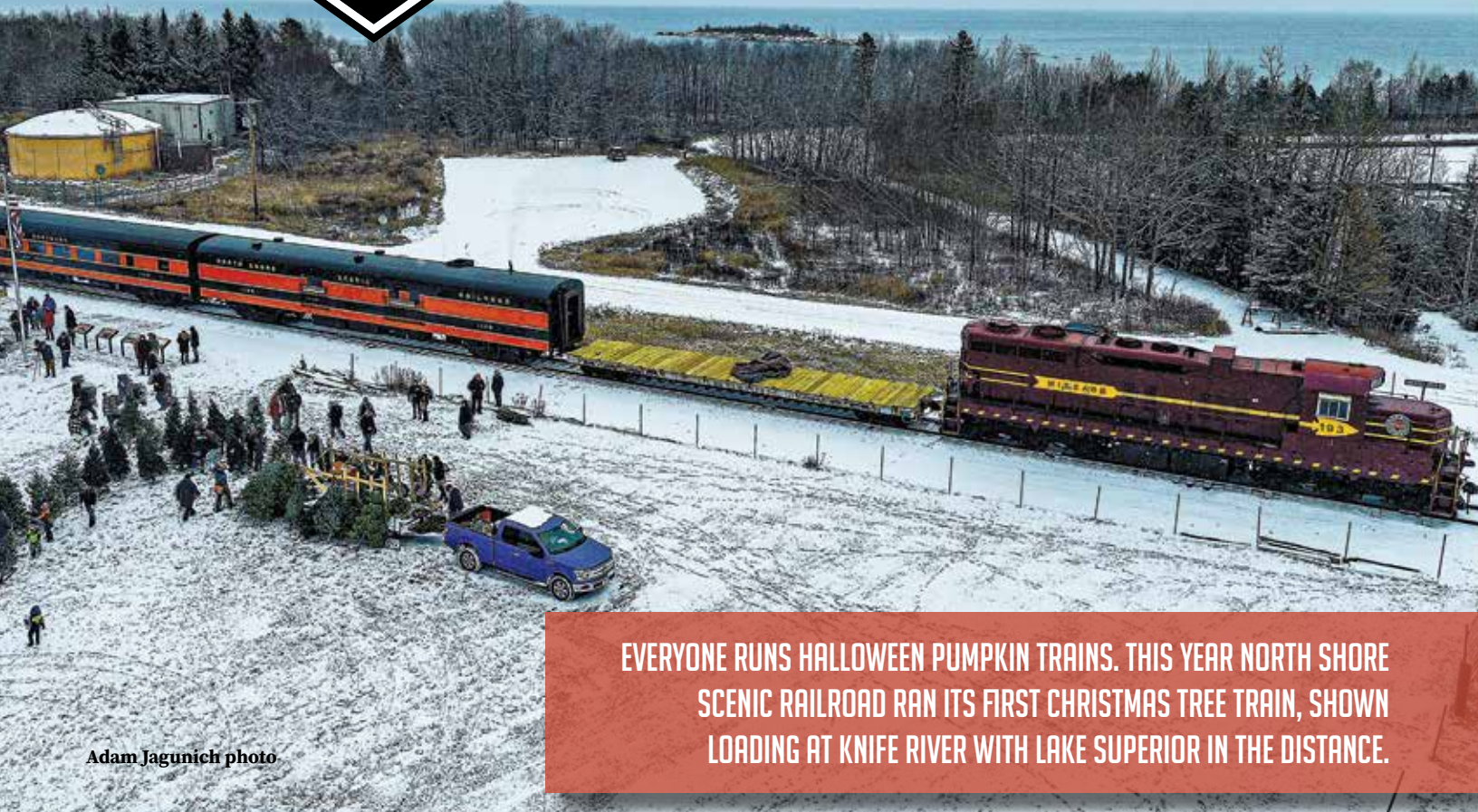




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FROM THE HEAD END

By G. Mark Ray, HRA President

Dealing with change and idea killers

It's been awhile since I was last on my soapbox but it's time to climb back on it.

What is it about change that often causes us to resist? Is it our belief that keeping things the way they are is always best? Is it because we get set in our ways and we don't want to "upset the apple cart"? Sometimes change is easy, sometimes emotional and often hard. No matter how much we don't like it, change is inevitable, something that we must learn to expect. Life requires us to adapt.

Technology, economics, conflict, and necessity often force change upon us. People bring change, and that can result in conflict.

