

Celebrating 82 Years of Preservation — 1939–2021



**New England Electric
Railway Historical Society**

2021 Annual Report



America's National Urban Transit Collection

New England Electric Railway Historical Society

Founded in 1939 by Theodore F. Santarelli de Brasch

Mission

New England Electric Railway Historical Society shares powerful connections between the past and present. We preserve knowledge, context, and resources for future generations by collecting, restoring, operating, and exhibiting significant public transit vehicles and artifacts.

Vision

- We continue the legacy of our founders by maintaining and sharing our world-class transit collections and knowledge with a growing membership, our many visitors, our communities, and the public transportation industry.
- Our work is guided by our respect for the technological, aesthetic, and historically significant characteristics of our collections, and our engagement with our audiences and community, in the past, present, and future.
- We strive for the highest standards of professional practice in every facet of our organization, and to make our museum experience accessible to everyone.
- Our capital improvement programs create improved capacity for collection management, storage, exhibition and interpretation, and responsible stewardship of our assets.
- We invite and facilitate wide participation in carrying out our mission and perpetuating our legacy through our programs of engagement with supporters, members, and the giving community.

Contents

Executive Report	1
Maine Central Model Railroad	4
South Boston Car House Renewal	5
Curatorial Report	6
Pandemic Hero Recognition	6
Conservation Report	7
Narcissus Project Progress	10
Track Department Report	12
Overhead Department	13
Lowell Operations	13
Signal Department	14
Corporate Information	16
Administrative Management	17
Business Members & Special Event Sponsors	17
Museum Contributors	18
Museum Volunteers	20
New Members	21
Founders Legacy Society	22
Financial Report	23
Library Report	32
Annual Awards	33

2021 Annual Report

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Front Cover

Upper: The Museum has in recent years become a popular locale for wedding events. In this image a wedding party poses for a group photo at Talbott Park at the outer end of Seashore's line in front of the *City of Manchester* parlor car from Manchester, New Hampshire. KO

Middle: Events with a Halloween or pumpkin theme have been attended by a growing number of visitors. Decoration around the campus for the events in 2021 included an autumn display surrounding a tractor. KO

Lower: The Museum has a decades-long history of restoration projects undertaken with a mix of volunteer and staff participation. This image shows three recent streetcar restoration efforts which began with years of interior and exterior volunteer work followed by varying amounts of mechanical and electrical work done by shop staff. The cars are, from left to right, Washington DC PCC streamliner 1304 of 1941, Toronto Peter Witt 2890 of 1923, and Wheeling, West Virginia curved-side 639 of 1924. JS

Executive Report

*Katie Orlando, Executive Director
James D. Schantz, President and CEO*

The Seashore Trolley Museum had another action-packed, successful year in 2021. After operating well during the first year of the COVID-19 pandemic in 2020, Seashore was ready for another challenging but positive season of pandemic operations.

Opening Day was on May 1, 2021 and 254 members and guests came to celebrate. With admission numbers already so strong on a cold day in May, we knew at that moment that we were in for a great season and we were right! The grand total of guests and members who visited us during our regular 2021 operating season was 28,125. This is 3,337 guests above total admissions for 2019, our best season in recent history, when we were open seven days a week and hosted tour groups for four additional months in 2019. Our passenger count also exceeded 30,000 for the first time in decades in 2021 (the grand total was 30,605; some guests ride more than one trolley during their visit). We are looking forward to seeing our admission numbers in 2022, as we again host tour groups during our first month of operations in May.

Facilities & Grounds

We continued to catch up on deferred maintenance in 2021 on our main line, our operating fleet, Visitors Center, men's dormitory, and Restoration Shop. Significant enhancements took place on our main line, in our yards, and to our overhead infrastructure. A new exhibit was created to showcase the history of the Boston Elevated Railway inside Tower C and the first floor is now open for the



Above: Riding in an open side streetcar such as Connecticut 303 on a pleasant day is enjoyed by today's riders as much as those 100 years ago.

Right: A lineup of century-old cars wait to transport guests to a Talbott Park wedding. KO



public to enjoy for the first time since its arrival in 1975. The special events space around Highwood Carhouse was upgraded with new bridges and walkways. A new roof was put on the men's dormitory. A new fire protection system was installed in the Visitors Center. The Visitors Center also now has heat and

air conditioning on the first floor; bringing us one step closer to being able to book third party and community events year-round. Work began to install a new bus display area on campus. Throughout our pandemic response, regular Zoom check-ins have been held with staff and volunteers, and they continue into 2022. While these check-ins were originally designed to communicate our pandemic response with these stakeholders, they have helped us all remain engaged, and several projects were able to continue throughout 2021 through the feedback and financial support given as a result of these "Zooms." Thank you to everyone who remains invested in the success of the Seashore Trolley Museum; to help us not just survive the pandemic, but to thrive.

Left: Halloween-themed events are a major draw for the museum. Here pumpkins from the pumpkin "patch" along the main line are creatively displayed in front of the Visitors Center. KO



Seashore Trolley Museum now has a live feed camera! Check it out at <https://trolleymuseum.org/livefeed>

Membership

In 2021 we grew our membership to 962.



Above: Holding a plaque at the center of the photo is Arthur Jones of California, benefactor of the 20th Century Electric Railway Foundation which has made many grants to Seashore for restoration projects, particularly the *Narcissus*. He visited to detail the conversion of the foundation to a trust of which Seashore is a 20% beneficiary. On his passing Seashore will receive a multi-million dollar distribution. Attending to express gratitude are Phil Morse, Randy Leclair, John Mercurio, Ernie Eaton, Bill Catanesy, (Jones), Jim Schantz, Dave Rogers, Sue Ellen Stavrand, and CC Clapp. Our thanks to Art! KO

This is an increase from 803 members, or 20% in 2020; a remarkable gain. We also gained more new life memberships than we lost, which is another first in several years—we had seven new life memberships in 2021, bringing us to 91 life members.

Financials

While we are still navigating through these uncertain times, we ended our fiscal year 2021 strong again for the second pandemic year. Thanks to a Federal Paycheck Protection Program loan that turned into a \$90,200 grant to start 2021, we did not have to make significant cuts to our budget due to the pandemic. We also raised over \$92,500 for our 2021 Annual Fund Campaign. Congratulations and thanks to the many of you who gave! Our 2021 Annual Fund Campaign goal was \$90,500, and we exceeded our goal again. In 2021 we made over \$169,900 in Museum Admissions and grossed \$112,700 through our Special Events (both numbers are record-setting). We brought in over \$140,700 in Museum Store revenue (another record-setting number).

Before Thanksgiving, an anonymous donor pledged to match up to \$25,000 of donations received by the end of the year that are designated to support completing the restoration of Bay State Street Railway No. 4175. This car was featured for our online Giving Tuesday campaign

on November 30 (an international day of giving to nonprofits), and raised nearly \$22,000 as a result of that campaign, pre-match. We ended the year with another operating surplus for the second year in a row, over \$90,600. Thank you to all who contributed.

Special Events

During the summer the Museum hosted several successful events, Free Story Times, Superhero and Royalty Day, Boston Day, Ice Cream Nights, and several other themed days and activities. We participated in the Smithsonian's Free

Below: A young visitor is greeted by PBS star Daniel Tiger who is very popular with kids. KO



Museum Day at both Seashore and Lowell and we became a Blue Star Museum, offering free admission for all active military personnel and their families between Memorial Day and Labor Day. We hosted several private and third-party events, including our largest wedding of the season in Highwood Carhouse, several birthday parties, rehearsal dinners, photo sessions on our trolleys, a Jeep Jam for the local nonprofit Ben's Fight (supports families who have a loved one going through cancer treatment), and the National Canine Association of Scent Work Summit trials and workshops.

Pumpkin Patch Trolley was a huge success! We are proud to announce that the event netted nearly \$38,000. Our ten socially distanced event days were attended by 3,719 guests. Both numbers crush this event's previous records.

Christmas Prelude was also a big success—even without the Golden Chariot Montreal observation car included this year and a weekend of bad weather, we welcomed a record-setting 2,873 guests over our 6 days of events. The event netted over \$26,000; \$10,000 higher than our 2019 record-setting year! Thank you to the 40-plus volunteers and staff who helped us host such a great event.

Professional Staff

We made some changes to our professional staff team in 2021. We created a new position Special Events and Program Manager and welcomed Patti Chase to the role from June to October. Ian Greig joined our team as Assistant Store Manager for the last half of the season. Katie Adams, our Store Associate for three seasons, was promoted to Visitors Center Manager following Sherri Alcock's departure at the end of the season. Steve Berg joined our team as full-time Construction Manager in November 2021 to lead us through our new building projects. Connie Garland also chose to defer her retirement and step into a part-time role supporting membership, while Jill Arel was hired to fill her full-time Bookkeeper role in January 2022.

Rehoming Efforts

In 2021, the Curatorial Committee identified several non-accessioned items on campus that we are ready to re-home to other nonprofits, businesses and hobbyists. At this time, non-accessioned road vehicles, buses, and PCC streetcars are available for re-homing; check out the full list and the information to submit a

proposal for consideration, here: <https://trolleyuseum.org/support/collection-re-homing/>

Major Gifts

Donors were very generous to the Museum in 2021. We received an anonymous \$1 million pledge to demolish South Boston Carhouse and rebuild a weather-tight carhouse for our operating fleet in its place. We also received a \$2.6 million pledge from the Wyss Medical Foundation to relocate and house one of Maine's largest HO-scale model layouts, the Maine Central Model Railroad. Another anonymous donor contributed \$40,000 to support the restoration of Eastern Mass Street Railway 4387 and Tower C. As mentioned above, a matching gift helped the museum raise over \$45,000 to finish the restoration of Bay State Street Railway 4175. The Museum received \$90,200 from federal programs to support operating deficits in 2021.

Restoration

A variety of restoration projects remain underway in the Donald G. Curry Town House Shop. Most notably the restoration of **Lexington & Boston St. Ry. single-truck 41** was brought nearly to completion. That was celebrated on Members' Day by a gathering of project donors to honor the progress. The long-term restoration of **Portland-Lewiston Interurban The Narcissus** continued with fabrication of structural members both of wood and steel. Bay State Street Railway closed car 4175 benefited from new donations enabling work to resume on under-floor electrical and mechanical systems.

See the Conservation Report on page 7 for more detail on these and other projects.

Below: Grading is underway for the planned bus display area where a select group of buses will be displayed with explanatory text. PM



Above: The soft light of incandescent bulbs illuminates these cars parked in front of Highwood Carhouse for a special event. From left are the parlor car *City of Manchester* from New Hampshire, Connecticut Co. open 303 from New Haven, and Eastern Mass. Street Railway semiconvertible 4387. KO

Lowell

This year would have marked the 19th year that Seashore's New Orleans car 966 has been operating in Lowell, Mass., on the trolley system of the Lowell National Historical Park. However, due to scheduled maintenance on the trolley line and the Park closures during the pandemic, car 966 did not operate for the general public during the 2021 season. With the loosening of pandemic restrictions for public attractions in Massachusetts in 2022, Lowell volunteers are looking forward to operating the car in 2022.

Our exhibit featuring the evolution of rail transit in the U.S. in general and Lowell in particular was closed in March 2020 as a result of the pandemic conditions. However, we were able to re-open the National Streetcar Museum at Lowell on July 16, 2021. Safety measures are in place for our guests to enjoy the interactive and hands-on exhibit.

See the Lowell report on page 13 for more on our Lowell activities.

In 2021 the Museum took delivery of the recently-retired electrical substation that powered Lowell streetcar operations for years. The unit is still usable and is planned to be installed as an emergency backup unit for Seashore for use if the main power station is out of service. Thanks to our friends at the Lowell National Historical Park for initiating the federal surplus material process so that the substation could be donated to Seashore.



Above: Tower C was located over the intersection of North Washington and Causeway Streets in Boston where it switched trains to their destinations. In 1975 the elevated line came down and the Tower came to Maine by sea.

Below: A new exhibit on the first floor of Tower C tells its history and that of Boston's elevated. KO



Maine Central Model Railroad Comes to Seashore

James D. Schantz, President and CEO

The Maine Central Model Railroad will be relocating to a new home at the Seashore Trolley Museum in Kennebunkport in 2023, with thanks to a very generous donation from the Wyss Medical Foundation.

A beautifully crafted model railroad layout built by Helen and Harold “Buz” Beal in Jonesport, Maine has been donated to Seashore. For decades, the couple opened the model railroad building on their property to guests from all over the world to view one of Maine’s largest HO-scale layouts.

From Quoddy Lighthouse to the mountains of Maine, to the paper mills and Dragon Cement, street blocks representing Maine’s urban centers and three roundhouses, tunnels, rivers and ocean, the layout has it all. Best-selling author Stephen King even provided the designs of his Victorian home in Bangor to the Beal’s, and they replicated it expertly.

Upon her husband’s passing in 2013, Helen continued to operate the layout while looking for a model club or non-profit to assume ownership. Because of the layout’s impressive size, no one could accept the donation intact.

A fortuitous networking connection brought together the key parties leading to this project. Many readers will recall that a number of years ago Seashore’s shop forces collaborated with a Maine boat builder to construct a full replica of the City of Manchester to operate on a private estate in Florida. The sponsor of that project has stayed in regular communication with Seashore’s president and happens to be a good friend of Hansjoerg Wyss, a rail enthusiast and philanthropist, who had taken a keen interest in the Beals’ model railroad and was assisting in the search for a new home for the layout.

In late 2020 our Florida friend suggested that we meet to discuss the possibility of the layout coming to Seashore with funding from the Wyss Medical Foundation to build a new structure to house it plus funding to cover 10 years of operating expenses including new full-time staff and volunteers. A custom-building design was developed by Museum friend and architect Herb Fremin, who most generously is donating his time. He also helped Seashore determine how to conform with



Above: A rendering by architect Herb Fremin of the future home of the Maine Central Model Railroad. Planning began in 2021 to ensure compliance with the myriad regulations. Ground breaking is planned for late 2022 followed by construction estimated to take six to 12 months. HF

ADA requirements and with complex and often conflicting building codes. Builders and engineers were approached for quotes to help the Museum identify how much funding would be needed.

Once the research was complete Hansjoerg Wyss invited us to his house in Cambridge to present a preliminary plan and he gave the go-ahead. All costs will be covered by his foundation! The total value of the construction, relocation, and 10-year costs will likely be in excess of \$2.6 million—the largest gift in Seashore Trolley Museum’s 82-year history.

