a community resource and partner to other non-profits.
- Addressing infrastructure maintenance issues on our campus.
- Continuing to expand and improve museum programs to meet the interests and educational needs of contemporary audiences.
- Developing new and ideally recurring revenue streams.

The number of visitors paying admission grew by 12%. Not only did we maintain the robust tour business that began in 2015, but group admissions revenues grew by another 30% now comprising nearly 53% of total admissions revenues. Through careful planning, promotion, hard work, expense management, and keeping the themes fresh, our net profits from special events and private events also improved over 2015.

Our always excellent volunteer operating crews continually hone their "entertainment" skills, as evidenced by the peals of laughter coming from trolleys full of happy customers. Our Trip Advisor's Certificate of Excellence is largely attributable to our gracious and talented volunteer crews.

We were also delighted that the Museum was honored by *Down East Magazine* with an "Editors' Pick" as Maine's best family museum in 2016.

Completion of the roof structure and installation of new lighting in the work bay of the Town House Shop were significant improvements for the building, and the environment for the cars and people inside the shop.

Tom Santarelli, our volunteer Vice President of Facilities managed the engineering, permitting, and site clearing processes in preparation for the expansion of Fairview Carhouse in 2017. This was an enormous undertaking that sets the stage for the first increase in covered storage in decades.



Above: Clearing of brush and grading by our volunteer Facilities Department has eased access to areas near the main line right-of-way which provide dramatic views of passing cars. Here Twin Cities Gate Car 1267 carries a load of passengers after completion of a multiple year refinishing project. TS



Outside organizations are playing an ever-larger role in helping us with infrastructure projects and recurring chores. We now have enduring relationships with United Way Day of Caring volunteers, Waban Projects staff and clients, Kennebunk High School's Alternative Education students and staff, Thornton Academy students and member Phil Morse, and Cornerstones of Maine residents and staff.

In September we assembled the Society's first Advisory Council. Thirteen people from surrounding communities (several of whom are also Business Members) bring a variety of professions and skills to discussions and surveys.

Changes coming to the Museum in 2017 include a redesigned mobile-friendly website that can readily accept payments for dues and donations. We also anticipate breaking ground on the Fairview Carhouse expansion, updating organizational Mission and Vision statements, developing and implementing a planned giving program to help build the Society's endowment, and a new theme for the annual gala in August (this year it will be Downeast Meets Dixie at Seashore Trolley Museum).

Above: For many years the Museum has participated in Kennebunkport's Christmas Prelude event on the weekends before the holiday. Very popular (surprisingly) are premium fare rides through the cold winter darkness aboard Montreal *Golden Chariot* observation car No. 2.

Member Ed Ramsdell is responsible for the conversion of *The Dispatch*, our official newsletter to a digital format. This step forward had been urged on and is much appreciated by many of our members.

The Museum Store installed a new point of sale system which facilitates better customer service and easy access to management reports. The store website now provides shipping costs and accepts credit card payments.



Views of the Martinis and Madmen gala in August

Above Left: Food service and seating was in a tent next to Highwood Carhouse.

Far Left: The City of Manchester hosted live music performances.

Left: A group of attendees model their 1960s image.

Above Right: A range of colorful dress is complemented by the restored cars in Highwood.

Right: Boston Elevated car 01000 brightly illuminated and serving as a venue hosted by an event sponsor. JS



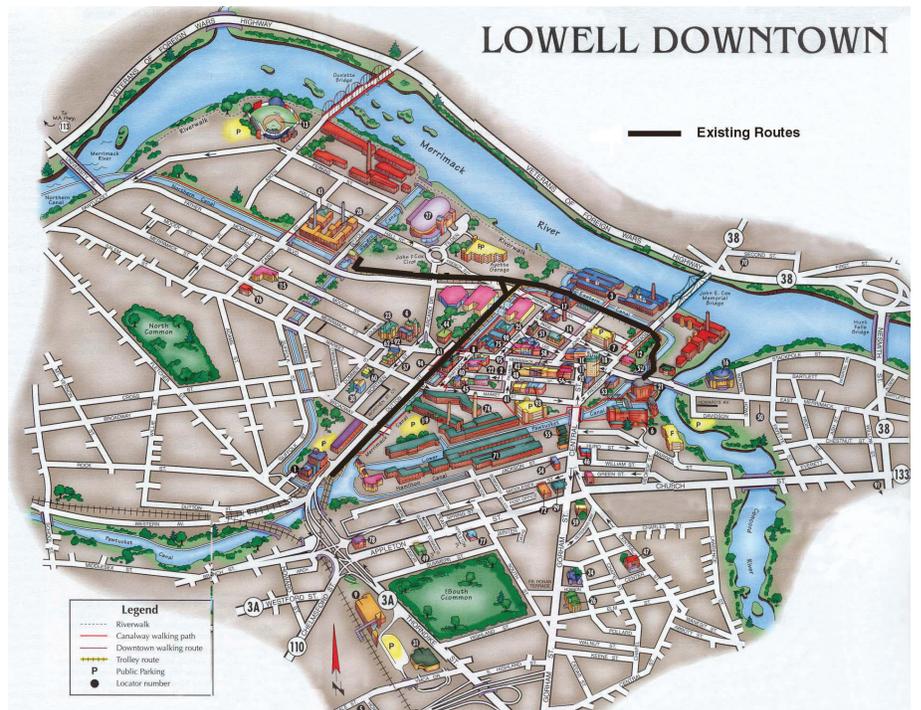
Lowell Report

Roger E. Somers, Superintendent of
Railway Operations—Lowell
Fred Hessler, Volunteer Coordinator
for 966 Operations

Fourteen years have gone by since New Orleans Public Service 966 was transported to Lowell on June 19, 2003. Since then a dedicated group of volunteers has faithfully given of their time to fulfill the assigned schedule of operation. This year was no exception with 52 days of operation performed by 21 qualified operators. In 2016 three new operators were qualified. After completing the operator training program in Maine and receiving their operator license, the operator is then trained to run the Lowell system with its various grade crossings and idiosyncrasies.

It is interesting to note that many of the operators who initially showed interest in operating in Lowell, including some of the Lowell National Historical Park operators, also now volunteer to operate in Maine which is a valued benefit to both operations. If you have an interest in operating in Lowell, please don't hesitate to contact one of the authors or the Museum.

For those who have not had an opportunity to visit Lowell and ride the line, the following is a description of the line, as



illustrated on the accompanying map. The Lowell system is a three legged system with the hub at French Street adjacent to the Lowell High School. The hub track layout is basically a wye or triangle with turnouts at each point allowing a car to travel in either direction from the point of entry. The easterly leg of the system proceeds from the hub to the Boott Mills, the trolley barn, and on through Kerouac Park to Lower Locks.

This branch is mostly downhill with three grade crossings.

The westerly leg of the system proceeds from the hub on private right of way along French Street and Father Morissette Boulevard passing Tsongas Arena and the US Post Office to Suffolk Mills. This branch line is mostly uphill with two grade crossings and a driveway crossing.

The southerly leg proceeds from the hub across French Street to private right of way between the High School buildings to the Park Visitors Center platform and along Dutton Street to Swamp Locks. The line is slightly uphill with three grade cross-

ings counting the hub at French Street.

The easterly and southerly legs of the system also run adjacent to a power canal for most of the route. The mostly traversed route is between the Visitors Center platform and Boott Mill. The next would be from the Visitors Center Platform to Swamp Locks where the majority of the canal boat tours begin. The rest of the system is for special operations and special tours. In addition to our New Orleans 966, the Park operates two Gomaco replica open cars Nos. 1601 and 1602 and a closed car No. 4131. All three are patterned after Bay State Street Railway trolleys. No. 4131 is a direct copy of Seashore's 4175. It is an interesting line with lots to see along the way. If you have not had a chance to visit and ride the Lowell system, we hope you will get a chance in the near future.



Above: New Orleans 966 at Boott Mills on a brilliant autumn day. TT



Above: An interior view of car 966

TT

Narcissus Project Progress

Phil Morse - Narcissus Project Manager

During 2016, restoration work advanced on the exterior of the Museum's Portland-Lewiston Interurban car *The Narcissus* and with spreading the word of the project to a larger audience. For the most part, restoration work was concentrated on smaller projects on the exterior of the body. Late in the year preparation for the separation of the body from the trucks took place. Details of the restoration work is in the Conservation Report on page 9.

There are many challenges to overcome in a large, multi-year, complete restoration, like *The Narcissus*. One of those challenges is to maintain a steady flow of donations to the project fund so that restoration work is able to continue uninterrupted. Donations to the project during 2016 came from a variety of donors. Grants were received from the National Railway Historical Society (Heritage Grant), The Conley Family Trust (In Memory of Scott Libbey), and from Richard E. Erwin. Several organizations made contributions: John Libby Family Association, Gray Historical Society, and the Gray Public Library. Many donations were received from members of these organizations: Theodore Roosevelt Association, New Gloucester Historical Society, the Gray Historical Society, and of course, Seashore members.

Employer matching grants were received from IBM and Fidelity Charitable Grant. These cash donations, pledges, and certain contribution-in-kind donations

Below: Project Manager Phil Morse and restoration chief Donald Curry pose with the car. MF



Above: *The Narcissus* on board the Museum's "Highway Monster" streetcar moving rig in 1969 being prepared for the move to Kennebunkport. Its residential days would give way to a return to the rails. DV

combined for about 70% of our goal towards raising an initial \$40,000 to be matched by the 20th Century Electric Railway Foundation of La Cañada, CA. Once \$40,000 is raised, the foundation will match that amount! Please consider making a donation to the *Narcissus* Fund to help us meet this generous grant.

Social Media Presence

In an attempt to promote the project to a broad audience, a *Narcissus* project blog was started in late April of 2015, www.narcissus1912.blogspot.com. The blog posts, through the power of social media (Blogger, Facebook, Google+, Twitter, LinkedIn, Pinterest, etc.), introduce readers to *The Narcissus*, its history and relationship to Theodore Roosevelt, his connections to Maine, Maine electric railway-related history, restoration updates, and donation options to benefit the *Narcissus* project. This year saw a

marked increase in blog post page views. Total views in 2015 (8 months) were 10,000. Total views in 2016 (12 months) were 40,000! So, there clearly is a growing interest in the *Narcissus* project via the project blog and social media. In addition, a small advertisement with the blog address was placed in one issue of *Classic Trains* magazine and in *Trains* magazine.

Teddy Roosevelt Days Event

Held on August 5, 6, and 7, the Museum was the host site for the Second Annual Teddy Roosevelt Days event. Proceeds from the weekend event benefited the *Narcissus* project. Friday's mid-afternoon pre-opening event required purchase of tickets on-line, in advance. Guest registration was from 3:00 to 4:00, followed by a short trolley ride to Morrison Hill station and a walking a tour of *The Narcissus* in Town House Shop, which includ-

Below: A group of visitors during Theodore Roosevelt Days in August are given a detailed review of *The Narcissus'* restoration progress to date. Many wood components have been repaired or replaced. EE





Above: A rare view of Teddy Roosevelt on board the *Narcissus* in Gray addressing a well-dressed crowd during a Maine visit on August 18, 1914. GH

Committee and attended the 97th annual meeting of the Theodore Roosevelt Association in Oyster Bay, NY.

Theodore Roosevelt Connection Research

The *Narcissus* project embraces Theodore Roosevelt and his connections to Maine. He visited Maine at least eleven times throughout his life. Promoting Theodore Roosevelt's connections to Maine will enhance the public awareness of the *Narcissus* being restored and preserved in *The*

ed photo opportunities in the smoking compartment. Guests were treated to a reception in the exhibit room at the Visitors Center upon returning from the tour.

Once the reception concluded, presentations were made by special guests; Daniel Vallee, author Michael Canfield, and Presque Isle Historical Society's curator, Kimberly Smith. Ms. Smith discussed the three original Theodore Roosevelt artifacts on display for the weekend, Mr. Canfield discussed his newly released book, *Theodore Roosevelt in the Field*, and Mr. Vallee discussed what his life was like growing up while living in the *Narcissus* for the first eighteen years of his life. Saturday and Sunday activities were open to the general public and included tours of the *Narcissus* and opportunities to enter raffles and purchase Theodore Roosevelt-related items. All the financial resources to underwrite the costs of this event and other fundraising expenses were raised separately. No restoration funds were used.

Outreach

We use artifacts, period postcards, and other ephemera to create traveling exhibits and blog posts that help promote the *Narcissus* project and educate communities on their local railway history in Maine. During 2016, exhibits were displayed and in some cases presentations made at Gray Public Library, John Libby Family Association's 112th annual meeting in Scarborough, Maine Woods Forever roundtable meetings at Unity College, and Seashore Trolley Museum events on Members' Day, Transit Day, and Teddy Roosevelt Days.

