



## **Shelburne Falls Trolley Museum, Inc.**

### **Five Year Plan 2017**

#### **Mission Statement (Approved 5/27/2001)**

To preserve railroad and trolley history and artifacts, especially of the Franklin County, Massachusetts area, and to educate the public about these artifacts and historical information through collection, restoration, display, demonstration and interpretation.

This mission is carried out by:

- 1) Preserving railroad and trolley history and artifacts by collecting, restoring and displaying trolley cars, locomotives, rolling stock, tools, equipment, photographs, ephemera and other items associated with the purpose, use, operation, function, study and enjoyment of railroads and trolleys.
- 2) Recreating the experience of an early-1900's rural street railway by giving rides on our demonstration railway on restored trolley and railroad equipment. The rides include interpretive talks on the history and uses of the equipment, the importance to the community of the services the railroad and trolleys provided and their role in the development of the community.
- 3) Offering educational programs to area schools and organizations about the history of the local trolley and railroad operations.
- 4) Restoring and maintaining the historic freight house and yard to demonstrate their significance on the community.

### **Five Year Plan 2017**

**(Approved 5/10/2017)**

This document describes the Programs and Projects that the Shelburne Falls Trolley Museum Inc.'s Board of Directors (“we”) wants to maintain, continue and/or implement in the next five years, consistent with the Mission Statement. Programs are efforts that are ongoing, such as our interpretive rides. Projects have a more limited time frame, such as a car restoration. Projects usually are in support of a Program. Other Programs and Projects that are not listed here may be implemented if approved by the board and if sufficient other resources are found so that the added Project or Program will not impact those listed in this Plan. The Mission Statement guides us, but does not limit us, in choosing new Programs and Projects.

### **GENERAL**

We feel that the overall direction of the museum is appropriate and should be

continued. We feel that the museum has been fulfilling its Mission Statement, but that improvements can be made to more completely fulfill the Mission Statement. We feel that the museum is on sound footing financially but that many of the Projects listed below will require additional funding from grants and donations. We intend to keep the museum as primarily an all-volunteer operation.

## **PROGRAMS**

**Rides:** We will continue to offer interpretive, historic and safe trolley and hand car rides to the public on weekends and holidays from Memorial Day weekend to the end of October, and Mondays in July and August. This Program includes:

- Recruitment of crew members,
- Training of crew members in the safe and attractive operation of the rides,
- Preventative maintenance and cleaning for No. 10 trolley and the hand car,
- Track inspection of the in-use tracks, and maintenance and repairs as necessary,

Projects related to this Program are Spare Trolley Car, Spare Trolley Trucks and House Track Rehabilitation.

**Visitors Center:** We will continue to interpret and display artifacts, photographs and ephemera in the present Visitors Center space in the Warehouse (sometimes called the “Agway Building”). We will continue to sell railroad related items, books, toys, gifts and other items in the Gift Shop in the Visitors Center. We will continue to provide space there for families to play with toy trains and other railroad-related items. Under the direction of the General Passenger Agent, we will work to create more retail and interpretive display space, but overall space is limited.

Projects related to this Program are the Porch Completion projects.

**Freight Yard:** The historic Buckland Freight Yard is our home. As such, it is a vital part of our visitor experience as well as an important part of our Mission. In July 2018 we will make our final mortgage payment for the yard. The yard and buildings are also an important source of revenue from rental of surplus space. We have completed an exterior restoration of the Freight House. We have built a fire-resistant Car Barn. We have performed extensive clean up including minor (e.g. brush cutting, mowing) and major (e.g. Freight House dock removal, Creamery demolition and removal) projects. We will continue keeping the yard attractive, and will work to find less visible locations for the unsightly equipment that is awaiting restoration, and to remove materials that are not needed for our Programs and Projects. We want to install more interpretive signage in the yard. Our rental space is fully occupied and we will work with our tenants to keep them satisfied.

Projects related to this Program are House Track Rehabilitation, Water Main

Replacement, Building Improvements and Track Extension.