For those of you who've wanted to change something, how was it received? Did you hear something like "Oh, we tried that before and it didn't work," "Let's be realistic," "We don't have time," "That's too drastic," "We are too small for that," or "Since when are you an expert"? These are collectively known as idea killers. They are the reasons why creativity and innovation don't fly in your organization.

Idea killers do more than stop the idea from becoming reality, they cause disillusionment and frustration to those bringing the ideas. If your organization has a history of pushing back on change, then that may explain why you keep changing Executive Directors or losing volunteers.

Am I saying that ALL change should be acted upon? Not at all but at least listen and consider it. A good conversation is characterized by an exchange of ideas, thoughts, and questions. A poor conversation is characterized by yelling, use of epithets, and discussions of family history. A good conversation normally ends with both sides reaching a mutual agreement (called a "compromise"). A poor conversation normally ends with all parties walking off angry and not willing to discuss the matter further. And for the benefit of all, don't use social media as your sounding board!

Now, to my point. Folks, the survival of railway preservation is not dependent on money, Day Out with Thomas, Polar Express, FRA regulations, Museum Advocacy Day, or anything close to those. The survival of this industry is dependent on PEOPLE. It takes people to turn the crank on a daily basis to make this work. The last time I looked in the mirror, my hair continues to turn more gray. I know I am not alone in this. Every organization is faced with the same dilemma – we are all getting older. Do you have a succession plan for every key position? What are you doing to attract younger people into key positions in your organization? Guess what? You just might have to change how you've been managing your organization if you want to attract a younger generation. The alternative? Your museum assets sold at auction because no one was there to take over when the last old person passed away. Take a long hard look in the mirror and ask yourself, who is going to take over when we're all gone? Perhaps you don't care. If that's the case, your organization is already dead.

RECOMMENDED PRACTICES FOR RAILWAY MUSEUMS 2.0

By Aaron Isaacs, HRA editor

Part 4 Staff Structure and Evolution

The introduction to this section says, "Railway museums, historically heavily dependent on volunteer labor, should consider how they might enhance or even alter the makeup and organization of their staffs in order to better direct the pursuit of institutional goals and professionalism".

Volunteer-based museums face staffing challenges because:

a. Most jobs have to be staffed from the active membership, usually a small pool not necessarily blessed with the needed skill sets.

b. Money is tight, so hiring paid staff is financially challenging.

Recommended Practices recognizes these realities, and the limits they impose. Out of necessity, volunteers are assumed to be as capable as paid staff, because they have to be. That's a different attitude than at well-funded museums, where volunteers tend to be treated as less qualified than paid staff, relegated to subordinate positions like docents, with no hope of becoming managers.

Because money is tight, most volunteer-based museums must be very selective about spending on staff. If there's a

paid Executive Director, his/her primary job duty is often fund raising to cover the ED's salary and hopefully more. The other job duty is overall museum management, but not necessarily restoring railroad equipment or running trains. There are usually plenty of volunteers who know how to do that, and it's often not in the ED's skill set anyway.

It's difficult to attract a qualified ED if the salary is not competitive. A good ED can elevate a museum to a higher level, but such people aren't easy to find. Too often the only available candidates are new college graduates looking for that first job before moving on. High turnover of unseasoned ED's is arguably worse than not having one and certainly more expensive.

Whether there's a paid ED, or a volunteer CEO of some sort, that person has an organization to run. The very word organization implies a hierarchy of functional staff positions. Someone has to pay the bills, buy the insurance, do the marketing, put out the newsletter, and perform all the other functions, including running the trains. The only differences between a volunteer-based organization and one with all paid employees are:

1. The jobs are more likely to be broken into smaller pieces that can be handled by part-timers.
2. The same individuals are likely to wear several hats at once.

With those caveats in mind, a well-functioning museum needs an org chart with boxes for all the functions one would find in a place with all paid staff. It's important to separate the list of jobs from the personalities currently doing them. Although most museums have long-time volunteers, eventually they'll be gone and replacements will be needed. Museums need to embrace the realities of career paths and grooming successors so the departed fixture doesn't leave too big a hole.

Museums must acknowledge the need for administrative and management skills from the beginning. Many museums start out rescuing, repairing and then operating a train. Those require mechanical and technical skills. They may be unprepared for all the administrative skills it takes to sustain an organization over the long haul. Woe be to the museum that treats operations and wrench-turning as "real work", and everything else as fluff. I have witnessed museums recreating the management-labor divide where each side distains the other and they spend their time jockeying for power. What could be more counter-productive?