By year end the building project was in the pre-construction phase with Sheridan Construction of Fairfield, Maine. Sebago Technics of South Portland is providing the site and civil engineering for the building. R.W. Gillespie of Biddeford is providing geotechnical services. The Museum also created a new staff position—Construction Manager—and following a careful search brought Steve Berg on in November to help navigate the complete construction process for this project and several others at the Museum.

Below: A view from the mezzanine of the flat surfaces that will hold the track layout. A retail area is in the window area at the left front. HF



The new model building design calls for a large, open space for the layout, office space for volunteers and staff, a combined workshop/conference room; a retail location so the Museum can bring in additional revenue through model sales; and a mezzanine viewing gallery with elevator access that has potential to host community programming plus various internal activities. The location of the building will be across from the Museum’s Visitors Center.

The Museum hopes to break ground in autumn 2022. After the building is complete, a professional model railroad moving company will help set up the layout in its new home, and add the new sections needed. Museum volunteers and a future Model Railroad Club for all ages, housed at the Museum, will help refresh the layout and build the landscape and new buildings on the new sections. Trolley lines will be laid in some of the layout’s streets to connect the model railroad to the Museum’s mission.

An exciting benefit to the Museum is that after serving the community and the world for 82 years, once the building is completed and the layout is live, the Museum can be open year-round for the first time in history for all to enjoy. Our deep thanks to Hansjoerg Wyss and his foundation for this wonderful addition to help future generations understand the critical roles that railroads and transit had to the nation’s development.

South Boston Renewal

James D. Schantz, President and CEO

A major development in 2021 was the launch of a project to replace and enlarge the Museum's oldest car storage building, the Burton B. Shaw South Boston carhouse. Thanks to a very generous anonymous donation of \$1 million dedicated to this project, planning to replace South Boston began in earnest.

The current three-track South Boston houses six streetcars—but only if one car on each track is shorter than normal. As well, the front of the carhouse is wide open, subjecting the first car in on each track to weather damage unless it is tarped. The new building is being sized to hold nine full-size streetcars, three on each track. Roll-up doors will provide full weather protection on each track. The interior will feature a concrete floor and the design will be clear span with no poles between the tracks.

An interesting bit of history is the origin of the South Boston name. It refers to the yard track that feeds into our carhouse, sourced from North Point Carhouse in South Boston. In the mid- 1940s the Boston Elevated was taking delivery of new PCC cars which needed a new three track fan for convenient operation. After streetcar service in South Boston was abandoned in 1953, Seashore volunteers bought the nearly-new track fan from the contractor demolishing North Point. They reassembled the track at Seashore in 1955.

Volunteers constructed the carhouse served by this track in the 1956 to 1958

Below: A diagram showing the footprints of the old and new South Bostons. The old building will be demolished first to make way for site prep.

period. The design consisted of four lines of wooden phone poles topped with wooden truss pieces and a corrugated metal covering. Insufficient funds prevented covering the sides, so protection from the weather was limited.

The final major structural work was done on the building in 1994. First, the phone pole vertical frames were strengthened by lashing large timbers to them at ground level, where the poles were deteriorated. Second, thanks to a generous donation from long time Operations stalwart Burt Shaw, siding was installed on both sides and the back of the building improving protection for the cars inside. When Burt passed away several years later, the carhouse was officially renamed Burton B. Shaw South Boston Carhouse in his honor.

After 66 years of service protecting valuable fleet cars, the building is showing its age. It provided valuable protection despite having been built with the lowest cost material at each stage of its development. Currently the building is leaning and structural components are showing deterioration. Hence replacement is the only viable option.

As mentioned above, a key goal of the replacement project is to expand the new building to store nine full size streetcars, three on each track—a major upgrade from the three full size and three small cars in the current building. Another objective is to preserve the track fan from South Boston. As the back corner of the existing South Boston is very close to the edge of the service road (part of the former Atlantic Shore Line right of way),

Below right: A rendering of the 9-car new building. Modern designs do not need steeply sloped roofs for snow loads, hence the low profile.

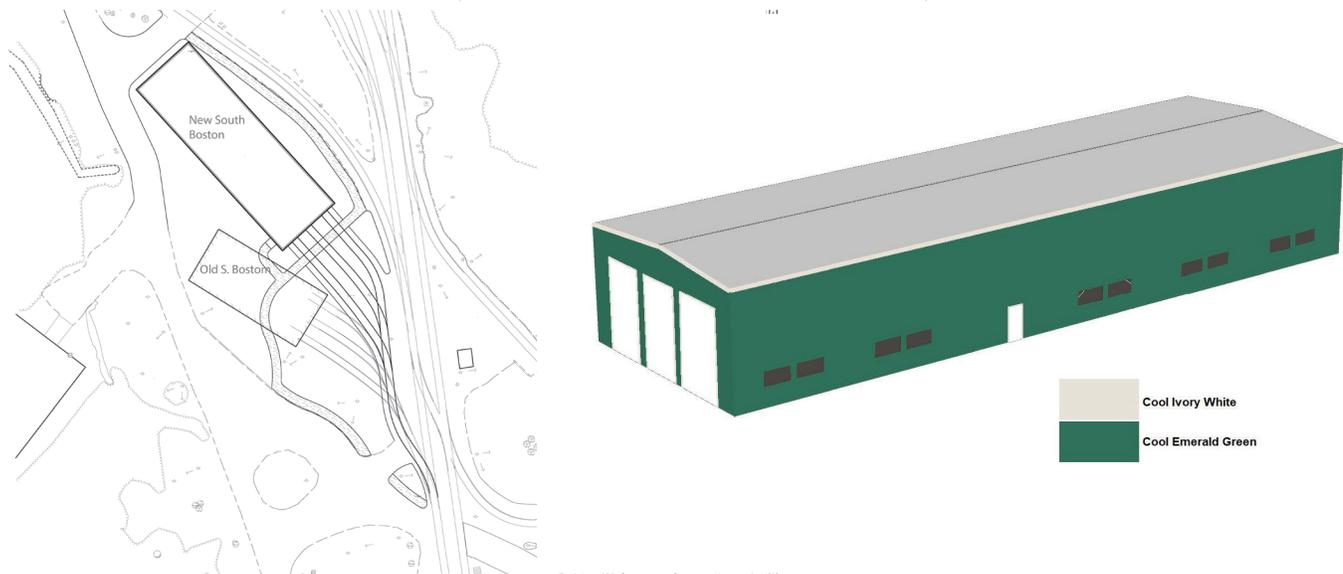
there is no easy way to reconfigure the road to allow lengthening the current building footprint. Similarly, there's no way to relocate the track fan at the front to make room for a longer building.

To address these issues, the building footprint will be rotated clockwise toward the Highwood lead track. The front of the building will be near the old one and the rear will be near the intersection of the foot path to Highwood and the Riverside access roadway.

It is anticipated that the new South Boston Car House will house primarily operating fleet cars. To help preserve these very important cars, the building will be insulated to slow temperature and humidity changes, and installation of heat/air conditioning units is being investigated. The paved floor will make walking through the building easier for both visitors and our operating crews.

The building will be a pre-engineered Butler building with a sturdy steel frame and corrugated steel sheets for siding and roof. The peak of the roof will be somewhat lower than that of other carhouses as the structure can support substantial snow loads. Sheridan Construction of Portland, experts in Butler building projects, will build the carhouse. Sheridan will also build the Maine Central Model Railroad building.

Our special thanks to the generous donor who has made the vital rebirth of South Boston Carhouse possible!



Curatorial Report

Mike delaVega, Curator

The Curatorial Committee continues to review the Museum's collection and consider possible acquisitions and dispositions. In 2021, the museum arranged to acquire Biddeford & Saco bus 829. This bus is expected to come to Seashore in 2022. The committee and the trustees have approved disposing of various vehicles that are not contributing to the museum's mission. During 2021, the museum re-homed two buses (Manchester No. 122 and San Rafael No. 777) and one railroad caboose. Seashore has found

new owners for five vehicles that are awaiting removal.

With thanks to Seashore volunteers, The National Streetcar Museum at Lowell, our satellite museum, reopened in mid July after being shuttered for nearly 18 months due to COVID.

Thanks to the efforts of volunteers, protective tarps on Detroit 3876 and Southwest Missouri 39 were repositioned to correct for the effects of wind gusts.

In 2021, volunteers, staff and contractors

renovated the interior of Tower C and installed an exhibit depicting the history of Tower C and the elevated lines of Boston.

Going forward, my long term plan in 2022 is to have every car that is outside placed under a tarp if possible. We need to find a way to better protect our collection of artifacts. I also want to try and photograph everything in our collection. These updated photographs can then be added to the information about each car.



Left and right: More views of the Tower C exhibit. Signals are described on the board at left and a full size signal is displayed on the right. The boards below the windows describe the moves of Tower C and Northampton Station to Maine.



Pandemic Hero Recognition

Seashore Trolley Museum for the second year has awarded special recognition for volunteers, supporters, and donors who went above and beyond our already hardworking group of stakeholders to keep our Museum operations going throughout the pandemic. Included in this inspiring list of supporters are those who gave hundreds of hours in our railway operations,

track, overhead, restoration, and museum administration departments to ensure our museum remained open for members and guests, and those who contributed significant cash donations that supported our general operating revenue in 2021. Recipients will again receive a special "Pandemic Hero" pin as a sign of our appreciation and deep gratitude.

2021 Pandemic Heroes

- | | | | |
|-------------------|-------------------|---------------------|--------------------|
| Katie Adams | Mike Curry | Jeff Koellmer | Herb Pence |
| Paul Aitkenhead | Jon Dandridge | Dana Kirkpatrick | Bob Perkins |
| Sherri Alcock | Mike dela Vega | Tom LaRoche | Donna Perkins |
| Gerard Alexander | Ed Dooks | Randy Leclair | John A. Petillo |
| Chuck Aronovitch | Karen Dooks | Jim Mackell | John Petillo |
| Richmond Bates | Rob Drye | Fred Maloney | Charlie Publicover |
| Jeff Bennett | Ernie Eaton | Bill Marnik | Seth Reed |
| Steve Berg | Eric Engler | Jay McMahon | William Rees |
| Karen Broughton | Mike Frost | Terry McGinley | Scott Roberts |
| Jim Brumaghim | Chester Gabriel | Joyce McNeil | Jonathan Rheaume |
| Susan Blaisdell | Connie Garland | Roger McNeil | Dave Rogers |
| Patrick Butler | Rob Gingell | Robert Meckes | Ron Ruddell |
| Doug Carrier, Sr. | Todd Glickman | John Mercurio | Wayne Russell |
| Steve Cappers | John Grady | Jon Miner | Jim Schantz |
| Roger Carlson | Chuck Griffith | Arthur Morin | Steve Siegerist |
| Frederic Carter | Jim Hamlin | Phil Morse | Lucas Smith |
| Bill Catanesye | John Harcourt | William Mosteller | Sue Ellen Stavrand |
| Patti Chase | Kenton Harrison | Stephanie O'Connell | Donald Stephenson |
| Richard Coots | Fred Hessler | Katie Orlando | Mark Sylvester |
| Bill Crawford | Scott Hooper | Nick Ouellette | Keith Taylor |
| Matt Cosgro | Meir Khitrenovich | Rich Pascucci | Tom Tello |



- | | |
|-------------------------------|------------------|
| Brian Tenaglia | Dan Vardaro |
| Anne Thompson | Linda Villandry |
| Brendan "The Colonel" Tirrell | Laurie Warchol |
| Rita Tirrell | Rick Whetstone |
| Phil Tsihlis | Jeremy Whiteman |
| Roger Tobin | Peter Wilson |
| Tom Tucker | Marty Wisniewski |
| James van Bokkelen | Janet Wolf |
| | Rick Wolf |

Conservation Report

Dave Rogers, Restoration Shop Director
Brian Tenaglia, Assistant Shop Director

The year 2021 was another year hampered by COVID. In spite of that quite a bit of work was accomplished in the Donald G. Curry Town House Shop. We made great use of the new yard track layout with much thanks to the track crew. It is great to have working switch stands and not have to creep along at 1 mph as we move cars through the badly worn track in and out of the Shop.

The early part of the year saw the Shop focusing most of the staff on completion of **Lexington & Boston single truck streetcar 41**. We reassembled the car's truck with many newly fabricated and forged components. New axles with exacting specs drawn by Brian Tenaglia using CAD software were made in Pennsylvania and shipped to us in March. Randy Leclair fabricated new motor mounts and the motors were installed and tested as the truck moved back and forth under low power for the first time in decades. New wheel bearings were forged and machined and are awaiting installation. Eight spindles used to mount the car body to the truck are also being machined by Randy.

Master woodworker Seth Reed, along with several volunteers, spent many hours bringing the passenger compartment into recognizable shape. New seating framings and wainscoted backs were fabricated. A generous donation by Trustee Sue Ellen Stavrand resulted in a full set of six plush, green, mohair seat cushions that add considerably to the period atmosphere of the car. Baltic Birch ceiling panels that were made by Jim Mackell and in storage for some time were installed along with mahogany beauty strips and lighting fixtures.

Heidi Schweizer made and installed wear strips on the floor and motor hatches and painted them in their rusty, red hue. Arthur Morin worked on the final touches of paint and varnish in multiple areas of the car.

With help from Bill Catanesye, heavy wiring for motors and lighter gauge wiring for signal buzzers and illumination in and out are mostly installed.

Though there is still a lengthy list of tasks to complete L&B 41, it had progressed enough that we held a preliminary un-



Progress on Lexington & Boston car 41's body has been very impressive in 2021.

Top: The interior is complete with the beautiful woodwork restored or replaced and velour seating.

Above: Board Chair Rob Drye cuts the ceremonial ribbon as dozens of supporters look on. KO

veiling of the car on Member's Day.

The Portland-Lewiston interurban **Narcisus** continues to make progress. Much structural work is in process as Seth Reed continues to fabricate foundational pieces of woodwork and Ernie Eaton works on the steel portion of the base of the car. The first of two side sill elements was transported from the storage trailer to a space adjacent to the car. This two-piece assembly made up of a 37' piece of steel "C-channel" and precisely mated and

mortised length of Southern Yellow Pine, also 37' in length, will be bolted to an existing sill piece and will provide the structure to which the upper portion of the car will be lowered and bolted in place.

Toronto Transit Commission "Small Witt" 2890 spent some time in the shop to rectify issues with some of the axle bearings. While that was being tended to a minor but noticeable bend in the trolley pole was made right. Later in the season, it was bent again to a



Top: Components of 41's truck after restoration.
Above: Delivery of custom-made new axles with original cast iron wheels carefully pressed on. DR

point where it has to be replaced. Kudos to Nick Ouellette, one of our volunteers who has become our trolley pole reconditioning specialist. The car still needs work on the center door electrics, but that requires time on the pit which is at a premium during fair weather months.