Outreach also included attending activities or meetings of various organizations that have a direct or indirect connection to the *Narcissus* project. In 2016, I attended the Maine Woods Forever annual Theodore Roosevelt Conservation Award presentation to youths or youth organizations who best demonstrate a commitment to Maine's forests and woodlands. I also met with the Falmouth's Tercentennial

National Collection of American Streetcars at Seashore. Each year I expand my research on TR's connections to Maine by digging a little deeper into those that are known, looking for details that might help generate more general public interest in the various communities throughout Maine that have a little-known TR story to tell. Theodore Roosevelt loved Maine.

Narcissus/Portland-Lewiston Interurban and TR research included visits to York County Community College's Library, Gray Historical Society, Maine Historical Society, Portland Public Library, Lewiston Public Library, Androscoggin Historical Society, the Theodore Roosevelt Memorial at Good Will-Hinkley in Hinkley, ME, the Theodore Roosevelt Memorial in Oyster Bay, NY, the Theodore Roosevelt Monument in Tenafly, NJ. (The sculptor of the 1928 memorial, Trygve Hammer, is the grandfather of Seashore Trolley Museum member, Karen Perry, and great grandfather to Chris and Erik Perry).

Below: An example of the traveling exhibit used to spread the word about the restoration and Maine rail history. This view is at the Gray Library. KN



Below: During the Theodore Roosevelt Days opening session, Michael Canfield addresses the attendees about his book *Theodore Roosevelt in the Field*. PM



Research included communications with staff at the Theodore Roosevelt Collection at the Houghton Library at Harvard University; the Theodore Roosevelt Center and the North Dakota Communications Department at the Theodore Roosevelt Presidential Library in Dickinson, ND; curators at the National Park Historic Site at Sagamore Hill in Oyster Bay, NY; the Maine State Historian; the Moosehead Historical Society and Museum in Greenville, ME; and the Dexter Historical Society. The relationships developing from these contacts should become valuable resources for the Seashore Trolley Museum in the future. Read details in the blog.

What's in store for 2017?

Major restoration work on the two outer sills, bolsters, and framework will take place. Once that work is completed, replacing the numerous exterior components can begin.

Well known New England artist, Wade Zahares, has been commissioned to create an original painting that will depict the *Narcissus* and the builder of the PLI, W. S. Libbey, driving his rare 1908 Stanley Steamer K 30-hp semi-racer in a classic image, with a colorful and whimsical flavor that only Wade's creative prowess could evoke.

The 2017 Teddy Roosevelt Days event weekend, July 21–23, will, during the Friday night opening, feature Wade Zahares and his artwork along with guest, Roberto Rodriguez, Director of Curatorial Affairs at the Seal Cove Auto Museum of Mount Desert Island, Maine, making a presentation on the Stanley brothers forming the Stanley Motor Carriage Company; the Rocket and its world speed record; the development of the K-Semi Racer, and the Libbey Model K which is in the collection of the Seal Cove Auto Museum. Make plans to join us on Friday, July 21. Opening night seats are limited.



Left: A team of five shop workers combine to bend a steamed piece of wood to the curved form. It will be clamped in place and allowed to cool before installing it on *The Narcissus*. DC

Right: Member Lary Shaffer working at his Scarborough Marsh Fine Furniture shop forms one of the very complicated exterior poplar arched sash that hold in place the large stained glass windows on *The Narcissus*. PM

Conservation Report

*Donald G. Curry and Randy E. M. Leclair,
Town House Shop Permanent Staff*

The year 2016 was one to remember, a year during which the long-awaited reconstruction of the Town House Shop roof commenced. Today, as this is written in the peak of winter, we were reminded of its effectiveness when the heavy wet snow slid off the new roof in one gigantic rumble, something we haven't witnessed for many years. And, instead of puddles and streams from leaks, the Shop was dry and had been for weeks. And, the main hall was instantly a blaze of brilliant LED lights, instead of the dim assortment of second-hand fixtures.

Though plans initially called for the roof construction to be completed in the fall of 2015, delays with some preparatory tasks and then the onset of winter weather meant the 22-foot galvalume sheets would turn into dangerous sails so work was postponed until spring 2016, when it was completed easily.

Much of the second floor ceiling and all the light fixtures and wiring were removed in the roof structure replacement process, so lighting upstairs is now only on temporary strings. A good crew of volunteers and staff is working their way south on the second floor, insulating and replacing 5/8 inch sheet rock as they go. The construction and wiring is done with inspections and professional electrical advice as needed.

The roofing and electrical contractors required most of the shop floor area to be clear for them to be able to move as many as five man-lifts simultaneously. This meant that eight cars had to be tarped and taken outside, leaving only three inside. The furnace required some expert care and servicing, a welcome

change for the weeks when there was no heat. The hot water heat—a good system but not big enough for what we are asking it to do—will require replacement sooner or later.

The wood shop is also a bright place to work with its newly painted walls. Finish-up construction work will continue through 2017.

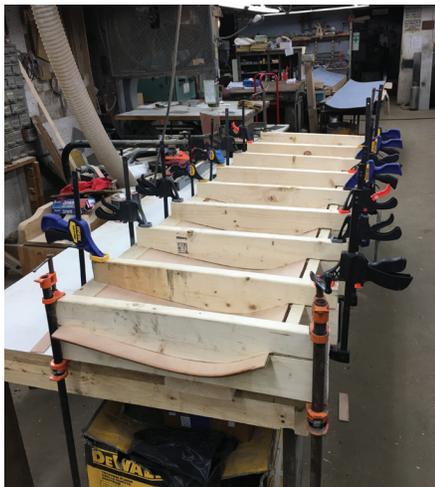
Shop staffing consisted of Randy Leclair, Shop Manager; Donald Curry, Restoration Project Manager; John Melanson, Restoration Technician all of whom are full time. They were joined by part time staff consisting of Chris Skulski, Restoration Technician; Dave Fletcher, Machinist and Mechanical Tech; Christopher Kaye, Blacksmith and Mechanical Tech; Cameron Alcock, Welder. As always volunteers are also involved in restoration and maintenance. We need a regular flow of funding for the various projects we embark upon. Without it, we would be unable to maintain a loyal and talented staff.

Restoration Projects – With the construction going on, working conditions were not always optimal. Coupled with that was the great increase in museum attendance meaning that maintaining safe, dependable, and attractive cars for daily operation took a great deal of staff time. Still there were several ongoing major projects in progress:



Portland-Lewiston Interurban No.14 *The Narcissus*. Its location, right in front of the visitors' gallery, provided a great spot for answering questions as well as telling the story of this great car. Because it was moved into the front extension during reconstruction, it was necessary to put up a plastic covering over the end so work could continue. It turned out not to be effective. But during the year a very careful study of details was made including remains of original wiring, copper flashing, tongue-and-groove sheathing, and the condition of fasteners. Most of the fasteners and much of the steel framing has suffered from corrosive exfoliation, which greatly weakened them. Where possible, stainless steel screws are now the standard.

Many of the ash roof ribs have been



Above: This custom press was constructed to shape the curved lower side panels for Lexington & Boston Street Railway single trucker 41. JS

replaced with newly bent ones. A careful study is being made on steaming and maintaining consistent bends without uncontrolled spring-back. Because of fastener fatigue and corrosion over the car's century of existence, all but a small portion of the roof sheathing has been removed and much of it has been filled and sanded in preparation for re-installing. All of the ribs were removed and original nail holes filled.

The carbody is held straight by a combination of a steel channel bound tightly to a 40-foot hard pine exterior. We have found much of the steel has rusted away at the invisible interface between the wood and steel, as have the bolts holding it together. Plans are to drop this assembly down and replace the steel with a new channel—fortunately still a standard size. Virtually every one of the 5/8 inch vertical and horizontal tie rods are being or have been replaced.

One of the more striking components of *Narcissus* is the stained glass sashes. The glass has all been reworked and installed in the lead frames. In addition to the tricky leaded glass, the "earphone" double-width arched sashes have equally fussy and delicate wood frames. The geometry of the grain in these sharply curved arches is innately weak so all but one of them had broken and sections disappeared. Lary Shaffer, our volunteer cabinet maker, had special shaper cutters made which have a glue-joint cutter built-in that greatly strengthens them. A significant portion of the wood used in reconstruction of the frames and sheathing is vintage poplar.



The ends of the roof are sheathed with very delicate tongue-and-grooved poplar, milled especially for this job with custom cutters.

Looking ahead, detailed research has been done in several areas including: manufacturing new seating, the interlocking rubber floor tiling, the correct "Pullman Green" exterior color, and prevention of deterioration in the rebuilt areas. We have a number of photos showing the seats needed to replace all of the originals, of which only portions of a very few remain.

Lexington & Boston Street Railway Single Truck Closed car 41

- During much of 2016, No. 41 was tarped and moved about to accommodate the shop roof construction. To make it sturdy and safely moveable, the wheel and axle sets and parts of its Bemis truck were reinforced with wood, creating a 10 1/2 foot "summer stretch" temporary truck. Work on 41 will recommence on February 1, 2017. The various truck castings are ready for machining, all but two different pieces which never came with them. There are at least two Bemis 205 trucks at the Connecticut and Shore Line trolley museums; Randy Leclair has photographed and measured them but they are in awkward, not-to-be-taken-apart places. Like so many of its contemporaries, 41 is of the yellowbelly construction, meaning that the panels are curved to tightly fit the ribbed framing. Experiments with ordinary plywood proved to be very difficult. Thinner bending and laminating plywood seems to be a more successful approach.



Donations from project sponsors and shop volunteers allowed purchase of a modern synchronized hydraulic jack system for lifting streetcars safely.

Left: The four jacks are deployed at the corners of Lexington & Boston 41 and lifted it enough for removal of the temporary shifting truck.

Above: The control system allows adjustment of jacks individually. The compact size of the jack system make it ideal for the narrow spaces available in Seashore's Town House Shop. DC



Above: Boston Center Entrance car 6131 had new vertical steel post covers next to windows riveted in place this year. Steel work is nearly complete. JS

Foundry work – We are expanding our restoration capabilities as we work with three foundries. The type of mold created for the casting depends on the type of part being reproduced. For a complex piece a pattern maker will usually be required to make the pattern slightly larger so that when the cast part cools it will shrink to the exact size needed. Where final dimensions are not critical, often the piece being copied works well. We have had numerous components made in cast iron and bronze and now also have the machining capabilities to work them down to the finished parts. We now have in stock several brake shoes. We are in the process of creating three sets of the Lyon hand brake systems. This includes



Above: A sampling of hand brake components recently cast at foundries. Precision machining by an expert volunteer machinist will prepare the cast pieces for assembly into a working brake system. DC

large gooseneck handles, floor ratchets and smooth-operating roller bearings including parts for City of Manchester II and L & B car 41. The holdup is to have a pattern from which the last complex parts can be made.

Boston Center Entrance car 6131

– This car's restoration started in 1984 funded by a Federal Institute of Museum Services grant used largely for rebuilding its frame and steel panels. When its funding ran out in 1987, it had to leave the Shop, returning 22 years later to continue the work as considerable funding had been contributed. The car has been raised and supported on jacks in this comfortably heated box. This big car occupies one of the two heatable boxes in the shop which means that work can be done while others in the main hall are limited by cold air. The available funding was sufficient for about six months of work—from mid-November through mid-March, taking advantage of the heat. One of the more significant parts of the project completed was riveting the window post caps and the horizontal seat support angles running the length of both sides. Because the box is narrow, it was difficult to set up staging for the work. At the end of the year, the vestibule post covers and some other riveting projects were set up for completion when a crew becomes available.

Many research journeys are made to Central Barn where sister car 6270 (which was never converted to a work car) is stored to observe how it was put together originally. The overhead clerestory inside 6131 has been primed, filled, sanded and



Above: Shop staff member John Melanson mans the "buck" that holds a red hot rivet in place on the belt rail while a pneumatic gun drives it from inside Denver & South Platte Birney No. 1.

Below: The end of the car progresses with the dash removed but window sash in place. DC



is ready for spraying white. The curved Agasote side panels (which form the advertising racks) were carefully removed for repairs. Under the car, its two new air reservoirs and associated piping have been installed.

Contributions to maintain at least a half-time restorer on the project are very much needed for continuity.

Denver and South Platte Birney car 1

– Riveting of its new side sheets is complete and they are painted a rich maroon. The new continuous upper sash has been painted and installed. The openable (lower) side windows have been given a thorough painting and also were reinstalled. As well, some new castings had to be made. This project has had very generous multi-year support from the Edwin S. Webster Foundation.