In any volunteer-based museum, there is no more important job than the Volunteer Coordinator who greets new volunteer candidates, assesses their interests and works with department heads to place them. If you don't have one, you're missing out. Without a clear intake process, the potential volunteer can't find a way in, gets frustrated and goes elsewhere. Or the volunteer shows up

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and is either ignored or rejected because the existing crew doesn't want to be bothered with orientation and training. That's how museums stagnate.

Every museum has to decide which jobs are best done by volunteers, paid employees or contracted out. This can be tricky, because someone is getting paid, working next to someone who isn't. Volunteers are usually the first choice because they're free. Paid jobs are the ones that don't attract volunteers, or that volunteers are unable to do. They may staff the museum store, admissions desk or food service. The museum store or food service may have a paid manager.

Contractors tend to appear in skilled positions like bookkeeper, or for occasional jobs like railcar moving or specialized equipment repairs. Given the do-it-yourself ethic of many museum volunteers, it's worth asking if it's better for potentially hazardous work to be off-loaded to a professional with insurance and the right equipment.

There's one way that volunteer-based organizations differ from regular workplaces with paid employees. Volunteers have a strong emotional attachment to the activity. Management must tread carefully, because any criticism of a volunteer's efforts may be taken personally or even create a rift between factions. Museums need a member conduct code that defines unacceptable behavior, that no discrimination or harassment of any kind is permitted. Because disputes will happen, there should be a dispute resolution process to guide everyone through the conflict.

In our work lives we've all known what organizational dysfunction looks like. We've all had good bosses and bad bosses and we know how that feels. Non-profit museums work the same way and need the same care to run smoothly.

WHAT GOT DONE IN 2021

By Aaron Isaacs, HRA editor

2021 was no one's idea of a perfect year, but for railway preservationists it was much better than the partial-to-total shutdown of 2020. More museums and railroads were open for more time. Although Covid was still a problem, at least we understood it better and knew how to take reasonable precautions. That said, the Delta/Omicron surge in the last quarter caused the cancellation of many holiday special events.

A lot happened in 2021. Tourist railroads appeared and disappeared. U. S. Sugar launched its Sugar Express behind ex-Florida East Coast 4-6-2 #148, which later hauled cane trains on these very rails. Cater-Parott Rail Net in south Georgia started periodic trains that move around its network. Fillmore & Western folded, but new operator Sierra Northern has purchased its steam locomotive and passenger equipment and promises the return of tourist trains.

The year saw a new museum on the former Simpson Timber railroad in Washington. The Golden Gate Railroad Museum moved into its new site in Schellville, CA. The dormant Nebraska Railroad Museum, which left its Fremont location years ago, has finally acquired a new site in Nebraska City.

A small group of under-age-30 alumni of the Conway Scenic Railroad has started the Bridgton & Saco River Railroad Museum in Bridgton, Maine. They've bought a 5-acre site, are planning to erect a building and lay track. If that happens, they hope to lease or acquire some original 2-foot gauge equipment from the Maine Narrow Gauge Museum. The new Port Jervis Transportation Museum is moving ahead, now that equipment that had previously occupied the former Erie engine terminal has been evicted. Rolling stock owned by Operation Toy Train has been moved into the city-owned site. Funding is in place to restore the turntable.

On the negative side, the Winnipeg Railway Museum is being evicted from its longtime home in the Winnipeg passenger station. The Wichita Falls Railroad Museum in Texas folded and its collection is endangered. The county is trying to force the abandonment of Big Trees & Pacific's standard gauge train to the Santa Cruz boardwalk.

Acquisitions

Museums and tourist railroads added all sorts of rolling stock to their collections.