Bay State St. Ry. double truck closed car 4175 has been on the back burner since getting all of the 600 volt wiring and air piping installed in 2020 drained its fund. At the close of 2021 renewed interest has generated some funding based, in part, on matching funds from an anonymous donor. The long languishing resistor grids have been completed with diligence from Bill Catanesye. We undertook a preliminary review of the brake rigging. Though some of the wheel bearing shells need to be re-babbitted, we have learned that the bearing surfaces on the axles should be usable the way they are. This is one of several cars that we hope to make moveable this season to facilitate greater flexibility on what we can work on in the shop.

Boston & Maine inspection car 500 has undergone a substantial transformation from late 2020 through 2021. We got the engine running reliably, replaced the clutch and made the drive train operational, fabricated both an exhaust and fuel system and replaced all the Masonite® siding with steel sheet. This car, funded by an anonymous donor, is meant to be a rescue car if power is lost on the

main line. It also has great value as a work car, its original purpose. It will be nice to have an option to travel to Talbott Park that does not require powering up the railroad and taking an entire trolley up the line just to have a few people perform maintenance. It will be painted as soon as the weather is warm enough.

Another of the stranded cars previously mentioned is **Denver & South Platte Birney car 1**. We would like to make this car moveable as well. It is a challenge as the car lacks a sponsor and needs considerable funds to be made operational. Our course has been to make whatever progress is possible using volunteer labor. To that end Jim Mackell and Arthur Morin have installed new wood slats that make up the roof of the No. 2 end of the car. Preparations have been made to repeat that operation on the No. 1 end. It would be helpful to have this heated space available to the Shop team for next winter.

As we approached the operating season several of the fleet needed work to be ready.

Wheeling W.Va. curved side car 639 needed attention in multiple areas. The most notable were the replacement of worn brake shoes and a badly leaking motorman's brake valve. In order for its sliding doors to work, batteries are required and a means to charge them. The original equipment will not be an easy fix but in order to make the doors operational we devised a system using lawn tractor batteries and a smart charger. The operators were diligent in plugging

Below: Shop staff member Bill Catanesye works on the overhaul of B&M inspector car 500. KO



in the charger at the end of each day to assure it would be ready for the next day. As soon as other operating fleet maintenance is done, we will return our attention to resurrecting 639's period equipment. There is also a significant amount of deteriorating wood and other weather related damage that has built up over the years, mostly in the window components. It will require a complete rebuild of multiple windows. That work will be completed prior to our opening in 2022.

Connecticut Company double truck closed car 1160 was also in need of some fundamental work. As the autumn of 2020 saw new roof canvas installed, we had to revisit some of the finishing touches on that work that needed warmer weather. The application of sealer and paint to various locations was carried out. This was another car with chronic air leaks in various places. As we have become very intolerant of air leaks, we completed extensive servicing of both the brake cylinder and one of the motorman's valves. It was much quieter thereafter.

Connecticut Company open car 303 needed a great deal of attention in several areas. The compressor was not behaving well so it was removed and the fields were realigned. It behaved better after that. Both an axle bearing shell and a wheel bearing shell need to be replaced as they had cracked. The running boards were in poor shape, mostly due to damaged and missing parts and poor alignment of the many hinges and pivots in their design. New parts were fabricated by Brian Tenaglia and much shimming and creative physics were employed by Randy Leclair to get the running boards on both sides of the car to operate better than they have in some time. Of course, physics being what it is, they are still heavy which is a challenge to stowing.

Eastern Massachusetts St. Ry. semiconvertible 4387 had a number of nagging issues addressed. One of which was door/step mechanisms. This manifested itself as doors that would not close and/or stay closed properly and steps that would not fully retract. This was, and generally is, the result of adjusting and adapting linkages for wear far beyond their ability to do so. The fix typically involves buying or fabricating bushings to eliminate the wear at multiple pivot points. The challenge after that is undoing all of the adjustments, bending and other previous measures to restore the entire mechanism to its nearly origi-

nal state. The door conditions for 4387 are greatly improved. This is also another car that had nagging leaks. Hissing from the compressor and brake stands were addressed and should be minimal going forward.

Our technology infrastructure made substantial steps forward in 2021. Early in the year, with snow still on the ground, a new fiber optic link was run between the Shop building and the Visitors Center. Rob Drye was a huge help in getting this upgrade up and running. Using the bucket truck (newly acquired at that time) and some volunteered assistance from the Shop staff, 1200 feet of cable was run from the south end of the Shop to the attic of the Visitors Center to connect the network infrastructure at either end.

When the switch was flipped our data rate increased one hundred-fold in an instant. This was life changing for our computer and research work. It also made our IP phones, that were often unusable, completely functional and stable. One shop computer was upgraded and the old one was repurposed to our vinyl cutter for sign making duties.

We replaced three of our oldest thermostats with Wi-Fi-enabled versions. This allows us to adjust them remotely which is helpful for things like Monday holidays and such. It also allows us to track usage.

Also in the Wi-Fi space we are remotely monitoring the pump house for temperature and water level. If our heating methods fail and the temps start to head toward freezing, we can act before pipes freeze. It also allows us to know if the sump pump in the concrete containment fails so we can address it before damage occurs.

We have introduced some procedural changes to increase our efficiency and maximize the value for dollars spent. We are keeping better track of our inventory and purchasing “staple” items before we run out. This gives us the opportunity to get the best pricing on items that we need all of the time (paint brushes, drill bits, staples are an example of the scores of items we need ongoing).

This also reduces the likelihood that a team member will have to interrupt a task in progress and shift to something else while they wait for basic supplies to be back in stock. The team has come

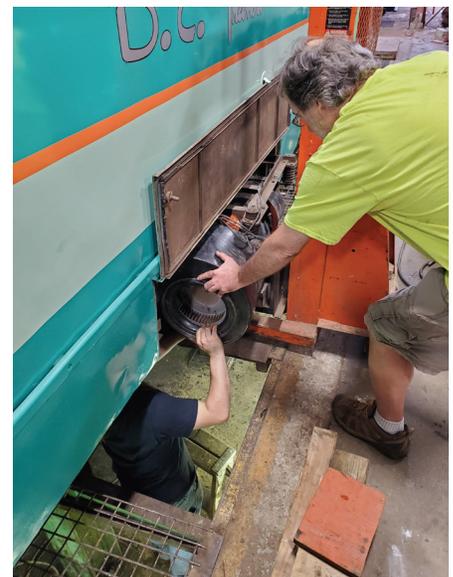


Above: In a night image that could have been taken in Washington, PCC 1304 of 1941 has been a favorite since its recent entry into service. BC
Right: A few low voltage issues remain. Here Randy Leclair guides the removal of the motor generator as part of researching the issues. DR

to trust that routine supplies will always be on hand and in cases when they are not, restock will be in a day or two rather than a week or more. This means we have been leveraging the internet much more for supplies (this procurement method is one of many tasks that have benefited from the aforementioned fiber connection to the VC). Of course, we still support our local merchants when that approach makes the most sense.

As you may have seen in *Dispatch* articles, we are always working to up our game with safety. This year we purchased safety netting for our service bay (the pit). We took delivery late in 2021 so it is in our plan to install it as soon the temperatures moderate in 2022.

Miscellaneous: We have expanded the dust collection system in the woodshop. We have also made sure that every tool connected to the system has its own “blast-gate” which is a type of valve that ensures that all of the vacuum is directed only to the tool in use. This will ensure that as much wood dust is removed as possible. Any and all damaged eye protection was replaced and stations with eye, ear, and breathing protection were reestablished. Lighting was recommissioned in the shop’s rail yard, also made safer with the installation of two new switches and associated track. We are



making a move away from certain coatings and finishes that are hazardous and have not provided expected longevity. We are also properly disposing of many gallons of ancient paint that is no longer viable.

De-cluttering of the shop is ongoing as we dispose of trash and unusable items and organize the tools and supplies we do use.

We keep an ongoing list of tasks for our volunteer workforce with the goal of always having something for volunteers to do when they join us. Of course, many tasks happen ad-hoc as well and are not logged but the items we did catalog numbered 100 so we welcome members who would like to join in. Thanks, as always, to the volunteers who participate!

Narcissus Project Progress

Phil Morse, Narcissus Project Manager

Restoration

The *Narcissus* restoration work is summarized in the Conservation Report on page 7.

Interpretation, Education, and Outreach

In the 2019 annual report, the *Narcissus* report included comments on having the original 1910 surveyors' map of the Portland, Gray, and Lewiston Railroad [predecessor to the Portland-Lewiston Interurban Railroad (PLI)] professionally cleaned, repaired, conserved, photographed, and that a 28.5-foot-long copy of the map was all done by Northeast Document Conservation Center (NEDCC) in Andover, MA.

Copies of the map's high-resolution digital files were shared with Tom Blake. Tom is the curator at the New Gloucester Historical Society, and a professional surveyor with the Nadeau Land Surveys: Portland Maine Land Surveyors. Tom was excited for the opportunity to use the high-resolution digital map files to conduct a comparison of the 1910 survey to today's remnants of the PLI right-of-way. Tom's comprehensive report and his accompanying photographs were used in a *Narcissus* Project Blog post in 2021. To read the report, go online to: www.narcissus1912.blogspot.com - search for: 1910 surveyors map.

Also mentioned in the 2019 *Narcissus* annual report, a statement that the next historic PLI-related artifact in need of professional conservation and digitization was the contents of the scrapbook of the PLI employees' reunions (1938-1941).

Following a very successful fundraising effort during 2021, we are thrilled to announce that the incredible contents in the scrapbook will be professionally cleaned, repaired, conserved, and digitized in 2022. NEDCC will do the work. To read the announcement: www.narcissus1912.blogspot.com then, in the search box, type: PLI Employees Scrapbook.

Please consider making a donation of \$100 or more to Fund 817 to help develop the education programs for the amazing 100-plus-year-old story of this majestic survivor of the Finest and Fastest Electric Railroad in All New England, the *Narcissus*.



Above: *Narcissus* project manager Ernie Eaton shows a visiting family views from the 3D digital model he built of the car. The views help visualize how the car's components are made and fit together. PM

New Exhibit in Morrison Hill Station

A new exhibit was installed in the 1915 Portland-Lewiston Interurban waiting station from West Cumberland, Maine. The Morrison Hill Station has been at the Seashore Trolley Museum for more than 25 years. It was donated to the Museum by Dick Budd, owner of Budd's Gulf in West Cumberland. The PLI waiting station had been deteriorating in the backyard of the Gulf station for many years. Once at Seashore, the historic and only known surviving waiting station from the PLI was restored and placed on the opposite side of the mainline tracks as a stop platform at Riverside Car House.

Reece Saunders was the graphics art designer for the new 2021 exhibit panel

inside the station. Reece, a Thornton Academy alum (2017), graduated in May 2021, from the University of Southern Maine where he was a Technology Management major with a minor in Digital Design. Reece also worked with STM on the new display panels in the Tower C exhibit unveiled in 2021.

Narcissus Shop Tours

With advance inquiry and approval from the administration, we were able to conduct a few *Narcissus* shop tours. Thank you to the shop staff members that interacted with guests during the various visits; in particular, Ernie Eaton and Seth Reed. Guests at different times included:

- Jennifer Rinko and family members. Jennifer is a fifth-grade teacher in



Above: The restored Morrison Hill waiting station from the Portland-Lewiston Interurban now contains an exhibit related to the line's history and a book capturing the spirit of life when President Teddy Roosevelt rode it.

Left: Reece Saunders, who was the exhibit's graphic designer, stands in front of the completed panel. PM





Left: A paperboard coaster features the images of the flowers after which the big interurban cars were named:

No. 10, Arbutus,
No. 12, Gladiolus,
No. 14, Narcissus,
No. 16, Clematis,
No. 18, Azalea,
No. 20, Manolia

Sabattus (ME), (Sabattus Lake is where the *Narcissus* was the Vallee's summer camp for many years). Jennifer is working with Ernie, Seth, and John Mercurio (STM Education Committee chairperson) on classroom engagement opportunities with the *Narcissus* Project.

- Laura Libbey Conley and two of her young sons, Maine and Sawyer. Laura is a great-great grandchild of W. Scott Libbey, the builder of the Portland-Lewiston Interurban.
- Two tours took place during the August 14, Members Day event.
- Donald and Anne Pierce were winners of the Annual Meeting drawing, "Behind-the-Scenes tour with Phil Morse."
- Arthur Jones, a major donor to the *Narcissus* Project and to the Museum.
- Mary Libbey Conley and her husband Bryan's mid-October visit concluded the *Narcissus* shop tours. Mary and Bryan are the parents of Laura, who was a tour participant earlier in the summer.

Inter-Urban Hard Cider

On Wednesday, February 17, at 4 pm, I joined award-winning Maine author, Jean Flahive, as a guest presenter for the University of Southern Maine's Senior College Zoom program, Food for Thought.

Fifty people attended the Zoom program. The Lewiston-Auburn Senior College host, Judy Hierstein, introduced Jean to speak on her multi-award-winning young adult historical fiction novel, *Teddy Roosevelt, Millie, and the Elegant Ride* (the "Elegant Ride" is the *Narcissus*). I followed Jean's presentation with a slide show and commentary on the history of the PLI.

The Zoom program was recorded and made available to the public. Later that week, I received an email from Tom Blake, the curator for the New Gloucester Historical Society. Tom mentioned that he and his wife, Shelley, watched the Zoom presentation while enjoying one of their favorite local adult beverages. Tom attached a photo. The image was of a can



Above: Inter-urban Hard Cider PM

of Inter-Urban Hard Cider by Norumbega Cider in New Gloucester, Maine.

Tom was able to connect me to the cidery owner, Noah Fralich. Noah grew up in New Gloucester. Noah explained that he had wanted to create a new flavor-blend of hard cider. He chose the name, Inter-

Right: A canopy set up next to the Visitors Center at a Seashore event offered *Narcissus* information and memorabilia. PM



Urban, based on the Portland-Lewiston Interurban, as its right-of-way was a local landmark, and he personally had many fond memories of investigating the PLI right-of-way.

On September 5, STM was the host site for Noah and his Norumbega Hard Cider canopy with a display of various hard ciders, including the 2021 Inter-Urban Hard Cider blend. In addition, STM had its PLI-related materials and fundraising merchandise on display, featuring the new series of three varieties of PLI-related coasters. These coasters have beautiful images painted by Maine artist, Amy J. Gagnon, of each of the six flowers and the Maine white pine that each represent the names of the seven historic coaches of the Portland-Lewiston Interurban; *Arbutus*, *Gladiolus*, *Narcissus*, *Clematis*, *Azalea*, *Magnolia*, and *Maine*.