Rewiring lighting circuits on Blackpool Double-Decker 144 and Manchester Interurban 38 – For many years both 144 and 38 have had

small electrical fires in their auxiliary wiring circuits; all of which were replaced in 2016. Much disassembly was needed to remove the old wire and thread in the new. No. 144's was particularly hard to remove. Some of the original wiring had been literally built-in. Virtually every piece was replaced. A member also found the exact style of light sockets-to replace deteriorated ones. The car's controllers are now wired but require fabrication of some new copper segments to replace worn-out ones.

For car 38, a thorough study was made of the wiring system which was used to decide what should remain for curatorial accuracy vs. what would be needed for proper and safe operation: headlights, buzzers, sign boxes, interior lights and proper bulbs, and heaters. (For safety purposes the heaters were not connected). Volunteers scraped and re-varnished the car's doors and picture windows. With the assistance of a volunteer and a staff member a new *Pfingst* fender was fabricated and mounted and the other rebuilt.

Boston 25-foot Box Car 396 – This is part of a multi-year project involving completely repainting the exterior and refinishing the side and clerestory sashes, by volunteers. One of its two traction motors required replacement with a spare. The trucks have had limited servicing and have some worn components which will need to be rebuilt. Ultimately the car's iconic West-End front (3 panel plat-

Below: Project Sponsor Doug Anderson (left) made his visit to work on Twin Cities 1267 a family affair as his wife Patricia and daughter Maria and her husband Roger Garcia all joined in. DA



Above: Roger Somers “walks the pole around” to reverse directions on Boston box car 396 TS

form enclosure) will be restored.

Twin Cities Gate Car 1267 – As part of a multi-year program, sponsor Doug Anderson and visiting family repainted the entire roof canvas. The aluminum striping along the car sides was finished. Chris Kaye overhauled the gate operating mechanism and bearings. Katie Kaye received high school community service credit for her work on the car as her brother was on his third year of summer apprenticing, representing a third generation of his family's shop experience at Seashore (both are grandchildren of Donald Curry, a staff member since 1953).

Dallas Stone and Webster Standard 434 – Thanks to the support of the Edwin S. Webster Foundation the Dallas' Stone and Webster car 434's entire exterior was repainted and lettered. This included new roll signs and replacing and painting the roof canvas.

Bay State Street Railway Semi-

Below: Doug's visits from Rochester, MN have helped advance restoration of Gate Car 1267, including work on the interior and exterior plus mechanical work. The car is nearly complete. DA



Above: A new fender for Bay State semiconvertible 4175 bolted in preparation for riveting. DC

Convertible 4175 – One of the features long missing from car 4175 was its rather prominent fenders, designed to catch rather than run over wayward pedestrians on the track. Using one of the many excellent photos of 4100s, we could clearly understand the size, mounting, and operation of these unusual fenders that fold straight up. The angle-iron frame has been bent to shape and all the strips that form the mesh have been drilled and assembled. They now await riveting. Also fabricated was a prototype of the mounting bracket, the size of which was determined by holes in and shape of the original anti-climber. Still to be completed is the installation of the second half of the under-body steel wiring conduit and air piping. Also ready for assembly are the cast-iron resistor grids.

Chicago North Shore and Milwaukee Interurban 755 – As the striking “Silverliner” paint scheme deteriorates from exposure to the elements, more rust-throughs have weakened the visual effect of a fluted stainless steel side that was always so interesting to our visitors. So as many of the rusted areas as possible now have patches welded and ground smooth in anticipation of recreating the paint scheme. The vestibule ends deteriorated because of trapped moisture under the train doors and end platforms. Shop crew members carefully cut around the rivets and welded in new patches. Button-head rivet-bolts were used where necessary as clearances were inadequate for conventional riveting. Adams & Westlake, the still-operating manufacturer, using their original patterns, made three new solid bronze door latch sets.

Toronto Peter Witt 2890 – Volunteer restoration efforts focused on the car's interior. A volunteer piped and wired the center sliding door engines then began assembly of the cherry panels that cover the door pockets. Another spent considerable time servicing the car's K controller to remove any damage from past arc-

ing. Arrangements were made to obtain reproductions of the Toronto Transit Commission's contacts (fingers) from our friends at the Halton County museum in Ontario. Many worn areas of the car's battleship linoleum floor were replaced using brand new linoleum of the same type, which amazingly is still in production. Plans for 2017 include placing the rebuilt motors into the overhauled and regauged trucks then putting the trucks back under the car and beginning work to make the car operational.

Original period Toronto advertising cards for the car's interior were obtained years ago by the late George Sanborn from the company that handled vehicle advertising for the Toronto Transit Commission. This year the images were computer enhanced and printed on Sintra waterproof plastic board. Efforts began to install the ads inside the car.

Operating fleet – The year's 40% increase in tour bus visitation has put pressure on the Shop to have available a selection of at least six cars including two opens and cars large enough to seat a full busload of passengers. This work has to start as early as possible in the spring—including attention to controllers, motor brushes, brakes, lubrication, and general body repairs. Boston Type 5 5821's roof was repainted as part of this effort. The shop's controller expert carefully tunes-up each controller before a car can enter service. It should be remembered that several cars in the operating fleet are over 100 years old and are in heavy service. Connecticut open car 838, built 111 years ago in 1905, has the oldest motors and controllers we have in operation so they require constant monitoring.

Intermittent problems, which turn up frequently are confusing and annoying. Car 5821 came to a halt for no apparent reason except that its main breaker (line switch) would not pick up. After much testing then searching for replacement parts, it was again operational. A detailed report was made and kept in the car's extensive record file.

Tarpping exposed cars – Covering cars in outdoor storage with tarps is labor-intensive and a short-term method of preserving car bodies until we have more enclosed carbarn space. We have a number of cars that either have tarps or are scheduled to be covered. Eight cars were given tough but light-weight tarps needed when the Shop roof was wide



Above: Chicago, North Shore & Milwaukee interurban 755 is benefiting from considerable volunteer restoration work including repairs to deteriorated steel. Repainting the "Silverliner" scheme will follow. JS

open while we waited for re-sheathing to-commence.

Shop track – The track crew replaced ties on the switch leading to Shop track 1. Thanks to a generous donation toward the Society's track work by member Benjamin Muckenhaupt, two brand new switch kits are coming in early 2017 to replace the other two worn out switches in the Shop yard, which should greatly ease shifting cars in and out of the Shop.

Information Technology – Manager of IT Chris Randall began installing conduits and other infrastructure which will allow Internet service to reach the shop, a capability which will make researching and ordering supplies considerably more efficient.



Above: Shop staff member Cam Alcock, our main steel worker, works on a resister grid frame. DC
Below: Joey Kelley captured this striking night shot of the freshly repainted Dallas 434 during the annual Night Photo Shoot special event. JK





Above: Contractors lay new roof sheeting on the Town House Shop. This final step followed structural reinforcement of the supporting structure and placing insulation under the entire surface. JS

Facilities and Grounds

Tom Santarelli, Vice President of Facilities

This year saw completion of the project—started in late 2015—to replace the Town House Restoration Shop roof structure with new purlins, insulation, roof surface, and work bay lighting. For the first time in years the roof is providing appropriate shelter for the people, collection vehicles, and equipment inside, and the lighting is better than ever. We were able to take advantage of an Efficiency Maine rebate program to help with the cost of the new lighting.

The process of installing the new purlins necessitated removal of considerable amounts of electrical wiring and interior light fixtures, requiring demolition of ceilings and walls in sections of the second story work area. Putting the second floor back together is a continuing project.

During 2016 Facilities and Grounds work was largely focused on developing plans for the expansion and repair of Fairview Carhouse. Working with engineering firm SMRT of Portland, ME, the structural plans and project construction drawings were completed and presented to the Town of Arundel planning board and were approved. Phase 1 of the Fairview Carhouse redevelopment, expected to occur in 2017, will add 560 linear feet of new storage space, providing approximately 14 covered spaces for collection vehicles. By enclosing the open left side of the building, the quality of storage for the other 27-plus cars already inside the building will be greatly improved.

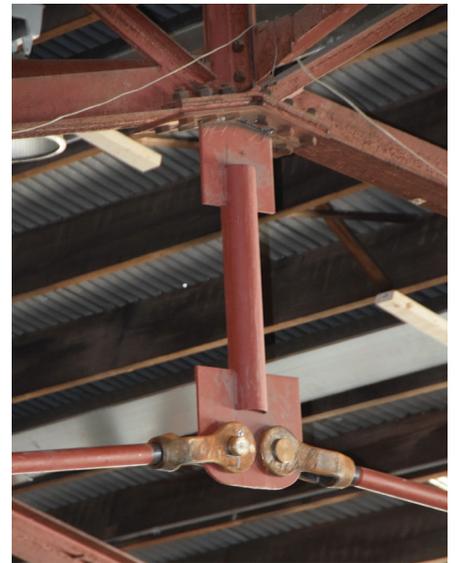
As we go to press on this annual report

we are within \$23,000 of the \$330,000 anticipated Phase 1 cost.

Phase 2 will extend the building 60 feet to the front creating space for as many as nine additional vehicles. Phases 3 and 4 will replace the roof on the original structure and add doors on each track across the front. We want to complete all of the remaining phases by the end of 2019 and fundraising effort will continue on behalf of those projects.

Site clearing in preparation for the Fairview construction project was a major undertaking of its own. Canopies from Boston elevated stations stored at the site since 1988 were removed, along with dismantling and removing a deaccessioned vehicle. Site boundaries have been established and cleared of overgrowth.

Roadway improvements continued in the site of the future Bennett Street Carhouse improving access and drainage by stretching what fill material we have onsite as far as possible. We have been maintaining areas recently reclaimed from overgrowth as well as the detention pond area and other key drainage locations. All these efforts directly support necessary drainage needed for Fairview expansion, keep the Bennett Street site clear for potential future development, and reduce risk of wildfire. A side benefit has been more room to park buses for expanded access in the winter.



Above: The Shop roof supporting structure was strengthened with this sturdy bracing added below the original frame members. JS

Below: New energy-efficient LED lighting was installed making the main shop hall brighter than ever to great benefit for restoration workers. JS





Above: An assortment of mowers lined up at the shed. These and others are used to complement large scale mowing done by a contractor. JC

Although a welcome development, the influx of tour buses in 2015 and 2016 placed additional demands on our Visitors Center. We replaced faucets, established a regular schedule for septic maintenance, and developed a facilities reference manual to guide dealing with the gamut of building issues.

In the men's dormitory, egress windows and fire-rated doors were installed in sleeping rooms to meet building code requirements. The most pressing external siding, soffit, and door replacement needs were addressed at the residential building that we own and rent.

Routine grounds maintenance needs are endless. In the past three years we have turned a situation of a department with little equipment (most needing maintenance) to having a virtual fleet of tractors and mowers. By caring for older machines through better in-house maintenance, we have enough to match the machine to the job at hand and to rotate equipment.

Above: Lee Duncan and Russ Monroe place a protective tarp on Manchester, NH single truck car No. 60. The open side of Fairview has meant cars nominally inside the building were still not adequately protected. Widening and enclosing the building will improve conditions for these cars considerably. TS

The Yard Crew was busy, and remains so in 2017, shifting cars to keep the projects rolling. The age and condition of the work vehicles make their work extremely challenging, as does the condition of the tracks.

Since 2013 we've recruited volunteers for the annual Day of Caring in June, and every year the impact has grown. In 2016 we leveraged the efforts of our own members with 20 outside volunteers to great results.

Managing vegetation and tree growth is essential to protecting overhead wires,

buildings and collection vehicles, and to avoiding catastrophe. In 2016 we developed a plan that identified highest priority areas to be addressed when opportunity and funding aligned. As we go to press, significant progress has been made clearing the most critical areas.

Highwood, our largest public carhouse, is also in the best condition, thanks to vigorous fund-raising and concentrated efforts several years ago. We remain attentive to its maintenance and modest improvements each year; in 2016 a side door opening was made more functional and the side door was replaced.

Below: One of the second floor rooms in the Town House Shop after new insulation and wall board has been installed. Old ceilings, insulation, and wiring had to be removed to allow strengthening the structure above. DC

Below: The area to be covered by the expansion of Fairview at press time, cleared of cars, stored material, and track after a huge volunteer effort. The extension to the building will cover two rows of vehicles over its entire length. TS



Transit Day

*Tom Santarelli and Brandon Barlow,
Event Managers*

Transit Day, held on October 8 this year, is attracting growing notice among people interested in all types of urban transit from near and far. Though daily public operation throughout the season focuses on streetcars as it has since Seashore opened to the public in the 1950s, Transit Day provides an opportunity for attendees to experience the full range of transit equipment now preserved at the Museum. This includes as wide a variety as possible of buses, trackless trolleys, rapid transit cars, and interurban trolleys, in addition to the usual streetcars.