**Member Outreach:** Our Members are an important part of our success. They provide an important source of moral support, revenue and volunteers. We will continue, through our Membership Clerk and our Transfer Editor, to keep contact with our existing members through renewal requests, through our website and emails, through our newsletter the “Transfer”, as well as through our other Programs. We will continue to recruit new Members through our Rides, Visitor Center and Public Outreach Programs. We will continue to expand our Corporate Sponsor program.

Project related to this Program is Membership Growth.

**Public Outreach:** We will continue our Public Outreach program through the efforts of our Public Relations and Marketing Coordinator. We will continue to fine-tune our rack card distribution and our media exposure. We will continue our web site and social media efforts. We will continue with our Trolleyfest event. In 2017 we will experiment with a TV-ad campaign.

**Educational Outreach:** We will continue to host school and youth group field trips, and make sure that local schools know about our field trip program.

**Volunteer Retention and Recruitment:** The museum is an all-volunteer operation. Our present volunteer participation is adequate for operations but we can always use more help. Our Crew Dispatcher will continue to make sure that we have a crew for each operating session. We could use more volunteers to take on minor projects that they can do with minimal oversight. We could use more volunteers who have the time and skills to be a Project Coordinator. We will work to retain our current volunteers by maintaining a safe, rewarding and friendly work environment, and providing a variety of Projects and Programs to work on. Our Project Coordinators will work to recruit volunteers for their Projects. The Public Outreach, Member Outreach, Visitor Center and Rides Programs will continue to recruit new volunteers.

**Visitor Experience:** Our visitors are crucial to our Mission. The above Programs all support the Visitor Experience. In addition, we will produce a walking tour and safety handout pamphlet for our visitors. We will install a high level loading platform at Salmon Falls.

## PROJECTS

**Caboose CV4015:** We will continue to complete the exterior and interior restoration of this caboose. Sufficient Funds have been allocated. The caboose will be displayed outdoors during the operating season unless restoration activities dictate otherwise. Winter storage location will depend on other Projects' needs. Interior access will be available to the public during operating hours unless restoration activities dictate

otherwise. Project Coordinators are Dave Dye and Sam Bartlett.

**Spare Trolley Trucks:** We want to have at least one spare motorized truck (wheel sets and frames) available in case of malfunction with one of No. 10's trucks. We have purchased two trucks that can be motorized. At least one of these trucks will be rehabilitated as needed and have one of our two spare motors installed. Once the motor is installed the truck will be stored primarily indoors. One or both trucks may be used as 'shop trucks' for another project, and are available to be incorporated into an operating second trolley car if one becomes available (see Second Trolley Car Project). Some additional funding may be required for rehabilitating the trucks and installing the motors. Project Coordinator is Sam Bartlett.

**MBTA PCC Trolleys:** We have two PCC cars from the MBTA that are currently non-operational. 

We will focus the resources for this project on PCC 3321, the last trolley car built in Massachusetts. We will make needed repairs to make the car movable. We will hire a professional prepping and painting job with the aim of restoring the exterior of the car to its orange and cream color scheme. We will hire or use volunteers for the necessary body work, focusing first on repairing enough steps and doors to make the car's interior available for public viewing. We will replace all the windows and doors. Interior cleaning and restoration may proceed during or after the exterior restoration.

If resources permit, we will examine the electrical and mechanical components of 3321 and determine if an operational restoration is feasible.

A donor has pledged \$12,000 for prepping and priming 3321. The Board has directed over \$5000 additional funds for this car. More grants and donations, as well as extensive volunteer time, will be needed to move this project forward.

PCC 3299 may be used as a parts car if we determine that operational restoration of 3321 is a worthwhile endeavor. In the meantime, it will be painted in the MBTA Green Line scheme by volunteers. The scraping and painting should be carried out in early 2017 to improve the appearance of the yard. The windows removed from 3321 will be used to replace the missing 3299 windows and additional windows will be bought if needed. Doors will be rebuilt or replaced with non-operational inserts. 3299 may have its trucks, electrical and mechanical equipment removed for inspection and/or rehabilitation for 3321's restoration. 3321's trucks may be used as shop trucks if needed. This Plan does not anticipate cutting up or scrapping the body of 3299. A portion of the funds available for 3321 will be shared with 3299. Additional volunteer time will be required to move this project forward. Project Coordinator is Sam Bartlett.