Cumberland Bicentennial

Cumberland, Maine celebrated its Bicentennial with a celebration on September 18 at Twin Brook Recreation Area. Seashore Trolley Museum had a canopy and tables with items on display that have connections to Cumberland's electric transportation history. The famous Portland-Lewiston Interurban (PLI) electric railroad operated through West Cumberland. In addition to having the *Narcissus*, Seashore has in its collection the only known surviving waiting station from the PLI which is from West Cumberland, and is now known as Morrison Hill Station.

The community embraced the event whole-heartedly with many hundreds in attendance throughout the perfect fall-weather day. STM volunteers included Susan Blaisdell, Phil Morse, and Jean Flahive. West Cumberland native, Kathy Allen MacDonald, stopped by and donated an original PLI line pole guy-anchor.

Follow the *Narcissus* Project Blog www.narcissus1912.blogspot.com.

Track Department

James van Bokkelen, Track Co-Supt.

Seashore's track crew had another productive year in 2021.

Finishing touches on the two new switches in the Donald G. Curry Town House Shop yard included welding rail bonds at each rail joint to provide a clear path for electric current to return to the power station. Ballasting and tamping the shop lead was undertaken once the soil under the switches was dried out. Headblocks and a switch stand for both new shop turnouts were installed. We estimate the shop yard project will have consumed nearly 3,000 man-hours from construction of the switch panels through final leveling and tamping. Switching moves of cars into, out of, and around the shop are now greatly eased without the constant fear of derailment on the badly worn ex-Atlantic Shore switches.

Missing or broken rail bonds in other yards and on the main line were repaired as were some rail joints.

A new project was to build out the skeleton track referred to as the Biddeford siding at Talbott Park at the outer end of the main line. Temporary track with tie spacings of up to 7 feet and minimal tie plates and spikes had been built some years ago and recently was used to store three PCC cars and a Bullet car. We started sorting the relay quality ties received in 2019, removing unusable hardware. We made several bundles and transported them to Talbott Park. Then, using diesel 150, we moved the PCCs out of the siding and started adding ties, tie plates, and spikes. By July 327 feet of usable track became available.

In addition to track tasks, the crew

Below left: The track at left at Talbott Park was rebuilt to allow special service or work cars to be stored out of the way of regular service cars turning on the loop at right.

KO

Below rights: Track crew member Mark Sylvester uses a portable grinder to smooth the rail face at a switch point on the Highwood/Central lead.

JB

helped the overhead department during several work days; repaired heavy equipment; removed material stored in Riverside; and prepared scrap items for removal.

The crew designed a solution for laying track 0 (left-most) in the extension of Fairview Carhouse.

A donated SAME Rock-60 crawler was brought to the museum. It is small enough to reach areas inaccessible to the Pettibone Speed Swing. It is also suitable for moving buses and has a removable snow plow for winter use.

Several crew members spent time making the ex-PRR hopper car usable for spreading stone ballast by rebuilding the car's brake system to today's standard. Subsequently, ballast was loaded into the hopper and was spread where needed on the new shop lead and the main line.

Also brought back into operation was the Portec multiple ballast tamper. This boosted overall productivity because it means two to three people can do work which used to take a half-dozen twice the time. It tamped the Shop turnouts, the sag on the Main Line south of Meserve's and the track over the repaired culvert at Tower 2 before the hose failed. When we need the tamper, we have the materials to put it back in service in a couple of hours.

Routine track inspection drew attention to a culvert under the main line at Tower 2. Late in the year, ten ties were removed and the old culvert was excavated. A sleeve pipe was slid through the intact portion of the old terra-cotta pipe and out into the excavation on the west side where the terra-cotta pipe had collapsed. Thanks to the Kennebunkport DPW and

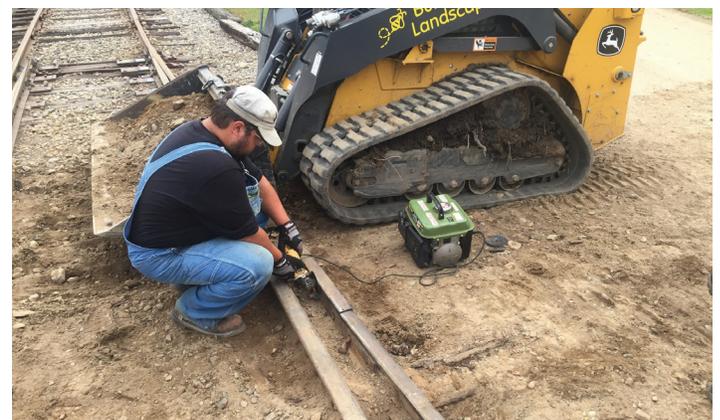


Above: Track crew members James van Bokkelen and Dana Fitzpatrick begin rebuilding a temporary switch so cars can be moved into Fairview. KC

Arundel DPW for each donating a sleeve pipe.

After the pipe was in place the excavated area was refilled and ties were spiked into place. Lifting, ballasting, and tamping of the track over the culvert was undertaken using multiple rail and non-rail machines and will likely have to be repeated in the spring before normal speed operation can resume past Tower 2.

Below: A contractor's crane stretches out to remove an old line pole blocking installation of a switch throw in the rebuilt Shop yard. RD



Overhead Department

Rob Drye, Superintendent of Overhead

The overhead line department began 2021 with a non-traction project. The Restoration Shop requested the installation of fiber optic cable from the Visitors Center to the Shop using a path along the line poles.

The main line poles installed in September 2020 had bracket arms transferred from the old poles. New poles were placed in the shop yard in support of the track replacement project there. Transfers to the new poles cleaned up and simplified the wire work in front of the shop.

Span and backbone wires attached to the wooden poles by the north loop switch were moved one at a time to the steel poles that were installed in 2020. About 75% of the transfers were completed.

In May one of the poles in front of the visitors center failed and fell during regular operation. Emergency repairs were completed the same day. Inspection of other wooden poles showed two key wooden poles had failing bases, one with a significant lean. Replacement poles were set in late August. Transfers were made to the new poles and the area around the south loop switch was reworked with span wires instead of a bracket arm. At the same time the wire around the loop was raised to the desired height, removing a sag near the south loop switch frog.

During the course of the year the department acquired parts and tools from storage areas and by purchase. Almost all parts needed for planned 2022 work are on hand.



Above: A sudden break in an old line pole (leaning in the photo) brought an urgent response from both our line crew and our contractor and a new pole was set and wires transferred so that passenger service interruption was held to a few hours. KO



Lowell Operations

*Fred Hessler
Superintendent of Railway Operations—
Lowell*

During the 2021 operating season at the Lowell National Historical Park, Seashore Trolley Museum-owned New Orleans streetcar No. 966 did not operate at all due to COVID restrictions and abbreviated operations of the park. With no canal boat tours being operated, park trolley car operation limited to one car on a five day per week schedule, much lower numbers of visitors and with not all exhibits being open, there was no need to staff and operate 966. For the better part of two years, 966 has remained within the carbarn, out of the elements, only being moved on those occasions when the National Park Service needed to reposition cars or other items within the carbarn itself.

While there were no 966 operations, advantage of the down time was taken to move forward with a couple other tasks that had been identified as needing to be addressed. The first is the development of an operation manual specific to the use of trolley car 966 at the National Historical Park. While the basic rules of operation at Lowell are codified in the NHP-issued Trolley Operations Manual, there are enough differences in how 966 operates compared to the park trolley cars and in the way 966 crew members are trained, licensed and uniformed that a separate document was deemed necessary. The 966 Operators Manual

Above: Seashore's New Orleans 966 at the end of track adjacent to Wannalancit Mills in Lowell. Unfortunately, pandemic-related restrictions prevented operation of 966 in Lowell in 2021. FH

specifically addresses those differences and is a secondary document to the Trolley Operations Manual. The new manual is being reviewed by senior personnel at both Seashore Trolley Museum and Lowell National Historical Park for completeness and accuracy with the intention of providing all current 966 operators a copy before start of the 2022 operating season. The document will also be used in the training of future operators.

With the passing of Roger Somers and Jack Naugler over the past several years, we lost considerable talent and guidance in the recruiting and training of new operators. Without a cadre of instructors, we would lack the ability to train new operators, greatly hindering our ability to properly staff 966 during the season. With this in mind, Seashore operations management appointed William Marnik as an Instructor - Lowell based on his years of experience as an operator at Lowell coupled with his work as an adult educator. Despite Tom Tucker's retirement from the National Park Service in early 2022, we should have sufficient instructors available for training new volunteers.

Unfortunately, this past season we also lost another long-term operator, William "Bill" Butts. Bill not only was a valued operator at Lowell but also put in many hours of service at Kennebunkport. This



Above: This large sign facing busy Dutton Street helps lead visitors to our indoor 2-floor exhibit. FH

again points to the need to recruit and train new operators. With a cadre of instructors in place and having a training manual available, there will be a concerted effort to identify interested individuals and contact them. The goal is to have potential new operators attend the annual safety training meeting held at the Lowell National Historical Park prior to the start of the season. Any and all currently licensed operators at Seashore are encouraged to consider becoming qualified at Lowell.

While a sufficient number of volunteers are needed to operate 966, it is also just as important to maintain 966 properly to assure the availability and safety of the streetcar. With the assistance of the Seashore shop staff, four volunteers received training in the basic maintenance procedures for 966. Seashore's shop provided all specialized lubricants and some parts necessary to perform those tasks. The shop staff has also committed to develop a maintenance checklist as an aid in the annual and on-going maintenance tasks. In addition, the shop staff is available, when necessary, for additional, higher-level maintenance, should that be required.

While 966 has been relatively inactive during the past two seasons, things have been moving forward at the Lowell National Historical Park. There is a renewed emphasis on improving the infrastructure of the trolley system with the first part being the track-work upgrade from Swamp Lock to the High School. This work was completed prior to the start of the 2021 season. A line pole replacement project for a portion of the same section is currently in the contracting process. After that, trackwork upgrade of the Suf-

folk Mill line portion, a total pole replacement program and platform upgrades are targeted depending, of course, on availability of funding from Federal resources. Each of these projects will result in an even more pleasant experience for the riders on a robust, well cared for system.

Presently the operations for 2022 are in the planning stage and will be determined, to some degree, by any restrictions due to Covid. However, it is expected that canal boat tours will resume, all venues will be open, trolley car operation will be on a Thursday through Monday basis, there will be a Lowell Folk Fest and that the services of 966 and her crew(s) will be needed. Along with the National Streetcar Museum at Lowell, streetcar 966 is a wonderful way to provide a public service while promoting our parent organization, the Seashore Trolley Museum. It is our intention to make the 19th season that 966 has been at Lowell a great one.

Below: The variety of artifacts and explanatory material inside the museum includes this replica of an early trolley front platform. FH



Signal Department

Marty Wisniewski, Signal Co-Supt.

Derek Dearborn, Signal Co-Supt.

Throughout the 2021 season, the Signal Department has had considerable success completing numerous projects. This work has included the repair and rejuvenation of the existing infrastructure, as well as the installation of new signals and equipment.

Our first project began in early spring at Arundel Station just days before the start of the season. We installed two newly restored signals at the north loop switch. These three-aspect signals replaced the less desirable two-aspect signals, and also eliminated an unsafe above ground cable splice found next to one of the old bases. This required the removal of the existing signals and foundations, and the installation of two new foundations suitable for the new signals and their junction box bases.

Subsequently, the ground was graded around the bases, and ballast was spread to improve their appearance. In the weeks that followed, wiring changes were made inside the case at Montreal & Southern Counties junction to allow for a green aspect to be displayed. Adding this aspect improves safety by handling a wider range of possible conditions.

Our next project brought us to McKay crossing in the beginning of July. This is when extensive work on the existing crossing signal took place. While testing, we noticed the original cast iron bell was not working, and, found it to be missing parts. Luckily, modern mechanical bells have the same parts, and after finding the right ones we were able to complete the repair. At the same time, the rest of the signal was partially dismantled in order to be scraped down, and given a long overdue fresh coat of paint. Once finished, new red lenses were installed in the lights, and the temporary modern bell from years past was removed. This overhaul successfully returned the signal to its vintage appearance and sound, and was a major step toward completing the crossing.

After a few months of crossing projects, it was time to move to our next goal of upgrading signals 29 and 34 just north of McKay crossing. The immediate change being the installation of temporary dwarf signals and the removal of the Boston Elevated Railway signals mounted to the Lehigh Valley semaphore mast. The installation of these signals would give

us the ability to completely strip down, repair, and reconfigure the existing mast without causing any interference to the system. It was anticipated this would be involved and time consuming, with extending into the 2022 season. Since removing the existing signals from service for such a long period of time was undesirable, it was decided that temporarily relocating them was the best solution.

The installation of these new signals was accomplished in only a couple long and laborious work sessions. However, the wiring changes needed carried this project into the beginning of November. Crews operating during this time may recall the signals being bagged and installed at 90 degrees from the right of way prior to activation. After the cutover, the existing mast was completely stripped of its signal heads, brackets, and hardware. It was then sanded to bare metal, analyzed for structural integrity, and given a new coat of paint. Once finished, a different and more historically significant signal head was selected and set aside for restoration over the winter.

With all these tasks completed, our next item was a project that arose during the operating season. While meeting with other departments, we learned of plans requiring the relocation of our overhead line circuits at McKay crossing. For years the location of this pole line has prevented the track department from finishing the switch on the south end of Seward siding, which has also held up the start of the proposed Coney Island yard project.

Thankfully, an underground cable had already been installed specifically for this relocation. Once the new cable was tested and found to be ready for service, the circuits were transferred and the overhead lines removed. The poles remain, but may now be removed whenever it is convenient so track work can continue.

With the line wire relocation completed, our next project was signal 54, the south-bound signal at Meserve's Crossing. It was decided by both Signal and Operating Department leadership that the aspect "Entering Signal Territory" was unnecessary, as such is indicated simply by the fact that a car is encountering a signal. Because of this wiring changes were made to allow signal 54 to display a green aspect in addition to its usual yellow and red. After adding a relay at the McKay crossing case, the rest of the circuitry was ready for service.