This year marked the 10th Transit Day and offered a wide variety of activities. Every year brings unique exhibits, themes for operation, and displays born out of many months of preparation in which ideas germinate and projects unfold. Transit Day this year showed the diversity of our rapid transit and bus collections and our ongoing efforts to repair and reactivate a wide range of vehicles.

A new offering this year was bus operation over newly upgraded maintenance access routes that trace the perimeter of the large storage barns and yards.

At least four different rapid transit consists spanning 50 years of technology operated this year accompanied by eight different buses of varied types. Another was the first appearance in years of Seashore's three Chicago, North Shore & Milwaukee interurban cars coupled together. Considerable volunteer effort and funding is being focused on these cars with the hope that they will be both photogenic and available for rides in coming years.

All of the rail vehicles could be observed and photographed from new vantage points along the main line which provide dramatic views of the cars, as shown in the accompanying images. The day's special bus routes carried photographers to and from these points.

This year's Transit Day was exceptionally well attended and a great success, reflecting growing interest in the event.

Transit Day Photos: From top Boston Blue Line 0622 and 0623 of 1978 (JS), Philadelphia Bridge Car 1023 of 1938 (JS), and Cleveland Center Entrance Car 1227 of 1914 (TS).





Above: Boston “New Look” bus 6069 and Yarmouth “Old Look” 401, posing in the bus display area, represent two classic General Motors designs used nationwide from the 1940s through the 1970s. TS

Bus & Trackless Trolley Report

Tom Santarelli, Curator of Buses and Trackless Trolleys

As managing the museum’s facilities and construction projects is very demanding, finding time to work on our bus and trackless trolley collections is difficult. Fortunately, work needed for the Fairview project overlapped nicely by creating extra space suitable for parking buses in the future Bennett Street Carhouse area.

Visible progress occurred on our bus col-

lection during the summer of 2016, with Peter Hammond coming in weekly to clean, organize, and upgrade. We began to reactivate various buses and circulate them through the area adjacent to Highwood Carhouse, where we have running water and electricity.

The Boston MBTA “New Look” 6069, Portland Yarmouth “Old Look” 401, Manchester, NH New Look 107, Washington, DC New Look 6481, and Lewiston New Look 8105 have all been up and running during 2016.

The plan to begin operating buses at select times later in the summer ensured smooth running buses on Transit Day in October. The buses operated on some new routes on property connected to new photo opportunity areas adjacent to our main line and along our roadways. This location provides sweeping views of the mainline looking north from the outer corner of the Bennett Street site. Another location on the opposite side of the track at the Coney Island site was prepared for limited and VIP use, only accessible by bus and only on Transit Day.

We began assembling display and information sheets to be posted on or in the vehicles. As well, improvements to buses and the area near Highwood continued. Working outdoors was a challenge this year given the persistent hot temperatures and high humidity restricting our pace. But this did mean that Peter Hammond enjoyed having paint dry quickly as he performed extensive touch up to the Lewiston New Look 8105. The visitors who braved their way to Highwood in these conditions appeared to notice and appreciate the efforts.

We have put some effort into reactivating 9170, our blue Flyer D901 also known as “The Mobile Unit” as we anticipate removal of a large tree adjacent to its long-time storage location. We got it running,



Above: Peter Hammond touches up white paint around sash on Lewiston “New Look” 8105. TS

Below: An overhead view of Boston MBTA Flyer trackless trolley 4028. These coaches provided all service on the Boston network for 30 years. TS



Above: Boston “Fireflyer” 1982 Flyer D901 No. 9470 at the MBTA’s Everett Shops as it was being prepared for its journey to the Museum. No. 0701 is a current bus in the shop for routine work. TS





Above: John Donnelly and Claude Levesque tighten the overhead wire in Fairview Carhouse yard working on Claremont, NH line car 4. JS

but a sluggish starter motor and an air leak made that most challenging.

John Donnelly improved conditions for trackless trolley operation as he lined and strengthened the overhead wire. He also maintained the 1966 Ford line truck, a vital tool. Geoff Bond worked on the Diesel Walter's winch system and changed the engine oil and filters along with other maintenance.

Added to the collection in 2016 was the Boston "Fire bus" also known as the "FireFlyer," a converted 1982 Flyer Industries D901 No. 9470. Its passenger configuration was the same as the 9100 series, such as our preserved 9138, but 9400s were further equipped with a front door wheel chair lift, kneeling capability, and associated components. This bus demonstrates the secondary use of transit buses, in this case by the MBTA Police department.

Rico Gomes at the MBTA arranged for our crew to work at the MBTA Everett shops to ready No. 9470 for service at Seashore. Work included changing the starter motor, replacing fuel filters, diagnosing and repairing the door valve, and completely replacing and rewiring the rear stop, tail, and turn signal lights. Parts came from both our collection and the MBTA. The bus now runs and drives well, and was driven to Seashore.

The experience of working at Everett was most gratifying. The atmosphere is professional and the staff was supportive and appreciative of our efforts.

Library Report

Karen Dooks, Librarian

The year 2016 was again a busy one for the Library Committee. The year started in late January with another trip to Springfield, MA to sell duplicate or non-relevant books at the annual Amherst Railway Society's Railroad Hobby Show at the Eastern States Exposition Fairgrounds. A successful weekend garnered almost \$900. Additional book sales at Annual Meeting, Members Day, Transit Day, and at the Hub Division NMRA Model Railroad Expo in Marlborough, MA on December 3-4 earned around \$700. Along with the sale of used books in the Museum Store, this has provided a small, but regular income to support some of the archival activities of the Committee.

No progress has been made on finding an approved site for a new archive/library building for the collection. The Committee remains committed to finding a solution in the near future. The three

containers that house the material on property are full, as well as the storage unit in Lowell, Mass. However, this does not provide for proper storage or access. The search is continuing also for off-site space.

A logo developed by Mark Sylvester was adopted for use both in Library correspondence and in labeling library property. A labeler and labels were funded by a donation from Roger Somers.

Thanks to the generosity of two members the major project for the year was the digitization and cataloguing of the Wason Manufacturing Company collection of 3,000 original builder's photographs and accompanying negatives from 1906 to 1932. This includes cars built by the Springfield, MA company for cities around the country and in South and Central America. The collection has sample photographs from every order completed during that time period. A scanner and archival supplies were pur-



The Library Committee attends rail-themed events both to promote the Museum and the library efforts and to sell duplicate or out-of-field books and material.

Above: Volunteers R. J. Perkins and Howard Betts ready to greet attendees at the huge Amherst Railway Society's Railroad Hobby Show in Springfield.

Right: Karen Dooks speaks with an attendee at the National Model Railroad show in Marlborough, MA. KD



chased and student Sarah Stefanik who had done work on other library projects was hired to do the work. Toward the end of the year the Library Committee allocated another \$3,000 toward the completion of the project. Any funds remaining were to be used towards the completion of the digitization of the O. R. Cummings collection.

Member Kenyon Karl took on the project of scanning all the Dispatches, Annual Reports, and other publications produced by the Museum. That project is ongoing and will eventually be available online for members to search.

Ed Ramsdell has continued publishing *The Main Line: The Monthly Bulletin of the New England Electric Railway Historical Society Libraries*. It is completing its eighth year in production and can be found on the Museum's website.

With the growing number of digitization projects done over the past years, the Committee felt it prudent to buy two diskless storage units to back up all the projects completed, as well as increasing our Google cloud storage. Eventually all the files will be stored on the Museum's network.

The Seashore Library on-line resources can be found on the Museum's website under the Collections tab and also at <http://tinyurl.com/zwhndoe>.

The Library Committee for the year 2016 consisted of the following members: Karen Dooks, Norman Down, Lee Duncan, Donna Griglock, Kenyon Karl, Randy LeClair, Herb Pence, Lloyd Rosevear, Roger Somers, Mark Sylvester, and Amber Tatnall.



Above: A newly installed insulated joint with two "ERICO" exothermic-welded wire connections to the two rails. The insulated joint allows the signal system to determine whether a car is present on one side of the joint or the other.

Right: The interior of a track-side relay cabinet shows the circuitry that controls the signals based on location of cars in relation to the signals. CB



Above: Volunteers Charlie Publicover and John Petillo are shown at the newly installed insulated joint at No. 22 signal. Charlie is "nipping" a tie up tight to the rail with a bar and John is driving a spike. CB

Signal Report

Chester Bishop, Superintendent of Signals

In the spring of 2016 the track department installed a new insulated track joint on the main line beside Riverside Barn for the relocated signals 22 and 23. Then we made the electrical connections to the rails. (In 2015 we had installed new foundations for the signals and remounted the signals.)

We refurbished a larger cabinet for the Seaward Switch location and mounted equipment removed from the previous, too-small cabinet. We made and installed wood pegs on the back of the equipment

mounting board for improved wire management. Also we started rewiring the equipment.

McKay Crossing was rebuilt in late spring. After the replacement of ties and a rail, three signal wires had to be reattached to the rails. The last activity was placing and grading new gravel.

For the shop roof replacement project, we had to put all the signal shop equipment and supplies into storage "totes" and put the totes into a rented trailer. After the roof was replaced we moved the totes back into the building, but the insulation and ceilings have not been completed; the totes are still in storage in the shop.



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, and the National Streetcar Museum at Lowell in Lowell, Massachusetts. Its collection is displayed, interpreted, conserved, and operated for the public.

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Restoration Shop: 207/967-2540

INTERNET

Web site: www.trolleyuseum.org

CORPORATE AFFILIATIONS

- American Association of Museums
- American Association for State & Local History
- Biddeford-Saco Chamber of Commerce
- Greater Portland Convention & Visitors Bureau
- Greater York Chamber of Commerce
- Heritage Rail Alliance
- Kennebunk-Kennebunkport Chamber of Commerce
- Kennebunkport Business Association
- Maine Association of Nonprofits
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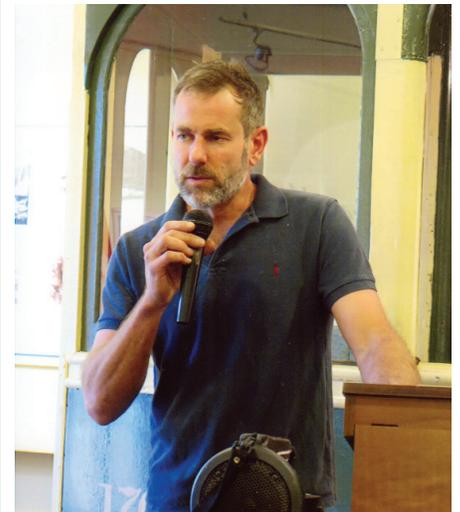
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- BOB WESTER**

Right: Vice President of Facilities Tom Santarelli speaks at the Society's annual meeting in April, describing progress on the *Preserve, Protect and Exhibit* campaign.

Below: Election Committee members Jim Mackell, Mark Weinberg, and Ed Dooks prepare to handle the trustee election at annual meeting. HP

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Vice President of Organizational Advancement
- CECILIA B. CLAPP**
Corporate Secretary
- SUSAN DRISCOLL, ESQ.**
General Counsel & Clerk of Corporation



Administrative Management as of December 31, 2016**ADMINISTRATIVE OFFICERS**

THOMAS O. SANTARELLI DE BRASCH
Curator of Buses and Trackless Trolleys

WILLIAM A. POLLMAN
Curator of Rapid Transit Cars

PAUL CASTIGLIONE
Curator of National Streetcar Museum at Lowell

RANDY E. M. LECLAIR
Shop Manager

DONALD G. CURRY
Restoration Project Manager

ROBERT DRYE
Safety Coordinator

RANDY E. M. LECLAIR
Shop Safety Officer (Interim)

MICHAEL CURRY
Volunteer Coordinator

KAREN DOOKS
Librarian

CONSTANCE GARLAND
Bookkeeper

SHERRI ALCOCK
Visitors Center Manager

ROGER E. SOMERS
Director of Railway Operations

ROGER G. TOBIN
Assistant Director of Railway Operations

ELIOT M. KAPLAN
Superintendent of Railway Operations

JOHN R. NAUGLER
Assistant Superintendent of Railway Operations – Training

THOMAS LAROCHE
Assistant Superintendent of Railway Operations – Daily Operations

ROGER E. SOMERS
Superintendent of Railway Operations–Lowell

JOHN R. NAUGLER
Assistant Superintendent of Railway Operations – Lowell

FRED HESSLER
Crew Dispatcher – Lowell

THOMAS O. SANTARELLI DE BRASCH
Director of Bus and Trackless Trolley Operations

PETER HAMMOND
Assistant Director of Bus and Trackless Trolley Operations

PETER G. WILSON
Superintendent of Track Construction and Maintenance

JOHN W. COYLE, III
Superintendent of Overhead Construction and Maintenance

JOHN DONNELLY
Assistant Superintendent of Overhead Construction and Maintenance

ERIK J. PERRY
Assistant Superintendent of Overhead Construction and Maintenance

CHESTER E. BISHOP
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CHRISTOPHER E. RANDALL
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Manager of Parts Department