LOCOMOTIVES

Atlantic Coast Line 4-6-2 #1504 (Alco Richmond 1919) to U.S. Sugar

Lehigh & New England S2 diesel #611 (Alco 1948) to Railroad & Industrial Preservation Society
Southern Pacific 4-6-2 #2479 (Baldwin 1923) to Niles Canyon Railway
Ex-C&NW F7As #576 and #578 and Tennessee Valley Authority H16-66 Baby Trainmaster #F3060 (Fairbanks-Morse 1958) to Tennessee Valley Railroad Museum.
Bangor & Aroostook BL2s #52 and 56 (EMD 1949), Elgin Joliet & Eastern SD-M #818 (EMD 1959), restored Bock Lumber Company Forney 0-4-4T #1 (Baldwin 1908), Monon SW1 diesel #DS-50 to Hoosier Valley Railroad Museum
Kennecott Copper Alco RSD4 #201 and Nevada Northern SD7 #401 to Nevada Northern.
Santa Fe SD45-2 #5704 (EMD 1973) to Southern California Railway Museum. The locomotive is being restored commercially and painted in the bicentennial color scheme it once wore.
Hoboken Manufacturers Railroad 44-tonner #700 (GE 1947) to Tri-State Railroad Historical Society
Middletown & New Jersey 44-tonner #2 (GE 1947) to Port Jervis Transportation Museum
Lake Superior & Ishpeming 2-8-0 #18 (Alco 1910) and Grand Trunk Western 4-6-2 #5030 (Baldwin 1912) to Colebrookdale Railroad
Chicago & Illinois Midland RS1325 #31 (EMD 1960) and Illinois Terminal SW1200 #784 (EMD 1955) to Monticello Railway Museum
Ex-Pennsylvania Railroad GP9 #7249 (EMD 1949) to Northern Central Railroad
Chicago & North Western E8 #515 (EMD 1953) to Illinois Railway Museum
Boston & Maine GP9 #1741 to Conway Scenic Railroad
Louisville & Nashville C30-7 diesel #7067 (GE 1980) to Kentucky Steam Heritage Corp.

It's looking hopeful that the Danbury Railroad Museum will finally rescue #278 (Alco/GE 1926), the last New York Central T-motor and #100 (Alco/GE 1904), the very first S-motor from decades stranded on an upstate New York siding.

Santa Fe SF30C #9501 (built as U36C #8728 in 1985) to Arizona State Railroad Museum.

In a major acquisition, the Fred Kepner collection of 14 steam locomotives has been purchased by Oregon Coast Scenic Railroad, which plans to retain these:

Pickering Lumber Shay #8 (Lima 1924)
Sierra 2-6-6-2 #38 (Baldwin 1934)
Oregon-American Lumber 2-6-2T #104 (Baldwin 1923)
Oregon-American Lumber 2-6-2 #105 (Baldwin 1925)

continued on page 8



Client Showcase:

Western Maryland Scenic Railroad gives back BIG to the community



By Ehrin Harrison for McRail

Desire and drive for history, and a commitment to the community is what it takes to succeed as a heritage railroad, according to Wes Heinz (Executive Director of Western Maryland Scenic Railroad). He believes in “keeping talent in the community” by creating a sustainable network of craftsmen, volunteers and staff that share a passion for the history and the people they serve.

Raised in Tennessee, Wes fondly recalls being surrounded by trains as a child, especially when his grandparents would drive him past the Norfolk Southern Railyard. Later in life Wes moved on from Tennessee, working for large corporations such as Microsoft, P&G, Walmart and Samsung. Eventually he became Executive Director at Maine Narrow Gauge RR, (Based in Portland.) Wes came to WMSR as a project manager for the rebuild of the 1309. After the rebuild was complete, Wes entered into the role of Executive Director on June 8, 2021.

Built by Baldwin locomotive works (Phila PA), the 1309, an articulated Mallet type, H6 (2-6-6-2) steam locomotive was delivered to Chesapeake & Ohio RR in 1949. The 1309 ran for 7 years hauling coal through the mountains of West Virginia and Ohio until being retired in 1956. Eventually, in the mid 70's the 1309 was put up for static display at the B&O museum in Baltimore before it was purchased by WMSR in 2014. Now after 7 long years and nearly \$4 million, the 1309 is ready to grace the rails once again. At a length of 99.7 ft., height of 15 ft. and total weight of 643,100 lbs., the 1309 will be the largest regularly scheduled steam locomotive in North America, beginning in spring.

Founded in 1988 by Jack Showalter (an icon of the industry), WMSR began with 16 miles of track and two (4-6-2) Canadian Pacifics. Jack might have been proud to know that the WMSR has made a \$10 million economic impact on Allegheny County and continues to believe in the history and the culture of this community.



McRail would like to congratulate Wes, his team, and everyone involved at WMSR on the rebuild of the 1309. Thank you for your commitment to community and heritage. It's an honor to serve you as our client. Godspeed.