With all of our earlier goals achieved,



Above: Bi-color signals temporarily replaced the dwarf semaphores that guarded the North Loop switch for years. They have since been permanently replaced by tri-color dwarfs. MW

we could now focus our attention on the year's final project: the installation of the second railroad crossing signal at McKay crossing. The installation of this signal required the assistance of our heavy machine operator, who not only dug our hole, but set the foundation, backfilled, and graded the surrounding area. While digging the hole, we had the pleasure of discovering a buried cable that was coiled up, right where the new foundation was to be located. It was undeniable that this cable was put there many years ago in preparation for this signal, and the discovery of it saved us a considerable amount of work. Within the weeks that followed, the newly restored signal mast was erected.

With all of this work completed ahead of the ground freezing, we were afforded the opportunity to continue working on this signal into the New Year. The next step after erecting the mast was the extensive restoration of the light trees, light units, and crossbuck. This was a tedious task since all of the hardware and light units had to be completely dismantled, sandblasted, painted, and then reassembled. Along with a fresh coat of paint, the old gaskets were replaced in the light unit doors, and new red lenses and glass reflectors were installed. These lights have since been installed and are wired to operate in concert with the existing signal.

With the installation of this second signal, we have completed the crossing and finished a long-term project that

was started many years ago. It was with great enthusiasm we accomplished this as we have made the vision of those who came before us a reality. The addition of this new signal has not only given the crossing a complete and historically accurate appearance, but has dramatically increased its safety as well as upgrading. Now each approach lane to the crossing has the appropriate amount of flashing red lights, and is far more noticeable to vehicular traffic when activated.

In conclusion of the 2021 season, it is our hope that these projects have demonstrated our relentless effort to provide dependable service, as well as noticeable visual improvements to our signals system. We hope everyone is enjoying these advances, as countless hours are being put in both at the Museum, and behind the scenes.



Above: Derek Dearborn installs the second set of flashing lights at the McKay crossing.

Below: The completed crossing signal. MW



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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- American Association for State & Local History
- Biddeford and Saco Chamber of Commerce and Industry
- Greater Portland Convention & Visitors Bureau
- Heritage Rail Alliance
- Kennebunk-Kennebunkport-Arundel Chamber of Commerce
- Kennebunkport Business Association
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General Counsel & Clerk of Corporation

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- James D. Schantz**
Chairman, Board of Trustees Emeritus



Above: A dramatic image of Connecticut closed car 1160 taken from the rugged rock outcroppings above the original Atlantic Shore Line right of way on which the Museum's track is built.

KO

Administrative Management as of December 31, 2021**ADMINISTRATIVE OFFICERS****PETER OSGOOD**

Museum Curator

DANIEL VARDARO

Curator of Streetcars

CHARLES R. SULLIVAN

Curator of Buses and Trackless Trolleys

WILLIAM A. POLLMAN

Curator of Rapid Transit Cars

LEE DUNCAN

Curator of Interurbans

RICHMOND BATES

Historian

PAUL CASTIGLIONE

Curator of National Streetcar Museum at Lowell

DAVID ROGERS

Director of Restoration Shop

BRIAN TENAGLIA

Assistant Director of Restoration Shop

DONALD G. CURRY

Restoration Project Manager

ERNIE EATON & RANDY LECLAIR

Restoration Project Manager

ROBERT DRYE

Safety Coordinator

VACANT

Volunteer Coordinator

KAREN DOOKS

Librarian

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Bookkeeper

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Director of Railway Operations

ROGER G. TOBIN

Assistant Director of Railway Operations

ROGER G. TOBIN

Superintendent of Railway Operations

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Superintendent of Railway Operations–Lowell

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Director of Bus and Trackless Trolley Operations

PETER G. WILSON AND JAMES VAN**BOKKELEN**

Co-Superintendents of Track Construction and Maintenance

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Chief Instructor - Railway Operations

CHARLES PUBLICOVER

Roadmaster

ROBERT DRYE

Superintendent of Overhead Construction and Maintenance

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Acting Superintendent of Signals

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Acting Member Magazine Editor

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Manager of Parts Department

WILLIAM A. POLLMAN, CHRISTOPHER E.**RANDALL**

Assistant Managers of Parts Department

JEFFREY BENNETT, DANIEL VARDARO

Team Leaders – Yard Operations and Infrastructure

JOHN B. MERCURIO

Education Coordinator

JOHN B. MERCURIO

Insurance Coordinator

CHARLES PUBLICOVER

Volunteer Dormitory Manager

CORPORATE OFFICERS EMERITUS**ELIOT M. KAPLAN**

Superintendent of Railway Operations–Emeritus

Business Members

The following is a list of business members of the Society. We thank them for their support and look forward to ongoing partnerships:

Angelrox/Suger
 Arundel Conservation Trust
 Bangkok Café
 Biddeford Animal Health Center, LLC
 Biddeford Savings Bank
 Blue Elephant Events & Catering
 Brick Store Museum
 Charlie Horse
 City Theater Biddeford
 Cummings, Lamont & McNamee P.A.
 Duffy's Tavern & Grill
 Dupuis Hardware & Locksmith
 East Coast Printers
 Family Chiropractic of Kennebunk Farm + Table
 Gartland Distributors
 Habitat for Humanity of York County
 Isaak Dahle Associates
 Kennebunkport Conservation Trust
 Kennebunkport Fire Department
 Kennebunkport Parks & Recreation
 Kennebunkport Police Department
 Kennebunkport Public Works Department
 Marriner Marketing
 MBTA Gifts
 Nauticos, LLC
 Parker Foster Associates, LLC
 Perkins Thompson, PA
 Peoples Choice Credit Union
 Red Apple Campground
 Saco & Biddeford Savings
 Super Dogs & Cats
 Talula's Bake Shop
 Terrapin Landscapes
 Treasured Memories Depot
 Wardmaps, LLC
 Weirs Motor Sales
 Whiteman Network Consulting, LLC
 York Transportation Co. LLC

2021 Special Event Sponsors

Biddeford Savings Bank
 Kennebunk Hannaford
 Kennebunk Savings Bank
 Saco & Biddeford Savings

2021 Museum Contributors

Once again this year the Society's members and friends gave very generously despite the continuing uncertainties of the COVID pandemic. In total 428 members, supporters, corporations, and foundations donated in 2021, with total contributions of more than \$769,000.

- Donors with an asterisk * following their name contributed to the Annual Fund in 2021.
- Donors listed in the color purple are Life Members.

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 \$50 or more during 2021:

The 2021 Seashore Donor Honor Roll

Donations of more than \$50,000

Wyss Medical Foundation

Donations of \$10,000 to \$50,000

Anonymous

Butler, Patrick*

Jones, George W. final distribution George Jones Trust

Maloney, Frederick J.*

McNeil, Roger and Joyce*

Mosteller, William*

Orlando, Katie*

Pollman, William A.

Robinson, Carol

Schantz, James D.*

Siegerist, Steve

Stavrand, Sue Ellen

Van Bokkelen, James B.

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

Bates, Richmond*

Borst, Andrew M. in memory of Craig M. Borst

Conard, R. Richard

Crawford, William

Harrison, Kenton*

McGowan, Dr. David & Susan

Morse, Philip W.

Mulvey, Henry O.*

Peters, Douglas

Wilson, Peter

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

Bain, Henry W.D.

Dooks, Edward E.

Dooks, Karen

Johnson, Karl F in honor of Frank Johnson*

LaFlamme, John R.*

Robertson, Thomas A.

Rochester Area Community Foundation

Tirrell, James & Rita

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

Bequaert, Frank C.*

Bownas, William T.*

Brown, Daniel T.*

Buddington, Paul

Chamberlin, Dann*

Cobb, Leland*

Connolly, Thomas F.*

Drobnik, John J.*

Fay, Gordon H.*

Glickman, Todd S.*

Grady, John J.*

Hamilton, Edwin

Hessler, Frederick*

Horn, M. Richard*

Houle, Dennis*

Klein, David E.*

Kramer, Stephen A.*

Lennon, Michael C.*

Mass. Bay Railroad

Enthusiasts, Inc.

Meckes, Robert*

Moore, Fred R.*

Mulligan, Philip J.*

Pace, Michael R.*

Reardon, James F.*

Revelt, Cara & Jesse*

Ruddell, Thomas A.

Rudolph, Stephen

Saenger, Fritz Jr.

Sauer, John F.

Tenaglia, Brian

Terhune, Robert D.*

The Conley Family Fund

Tsihlis, Phillip & Jody*

Vaitkunas, James A.*

Van Weeren, John*

Donations of \$500 to \$1,000

Bishop, Chester*

Brewer, Thomas A.*

Chen, Shirley in memory of Charles Robinson

Cunningham, Scott & Kathleen*

Engle, Claude

Goldsmith, Steve*

Griffith, Charles A. J.

Harrison, Dave*

Harrison, Mark*

Hughes, Thomas H.*

Keolis Commuter Services, LLC matching donation of Don Stephenson

Kirkpatrick, Dana*

LaRoche, Thomas*

Long, Charles P. in memory of Robert F. Hughes

Mercurio, John B., Jr.*

Mulvey, Danielle

Network For Good

Pagano, Robert*

Pierce, Donald W.

Publicover, Charles L.

Rice, Lynn S.*

Russell, Wayne*

Schumm, Brooke, II

Shriver, John

Stephenson, Donald L.

Sullivan, Mark E.

The Boeing Company

Tsihlis, James & Maria in loving memory of Andrew Tsihlis

Wolf, Rick*

Donations of \$250 to \$500

Ames, Brewster, Jr.*

Bagnell, Joseph A.*

Balogh, James

Bassett, Richard C.*

Boylan, James

Bray, Peter*

Brink, Kenneth H.*

Carrier, Douglas, Jr.

Chagnon, Denis & Rache*

Clapp, Cecilia B.

Cummings Family Fund

Dandridge, Jonathan*

Deschene, Eugene*

Drye, Robert C.

Eastman, Stephen*

Fancy, John H.

Fontana, Mary & Richard*

Grindrod, Robert*

Jentzsch, Detlef

Johnston, David L.*

Keaveney, Brian

Keller, Ronald*

Landrio, Gary E.*

Layland, Jim

Legenhausen, William H.*

McCloskey, James W.

Meldrum, Helen

Moberg, Janet in memory of Phil Moberg*

Morgan Stanley Smith Barney Global Impact

Ogarek, Michael*

Palmer, Theodore W.*

Payne, Thomas*

Reiman, Douglas

Renfroe, Lawrence*

Rogers, David*

Ruddell, Ronald P.*

Scaffardi, Bob

Silva, Russell B.*

Skuchas, Edward G.

Tebbetts, James E.

Tobin, Roger G.*

Turner, Ed*

Wolfe, Julien*

Donations of \$100 to \$250

Alcock, Sherrie

Allen, Duncan*

Allman, Richard in Honor of Bob Dietrich 80th birthday

Baird, Sarah

Bennett, Jeffrey Hall*

Bergin, Gillian

Biles, David

Blake, Everett

Borenstein, Elliot*

Bork, John E.*

Bowen, Andrew

Boyd, Patrick W.*

Bradbury, Thomas E.

Brower, Carol in memory of Don Gawthrop, in honor of Fred Maloney*

Buchholz, Roger C.*

Bunker, Gilbert*

Burns, Fred H.*

Burroughs, John E.*

Carignan, Heath

Caron, Ronald

Carrier, Douglas P Sr.*

Catlin, Robert

deLa Vega, Michael S.

Dell Technologies

Dore, Christopher

Douhan, Paul

Drohan Rick, Joan Hultgren*

Duncan, Lee*

Dunlap, Edward C.*

Edling, Richard E.*

Eisinger, Fred G.*

Endo, Ken

Fare Box, Visitor Center

Ferrera-Zakaran, Joanne*
 Finglas, Edward N.
 Fitzherbert, Anthony*
 Galindo, Thomas*
 Gaudet, Arthur N.*
 Gbur, Jonathan*
 Gebhardt, Wayne*
 Gibbons, Nathaniel*
 Gunn, Carleton E.
 Guptill, Robert V.*
 Haney, Richard R.*
 Harcourt, John
 Harling, David*
 Haskell, Peter D.*
 Havens, Joel
 Hazinski, Joseph R.*
 Heiderich, Ronald Scott*
 Hickman, Ellen in memory of
 Dennis Conklin
 Hope, Walter and Irene*
 Hoy, Lewis L.
 Jacobs, Jonathan & Ellen*
 Jayne, Allan W., Jr.*
 Junkin, Hays*
 Kanter, David G.
 Kaplan, Eliot M.*
 Kelly, David & Anne*
 Koellmer, Jeffrey in memory of
 William Trueheart*
 Kornechuk, David C.*
 Lawrence, Loring M.
 Leclair, Randy
 Lewis, Donovan J.*
 Lilly, Jim in honor of Bob
 Hughes
 Littell, William*
 Lord, William A.*
 Lovejoy, Benjamin thanks to
 Henry Mulvey
 Ludasi, Andrew*
 MacDougall, Susan
 Macleod, Edward P.*
 MacLeod, Harvey*
 Mallory, William*
 Mandeville, Robert M.*
 Markey, Peter L.
 McBride, Thomas G.*
 Miner, Jonathan*
 Minnich, Ida Mae*
 Monnie, William*
 Mora, Jeffrey G.
 Morrison, Donald F.*
 Morse, Channing H., Jr.
 Noyes, David
 Olson, Kenneth in memory of
 Gary Olson*
 Orlowski, Stanley J.*
 Osgood, Kenneth*
 Parks, Alan B.*
 Passey, Carolyn & Sahdev Raj
 in memory of Gary Olson
 Patterson, Allan*
 Pence, Herbert*
 Pitts, Charles*

Popov, Vsevolod*
 Reed, Seth
 Rees, William*
 Robinson, Lisa in memory of
 Charles Robinson*
 Roboff, Gary S.*
 Rothaug, Walter H.
 Ruffini, Giovanni*
 Sanner, Richard*
 Santos, Stephen*
 Saradjian, Peter in memory of
 Marie-Elera Carrier
 Savage, Eric A., Jr.
 Savage, Karen E.*
 Seferian, Rickworthe*
 Sefranek, George A.*
 Shipman, Adams
 Spellman, John T.
 Stamm, C. William*
 Stamoulis, Sandy
 Stephen Larson*
 Stewart, Kurt
 Stott, Don*
 Sullivan, Charles R.*
 Table Talk Pies, Inc
 Taylor, Debra D. & Michael*
 Tello, Thomas A.*
 The Benevity Community
 Fund
 Trueheart, Elizabeth in
 memory of Bill Trueheart*
 Twigg, III, Anna Mae*
 Vandegrift, Thomas*
 Wagner, Marcia in memory of
 Bill Trueheart*
 Wal-Mart Supercenter
 Wares, Micheal*
 Whetstone, Richard*
 Whitney, Brian*
 Yee, Chester

Donations of \$50 to \$100

Arndt, Darrell T.*
 Ashley, Thomas J.
 Bornstein, Benjamin*
 Bottoms, Glen D.
 Bove, V. Michael, Jr.*
 Brainerd, Timothy*
 Brosseau, Robert
 Brown, Frederick, Jr.
 Bruhmuller, Elizabeth in
 memory of Ken Bruhmuller
 & Robert Sceppa*
 Brune, David
 Burckardt, Rachel*
 Butler, Arthur
 Butts, William A.*
 Cantwell, Daniel H.
 Chiodo, Richard*
 Cole, Peter*
 Countie, Anne Marie
 Cronheim, David*
 Cronin, Paul J.