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Assistant Manager of Parts Department

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Yardmaster

COREY CONNORS-REYNOLDS
Assistant Yardmaster

JOHN W. COYLE, III
Assistant Yardmaster

ERIC GILMAN
Assistant Yardmaster

JOHN B. MERCURIO
Education Coordinator

JOHN B. MERCURIO
Insurance Coordinator

CHARLES PUBLICOVER
Men's Dormitory Manager

Business Members

The following is a list of business members of the Society, most of whom joined in recent years. We welcome them to the organization and look forward to ongoing partnerships:

Ambidextrous Inc. Landscaping

Atlantic Home Inspection Co LLC

Avita of Wells

Bergen and Parkinson

Biddeford Animal Hospital

Biddeford Savings Bank

Blooms & Heirlooms

C.A. Smith Photography

Camden National Bank–Kennebunk Branch

Canvasworks

The Captain Lord Mansion

Charlie Horse

City Theater Biddeford

Copy It

Cummings Lamont and McNamee, PA

Devoe Color & Design Center

Duffy's Tavern & Grill

East Coast Printers

Farm and Table

Federal Jack's Restaurant & Brew Pub

Fontenay Terrace

Gagnon Distributors/Country Kitchen

Heartwood College of Art

Infinity Federal Credit Union–Arundel Branch

J & M Lighting Design

Journal Tribune

Jumpstart Creative

Kennebunk Savings Bank

Kennebunkport Bicycle Company

LACAVA

Lincoln Press Corporation

Little River Antiques & Estate Sales

Mail-It Unlimited / Shoppers Village Card & Gift

Maine Today (Portland Press Herald)

Maine-ly Drizzle

Maine-ly Fish Prints

Mainely Media

Mann Memorial Veterinary Clinic

MBTA Gifts

Moody's Collision Centers

Nauticos, LLC

Ned's Bakes & BBQs

The Nonantum Resort

Norway Savings Bank–Kennebunk Branch

On the Marsh Bistro

P&C Insurance

Parker Forestry Associates, LLC

Peoples Choice Credit Union

Peoples United Bank–Kennebunk and Kennebunkport Branches

Pink Dog Estate Sales

Red Apple Campground

The Red Barn Inn

Robert Dennis Photography

Robert Zuke Builders

Rogers Pool

Saco & Biddeford Savings Institution

Savvy Event Rental (Formerly Party Plus)

Seacoast Media Group– Kennebunk Office

Secure Signal Systems Inc.

Sleepy Hollow Motel

Sold on Betsy

Split Rock Distilling

Stickman Dialysis Industries

Suger/AngelRox

Super Dogs & Cats

Tap Snap 1076

Taylor Rental, Biddeford and Sanford

The Chef & the Gardner

Trades Center Inc

WardMaps.com

Weirs Motor Sales, Inc.

2016 Museum Contributors

In 2016 a total of 464 individuals and organizations contributed to the Society. The total amount contributed totaled over \$438,000. Over \$335,000 of this total was in cash, with the remaining \$52,700 as contributions of goods, material, or services. The Museum is very fortunate to have such generous donors among its membership and friends and extends its deep thanks to all who have given so generously.

Over \$121,000 of the cash donations were made to the general fund, which supports the vital administrative and maintenance expenses that keep the Museum operating.

The total contributed to restricted funds, much of it to support vehicle restoration projects, exceeded \$165,000. The total donated or bequeathed to the endowment was in excess of \$8,100.

The Board of Trustees of the New England Electric Railway Historical Society gratefully acknowledges the contributions of all of its members and friends. The following are those who gave at least \$25 during 2016:

The 2016 Seashore Donor Honor Roll

Donations of \$40,000 or more

Kerr, Kenneth H.

Donations of \$20,000 to \$40,000

Anonymous

John H. Emery Rail Heritage Trust

Maloney, Frederick J.

Donations of \$10,000 to \$20,000

Glickman, Todd S. in honor of Dr. & Mrs. F Glickman

Morse, Philip W.

Schantz, James D.

Somers, Roger E.

Van Bokkelen, James B.

Webster, Edwin S, Foundation

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

Curry, Donald G.

McGowan, Dr. David & Susan

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

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Carrier, Douglas, Jr.

Cohen, Daniel R.

Crawford, William

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McNamee

Dooks, Edward E.

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The Conley Family Fund in memory of Scott Libbey

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Pratt, Seth K.

Ramsdell, Edward L.

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Sanger, Donald F.

Santarelli De Brasch, Stephen

Tello, Thomas A.

Terhune, Robert D.

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Wilson, Peter G.

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Crawford, William in memory

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Silva, Russell B.

Sullivan, Mark E.

Donations of \$250 to \$500

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Sunday's Bread in honor of

Eliot Kaplan

Fulton, Donald

Gray Public Library

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Guptill, Robert V.

Harrison, Kenton

Hutchinson, Donald

Keller, Ronald

Kirkpatrick, Dana

Kline, Judith A.

Kohanski, Robert W.

LaFlamme, John R. in honor

of the conductors

Legenhausen, William H.

Lennon, Michael C.

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F und

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Martin, Sanford R.

McCloskey, James W.

Moore, Fred R.

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Mulligan, Philip J.

Naugler, John R.

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Pace, Michael R.

Payne, Thomas

Popov, Vsevolod

Reiman, Douglas A.

Reynolds, Charles E., Jr.

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Shriver, John

Teed, James P.

Zabelnu, Eric

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 Chadbourne, James D.
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 Cunningham, Scott
 Curtis, Art
 Dandridge, Jonathan
 DeGhetto, Michael S.
 Deschene, Eugene
 Dow, Thomas G.
 Drye, Robert C.
 Dulude, John R.
 Duncan, Lee
 Edling, Richard E.
 Fatula, John A.
 Ferguson, Arthur
 Fitzherbert, Anthony
 Gladney, Barbara in memory
 of Nathan Heard
 Glickman, Todd S. in memory
 of Lester Stephenson
 Glickman, Todd S. in memory
 of Matthew Smith
 Habermaas, Jon C.
 Hammond, Lillian E. in
 memory of Herbert
 Hammond
 Hazinski, Joseph R.
 Heggeman, John
 Heiderich, Ronald Scott
 Horn, M. Richard
 Hughes, Joan
 Humphreys, Neil J.
 Hunter, Joseph H.
 Iwanow, Agnes A.
 Jayne, Allan W., Jr.
 Jentzsch, Detlef
 John Libby Family Association
 Johnson, Karl F.
 Kathleen & Tom Childs
 Kenslea, Michael
 Korach, Robert S.
 Kornechuk, David C.
 Lentzner, Jay
 Leonard, James J.
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 Mandeville, Robert M.
 Markey, Peter L.
 Martin, Carl
 Martin, Patrick
 Masulaitis, Anthony
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 McMahan, James P.
 Mead, Everett R.
 Mesrobian, Ara
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 Mora, Jeffrey G.
 Morrison, Donald F.
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 Munroe, Russell F., Jr.
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 Palmer, Theodore W.
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 Rothaug, Walter H.
 Ruddell, Ronald P.
 Ruddell, Thomas A.
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 Sanders, Robert W.
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 Schumm, Brooke, III
 Sefranek, George A.
 Sharratt, Tom
 Shipman, W. Stevens, Jr.
 Stamm, C. William
 Sullivan, Charles R.
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 Turner, Ed
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 Vardaro, Daniel
 Wartinbee, Ron
 Weinberg, Mark T.
 Weissman, Frederick &
 Barbara
 Welch, Martha M.
 Wendell, Donald
 Whiteman, Jeremy T.
 Wolfe, Julien

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Arico, John E.
 Arndt, Darrell T.
 Ashley, Thomas J.
 Belcher, Jonathan
 Bottoms, Glen D.
 Bove, V. Michael, Jr.
 Boyle, Milton Jr
 Brainerd, Timothy D.
 Bray, Peter
 Brody, Andrew
 Brown, Lawrence S.
 Brumaghim, James B.
 Brune, David T.
 Butler, Arthur
 Butts, William A.
 Campbell, Douglas W.
 Champagne, Lucien L.
 Chisholm, Colin G.
 Collins, John J.

Conklin, Barbara
 Cook, Paul A.
 Czachur, Theodore J
 Dillon, Richard
 Dunlap, Edward C.
 Engle, Claude
 Entrot, Brian
 Farrell, Dennis
 Fay, Lawrence
 Fischer, Dennis
 Forman, Mark Leonard
 Francis, Patrick E.
 Fulton, John P.
 Gabriel, Chester A.
 Gabriel, George W., III
 Galindo, Thomas
 Gibson, Henry A.
 Gillespie, Richard M.
 Gilman, Eric
 Glucksman, Marc
 Grady, John J. in memory of
 Lester Stephenson
 Graetz, Martin
 Hammond, Lillian E.
 Haney, Richard R.
 Hanna, Steven R.
 Harling, David
 Havens, Joel R.
 Hooper, Scott J.
 Hughes, Charles
 Iwanow, Peter
 Kopycinski, David H.
 Kulczak, Michael J.
 Kyper, John S.
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 Foser Leavitt, Jr.
 Lewis, Donovan J.
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 Macaronas, Denise
 Macaronas, Denise in honor of
 Donald Curry
 MacIsaacs, Steven
 Madden, Carole
 Marcotte, Everett A. (Al E.
 Marcotte)
 Marnik, William M.
 Martin, Nancy in memory of
 J. Emmons Lancaster
 McLauchlan, Jay
 Mercurio, John B., Jr.
 Merryman, Luella
 Miles, Theodore
 Mulvey, Henry O.
 Mulvihill, James
 Murphy, Michael C
 Negley, Scott
 Norkaitis, Neil F.
 Numrych, Sheila & Vaughn
 Nuss, Walter F.
 Parks, Alan B.
 Patterson, Allan
 Pearl, Jack

Perkins, Thomas
 Peters, Michael V.
 Pirmann, David
 Pitts, Charles T.
 Randall, Nathan A.
 Risse, Peter G.
 Robertson, David
 Sanner, Richard
 Santos, Stephen
 Semendinger, Paul R.
 Sewall House
 Siegerist, Steven
 Silver, Leonard W.
 Smith, Jane C
 Spellman, John T.
 Springer, Clinton H.
 Steffan, Constantine
 Stern, Steven
 Streeter, Roger
 Stynes, Robert
 Tallentire, Thomas L.
 Vandegrift, Thomas
 Walker, Ellis E.
 Welch, Francis J.
 Wells, Bruce P.
 Whitaker, Alan J.
 Wood, John B.

Donations of \$25 to \$50

Austin, Roger W.
 Bachelder, J. Leonard
 Bennett, Jeffrey Hall in
 memory of Lester
 Stephenson
 Bishop, Mr. and Mrs. Paul
 in memory of Lester
 Stephenson
 Blankman, Ronald J.
 Bowen, Andrew
 Bowles, David A.
 Boyle, John & Virginia
 B'Rells, Wayne
 Carter, Fredrick Derek
 Castiglione, A. Paul in
 memory of Lester
 Stephenson
 Clauser, Kenneth
 Cutietta, Justin
 Deluise, Lauryn
 Devoe Color Center, LLC
 DiForte, Peter J., Jr.
 Enters, Frederick
 Frost, Michael R.
 Gately, James E.
 Gebhardt, Wayne
 Godek, Edward
 Howden, Mary
 John Hancock Financial
 Services Inc.
 Jones, George W.
 Jordan, John
 Kogge, Peter M.
 Laitres, Ronald D.
 Lansley, Christopher

Lucey, Robert in memory of Lester Stephenson
Lucien Champagne
Masters, Stephen C.
McGarry, James in memory of Lester Stephenson
McMahon, James T.
Mistrik, Lee W. & Linda J.
Newman, David
Panneton, Michael in memory of Lester Stephenson
Parker, Douglas
Petillo, John J.
Ross, Ernest
Rossbach, Bernard
Schneble, Paul J.
Schultz, Eric
Senter, John
Sikorski, John
Skuchas, Edward G.
Smith, G. Christopher
Snow, Glen
Spoth, Adele B. in memory of Edward Spoth
Spoth, Paul
Starr, Bram
Swayze, John C
Tierney, Andrew
Treiber, Gale E.
Van Tichelt, Robert
Walton, Carlton
Walton, Kenneth I. III
Wong, Howard
Yee, Chester

2016 Museum Volunteers

The Society asks its volunteers to report the number of hours they have spent performing volunteer work. The value of this time is then recorded as an indication of the value of this unpaid labor.