ELECTRIC CARS

Cornwall Street Railway steeplecab locomotive #17 (Baldwin Westinghouse 1930) to Railroad Museum of Eastern Ontario
North Texas Traction Birney streetcar #560 (American 1920) to Fort Smith Trolley Museum
New York City Transit Authority steeplecab locomotive #7 (GE 1925) to Shore Line Trolley Museum
Wilkes-Barre streetcar #790 to Anthracite Trolleys, Inc.
Lackawanna MU cars #3557 and 4624 to SMS Rail Lines
St. Louis Public Service PCC #1700 (St. Louis Car 1946) to National Museum of Transportation
Singer locomotive #1 (GE ca1898) to Hoosier Heartland Trolley Company from the former ITM collection.
Bodies of San Diego streetcars #126, 128 and 138 (St. Louis Car 1912) to San Diego Electric Railway Association. All came from a private collection.
San Diego PCC #502 (St. Louis Car 1937) to Western Railway Museum
Halton County Radial Railway received multiples of the recently retired Canadian Light Rail Vehicle, plus a huge parts inventory.

PASSENGER CARS

Pennsylvania RPO #6565 (1910) to Kentucky Steam Heritage Corp.
Reading & Northern bought 11 passenger cars from the Iowa Pacific sale.
Montreal double-deck commuter cab car #900 (Canadian Vickers 1970) to Exporail
Three ex-Great Northern, ex-New Jersey Transit commuter coaches to U. S. Sugar
Fully restored heavyweight sleeper Villa Real (Pullman 1911) and Pullman heavyweight sleeper John Greenleaf Whitter to Illinois Railway Museum
Santa Fe super dome #551 (Budd 1954) to North Shore Scenic Railroad
Central of New Jersey coach #1001 to Whippany Railway Museum
Union Pacific/Oregon Short Line Harriman standard coaches #97 and 121 (Pullman 1911) to Oregon Coast Scenic Railroad
Canadian National lightweight coach #3216 to Guelph Historical Railway Association
Central of Georgia lightweight combine Fort Mitchell to South Appalachia Railroad Museum, reuniting the entire original 1947 Man O' War streamliner

FREIGHT CARS

Monon boxcar #1220, Pennsylvania 3-bay coal hopper and Conrail hopper car #435140, ex-PRR #665244 (Greenville Car 1960) to Hoosier Valley Railroad Museum.
Kingan & Company meat refrigerator car #943 (American Car & Foundry 1910) to Illinois Railway Museum.
Pennsylvania Railroad Railway Express Agency boxcar #6866 to East Broad Top Foundation
Two Pennsylvania X-23 outside braced wood boxcars from 1913 to Age of Steam Roundhouse

Buffalo Creek Railroad boxcar #3424 to the Flour-by-Rail Legacy Project, Buffalo, NY

NON-REVENUE CARS

Monon transfer caboos #81551 to Hoosier Valley Railroad Museum
Southern Pacific steel caboos #1099 to Arizona State Railroad Museum
Soo Line wood caboos #99111 to Ironhorse Railroad Park

OTHER

Long Island Rail Road M1 MU car simulator to Oyster Bay Railroad Museum.
Deconstructed SP Lenzen roundhouse and water tank to the Niles Canyon Railway
8 acres of land with 2000 feet of track in Nebraska City, NE by Nebraska Railroad Museum
20 acres of land adjacent to the museum by Illinois Railway Museum

Completed capital projects

Capital improvement projects are moving along.

Broadmoor Resort has completely rebuilt and re-equipped its Manitou & Pikes Pike Cog Railway.

Arguably the story of the year is the ongoing rebirth of the East Broad Top. Trains began running again in 2021, hauling 11,000 passengers behind diesel. Contractors have been stabilizing the shop buildings that still need it, and are installing fire suppression systems. A grant is funding a new effort to organize and catalog the railroad's extensive archival materials. Two steam locomotives are being restored. The Foundation's initiatives have attracted many more volunteers. The Friends of the East Broad Top now has twice as many members and has more than doubled its volunteer hours and tripled its annual financial budget. Planning is underway to revive the railroad south from Orbisonia on rails dormant since 1956.

The Wiscasset Waterville & Farmington Railway Museum continues to be a beehive of activity. Having expanded its carbarn to host equipment from the Maine Narrow Gauge Museum, they are simultaneously extending their main line, building an enginehouse, and replicating a steam locomotive and coach.



The Museum of the American Railroad has completed its first new building, a 30 x 108 repair shop and earlier in the year laid its last three yard tracks.