**Bangor and Aroostook Railroad 230, “American Flyer”:** This car will receive exterior volunteer painting to its BAR original paint scheme. Funds have been allocated for the exterior painting. If additional financial resources are obtained, the long-term

plan for this car envisions restoring part of the interior to its appearance as a Maintenance-of-Way camp car, with beds and kitchen facilities. Another section will be set up to display tools used by Maintenance-of-Way workers. This car eventually needs extensive body panel replacement. The PCC Trolleys Project takes precedence over this project. Project Coordinator is Tony Jewell.

**F&L St Ry No. 60:** We want to move No. 60 from Ashburnham into the Restoration Bay of the Car Barn or the Shed. At least a portion of No. 60 would be restored to show the workmanship of Wason Manufacturing of that era (1904). The car would be available for viewing by the public as restoration permits. Funds have not yet been identified for this move, about \$6000. Project Coordinator is Sam Bartlett.

**Second Operational Trolley Car:** We feel that to support our Rides Program, we should not be solely reliant on No. 10. We will research and compare two different approaches to having a second operable trolley car. We will look for a trolley car body at another museum or private owner that could be operated on our spare trucks. Project Coordinator is Tony Jewell.

We will also research the feasibility and cost of building a replica of an open trolley, such as SF&C No. 15 (double truck) or SF&C No. 14 or 16 (single truck). Project Coordinator is Tony Jewell.

**B&M Box Car:** We will pursue grants of \$12,000 for prepping and painting this car back to its B&M blue scheme. The American Flyer Project takes precedence over this Project. This car will continue to be used for storage. This project needs a Project Coordinator.

**HT&W Flat Car:** No work beyond removing the wire installation mechanism is anticipated for this car. If needed, the trucks from this car can be used for shop trucks, but then the body needs to be stored somewhere out of the way.

**Boom Truck:** This truck needs its power steering and brakes repaired. Some funds have been allocated for this work. We do not want to spend money on this truck beyond what is needed to keep it operational. This truck supports the House Track and Track Extension Projects. Project Coordinator is Sam Bartlett.

**House Track Rehabilitation:** The House Track needs substantial tie replacement, and some rail replacement to be able to be kept up to standards. We will completely replace, straighten and realign the section of the House Track that is under gravel at the end of Depot St. Project Coordinator is Sam Bartlett.

**Track Extension:** We want to have more storage track space near the Car Barn, so that ongoing Projects can be close to the shop. We will extend the Loop Track from Turnout 5 along side the Car Barn, and install TO 9 to allow for a track to extend westward toward the current end of the North Track. The House Track Rehabilitation Project takes precedence over this Project. We do not anticipate building the Loop Track

or a track down Depot St in this Five Year Plan. Project Coordinator is Sam Bartlett.

**Building Improvements:** Our buildings are an important part of our yard and our visitor's experience, as well as a source of revenue. We want to finish the Visitors Center Porch. We want to paint or stain the Shed. We want to put the final touches on the Car Barn. We want to start planning for the extension of the Car Barn. We will research systems for fire suppression as well as funding for such systems. We do not anticipate moving the Visitors Center to the Freight House in this Five Year Plan. Except for repairing and painting trim we do not anticipate replacing the siding on the Warehouse in this Five Year Plan. Project Coordinator is Sam Bartlett.

**Water Main Replacement:** The present water main to the Visitor's Center is inadequate. We will find funding for replacing this water main, taking into account the needs of sprinkler systems if the Building Improvements Project determines that sprinklers are advisable. We will make the water main extendable to the Freight House for later expansion. This is a high priority Project for funding. Project Coordinator is Sam Bartlett.

**Transportation Bulletin Update and republish:** We want to get permission as needed to republish the Transportation bulletin article about the SF&C, as well as add more recent information and pictures. This Project needs a Project Coordinator and some unknown amount of funding.

**Membership Growth:** We will use various approaches to increase revenue and volunteerism by doubling our Membership revenue. Dave Goff is the Project Coordinator.