Listed below are the 60 volunteers who reported hours in 2016. The grand total reported was more than 15,800 hours. Reporting hours is completely voluntary and, unfortunately, is a task not enjoyed by many volunteers, including some of those most active. Thus both the number of volunteers listed here and the hours reported vastly understates the total number of hours volunteered.

However, the Board of Trustees of the New England Electric Railway Historical Society extends its deep gratitude to all of its volunteers, both those listed here and those not, without whom the Museum could not function:

1000 or more hours

Philip W. Morse
Roger G. Tobin

500 to 1000 hours

Chester Gabriel
Thomas LaRoche
James J Mackell
Roger E. Somers
Brendan Tirrell
Daniel R Vardaro

250 to 500 hours

Charles D. Aronovitch
Richard H. Avy
Richmond S Bates
Chester E. Bishop
Roger A. Carlson
Michael Curry
Michael R. Frost
John J. Grady
Frederick Hessler
Eliot M. Kaplan
William Mallory
John B. Mercurio, Jr
Herbert Pence
Glen W. Snow
Thomas A. Tello
Thornton Academy
Michael delaVaga
Mark Weinberg

100 to 250 hours

William A. Butts
Richard Cosgro
Claude Engle
Robert Gingell
Todd Glickman
Allan W. Jayne Jr
Kenyon F. Karl
Paul F. McCaffrey
Ronald P. Ruddell
Keith Taylor

50 to 100 hours

Peter D. Haskell
Mary & Dan Howard
David C. Kornechuk
Peter Kurtasz
Robert & Carole Madden
James P. McMahon
John L. Middleton, Jr
Kenneth Osgood
S. Peter Osgood
Jim Tirrell
Rita C Tirrell

Up to 50 hours

Duncan W. Allen
John Arico
Frederic D. Carter
James D. Chadbourne
Eric Gilman
Martin Graetz
Charles A. Griffith, Jr
Terence K. McGinley
Christina Perkins
Robert J. Perkins, Jr

Richard R Ruel
Thomas W. Tucker
Linda Villandry

2016 New Members

The Society welcomes the following 100 new members who joined in 2016:

Alan Allerud - Nashua, NH
David Archambault - Biddeford, ME
Avita Of Wells - Wells, ME
Mike Baker - Arundel, ME
David Barabas - Braintree, MA
James Barrett - Lowell, MA
Wayne Bateman - Newmarket, NH
Sarah Belin - Kennebunk, ME
Jan Boic - Burlington, ON
Peter Bray - Brooklyn, NY
Rowan Brownworth - Wellesley, MA
Alex Burgess III - Rochester, NH
Jeff Bye - Hershey, PA
Secure Signal Systems Inc. - Lunenburg, MA
Matthew Campbell - Medford, MA
Chris Carames - Vaughan, ON
Angela Cellucci - Cape Neddick, ME
John Clinton - Kennebunkport, ME
David Clough - Rockland, ME
Leland Cobb - North Eastham, MA
Deborah Colomb - East Waterboro, ME
Alfred Cotton - Cape Neddick, ME
Stephen Delaney - Middleton, MA
Michael delaVaga - Lowell, MA
David & Charlene Dutremble - Biddeford, ME
Ernie Eaton - Kennebunk, ME
Canvasworks - Kennebunk, ME
Mary Fellows - Portland, OR
Edward Gilhooley - Whitefeild, ME
Christine Haines - Kennebunk, ME
Christine Hart-Brown - Pelham, NH
Marc Hebert - Windham, ME
John Hedrick - Little Rock, AR
Colleen Hicks - Kennebunk, ME
Frank Hicks - Lombard, IL
Louis Hoffman - Minneapolis, MN
Thomas Houle - West Townsend, MA
Evan Hudson - Cold Spring, NY
Infinity Federal Credit Union - Arundel, ME
Renee Janack - Charlton, NY
Erik Jorgenson - Portland, ME
Elizabeth Joseph - San Francisco, CA
Jamie Kiklis - Derry, NH
Mann Memorial Veterinary Clinic - Kennebunk, ME
Stephen Kramer - University Park, MD
Albert LaPrise - South Berwick, ME
Carole Lawrence - Warren, MI
Lawrence Lee Jr - Staten Island, NY

Claude Levesque - Deerfield, NH
Don Levine - Hollywood, FL
Donald Lewis - Milford, NH
Robert & Carole Madden -
Kennebunkport, ME
John Main - South Portland, ME
Nicolette Maione - Marlboro, NJ
Split Rock Distilling Co. - New Castle, ME
Stephen Margolis - Ithaca, NY
Geoffrey McCarthy - Portland, OR
John Minter - Ipswich, MA
Rebecca Muse-Orlinoff - Boston, MA
Maine-ly Fish Prints - Kittery, ME
Andrea O'Hanley - Suffield, CT
Christine Ostrander - Beverly, MA
Evelyn Ostrowski - North Billerica, MA
Ron Palmitessa - Biddeford, ME
Alan Parks - Mount Desert, ME
Devoe Color & Design Center -
Biddeford, ME
Adam Peller - Newton Center, MA
Cristopher Pine - Portland, ME
Joel Plagenz - Portsmouth, NH
Tracy Poe - Morristown, NJ
Theodore Poland - Old Orchard
Beach, ME
Tracy Polito - Biddeford, ME
PinkDog Estate Sales LLC - Walington, NJ
Robert Rice - Biddeford, ME
Josh Richards - Pittsfield, NH
Deanna Richards - Somersworth, NH
Brendan Ringer - Jaffrey, NH
Joshua Rogers - Sanford, ME
Arthur Roy - Sanford, ME
Richard Ruel - Kennebunkport, ME
Dennis Sandstedt - Newton, MA
Richard Sanner - Ellsworth, ME
Michael Sanon - Newton, MA
John Senter - Nashua, NH
John Shipley Jr. - Boston, MA
Judy Snell - Holden, MA
Chad Snow - Saco, ME
Ziming Song - Port Orange, FL
Steven Stern - Brunswick, ME
Sandra Stout - Hollis Center, ME
Helen Thorgalsen - Kennebunk, ME
Jim Tirrell - Ponte Vedra, FL
Felix Tse - Toronto, ON
David & Line Tutwiler - Beverly
Shores, IN
Kurt Vincent - Nassau, NY
Gabriel Waphne - Salem, MA
Christopher Washburn - Marion, MA
Richard Weeks - Portsmouth, NH
William Yee - Yarmouth, ME
York County Coast Star - Kennebunk, ME

Financial Report

Notes to Financial Statements

Note 1 - Nature of the Organization

New England Electric Railway Historical Society (the "Society"), the owner and operator of the Seashore Trolley Museum in Kennebunkport, Maine, and the operator of the National Streetcar Museum in Lowell, Massachusetts, (each a "Museum", collectively the "Museums") is a Maine 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.

Note 2 - Summary of Significant Accounting Policies

The financial statements of the Society have been prepared in accordance with the principles of fund accounting. Income is recognized when earned and expenses are recognized when the obligation is incurred.

Method of Accounting - The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

Financial Statement Presentation - Financial statement presentation follows the recommendation of the Financial Accounting Standards Board in its Statement of Financial Accounting Standards, *Financial Statements of Not-for-Profit Organizations*. Under the standard, the Society is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. A description of the three net asset categories follows.

Unrestricted net assets - Net assets that are not subject to donor-imposed restrictions. This category also includes net fixed assets and net assets which have been designated by the Board of Trustees.

Temporarily restricted net assets - Net assets subject to donor stipulations that may or will be met either by actions of the Society and/or the passage of time.

Permanently restricted net assets - Net assets subject to donor stipulations that they be maintained permanently by the Society. Generally the donors of the assets permit the Society to use all or part of the income earned on related investments for general or specific purposes.

Use of Estimates - The preparation of financial statements in conformity with generally accepted accounting principles in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the reporting period. Actual results could differ from those estimates.

Revenue Recognition - The Society recognizes all contributed support as income in the period received. Contributed support is reported as unrestricted or as restricted depending on the existence of donor stipulations that limit the use of the support. When a restriction expires, that is, when a stipulated time restriction ends or the purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Restricted support is reported as an increase in unrestricted net assets if

the restriction expires in the reporting period in which the support is recognized.

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.

Merchandise sales from the Museum store and admissions to the Museum are recorded at the time of the sale.

Cash and Cash Equivalents - For financial statement purposes, the Society considers all highly liquid debt instruments purchased with a maturity of one year or less to be cash equivalents. Cash and cash equivalents consist of savings accounts, money market accounts, and money market mutual funds, and are carried at cost, which approximates fair market value.

Investments - Investments in marketable securities and mutual funds with readily determinable fair values and all investments in debt securities are reported at their fair values on the statement of financial position. Gains and losses are included in other revenue on the statements of activities and changes in net assets.

Other Receivables - Other receivables consist of accounts receivables due from various companies.

Inventories - The Society operates a museum store with related electric railway memorabilia and souvenirs held for sale. Inventory consists of museum store goods and merchandise and is stated at the lower of average cost or market, on a first-in, first-out basis.

Pledges - The Society may have certain non-binding pledges for its capital and operating funds from members and friends. These conditional pledges are not recorded until the related cash payments or asset transfers are received by the Society. Unconditional pledges are recorded when the Society receives legally binding notification of the contribution. No allowance for uncollectible pledges is considered necessary for the years ended December 31, 2016 and 2015.

Property and Equipment - Property and equipment, both purchased and donated, are recorded at cost and fair value at date of receipt, respectively, and depreciated on the straight-line method over their estimated useful lives ranging from five to forty years.

Collections - The Society does not capitalize its collections. 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 for collections.

Income Taxes - The Society is exempt from Federal and State income taxes under the provisions of the Internal Revenue Code as an entity described in Section 501(c)(3). In addition, the Society qualifies for the charitable contribution deduction under Section 170(b)(A) and has been classified as an organization other than a private foundation under Section 509(a)(2).

The Federal income tax returns of the Society are subject to examination, generally for three years after they were filed.

Concentration of Credit Risk - The Society maintains its cash equivalents in local financial institutions which provide Federal Deposit Insurance Corporation coverage up to \$250,000 and in investment accounts which provide Securities Investor Protection Corporation protection up to \$500,000. From time to time during the years ended December 31, 2016 and 2015, the Society's bank and investment accounts may have exceeded federally insured limits. Management has evaluated these risks and considers them to be a normal business risk. In February 2017 the Society obtained additional insurance coverage to protect 100% of its cash balances.

Advertising Costs - The Society uses advertising to promote its programs among the audiences it serves. Advertising costs are expensed as incurred. Advertising expense for the years ended December 31, 2016 and 2015 was \$18,465 and \$18,351, respectively.

Functional Expenses - The costs of providing various programs and other activities have been summarized on a functional basis in the statements of activities and changes in net assets and the schedule of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Reclassification - Certain 2015 amounts have been reclassified to conform with the 2016 financial statement presentation. Net assets and changes in net assets are unchanged due to these reclassifications.

Note 3 - Fair Values of Assets

Effective January 1, 2008, the Society adopted Statement of Financial Accounting Standards, *Fair Value Measurements*, which provides a framework for measuring fair value under Generally Accepted Accounting Principles. *Fair Value Measurements* defines fair value as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. *Fair Value Measurements* requires that valuation techniques maximize the use of observable inputs and minimize the use of unobservable inputs. *Fair Value Measurements* also established a fair value hierarchy, which prioritizes the valuation inputs into three broad levels.

There are three general valuation techniques that may be used to measure fair value, as described below:

- 1. Market approach** - Uses prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities. Prices may be indicated by pricing guides, sale transactions, market trades, or other resources;
- 2. Cost approach** - Based on the amount that currently would be required to replace the service capacity of an asset (replacement cost); and
- 3. Income approach** - Uses valuation techniques to convert future amounts to a single present amount based on current market expectations about the future amounts (includes present value techniques, and option-pricing models). Net present value is an income approach where a stream of expected cash flows is discounted at an appropriate market interest rate.

For the year ended December 31, 2016, the application of valua-

tion techniques applied to similar assets and liabilities has been consistent. The following table sets forth by level, within the fair value hierarchy, the Society's investments at fair value at December 31, 2016.

Investments	Quoted Prices in Active Markets for Identical Assets (Level 1)	
	Fair Values	Assets (Level 1)
Mutual Funds	\$ 1,193,878	\$ 1,193,878
Total	\$ 1,193,878	\$ 1,193,878

Investments (cont.)	Significant Other Observable Inputs (Level 2)		Significant Unobservable Inputs (Level 3)	
Mutual Funds	\$ -	\$ -		
Total	\$ -	\$ -		

Fair value for investments is determined by reference to quoted market prices and other relevant information generated by market transactions.