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Durango Railroad Historical Society has laid new display tracks, erected a large shelter building over them and is restoring and upgrading the original Silverton Northern engine house.

The Adirondack Railway is getting a major state-funded track renewal, and has begun construction of a new Utica maintenance shop.



The Northern Central has reopened several more miles of its intact but moth-balled railroad, this time to Hyde Tunnel. It's another step towards the ultimate goal of reaching York.

Elsewhere in infrastructure, the Niles Canyon Railway and Prairie Dog Central have erected rolling stock shelters. More permanent buildings have appeared at Mad River & NKP Railroad Museum, Shore Line Trolley Museum, Reading Technical & Historical Society and Colebrookdale Railroad.

The Tennessee Valley Railroad Museum has expanded its campus by purchasing a pair of adjacent buildings for archives and storage. New tenants include the Southern and Louisville & Nashville historical societies. In a similar vein, Illinois Railway Museum has completed its multi-purpose building, housing a model railroad, and the Milwaukee Road and Chicago & North Western historical societies.



Illinois Railway Museum has opened its new multipurpose building, home the Milwaukee Road and Chicago & North Western historical societies. Dave Zeman photo.

The Pullman National Monument visitor center opened in the old Administration Clock Tower Building. The restoration of the adjacent Florence Hotel is underway.

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This aerial view shows the entire Como project, which is a joint effort of the South Park Rail Society, the Denver South Park & Pacific Historical Society and the private owners of the roundhouse, depot and the railroad hotel. The roundhouse has been restored, including the replacement of the turntable. The badly deteriorated depot has been restored. At far right is the railroad hotel, now a B&B. All the track is new in the last few years. Original DSP&P/C&S rolling stock has been imported and pieces restored. The site now has a working steam locomotive and a replica water tank is under construction.



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Orrville Railroad Historical Society has opened its new operating site on 2000 feet of a former Pennsylvania Railroad industrial spur.

The Oyster Bay Railroad Museum has completed restoring the Long Island Rail Road Oyster Bay depot.

As part of a major capital program, Fort Edmonton Park in Edmonton, Alberta constructed a new shop building for its steam railroad. The track and overhead wire of its streetcar line, operated by Edmonton Radial Railway Society, was completely replaced. The Society's other operation, the High Bridge line, was extended several hundred feet to a new terminal in a commercial district (see story in *HeritageRail News*).



Connecticut Trolley Museum completed the restoration of the large "Isle of Safety" waiting shelter, originally located in Hartford.

Completed equipment restorations

Across North America some 400 rolling stock restorations are underway. Although they can seem to go on forever, projects indeed get done, usually a couple dozen each year. Here's a list of those completed in 2021:

STEAM

- Chesapeake & Ohio 2-6-6-2 #309 (Baldwin 1949) by Western Maryland Scenic Railroad
- Santa Fe 4-8-4 #2926 (Baldwin 1944) by New Mexico Steam Locomotive & Railroad Historical Society
- Nevada Northern 2-8-0 #81 (Baldwin 1917) by Nevada Northern
- Northern Pacific 0-6-0 #924 (Rogers 1899) by Northwest Railway Museum
- Santa Maria Valley 2-6-2 #205 (Baldwin 1924) has been restored and is entering excursion service on the Albany & Eastern
- Northern Alberta 2-8-2 #73 (Canadian 1927) cosmetic restoration, by Alberta Railway Museum
- Virginia-Carolina 2-8-0 #50 (Alco 1922) cosmetic restoration, by Southeastern Narrow Gauge Museum
- Union Pacific 4-8-8-4 #4012 (Alco 1941), repainted by Steamtown



Big Boy # 4012 has been repainted at Steamtown. Jeff Terry photo.

DIESEL

- Milwaukee Road E9 #32A (EMD 1956) by Friends of the 261
- Baltimore & Ohio EA #51 (EMC 1937) cosmetic restoration by B&O Railroad Museum
- Central of New Jersey boxcab diesel (#1000 GE 1925) cosmetic restoration by B&O Railroad Museum

ELECTRIC

- North Shore Line interurban #761 (Standard 1930) by the East Troy Electric Railroad



Toronto Peter Witt streetcar #2890 (Ottawa Car 1923) restored by the Seashore Trolley Museum

- BC Electric streetcar #153 (Stephenson 1908) cosmetic restoration by Museum of North Vancouver

PASSENGER CAR

- Reading coach #1547 (Bethlehem 1925) by Danbury Railroad Museum



Central of New Jersey coach #997 and Pennsylvania boxcar #77185 have been restored by Everett Railroad