Crowley, Daniel
 Entrot, Brian*
 Everence from the estate of
 Dorothy Dietz
 Farrell, Kevin T.
 Follansbee, David W.*
 Forman, Mark Leonard*
 George, Richard H.*
 Gillespie, Richard M.
 Gladney, Barbara*
 Gleisberg, Jeff & Kate*
 Golk, Harold C.
 Hanna, Steven R.
 Harris, Stacy
 Hoffman, Louis*
 Hughes, Joan
 Humanchuk, Robert*
 Johnson, Ralph*
 Jordan, John*
 Kastelic, Laurie*
 Keene, Chris*
 Kohanski, Robert W.*
 Kopycinski, David H.
 Kulczak, Michael J.*
 Kyper, John S.*
 Lake, Rosemarie in memory of
 William Trueheart*
 Langille, Neil F.*
 Lapidos, Jack*
 MacLeod, Mark & Pamela*
 Marcotte, Everett A.*
 Martin, Nancy*
 McLaughlin, Catherine &
 Gregg*
 McMahon, James T.*
 Miller, Edward C., Jr.
 Mistrik, Lee W. & Linda J.*
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 Olson, Gary P.
 Osgood, S. Peter*
 Ottens, Allan
 Petto, David & Ellen
 Pierce, George
 Polimer, Joseph*
 Reed, Howard E.*
 Rizzo, Al*
 Roberto, Christopher*
 Ross, Ernest*
 Rossbach, Bernard*
 Sanger, Donald F.*
 Semendinger, Paul R.
 Silver, Leonard W.*
 Smith, G. Christopher*
 Spoth, Adele B in memory of
 Edward Spoth
 Spoth, Paul in memory of
 Edward Spoth*
 Streeter, Roger
 Sylvester, Mark
 The Town of Kennebunkport
 Thompson, Earl W.*
 Thornburn, Christopher C.*
 Trainer, Edward*
 True, Melburne

Vardaro, Daniel
 Vitale, Louis
 Wasem, Ronald
 Whitaker, Alan J.
 Whiteman, Jeremy T.
 Wood, John



Above: Visitors enjoy roasting marshmallows during a cold weather special event. KO



Above: As Washington PCC 1304 backs up Tom LaRoche maintains tension on the rope to the trolley pole to prevent it from snagging. TG



Above: Womens' Operating Day brought out this smiling crew: Katie Adams, Katie Orlando, Gail Harrije, and Sue Ellen Stavrand. KO



Above: An image of South Boston Carhouse, which is to be replaced with a larger, enclosed design. See page 5 for a full description. PM

2021 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 71 volunteers who reported hours in 2021. The grand total reported was more than 19,225 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.

The impact of the pandemic no doubt resulted in fewer hours being donated at the Museum, given the lockdown and quarantine restrictions which kept many volunteers away.

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:

1,000 or more hours

Schantz, James

500 to 1,000 hours

LaRoche, Thomas
Mercurio, Jr, John
Morse, Philip
Ouellette, Nick
Stavrand, Sue Ellen
Tirrell, Brendan
van Bokkelen, James
Wisniewski, Marty

250 to 500 hours

Bates, Richmond
Cappers, Steve
Coots, Richard
Curry, Michael
Dandridge, Jonathan
dela Vega, Michael
Dooks, Karen
Drye, Robert
Frost, Michael
Gabriel, Chester
Glickman, Todd
Grady, John
Hessler, Frederick
Karl, Kenyon
Mackell, James
Mallory, William
Marnik, Bill
Morin, Arthur
Stephenson, Donald
Tucker, Thomas
Vardaro, Daniel
Villandry, Linda
Whetstone, Richard
Wolf, Rick

100 to 250 hours

Bennett, Jeffrey
Carlson, Roger
Castendyk, Cullen
Dooks, Ed

Engler, Eric
Gingell, Robert
Kirkpatrick, Dana
Koellmer, Jeffrey
Kornechuk, David
McMahon, James P
Pence, Herbert
Petillo, John A
Rees, William
Russell, Wayne
Taylor, Keith
Tebbetts, James
Tello, Thomas
Thornton Academy Residential Life
Students

50 to 100 hours

Aronovitch, Chuck
Cosgro, Matthew
Khitrenovich, Meir
Locke, Kathy
Maguire, Kyle
McGinley, Terence
O'Connell, Stephanie
Whiteman, Jeremy

Up to 50 hours

Alexander, Gerard
Allen, Duncan
Blaisdell, Susan
Carter, Frederic
Chadbourne, James
DiPerre, Robbin
Kimball, Jennessa
Locke, Bruce
Ruddell, Ronald
Tsihlis, Phil
Wolf, Janet

2021 New Members

The Society welcomes the following 134 new members who joined in 2021:

Arundel Conservation Trust - Arundel, ME
 Aube, Jonathan - Old Orchard Beach, ME
 Azyl, Samantha Starbreaker - Boston, MA
 Babcock, Christian - Kennebunk, ME
 Bagshawe, John - Kennebunkport, ME
 Bailey, Philip - Watertown, MA
 Balogh, James - Newton, MA
 Bangkok Cafe, Danny Titisuttikul - Foxborough, MA
 Belovarac, Ken - Quincy, MA
 Bente, Bruce - Hendersonville, NC
 Berg, Steve & Linda - Biddeford, ME
 Berry, Robert - Braintree, ME
 Berry, Barbara - Kennebunk, ME
 Billy Levay & Taylor Witham - Freeport, ME
 Birch, Duncan - Scarborough, ME
 Blaisdell, Susan - Kennebunk, ME
 Borkowski, Joseph - Brighton, MA
 Bram, Brian - Arlington, MA
 Braunstein, Florine & Mauro - Arlington, MA
 Breslin, Raymond - Londonderry, NH
 Breslin, Neil - Philadelphia, PA
 Brinnel, Paul & Sara - Kennebunk, ME
 Brosseau, Robert - Franklin, MA
 Bshara, Amelia - Alfred, ME
 Burne, Sam & Jaclyn - Kennebunk, ME
 Caron, Ronald - Sabattus, ME
 Chase, Patti - Gorham, ME
 Chen, Andrew - Avon, CT
 Davis, Adam & Katie - Windham, ME
 Dearborn, Derek - Groton, MA
 Detterman, Brook - Arundel, ME
 Dienstag, Grier - Cape Elizabeth, ME
 Dingley, Dave & Elizabeth - Loundonville, NY
 Dornberger, Jim - Phoenixville, PA
 Dudevoir, Brian - Lyman, ME
 Ferrara, Thomas - Pound Ridge, NY
 Ferrera-Zakaran, Joann - Kennebunk, ME
 Filson, Abigail - Kennebunk, ME
 Fitzgerald, James - Chicago, IL
 Goodhue, Ginette & Greta - Saco, ME
 Griswold, John - Kennebunk, ME
 Habitat for Humanity of York County - Kennebunk, ME
 Hamilton, Edwin - Gettysburg, PA
 Hart, Brittany - Standish, ME
 Hayden, Leyenda & Sam - Waterboro, ME
 Haydock, Heidi - Raymond, ME
 Hubley, Frank - Warner, NH
 Hughes, Susan - Hampton, NH
 Hyzer, Roy - Revere, MA
 Isaak Dahle Assoc, Dan Lewis - Gorham, ME
 Jared Rice, Laura Prickett - Watertown, MA
 Johnson, Katie & David - Farmingdale, ME
 Jones, Bradley - Wells, ME
 Katz-Christy, Max - Cambridge, MA
 Kearns, Stacey & Gavin - Newmarket, NH
 Kelman, Yoel - Brighton, MA
 Kendall, Susan - Arlington, MA
 Kennebunkport Conservation Trust - Kennebunk, ME
 Kennebunkport Parks & Rec - Kennebunkport, ME
 Klinoff, Alexander - Worcester, MA
 Kraus, Antonio & Michael - Rowley, MA
 Kruschwitz, David - Limerick, ME
 Landry, Carol & Shelly - Saco, ME
 Lawrence, Mark - Mill Creek, WA
 Lemire, Ed - Manchester, NH
 Lindgren, Carl & Leslie - Kennebunk, ME
 Lomax, Namon - South Hampton, NH
 Mabbott, Bruce - Salem, MA
 MacAlister, Bruce - Richmond, VA
 Magill, Cyndi - Kennebunkport, ME
 Marriner, Brent - Wells, ME
 McCarthy, Wayne & Roberta - Waltham, MA
 McSorley, Dermott - Dorchester, MA
 Miaulis, George & Dina - Camden, ME
 Milligan, Craig & Kay - North Andover, MA
 Miner, Edward - Epsom, NH
 Montibello, Kyle - Portland, ME
 Morrison, Rebecca - Wells, ME
 Morrison, William & Brooke - Wells, ME
 Murdock, Caitlyn & Derek - Goffstown, NH
 Nichols, Tara & Ashley - Saugus, MA
 Norcia, Mike & Elizabeth - Kittery, ME
 Ouellette, Donald - Shapleigh, ME
 Pavlov, Maximilian - Wellesley, MA
 Peschel, Christopher - Westport, MA
 Peters, Douglas - Emmaus, PA
 Phyllis McNealy, Heidi Wight - Buxton, ME
 Pierce, George - Waterbury Center, VT
 Podgurski, Mark - Stoughton, MA
 Rajczyk, Daniel - Lawrence, MA
 Robinson, Cynthia & Michael - Berwick, ME
 Robinson, Carol - Fairpoint, NY
 Rodman, Michael - Wellesley, MA
 Rodstrom, Kevin - Lyman, ME
 Rogers, Megan - Cape Elizabeth, ME
 Sammy, Qian Siynan - Wells, ME
 Saunders, Reece - Saco, ME
 Scotton, David & Meghan - N. Berwick, ME
 Scruton, Gretchen - Rochester, NH
 Senior, Derrick - North Plainfield, NJ
 Senning, Benjamin - Kennebunk, ME
 Shea, Kevin - Cape Porpoise, ME
 Simone, Peggy - Derry, NH
 Smith, Steven - Waterboro, ME
 Smith, Carlana - Kennebunk, ME
 Spector, Jonah - Boston, MA
 Spellman, Bryan - Jay, ME
 St Pierre, Denise - Kennebunk, ME
 Stafford, David - Lee, NH
 Stevenson, John E - Fort Worth, TX
 Stewart, Sally & Aaron - Wells, ME
 Stimpson, Taylor & Michael - Buxton, ME
 Summers, Paul - Miami, FL
 Sutton, Erica & Carolyn - Biddeford Pool, ME
 Swihart Brown, Lori - Lyman, ME
 Tarbox, Michael - Falmouth, ME
 Taylor, Michael - South Portland, ME
 Thibodeau, Arend & Christine - Hartland, ME
 Toll, Chris & Jessica - Arundel, ME
 Towne, Kara & Sean - Arundel, ME
 Traynor, Elizabeth - Chester, NH
 Vance, William - Springvale, ME
 Vogt, Marissa - Brookline, MA
 Walsh, Caitlin - Boston, MA
 Welch, Jonathan & Angelica - Kennebunk, ME
 Whetstone, Richard - Wells, ME
 Whittemore, Tim - Wells, ME
 Wiedefeld, John Mark - Rochester, NY
 Wirsing, Eric & Lindsay - Arundel, ME
 Wooldridge, Emilee - Wells, ME
 Worthing, Cindy - Arundel, ME
 Wynne, Nicole - Biddeford, ME
 Young, Bob - So. Portland, ME
 Ziemba, Michael & Joanne - North Adams, MA



Above: Connecticut closed car 1160 glistens in bright sunlight on the Visitors Center loop. Traction companies chose such bright colors to make their vehicles more visible for safety. PM



Above: A pair of Connecticut open cars feature the same color choice philosophy. PM



Above: The yard crew is responsible for the often difficult shifting of cars around the property. Key members of this team are (from left) Tom Laroche, Jeff Bennett, Dan Vardero, and Todd Glickman, all in safety vests. TG



Above: Valuable motive power for the yard crew's activities are diesels Davenport D-1 and General Electric 150 plus electric locomotive Baldwin Westinghouse 300. TG

Founders Legacy Society

The Society

The Founders Legacy Society, named for those (listed below) who founded Seashore Trolley Museum in 1939, was established in 2017 to recognize and honor friends who intend to remember the New England Electric Railway Historical Society by making a bequest or other form of planned or deferred gift. Such gifts will benefit NEERHS in the years ahead without necessarily requiring that the donor fund the gift at the present time. While the gift is deferred, the benefits of membership in the Society begin immediately.

This is a unique opportunity for you to gain the personal satisfaction of making an investment that connects people to transit history now and for future generations.

Every gift strengthens NEERHS as it carries out its mission of preserving knowledge, context, and resources. NEERHS is deeply grateful for such support, and membership in the Founders Legacy Society provides one way for NEERHS to show its gratitude for their generosity.

Seashore Founders in 1939: John E. Amlaw, Horton K. Banks, Charles A. Brown, Thomas H. Brown, Gerald F. Cunningham, Lucien B. Phinney, Theodore F. Santarelli de Brasch, Daniel M. Twomey

An Invitation

If you let us know that you have provided at least \$10,000 for New England Electric Railway Historical Society in your will, trust, pooled life income fund, life insurance policy, gift annuity, or retirement fund, you immediately become a full member of the Society. Your gift need not be irrevocable and we understand that situations change. It is your current expression of commitment to NEERHS that is important.

Seashore Trolley Museum Founders Legacy Society members receive a membership certificate recognizing their intentions. Members are listed in the NEERHS Annual Report and are honored at Annual Meeting and Members Day.