Note 4 - Investments

The fair market value of investments consists of the following at December 31:

Investments	2016	2015
Mutual Funds	\$ 1,193,878	\$1,024,484
Totals	\$ 1,193,878	\$1,024,484

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2016:

2016	Temporarily Restricted		Permanently Restricted		Total
	Unrestricted	Restricted	Restricted	Restricted	
Interest & dividend inc.	\$ 2,649	\$ 2,761	\$ 21,080	\$ 26,490	
Realized & unreal. gains	7,276	4,089	48,927	60,292	
Total Investment Return	\$ 9,925	\$ 6,850	\$ 70,007	\$ 86,782	

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2015:

2015	Temporarily Restricted		Permanently Restricted		Total
	Unrestricted	Restricted	Restricted	Restricted	
Interest & dividend inc.	\$ 3,100	\$ 1,894	\$ 14,679	\$ 19,673	
Realized & unreal. gains	(3,668)	(1,912)	(15,190)	(20,770)	
Total Investment Return	\$ (568)	\$ (18)	\$ (511)	\$ (1,097)	

Statement of Financial Position - December 31, 2016

For the years ended December 31	2016			Total
	Unrestricted	Temporarily Restricted	Permanently Restricted	
Assets:				
Cash and cash equivalents	\$ 323,529	\$ 776,497	\$ 301,105	\$ 1,401,131
Investments	128,488	74,163	991,227	1,193,878
Other receivables	16,806	-	-	16,806
Prepaid expenses	13,419	-	-	13,419
Inventories	58,718	-	-	58,718
Property and equipment net	1,270,154	-	-	1,270,154
Total assets	\$ 1,811,114	\$ 850,660	\$ 1,292,332	\$ 3,954,106
Liabilities and Net Assets				
Liabilities:				
Accounts payable	\$ 23,238	\$ -	\$ -	\$ 23,238
Accrued payroll and taxes	7,748	-	-	7,748
Current portion of long-term debt	-	-	-	-
Deferred revenue	11,719	-	-	11,719
Other accrued liabilities	40,965	-	-	40,965
Long-term debt	-	-	-	-
Total liabilities	83,670	-	-	83,670
Net assets:				
Unrestricted:				
Board designated	306,334	-	-	306,334
Undesignated	150,956	-	-	150,956
Designated - property and equipment	1,270,154	-	-	1,270,154
Temporarily restricted	-	850,660	-	850,660
Permanently restricted	-	-	1,292,332	1,292,332
Total net assets	1,727,444	850,660	1,292,332	3,870,436
Total liabilities and net assets	\$ 1,811,114	\$ 850,660	\$ 1,292,332	\$ 3,954,106

See accountant's report and accompanying notes to financial statements.

In January 2009, the Financial Accounting Standards Board (FASB) issued FASB Staff Position, *Endowments of Not-for-Profit Organizations: Net Asset Classification of Funds Subject to an Enacted Version of the Uniform Prudent Management of Institutional Funds Act, and Enhanced Disclosures for All Endowment Funds* (the "Staff Position"). The Staff Position provides guidance on the net asset classification of donor-restricted endowment funds for a nonprofit organization that is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act of 2006 (UPMIFA). The Staff Position also requires additional disclosures about an organization's endowment funds (both donor restricted endowment funds and board-designated endowment funds) whether or not the organization is subject to UPMIFA.

The New England Electric Railway Historical Society's endowment consists of ten (10) individual funds established for a variety of purposes. Its endowment includes both donor-restricted funds and funds designated by the Board of Trustees to function as endowments. As required by generally accepted accounting principles, net assets associated with endowment funds, including funds designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

Statement of Financial Position - December 31, 2015

For the years ended December 31	2015			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Assets:				
Cash and cash equivalents	\$ 263,522	\$ 854,839	\$ 436,327	\$ 1,554,688
Investments	131,127	68,495	824,862	1,024,484
Other receivables	6,115	-	-	6,115
Prepaid expenses	15,245	-	-	15,245
Inventories	66,137	-	-	66,137
Property and equipment net	1,200,682	-	-	1,200,682
Total assets	\$ 1,682,828	\$ 923,334	\$ 1,261,189	\$ 3,867,351
Liabilities and Net Assets				
Liabilities:				
Accounts payable	\$ 44,814	\$ -	\$ -	\$ 44,814
Accrued payroll and taxes	6,132	-	-	6,132
Current portion of long-term debt	11,812	-	-	11,812
Deferred revenue	11,538	-	-	11,538
Other accrued liabilities	40,427	-	-	40,427
Long-term debt	-	-	-	-
Total liabilities	114,723	-	-	114,723
Net assets:				
Unrestricted:				
Board designated	245,537	-	-	245,537
Undesignated	133,698	-	-	133,698
Designated - property and equipment	1,188,870	-	-	1,188,870
Temporarily restricted	-	923,334	-	923,334
Permanently restricted	-	-	1,261,189	1,261,189
Total net assets	1,568,105	923,334	1,261,189	3,752,628
Total liabilities and net assets	\$ 1,682,828	\$ 923,334	\$ 1,261,189	\$ 3,867,351

See accountant's report and accompanying notes to financial statements.

The Board of Trustees of the New England Electric Railway Historical Society has interpreted the State Prudent Management of Institutional Funds Act (SPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Society classifies as permanently restricted net assets:

- the original value of gifts donated to the permanently restricted endowment funds,
- the original value of subsequent gifts to the permanently restricted endowment funds, and,
- accumulations, which are defined as the continuous growth of capital by retention of interest or earnings, to the permanently restricted endowment funds made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. In the absence of specific direction, the accumulations are made to the funds in which they occur.

The remaining portion of any donor-restricted endowment funds that are not classified in permanently restricted net assets is classi-

fied as temporarily restricted net assets until those amounts are appropriated for expenditure by the Society in a manner consistent with the standard of prudence prescribed by SPMIFA.

In accordance with SPMIFA, the Society considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- the duration and preservation of the various funds,
- the purposes of the donor-restricted endowment funds,
- general economic conditions,
- the possible effect of inflation and deflation,
- the expected total return from income and the appreciation of investments,
- other resources of the Society, and,
- the Society's investment policies.

Investment Return Objectives, Risk Parameters and Strategies:

The Society has adopted investment and spending policies, approved by the Board of Trustees, for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment funds while also maintaining the purchasing power of those endowment assets over the long-term. Accordingly, the investment process seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable levels of risk. Endowment assets are invested in a well diversified asset mix, which includes equity and debt securities, that is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to make an annual distribution of 5%,

while growing the funds if possible. Therefore, the Society expects its endowment assets, over time, to produce an average rate of return of approximately 8% annually. Actual returns in any given year may vary from this amount. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk.

Spending Policy. The Society has a spending policy of appropriating, for current expenses, each year in December, no more than 5.00-percent of the average balance of its board-designated endowment fund and donor-designated endowment funds as of September 30 of the current year, and September 30 for the past two years.

In addition, the withdrawals shall not draw the balance of the fund below sum of all principal permanently contributed to the Fund over the years.

In establishing this policy, the Society considered the long-term expected return on its investment assets, the nature and duration of the individual endowment funds, currently all of which must be maintained

Statement of Activities and Changes in Net Assets

	December 31, 2016				December 31, 2015			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenue:								
Earned revenue:								
Admissions	\$ 217,977	\$ -	\$ -	\$ 217,977	\$ 190,977	\$ -	\$ -	\$ 190,977
Annual membership dues	35,871	-	-	35,871	38,365	-	-	38,365
Revenue from								
auxiliary operation	97,973	8,421	-	106,394	144,301	11,326	-	155,627
Total earned revenue	351,821	8,421	-	360,242	373,643	11,326	-	384,969
Contributed support:								
Grants	1,806	24,400	-	26,206	2,028	22,500	-	24,528
Contributions & bequests	124,816	161,926	8,101	294,843	118,072	267,633	632,842	1,018,547
Contributions-in-kind	25,892	26,823	-	52,715	22,391	24,261	-	46,652
Contributed Services	37	-	-	37	2,467	-	-	2,467
Total contributed support	152,551	213,149	8,101	373,801	144,958	314,394	632,842	1,092,194
Other revenue:								
Interest and dividend income	2,649	2,761	21,080	26,490	3,100	1,894	14,679	19,673
Realized and unrealized gains (losses) on investments	7,276	4,089	48,927	60,292	(3,668)	(1,912)	(15,190)	(20,770)
Gain on sale of land	49,090	-	-	49,090	-	-	-	-
Miscellaneous income	158,606	2,770	-	161,376	17,067	4,167	-	21,234
Total other revenue	\$ 217,621	\$ 9,620	\$ 70,007	\$ 297,248	\$ 16,499	\$ 4,149	\$ (511)	\$ 20,137
Net assets released								
from restrictions:	350,829	(303,864)	(46,965)	-	404,779	(372,804)	(31,975)	-
Total support and revenue	1,072,822	(72,674)	31,143	1,031,291	939,879	(42,935)	600,356	1,497,300
Expenses:								
Program services								
Curatorial and exhibits	320,776	-	-	320,776	326,345	-	-	326,345
Supporting services								
Membership	13,226	-	-	13,226	15,625	-	-	15,625
General & administrative	321,425	-	-	321,425	364,344	-	-	364,344
Fundraising	27,961	-	-	27,961	30,737	-	-	30,737
Auxiliary operation	230,095	-	-	230,095	140,143	-	-	140,143
Total support services	592,707	-	-	592,707	550,849	-	-	550,849
Total expenses	\$ 913,483	\$ -	\$ -	\$ 913,483	\$ 877,194	\$ -	\$ -	\$ 877,194
Change in net assets	159,339	(72,674)	31,143	117,808	62,685	(42,935)	600,356	620,106
Net assets,								
beginning of year	1,568,105	923,334	1,261,189	3,752,628	1,505,420	966,269	660,833	3,132,522
Net assets,								
end of year	1,727,444	850,660	1,292,332	3,870,436	1,568,105	923,334	1,261,189	3,752,628

See accountant's report and accompanying notes to financial statements.

in perpetuity because of donor-restrictions, and the possible effects of inflation. The Society expects the current spending policy to allow its endowment funds to grow at a nominal average rate of 3.00-percent

annually, which is consistent with the Society's objective to maintain the purchasing power of the endowment assets as well as to provide additional real growth through investment return.

Schedule of Functional Expenses

Year Ended December 31, 2015	2016					
	Curatorial & Exhibits	Membership	General & Administrative	Fund Raising	Auxiliary Operation	Total Expenses
Salaries and related expenses	\$ 150,797	\$ -	\$ 140,274	\$ 3,353	\$ 70,841	\$ 365,265
Contributed services	-	-	2,514	-	-	2,514
Professional fees	2,168	-	30,037	-	-	32,205
Utilities	3,996	-	23,977	-	-	27,973
Conservation and maintenance	91,993	-	16,647	-	-	108,640
Taxes and fees	-	-	4,956	-	495	5,451
Insurance	-	-	22,974	-	-	22,974
Rent and equipment rental	2,060	-	8,508	-	300	10,868
Administration	17,361	12,462	59,143	2,384	17,833	109,183
Interest	-	-	301	-	-	301
Miscellaneous	4,351	-	1,931	-	1,692	7,974
Fundraising events	-	-	-	22,224	-	22,224
Cost of goods sold	-	-	-	-	130,530	130,530
Total expenses before depreciation	<u>272,726</u>	<u>12,462</u>	<u>311,262</u>	<u>27,961</u>	<u>221,691</u>	<u>846,102</u>
Depreciation	48,050	764	10,163	-	8,404	67,381
Total expenses	\$ 320,776	\$ 13,226	\$ 321,425	\$ 27,961	\$ 230,095	\$ 913,483

Year Ended December 31, 2014	2015					
	Curatorial & Exhibits	Membership	General & Administrative	Fund Raising	Auxiliary Operation	Total Expenses
Salaries and related expenses	\$ 142,581	\$ -	\$ 135,387	\$ 3,661	\$ 51,180	\$ 332,809
Contributed services	-	-	2,467	-	-	2,467
Professional fees	2,814	-	33,347	-	-	36,161
Utilities	5,624	-	35,567	-	170	41,361
Conservation and maintenance	110,836	-	37,787	-	-	148,623
Taxes and fees	160	-	4,248	-	813	5,221
Insurance	-	-	20,653	-	-	20,653
Rent and equipment rental	3,698	-	7,779	-	290	11,767
Administration	1,073	14,861	75,274	1,023	-	92,231
Interest	-	-	1,141	-	-	1,141
Miscellaneous	14,747	-	-	-	1,371	16,118
Fundraising events	-	-	-	26,053	-	26,053
Cost of goods sold	-	-	-	-	76,467	76,467
Total expenses before depreciation	<u>281,533</u>	<u>14,861</u>	<u>353,650</u>	<u>30,737</u>	<u>130,291</u>	<u>811,072</u>
Depreciation	44,812	764	10,694	-	9,852	66,122
Total expenses	\$ 326,345	\$ 15,625	\$ 364,344	\$ 30,737	\$ 140,143	\$ 877,194