- Delaware Lackawanna & Western commuter club car #2454 (Barney & Smith 1912) by Whippany Railroad Museum
- Pardee & Curtin baggage car by the Southeastern Narrow Gauge Museum
- A Maine Central first generation steel coach by Colebrookdale Railroad
- Northern Pacific lightweight coach #517 (Pullman 1948) by the Lake Superior Railroad Museum
- Long Island Rail Road coach #530 by New York, Susquehanna & Western Historical Society

FREIGHT CAR

- Reefer #37190 (GATX 1948) and Airslide 1958 covered hopper #97054 by Illinois Railway Museum
- Central of Georgia flatcar #10746 (Tennessee Coal, Iron & Railroad 1925) by Central of Georgia Railway Historical Society
- UTLX tank cars #3882 and 14387 by Museum of Transportation
- GATX tank car #509 by Monticello Railway Museum
- Pennsylvania Railroad boxcar #77185 by Everett Railroad



NON-REVENUE



Union Pacific rotary snow plow #900075 (Lima 1949), restored by Illinois Railway Museum. Dave Zeman photo.



The Milwaukee Road Historical Society funded the repaint by IRM of Milwaukee Road dynamometer car #X5000 and office caboose #X5001. Dave Zeman photo.

Quebec Central snowplow #40065 by Monticello Railway Museum

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Lehigh Valley caboose #95100 (Sayre Shops 1941) by Rochester & Genesee Valley Railroad Museum

Wabash wood caboose #2543 by Fort Wayne Railroad Historical Society



Canadian Pacific snowplow #400884 by Calgary Heritage Park

Exterior repaints of Nickel Plate caboose #471, Elgin Joliet & Eastern caboose #510 and Illinois Central caboose #9914 by Hoosier Valley Railroad Museum



Coming attractions

Recognizing that most railway preservation projects are long term, and always subject to unexpected delays, what can we look forward to in 2022?

Northern Ohio Railway Museum will electrify the tracks in its Bennett carbarn.

Baltimore Streetcar Museum will complete the restoration of Baltimore open car #1164 (Brill 1902) and New Jersey Transit PCC #26 (St. Louis 1948).

Seashore Trolley Museum will complete the restoration of Middlesex & Boston single truck streetcar #41 (Brill 1901)

Minnesota Streetcar Museum will complete the restoration of Twin City Rapid Transit streetcar #1239 (31st Street Shops, 1907)

Conrail Historical Society will open a museum/library in Conrail auto parts boxcar #243880.

Pennsylvania Trolley Museum will open the Trolley Street portion of its large Welcome and Education Center construction project.

Fort Edmonton Park will begin construction of a new 4-track carbarn for the Edmonton Radial Railway Society, with room for 16 streetcars, a shop, archive and offices.

Wiscasset Waterville & Farmington will complete its new engine house.

The rebuilt Cass-Durbin, West Virginia line will reopen.

UNITED RAILROAD HISTORICAL SOCIETY OF NEW JERSEY

By Aaron Isaacs, HRA editor

When NJ Transit took over all of Conrail's commuter services in 1983, it inherited a rolling museum. Originally operated by the Pennsylvania, Jersey Central, Lackawanna and Erie, the services had been starved for funding, perpetuating the use of ancient rolling stock. NJ Transit was running the last GG1s. E-units were hauling strings of 1920s-vintage Jersey Central commuter coaches. Hidden in that fleet was the observation car from the legendary Blue Comet to Atlantic City. CNJ had supplemented its roster with lightweight, long distance cars from western railroads, creating the "Jersey Builder" consists. There was a huge fleet of Lackawanna electric MU

cars from the 1920s, including converted steam coaches that predated World War I and even three club cars. NJ Transit was running the largest fleet of open window, walkover seat coaches in North America, ideal for tourist railroads and museums.

It took a few years for NJ Transit to take delivery of modern equipment. The staff was aware of the need to preserve some of the old stuff and to keep it in New Jersey. Being a bureaucracy, they needed a process to make it happen and didn't want to deal with competing museums. There being no official state railroad museum, the local preservationists



were told by NJ Transit to create one. Fifteen organizations got together in 1987 and created the United Railroad Historical Society of New Jersey.