Legacy Society Members

Todd S. Glickman
 Kenton T. Harrison
 Kenneth H. Kerr*
 Dr. David L McGowan &
 Lady Susan McGowan
 John L. Middleton*
 Frederick J. Maloney
 Herbert Pence
 James D. Schantz
 Roger E. Somers*

* Deceased members



Above: The museum's Visitors Center is quite lively on days of major events. PM



Left: Parking is also at a premium on such days, filling the very large field. As event attendance grows making extra parking available will be a continuing challenge. PM

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 - The Society's financial statement presentation follows the recommendations of *FASB Account Standards Update (ASU) No. 2016-14, Presentation of Financial Statements for Not-for-Profit Entities*. In accordance with these provisions, the Society is required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor imposed restrictions, accordingly, net assets and changes therein are classified as follows:

Net assets without donor restrictions - Net assets that are not subject to donor-imposed stipulations.

Net assets with donor restrictions - Net assets subject to donor-imposed stipulations that 1) may or will be met either by actions of the Museum and/or the passage of time or 2) they be maintained permanently by the Society.

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

Statement of Financial Position - December 31, 2021

For the year ended December 31, 2021	2021		Total
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	
Assets:			
Cash and cash equivalents	\$ 947,033	\$ 1,083,390	\$ 2,030,423
Accounts receivable	302		302
Grants receivable	-	1,433,983	1,433,983
Investments	-	2,815,958	2,815,958
Prepaid expenses	36,054	-	36,054
Inventories	47,448	-	47,448
Property and equipment net	1,897,286	-	1,897,286
Other assets	367,355	-	367,355
Total assets	\$ 3,295,478	\$ 5,333,331	\$ 8,628,809
Liabilities and Net Assets:			
Liabilities:			
Accounts payable	\$ 29,351	\$ -	\$ 29,351
Accrued payroll and taxes	11,602	-	11,602
Deferred revenue	8,434	-	8,434
Other accrued liabilities	49,715	-	49,715
Total liabilities	99,102	-	99,102
Net assets:			
Net assets without donor restrictions:			
Board designated	267,722	-	267,722
Undesignated	1,031,368	-	1,031,368
Designated - property and equipment	1,897,286	-	1,897,286
Net assets with donor restriction:	-	5,333,331	5,333,331
Total net assets	3,196,376	5,333,331	8,529,707
Total liabilities and net assets	\$ 3,295,478	\$ 5,333,331	\$ 8,628,809

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

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 with or without donor restrictions 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, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Restricted support is reported as an increase in net assets without donor restrictions 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.

In 2021 67% of cocontributed support was from a single donor.

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 report-

Statement of Financial Position - December 31, 2020

For the year ended December 31, 2020	2020		Total
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	
Assets:			
Cash and cash equivalents	\$ 914,961	\$ 908,713	\$ 1,823,674
Accounts receivable	\$ 2,634		\$ 2,634
Investments	-	2,477,246	2,477,246
Prepaid expenses	45,217	-	45,217
Inventories	51,791	-	51,791
Property and equipment net	1,850,462	-	1,850,462
Total assets	\$ 2,865,065	\$ 3,385,959	\$ 6,251,024
Liabilities and Net Assets:			
Liabilities:			
Accounts payable	\$ 11,487	\$ -	\$ 11,487
Accrued payroll and taxes	16,390	-	16,390
Deferred revenue	9,006	-	9,006
Other accrued liabilities	42,073	-	42,073
Total liabilities	78,956	-	78,956
Net assets:			
Net assets without donor restrictions:			
Board designated	243,441	-	243,441
Undesignated	692,206	-	692,206
Designated - property and equipment	1,850,462	-	1,850,462
Net assets with donor restriction:	-	3,385,959	3,385,959
Total net assets	2,786,109	3,385,959	6,172,068
Total liabilities and net assets	\$ 2,865,065	\$ 3,385,959	\$ 6,251,024

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

ed 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.

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, 2021 and 2020.

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.

Other Assets - Other assets consists of certain Trolley equipment that the Society is in the process of determining the best use.

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, 2021 and 2020, 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, 2021 and 2020 was \$16,906 and \$5,826, 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 benefitted. The expenses that have been allocated include salaries and related expenses which have been allocated based on time and effort and depreciation which has been allocated based on how the assets are used.

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, 2021, the application of valuation 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, 2021.

Fair Values of Assets	Quoted Prices in Active Markets for Identical Assets (Level 1)			Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
	Fair Values				
Mutual Funds	\$ 2,815,958	\$ 2,815,958	\$ -	\$ -	
Total	\$ 2,815,958	\$ 2,815,958	\$ -	\$ -	

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

Note 4 - Grants Receivable

During 2021 the Society recognized grants receivable of \$1,733,983. Of this amount \$300,000 was received during the year ended December 31, 2021. Grants receivable at December 31, 2021 totaled \$1,433,983. Of this amount \$10,000 is receivable in 2022, the remaining balance of \$1,433,983 will be paid to the Society on an as needed basis per the grant agreement. There were no grants receivable at December 31, 2020.

Note 5 - Investments

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

Investments	2021	2020
Equity Mutual Funds	\$ 2,815,958	\$ 2,477,246
Total	\$ 2,815,958	\$ 2,477,246

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2021:

Investments	Without Donor Restrictions	With Donor Restrictions	Total
Interest and dividend income	\$ 3,856	\$ 43,599	\$ 47,455
Realized and unrealized gain	\$ 26,968	\$ 270,673	\$ 297,641
Total Investment Return	\$ 30,824	\$ 314,272	\$ 345,096

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2020:

Investments	Without Donor Restrictions	With Donor Restrictions	2019 Total
Interest and dividend income	\$ 3,946	\$ 45,948	\$ 49,894
Realized and unrealized gains	\$ 29,305	\$ 285,807	\$ 315,112
Total Investment Return	\$ 33,251	\$ 331,755	\$ 365,006

As of the most recently available statement dated October 31, 2022, investments have decreased in value due to a decline in the overall market by approximately \$541,000.

Note 6 - Property and Equipment

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

Property and Equipment	2021	2020
Land improvements	\$ 481,324	\$ 454,831
Buildings and improvements	2,631,424	2,573,018
Machinery and equipment	370,002	350,220
Track and wire	466,052	434,719
	\$ 3,948,802	\$ 3,812,788
Accumulated depreciation	(2,051,516)	(1,962,326)
Property and Equipment, net	\$ 1,897,286	\$ 1,850,462

Note 7 - Line of Credit

In September 2017 the Society opened a line of credit with a financial institution in the amount of \$50,000. The line bears interest at the Wall Street Journal Prime Rate plus 1.00% with a floor of 5.323%. The interest rate at December 31, 2021 and 2020 was 5.25%. The line matures in September 2035. The line was not used during the years ended December 31, 2021 and 2022.

Note 8 - Endowment Funds

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.

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 net assets with donor restrictions:

- the original value of gifts donated to the restricted endowment funds,
- the original value of subsequent gifts to the restricted endowment funds, and,
- accumulations, which are defined as the continuous growth of capital by retention of interest or earnings, to the 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 held in perpetuity are classified as net assets with

donor restrictions 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:

1. the duration and preservation of the various funds,
2. the purposes of the donor-restricted endowment funds,
3. general economic conditions,
4. the possible effect of inflation and deflation,
5. the expected total return from income and the appreciation of investments,
6. other resources of the Society, and,
7. 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 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.

Endowment net asset composition by type of fund as of December 31, 2021 is as follows:

Endowment			
For the year ended December 31, 2021			
	Without Donor Restrictions	With Donor Restricted	Total Net Endowment Assets
Donor-restricted endowment funds	\$ -	\$ 2,361,193	\$2,361,193
Board-designated endowment funds	203,057	-	203,057
Total funds	\$ 203,057	\$ 2,361,193	\$2,564,250

Changes in endowment net assets as of December 31, 2021 are as follows:

Endowment			
For the year ended December 31, 2021			
	Without Donor Restrictions	With Donor Restricted	Total Net Endowment Assets
Endowment assets beginning of year	\$ 186,566	\$ 2,109,785	\$2,296,351
Contributions and additions	1,130	50,011	51,141
Investment income	2,880	36,513	39,393
Net appreciation (depreciation)	20,152	260,456	280,608
Net assets released from restrictions	(7,671)	(95,572)	(103,243)
Endowment net assets, end of year	\$ 203,057	\$ 2,361,193	\$2,564,250

Endowment net asset composition by type of fund as of December 31, 2020 is as follows:

Endowment			
For the year ended December 31, 2020			
	Without Donor Restrictions	With Donor Restrictions	Total Net Endowment Assets
Donor-restricted endowment funds	\$ -	\$ 2,109,785	\$2,109,785
Board-designated endowment funds	186,566	-	186,566
Total funds	\$ 186,566	\$ 2,109,785	\$2,296,351

Changes in endowment net assets as of December 31, 2020 are as follows:

Endowment			
For the year ended December 31, 2020			
	Without Donor Restrictions	With Donor Restrictions	Total Net Endowment Assets
Endowment assets beginning of year	\$ 165,281	\$ 1,880,179	\$2,045,460
Contributions and additions	2,895	2,500	5,395
Investment income	2,970	36,530	39,500
Net appreciation (depreciation)	22,058	271,312	293,370
Net assets released from restrictions	(6,638)	(80,736)	(87,374)
Endowment net assets, end of year	\$ 186,566	\$ 2,109,785	\$2,296,351

Statement of Activities and Changes in Net Assets

	December 31,2021			December 31,2020		
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
	Support and Revenue:					
Earned revenue:						
Admissions	\$ 284,261	\$ -	\$ 284,261	\$ 85,278	\$ -	\$ 85,278
Annual membership dues	31,802	-	\$ 31,802	31,481	-	\$ 31,481
Revenue from auxiliary operation	145,416	286	145,702	46,519	252	46,771
Total earned revenue	461,479	286	461,765	163,278	252	163,530
Contributed support:						
Grants	-	1,435,983	1,435,983	-	1,000	1,000
Contributions & bequests	539,737	544,610	1,084,347	159,846	216,163	376,009
Contributions-in-kind	14,452	37,051	51,503	-	46,375	46,375
Contributed services	-	-	-	-	-	-
Total contributed support	554,189	2,017,644	2,571,833	159,846	263,538	423,384
Other revenue:						
Interest and dividend income	3,856	43,599	47,455	3,946	45,948	49,894
Realized and unrealized gains (losses) on investments	26,968	270,673	297,641	29,305	285,807	315,112
Miscellaneous income	14,930	11,889	26,819	9,362	7,744	17,106
Total other revenue	\$ 45,754	\$ 326,161	\$ 371,915	\$ 42,613	\$ 339,499	\$ 382,112
Net assets released						
from restrictions:	396,719	(396,719)	-	507,775	(507,775)	-
Total support and revenue	1,458,141	1,947,372	3,405,513	873,512	95,514	969,026
Expenses:						
Program services						
Curatorial and exhibits	793,289	-	793,289	519,319	-	519,319
Supporting services						
Membership	-	-	-	10,352	-	10,352
General & administrative	212,698	-	212,698	330,414	-	330,414
Fundraising	28,015	-	28,015	6,791	-	6,791
Auxiliary operation	104,072	-	104,072	79,784	-	79,784
Total support services	344,785	-	344,785	427,341	-	427,341
Total expenses	\$ 1,138,074	\$ -	\$ 1,138,074	\$ 946,660	\$ -	\$ 946,660
Other Income (Expense):						
PPP loan	\$ 90,200	-	90,200	\$ 85,600	-	85,600
State grants	\$ -	\$ -	-	\$ 100,000	\$ -	100,000
Total other income/(exp.)	\$ 90,200	-	\$ 90,200	\$ 185,600	-	\$ 185,600
Change in net assets	410,267	1,947,372	2,357,639	112,452	95,514	207,966
Net assets, beginning of year	2,786,109	3,385,959	6,172,068	2,673,657	3,290,445	5,964,102
Net assets, end of year	3,196,376	5,333,331	8,529,707	2,786,109	3,385,959	6,172,068

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

Statement of Functional Expenses

Year Ended December 31, 2020	2020					
	Curatorial & Exhibits	Membership	General & Administrative	Fund Raising	Auxiliary Operation	Total Expenses
Salaries and related expenses	\$ 262,758	\$ -	\$ 180,489	\$ -	\$ 47,241	\$ 490,488
Professional fees	1,000	-	34,482	-	-	35,482
Utilities	9,161	-	26,372	-	-	35,533
Conservation and maintenance	150,941	-	8,592	-	-	159,533
Taxes and fees	567	-	659	-	395	1,621
Insurance	401	-	25,502	-	-	25,903
Rent and equipment rental	1,200	-	7,545	-	-	8,745
Administration	20,271	9,588	33,824	1,127	1,834	66,644
Miscellaneous	5,871	-	654	-	95	6,620
Fundraising events	-	-	-	5,664	-	5,664
Cost of goods sold	-	-	-	-	25,313	25,313
Total expenses before depreciation	452,170	9,588	318,119	6,791	74,878	861,546
Depreciation	67,149	764	12,295	-	4,906	85,114
Total expenses	\$ 519,319	\$ 10,352	\$ 330,414	\$ 6,791	\$ 79,784	\$ 946,660

Year Ended December 31, 2021	2021					
	Curatorial & Exhibits	Membership	General & Administrative	Fund Raising	Auxiliary Operation	Total Expenses
Salaries and related expenses	\$ 503,678	\$ -	\$ 47,506	\$ -	\$ 27,107	\$ 578,291
Contributed services	-	-	\$ 9,067	-	-	9,067
Professional fees	-	-	38,668	-	-	38,668
Utilities	30,194	-	13,561	-	-	43,755
Conservation and maintenance	117,934	-	-	-	-	117,934
Taxes and fees	-	-	2,928	-	-	2,928
Insurance	-	-	40,861	-	-	40,861
Rent and equipment rental	9,418	-	-	-	-	9,418
Administration	42,733	-	47,223	5,995	-	95,951
Miscellaneous	18,167	-	-	-	-	18,167
Fundraising events	-	-	-	22,020	-	22,020
Cost of goods sold	-	-	-	-	71,824	71,824
Total expenses before depreciation	722,124	-	199,814	28,015	98,931	1,048,884
Depreciation	71,165	-	12,884	-	5,141	89,190
Total expenses	\$ 793,289	\$ -	\$ 212,698	\$ 28,015	\$ 104,072	\$1,138,074

Note 9 - Restrictions and Limitations of Net Asset Balances

Net assets with donor restrictions consisted of the following at December 31,:

Subject to expenditure for specified purpose or passage of time:

Net Asset Balances	2021	2020
Subject to expenditure for specific purpose or passage of time:		
Restoration of vehicle collection	\$ 857,848	\$ 781,198
Museum Development	2,064,158	339,042
Miscellaneous	50,132	155,934
Total	\$ 2,972,138	\$ 1,276,174
To be held in perpetuity:		
Endowment	\$ 2,361,193	\$ 2,109,785
Total net assets with donor restrictions	\$ 5,333,331	\$ 3,385,959

The sources of net assets released from donor restrictions by incurring expenses satisfying the restricted purposes or by occurrence of the passage of time or other events specified by donors were as follows for the years ended December 31,:

Net Assets Released	2021	2020
Restoration of vehicle collection	\$ 252,147	\$ 246,468
Museum Development	49,000	33,040
Miscellaneous	-	147,531
Distribution from endowment	95,572	80,736
Total	\$ 396,719	\$ 507,775

Statement of Cash Flows

For the years ending December 31	2021	2020
Cash flows from operating activities:		
Change in net assets	\$ 2,357,639	\$ 207,966
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	89,190	85,114
Forgiveness of PPP loan	(90,200)	(85,600)
Net realized and unrealized (gains) losses on investments	(297,641)	(315,112)
Changes in operating assets and liabilities:		
Accounts receivables	2,332	(2,634)
Grants receivable	(1,433,983)	-
Prepaid expenses	9,163	(38,037)
Inventories	4,343	(8,097)
Other assets	(367,355)	-
Accounts payable	17,864	(12,991)
Accrued payroll and taxes	(4,788)	(2,960)
Deferred revenue	(572)	3,194
Other accrued liabilities	7,642	6,535
Net cash provided by (used in) operating activities	293,634	(162,622)
Cash flows from investing activities:		
Purchases of investments	(41,071)	(441,596)
Sales of investments	-	87,374
Cash paid for purchase of property and equipment	(136,014)	(121,584)
Net cash provided by (used in) investing activities	(177,085)	(475,806)
Cash flows from financing activities:		
PPP loan	90,200	85,600
Net cash provided by (used in) financing activities		
Net increase (decrease) in cash	206,749	(552,828)
Cash at beginning of year	1,823,674	2,376,502
Cash at end of year	\$ 2,030,423	\$ 1,823,674
Supplemental cash flow disclosures:		
Income taxes paid (refunded)	-	-
Interest expense paid	\$ -	\$ -

Schedule of non cash investing and financing activities:

Income taxes paid (refunded)	\$ -	\$ -
Interest expense paid	\$ -	\$ -

There were no noncash investing and financing activities for the year ended December 31, 2021 and 2020.

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

Net assets without donor restrictions consisted of the following at December 31,

Net Assets Without Donor Restrictions	2021	2020
Board Designated:		
Restoration of vehicle collection	\$ 64,665	\$ 56,875
Endowment	203,057	186,566
Miscellaneous	-	-
Museum Development	-	-
Total Board Designated	\$ 267,722	\$ 243,441
Designated - Property and Equipemnt	\$ 1,897,286	\$ 1,850,462
Undesignated	\$ 1,031,368	\$ 692,206
Total net assets without donor restrictions	\$ 3,196,376	\$ 2,786,109

Note 10 - 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. There were no services that met this criteria in 2021. In 2020 there were services that met these criteria and management estimates the fair value of those services to be \$500. However, most of the services received by the Society do not meet those criteria. Management estimates the fair value of the services not meeting the criteria to be \$575,789 for 2021 and \$386,158 for 2020, with a total of 19,225 volunteer hours for 2021 and 14,197 volunteer hours for 2020.

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 of cases, as additions to fixed assets.

Note 11 - 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, 2021 and 2020.

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, 2021 and 2020 was \$1,100.

In April 2019 the Society entered into an operating lease agreement for a copier. Rental payments are \$142 per month. Rent expense under this lease was for the years ended December 31, 2020 and 2019 were \$556 and \$1,667, respectively. In April 2019 the Society entered into a new operating lease agreement for a copier. Rental payments are \$142 per month through May 2024. Rent expense under this lease was \$1,709 for the year ended December 31, 2021 and 2020.

Total minimum annual rentals are as follows:

	Total
2022	\$ 1,710
2023	1,710
2024	570
Total	\$ 3,990

Note 12 - Liquidity and Availability of Resources

The Society has the following financial assets available within one year of the balance sheet date to meet cash needs for general expenditure:

	Total
Cash and cash equivalents	\$ 679,311
Total	\$ 679,311

None of the financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the balance sheet date. As part of the Society’s liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due.

Note 13 - Uncertainty

Starting in March 2020, local, U.S., and world governments have encouraged self-isolation to curtail the spread of the global pandemic, coronavirus disease (COVID-19), by mandating the temporary shut-down of business in many sectors and imposing limitations on travel and the size and duration of group meetings. Most sectors are experiencing disruption to business operations and may feel further impacts related to delayed government reimbursement, volatility in investment returns, and reduced philanthropic support. There is unprecedented uncertainty surrounding the duration of the pandemic, its potential economic ramifications, and any government actions to mitigate them. Accordingly, while management cannot quantify the financial and other impacts to the Society as of June 8, 2021, management believes that a material impact on the Society’s position and results of future operations is reasonably possible.

The U.S. government has responded with several phases of relief legislation as a response to the COVID-19 outbreak. The initial legislation was enacted into law on March 27, 2020, called the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) and later by the Consolidated Appropriations Act of 2021, to address the economic impact of the COVID-19 outbreak. The CARES Act, among other things, 1) authorizes emergency loans to distressed businesses by establishing, and providing funding for, forgivable bridge loans, 2) provides additional funding for grants and technical assistance, 3) delays due dates for employer payroll taxes and estimated tax payments for organizations, and 4) revises provisions of the Internal Revenue Code (or IRC if defined elsewhere), including those related to losses, charitable deductions, and business interest. The Consolidated Appropriations Act of 2021 continued or expanded many of the CARES Act initiatives. The Society received a loan of \$85,600 under the CARES Act which was subsequently forgiven and is included in revenue in the statement of activities in 2020. The Society received a second PPP loan of \$90,200 in January 2021 and is currently in the process of applying for forgiveness of that loan. The Society is also actively pursuing grant opportunities now available through private foundations, the State of Maine, and the federal government to help nonprofits in the restoration and preservation sectors get through this uncertain time. Further effects of these Acts on the Society’s financial statements have not yet been determined.

Note 14 - Subsequent Events

Subsequent events have been evaluated by management through October 31, 2022, which is the date the financial statements were available to be issued. With the exception of the change in the market value of investments in Note 5, there were no material subsequent events as of October 31, 2022 that require disclosure in the financial statements.

Independent Auditor's Report

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

Opinion

We have audited the accompanying financial statements of New England Electric Railway Historical Society (a nonprofit organization), which comprise the statements of financial position as of December 31, 2021 and 2020, and the related statements of activities and change in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of New England Electric Railway Historical Society as of December 31, 2021 and 2020, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of New England Electric Railway Historical Society and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about New England Electric Railway Historical Society's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omis-

sions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of New England Electric Railway Historical Society's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about New England Electric Railway Historical Society's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Cummins, Hammet & McNamee, P.A.

Certified Public Accountants
Kennebunk, Maine
October 31, 2022

Library Department

Karen Dooks, Librarian

During 2021 the Library Committee continued meeting on a bimonthly schedule via Zoom until September when an in-person meeting was held for the first time since the pandemic began. Workshops in October and December focused on getting the Library cleaned up and re-organized so that cataloguing and could resume. Quite a backlog of contributions needed to be sorted and their disposition determined. That work will continue for several months.

December brought the addition of Steve Berg, Construction Manager, to the Museum staff. The library has shared its history of library building projects and plans over the years with Steve in anticipation of moving forward with a new library facility in the near future. As the Museum's Strategic Plan is to be updated in 2022, preliminary plans will be formed in the coming months.

Thanks to Executive Director Katie Orlando's help a climate-controlled storage unit was found in Kennebunk to house our most valuable materials. Shelving will be purchased and materials moved in during the first half of 2022.

The Restoration Shop has started to make use of the large bed scanner in the library to scan and catalogue blueprints that have been held at the shop. This will not only be of great importance to the work of the shop, but will also assist the Library in its efforts to move forward with the cataloguing of the Museum's collection.

The Library Committee for the year 2021 consisted of the following members: Karen Dooks (Chair), Mike Frost, Kenyon Karl, Randy Leclair (Vice Chair), Herb Pence, Ed Ramsdell, Lloyd Rosevear, Leo Sullivan, and Mark Sylvester.



Above: Some well known film stars visited the Museum and look at home on Connecticut 303. KO



Above: Twin Cities 1267 is one of the unique "gate cars" that plied the streets of Minneapolis and St. Paul for decades. The gates, when opened at a stop, would allow large numbers of people to board and alight quickly so the car could maintain schedule. No. 1267 arrived at Seashore in 1953 and has benefited from extensive volunteer and staff attention to keep it in prime condition as shown here. TG



Left and right: A finishing touch of Toronto 2890's restoration was recreating the advertising cards that were displayed on both front and rear dash panels. The ads shown here on the car were derived from 1950s photos of similar cars running in Toronto. Note that on the front of the car illuminated shrouds allowed the advertiser's messages to be displayed in evening hours as well. KO



Museum Awards - 2021

At the year's Annual Meeting, held on April 4, 2021, key awards were presented to the following uncommon individuals:

Trustees Recognition Award

The recipients of the 2021 Trustee's Award are **Richmond Bates** and **Jeffrey Bennett**. Richmond has greatly helped the Museum's record keeping by assembling background information on its extensive fleet. Notable results are curatorial documentation on almost all collection items built by researching the vehicle's history, documenting a narrative of the acquisition, and compiling all existing acquisition and other documentation. He works closely with the curatorial and long-term members to capture first-hand knowledge. Thank you Richmond for all you do for the Museum and for your persistence.



Richmond Bates

Jeff is a long-time member of the operating department interacting regularly with our visitors. Over the years he has learned technical aspects of our many and varied fleet members. He has put that knowledge to use in recent years by playing a leading role in the Yard Crew. This group's mission is to make available any car or cars needed by the restoration shop or other departments. In almost all cases multiple moves need to be made to shift unpowered cars to reach the desired collection item. Careful planning and coordination with departments such as operations, restoration, track, and overhead are necessary. Jeff's knowledge and pleasant demeanor serves him well in this role. Thank you Jeff for all that you do for the Museum.



Jeff Bennett

George M. Sanborn Award – The George Sanborn Silent Leader Award, is given annually to a long-time volunteer who works tirelessly behind-the-scenes and contributes more time than any other member would realize, no matter what it takes. Past winners are CC Clapp (2018), Fred Hessler (2019), and Phil Morse (2021).



Kenyon Karl

This year's recipient is **Kenyon Karl**. Kenyon is currently active on the Museum's Library and Curatorial Committees and has been a consistently hard-working volunteer and donor for decades. Kenyon always is ready to lend a helping hand, especially on matters involving our small artifact collection and our library and archives. When members from the general public reach out to us asking for information or photos about specific railroads, photos they found from

a family member's collection, and miscellaneous answers they are looking for in Seashore history, Maine transit history, or electric railway history-specific, Kenyon dives in and searches through our collection and other Maine collections for the answers. We appreciate Kenyon's passion for our mission and many years of dedication and support to Seashore Trolley Museum.

Roger E. Somers Award – The Roger E. Somers Legacy Award, is given annually to a Railway Operations volunteer who exemplifies an unwavering passion to live the mission, a positive spirit, a genuine desire to mentor others, and provide leadership. The past recipients are Roger Tobin (2019), and John Mercurio, Jr. (2020).

This year's recipient is **Donald Stephenson**.

Don has been a member of the Museum since before he was born. His father, Lester Stephenson, Jr. was an active and generous member. Don's grandfather was an operator of streetcars in suburban Boston, including Seashore's own 4387. Don has been part of our Friday crew for many seasons. He is always willing to do anything needed – from operating, conducting, instructing, and dispatching; to greasing the rail and degreasing kids' shoes. He has a terrific rapport with our visitors, always engaging them in a positive way for the Museum. On the giving side, Don has raised funds for the Museum by selling items from his father's collection and items found abandoned at the Museum on eBay. He has constructed and maintains the rope barriers for our barns that keep our cars and visitors safe. And he's always willing to chip in on anything needed. Don reflects all of the great attributes of Roger Somers, including mentorship, leadership, positive attitude, and unwavering support for the Museum's mission. Bestowing this award on Don honors Roger and all who cherish his memory



Don Stephenson

Executive Director's Award – By Executive Director Katie Orlando

The recipients of the 2021 Executive Directors Awards are **Richard Coots** and **Rick Wolf**.

Rich Coots is known for his can-do attitude and bright smile across campus. He is always willing to lend a hand with museum projects. From Railway Operations, the Restoration Shop, Facilities and Grounds, and the Curatorial Department, Rich does it all. He regularly volunteers to operate trolleys for our guests on regular admission days and during special events. He helped us make beautiful display boxes to house artifacts in our new Tower C exhibit. Rich serves on our trustee election committee. He helps us recycle old computers at his town landfill. He supports several projects in the Restoration Shop, including fabricating storm windows and remodeling the restroom and shower. Rich always goes above and beyond and his dedication and support does not go unnoticed. Thank you Rich for all that you do for Seashore Trolley Museum!



Rich Coots

Rick Wolf is a long-time member of Seashore Trolley Museum and recently became a Seashore volunteer. He is a great new addition to our trolley crew, often volunteering for special events in addition to our regular daily operations. He has a great rapport with all guests, ensuring each one he interacts with has a memorable Seashore experience. Rick stepped up to help design the new Tower C exhibit in 2021, creating a beautiful, informative resource for all to enjoy. Rick helped us decorate for the 2021 holiday season, ensuring that our trolleys were ready for Christmas Prelude. Thank you Rick for always stepping in when help is needed. We appreciate all that you do for the Seashore Trolley Museum!



Rick Wolf

All photos KO



Strategic Plan Components

Two classic American electric cars have been included for significant fundraising and restoration activity in the Society's newly launched 5-year strategic plan. **Above:** Lehigh Valley Transit interurban 1030 was built in 1931 for the Indiana Railroad and was later sold to provide further parlor car service on the Philadelphia–Allentown Liberty Bell route. It was the first car the Museum acquired from outside of New England, beginning the Museum's *National Collection of American Streetcars*. SL

Below: The J. G. Brill Company of Philadelphia was noted for production of very high quality streetcars often of innovative design. Baltimore 5748 of 1917 is an example of Brill's Semi Convertible design which allowed window sash to slide high into the ceiling thus converting the car from fully enclosed in winter months to capturing some of the feel of open cars during sweltering Baltimore summers. SL