Endowment net asset composition by type of fund as of December 31, 2016 is as follows:

2016	Total Net Endowment Assets		
	Unrestricted	Temporarily Restricted	Permanently Restricted
Donor restricted endowment funds	\$ -	\$ -	\$ 1,292,332
Board designated endowment funds	133,915	-	-
Total funds	\$ 133,915	\$ -	\$ 1,292,332

2016	Total Net Endowment Assets		
	Unrestricted	Temporarily Restricted	Permanently Restricted
Endowment net assets, begin of year	\$ 122,208	\$ -	\$ 1,261,189
Contributions and additions	6,565	-	8,101
Investment income	2,711	-	21,080
Net apprec. (deprec.)	7,071	-	48,927
Net assets released from restrictions	(4,640)	-	(46,965)
Endowment net assets, end of year	\$ 133,915	\$ -	\$ 1,292,332

Changes in endowment net assets as of December 31, 2016 are as follows:

Statement of Cash Flows

For the years ending December 31	2016	2015
Cash flows from operating activities:		
Change in net assets	\$ 117,808	\$ 620,106
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	67,381	66,122
Decrease in inventory valuation reserve	2,000	
Gain on sale of land	(49,090)	
Net realized and unrealized (gain) loss on investments	(60,292)	20,770
Gains (losses) on sale of property and equipment	-	-
Changes in operating assets and liabilities:		
Other receivables	(10,691)	(6,115)
Prepaid expenses	1,826	(2,631)
Inventories	5,419	(905)
Accounts payable	(21,576)	27,152
Accrued payroll and taxes	1,616	2,103
Deferred revenue	181	3,093
Other accrued liabilities	538	(128)
Net cash provided by (used in) operating activities	55,120	729,567
Cash flows from investing activities:		
Purchases of investments	(121,727)	(234,453)
Sales of investments	12,625	42,516
Proceeds from sale of land	49,090	
Cash paid for purchase of property and equipment	(136,853)	(155,444)
Net cash provided by (used in) investing activities	(196,865)	(347,381)
Cash flows from financing activities:		
Proceeds from (principal payments on) long-term debt	(11,812)	(14,038)
Net cash provided by (used in) financing activities	(11,812)	(14,038)
Net increase (decrease) in cash	(153,557)	368,148
Cash at beginning of year	1,554,688	1,186,540
Cash at end of year	\$ 1,401,131	\$ 1,554,688
Supplemental cash flow disclosures:		
Income taxes paid (refunded)	-	-
Interest expense paid	\$ 301	\$ 1,141

Schedule of non cash investing and financing activities:

Construction in progress completed in 2016	\$ 213,311
Cash paid for the purchase of property and equipment	\$ (213,311)

There were no noncash financing activities for the year ended December 31, 2016.

There were no noncash investing and financing activities for the year ended December 31, 2015.

See accountant's report and accompanying notes to financial statements.

Note 5 - Property and Equipment

The following summarizes land, buildings, and equipment at December 31:

Property and Equipment	2016	2015
Construction in progress	\$ 61,427	\$ 148,742
Land improvements	451,981	451,981
Buildings and improvements	1,837,351	1,624,040
Machinery and equipment	257,032	257,032
Track and wire	306,017	295,160
	\$ 2,913,808	\$ 2,776,955
Accumulated depreciation	(1,643,654)	(1,576,273)
Property and equipment, net	\$ 1,270,154	\$ 1,200,682

Note 6 - Long-Term Debt

Long-term debt consisted of the following at December 31:

Long-term Debt	2016	2015
Note payable to bank, interest at 5.75%, payable in monthly installments of interest and principal of \$436. Monthly interest and principal payments are based on a 7 year amortization schedule	\$ -	\$ 4,565
Note payable to bank, refinanced in 2009 for 5 years, interest at 5.75%, payable in monthly installments of interest and principal of \$830. Monthly interest and principal payments are based on a 7 year amortization schedule. The loan is collateralized by all business assets of the Society.	\$ -	\$ 7,247
	\$ -	\$ 11,812
Less: current portion	-	11,812
Total long-term debt	\$ -	\$ -

Note 7 - Restrictions and Limitations of Net Asset Balances

Permanently restricted asset balances represent funds that must be maintained in perpetuity as endowment. The income earned on these funds may be used for the general operations of the Society.

Temporarily restricted net assets consisted of the following at December 31:

Temporarily Restricted Net Assets	2016	2015
Program activities:		
Restoration of vehicle collection	\$ 434,584	\$ 451,257
Museum development	323,546	359,843
Miscellaneous	92,530	112,234
Total temporarily restricted net assets	\$ 850,660	\$ 923,334

At December 31, 2016 and 2015, certain unrestricted net assets had been designated by the Board of Trustees for the following purposes:

Board Designated Net Assets	2016	2015
Restoration of vehicle collection	\$ 11,828	\$ 11,828
Endowment	133,915	122,208
Museum Development	160,591	111,501
Total board designated net assets	\$ 306,334	\$ 245,537

Note 8 - Contributions In-kind and Contributed Services

The Society recognizes various types of in-kind support, including donations of materials, supplies, office expenses, and other items. Generally accepted accounting principles in the United States of America requires recognition of professional services received if those services (a) create or enhance long-lived assets or (b) require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. In 2016 and 2015, there were services that met these criteria and management estimates the fair value of those services to be \$2,514 and \$15,685, respectively. However, most of the services received by the Society do meet those criteria. Management estimates the fair value of the services not meeting the criteria to be \$319,963 for 2016 and \$274,137 for 2015, with a total of

17,186 volunteer hours for 2016 and 15,342 for 2015.

Directors and officers have made a significant contribution of their time to the Society and its programs. No amounts have been recognized in the accompanying statement of activities and changes in net assets because the criteria for recognition of such efforts under generally accepted accounting principles have not been satisfied.

The amounts reflected in the accompanying financial statements as contributions in-kind are offset by like amounts included in expenses and, in a couple cases, as additions to fixed assets.

Note 9 - Commitments and Contingencies

The Society maintains operating space in Lowell, Massachusetts as a small museum store and office space under an operating lease agreement for purposes of operating the National Streetcar Museum and displays. The agreement does not include a rental payment but does call for the Society to be responsible for all utilities, and is for a term of five years, ending June 30, 2012. The Society is still maintaining a presence in Lowell; however, a new lease agreement has not yet been signed. There was no rent paid for they years ended December 31, 2016 and 2015.

The Society maintains a storage facility in Lowell, Massachusetts under a month-to-month lease agreement for purposes of operating the National Streetcar Museum and displays. Rent expense for the years ended December 31, 2016 and 2015 was \$1,200.

In June 2014 the Society entered into a 60-month operating lease agreement for a copier. Rental payments are \$139 per month plus tax. Rent Expense for the years ended December 31, 2016 and 2015 were \$1,678.

Total minimum annual rentals are as follows:

	Total
2017	1,678
2018	1,678
2019	979
Total	\$ 4,335

In October 2015 the Society entered into a contract for construction services totaling \$163,403. The project was completed in 2016. Payments made under this contract were \$75,919 and \$87,484 for the years ended December 31, 2016 and 2015, respectively.

Note 10 - Subsequent Events

Subsequent events have been evaluated by management through May 26, 2017, which is the date the financial statements were available to be issued. Other than the additional insurance coverage over cash disclosed in Note 2, there were no material subsequent events as of May 26, 2017 that require disclosure in the financial statements.

Independent Auditor's Report

**To the Board of Trustees
New England Electric Railway Historical Society
Kennebunkport, ME**

We have audited the financial statements of New England Electric Railway Historical Society as of and for the years ended December 31, 2016 and 2015, and have issued our report thereon dated May 26, 2017, which contained an unmodified opinion on those financial statements. Our audit was performed for the purpose of forming an opinion on the financial statements as a whole. The schedules of functional expenses are presented for the purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.



**Certified Public Accountants
Kennebunk, Maine**

May 26, 2017

Trustee Recognition Awards - 2016

At the year's Annual Meeting, held on April 23, 2016, the Trustee Recognition Awards and a special Executive Director's award were presented to the following uncommon individuals:

Phil Morse

The Board is honoring Phil for his long-time devotion to the Society, his leadership roles, and his extreme dedication to the projects he leads. In his long association with Seashore he has served as both a Trustee and Museum Director, making notable contributions to the Society's leadership.



His dogged persistence in managing projects to restore Seashore's cars from Maine and developing remarkably thorough interpretive programs to educate the public about the projects on site or online has been a tremendous contribution. His creativity in developing the funding for the restoration of Atlantic Shore Line locomotive 100 and Portland-Lewiston interurban 14, The Narcissus, has been an inspiration to the Society. As well, he regularly involves younger people in Society projects, a vital step in building the Museum's future.

Chester Gabriel

Chet is a fountain of knowledge and competence as a result of his long term relationship with Seashore. Further, Chet has the gift of empathy. He is attentive to guests and other volunteers alike, making sure that new volunteers, in particular, feel welcome and included. He notices if someone may be "falling away" because they haven't found a comfortable role, and he extends his friendship and caring to help them find that role.

Chet is also very supportive of employees and other volunteers. He offers suggestions, accepts the fact that everyone has their own opinions and ideas, and at the end of the day he gets on board with the decisions that have been made and doesn't hold grudges.

He looks for reasons to cooperate with others and genuinely loves being at Seashore.

Tom Santarelli

Tom has had a life-long association with the Museum as his father was the principal founder. Tom developed a keen interest and expertise in internal combustion powered vehicles early in life leading to his current position as Curator of Buses and Trackless Trolleys. And he has played a vital role in many aspects of the Society's management serving as Trustee, Executive Vice President, and currently Vice President of Facilities.



Tom has demonstrated leadership in the key area of the Society's finances serving as a dedicated member of the Finance Committee and delving into fundraising for a wide variety of projects. His professional knowledge of the construction field has allowed him to play the guiding role in upgrading and expanding the Museum's buildings and infrastructure, including securing all manner of permits and engaging and supervising contractors. He regularly devotes countless hours of time to unglamorous but absolutely essential tasks relating to the Museum's infrastructure.

Todd Glickman

We honor Todd for his tireless efforts volunteering in the Operating Department as an Instructor, Dispatcher, Motorman and Conductor. From the inception of the Operating Training program he has played a key role in making the Program successful.



As an Instructor he has always been ready to handle any phase of training to help our Operators do a better job safely. He relates well to his students and his explanations are easy to understand and his knowledge of car operations casts a broad net from streetcars to interurbans, subway cars, and work equipment. As a Motorman/Conductor, he always arrives early to get the railroad ready for service.

Additionally, over the years, Todd has produced the requalification exams and maintained "The Book" containing the railway operational policies, procedures, and notices. He has also been the "Voice" of the Museum greeting folks whenever they call and certainly made sure we know "Weather" or not it will be a good day at the Museum.



Right: At Annual Meeting 2016 John Mercurio and Chester Gabriel flank Executive Director Sally Bates. Unfortunately, Bill Mallory was not in attendance.

Executive Director's Award

John Mercurio, Chester Gabriel, and Bill Mallory

In 2015 a new tour firm brought business increasing group revenues by over 400%. They came on Tuesdays, Wednesdays and Thursdays all season. While a very welcome development, the influx strained our capacity.

John Mercurio, Chet Gabriel, and Bill Mallory, the Tuesday, Wednesday, and Thursday Dispatchers, formed an effective team to ensure we had enough volunteers to handle the many tours, and to identify potential problems before they negatively impacted customer service.

In the best spirit of open communication and cooperation, these gentlemen brought issues to the attention of the Restoration Shop Manager, Visitor Center / Store Manager, Executive Director and other volunteers, enabling staff and volunteers to work together all season to maintain customer satisfaction. Discussions were at times intense, but consensus ruled and maintained mutual respect.

On behalf of the New England Electric Railway Historical Society's Board of Trustees, Members, Volunteers, Visitors, and myself: Thank you John, Chet, and Bill, for your exceptional teamwork, thoughtful communications, planning skills and dedication to Seashore Trolley Museum and its visitors.



Above: A long time workhorse at Seashore is Dallas Railway and Terminal 434. This Stone & Webster Standard arrived at Seashore in 1954, right after being removed from service, and has transported museum visitors almost continuously since. In 2016 it received a new exterior paint job and a new roof canvas, work made possible by a grant from the Edwin S. Webster Foundation.

TS

Below: Sister car 181 in service on the Junius Heights line in Dallas on June 13, 1947. Note the art deco cinema featuring Edward G. Robinson in *The Red House*, and the big step the senior citizen is negotiating as she keeps a wary eye on the approaching coupe.

RA