Today there are nine URHS members:
Black River & Western Historical Trust
Erie Lackawanna Historical Society
Jersey Central Historical Society
Lackawanna Chapter, Railway & Locomotive
Historical Society
Liberty Historic Railway
New York, Susquehanna & Western Technical &
Historical Society
North Jersey Electric Railway Historical Society
Tri-State Railway Historical Society
West Jersey Chapter, NRHS
Whippany Railway Museum

Each member selects a URHS board member and alternate. URHS has no individual members and no paid staff. It's run entirely by volunteers and self-funded, receiving little or no financial support from its members in recent years. The exception is the Tri-State Railway Historical Society, which has its equipment located in Boonton as well. Its members provide a significant portion of the 80

or so URHS volunteers. As a practical matter, Tri-State and URHS function as a single organization when it comes to equipment restoration.

NJ Transit provides no financial support, but leases URHS an operating site at a negligible cost. It's a small former-Lackawanna freight yard in Boonton. The site is four acres with 2-4 tracks totaling 4500 feet. Until this year, there was no access to electricity and all restoration work was done in the open. Nonetheless, some 50 pieces of rolling stock are on site and a number have been cosmetically restored. Recently URHS has moved into a shop building formerly leased to an on-site contractor. See photo at left.

I decided to write this story following the restoration of Lackawanna commuter club car #2454 at URHS by Whippany Railroad Museum. That made me wonder what URHS was all about. I interviewed its president Kevin Phalon and discovered this was a pivotal time in its history. His account follows.

The financial situation has been helped by a pair of equipment sales. Three of the Jersey Builder cars have been sold to U. S. Sugar, which is restoring them for its new steam-powered Sugar Express. It has also just sold a pair of ex-Chicago & North Western F7s. Painted in Lehigh Valley colors, they had been leased to Iowa Pacific and abandoned in Mississippi. They have been purchased by Tennessee Valley Railroad Museum.

URHS is functionally a railroad museum, but it has seldom been open to the public. The original site lease made public access difficult and expensive, so it was limited to a single annual open house. A new lease was recently negotiated that eases those restrictions, with several open days planned in 2022. Phalon emphasizes that NJ Transit supports making the collection accessible to the public. In effect, it would become the official state railroad museum, an idea that was attempted in the 1990s but never achieved.

URHS TURNS THE CORNER

By Kevin Phalon, United Railroad Historical Society

American railroading started in New Jersey. That's a claim that we don't hear often, because at least two other states will tell you the same thing. However, we here in New Jersey are proud of the fact that John Stevens, a New Jerseyan ahead of his time, received the first railroad charter in America in 1815. Despite not being able to build that railroad, he still operated the first locomotive in America right here in Hoboken.

The vestiges of New Jersey's railroad history are all over

this country. That is easy to see when you look at how many CNJ coaches and Lackawanna MUs are the primary people-haulers for dozens of heritage railroads. Despite that, New Jersey was late to the preservation game. It was not until 1987 that there was any statewide effort to build a railroad museum worthy of the history we have here. Still, NJ Transit and my predecessors in URHS had incredible foresight to save a collection for what was to become the United Railroad Historical Society of New Jersey.

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In our collection we have two GG1s, four E8s, tail cars from the 20th Century Limited and the Blue Comet, more than a dozen passenger cars, one of each type of freight car, and at least one example from EMD, ALCo, GE, and Fairbanks-Morse. Five of our locomotives are operable, two of our cars are Amtrak-certified, even more cars stored serviceable, and a large portion of the collection is cosmetically restored. Despite all those superlatives, the whole lot is seen by only a few dozen people on any regular basis. That has always been a glaring problem to me, and one that my colleagues and I are proud to be fixing.



Dennis Livesey photo.

For most of URHS's 35-year existence, we were a part of a larger plan for the "New Jersey Transportation Heritage Center." By the time I started as a volunteer, the official effort to make the museum a reality had fizzled. Ad hoc efforts to find some sort of location—any kind of location—came and went with no success. Over those decades, in lieu of having any practical purpose as museum artifacts, many of URHS's cars and locomotives were leased to third parties. With very few exceptions, those contracts ended in disaster. At their best, these agreements ended in hurt feelings. At their worst, they ended with URHS equipment destroyed and abandoned (as was the case with the embattled Iowa Pacific). We were lucky to have a piece of property to keep our trains, and we owned a shop building, but they were vastly underutilized. For most of the 2010s, URHS had no source of recurring income, an unsteady volunteer workforce, and high board turnover. Despite genuine best efforts by some good people, URHS had nevertheless hit a low point.

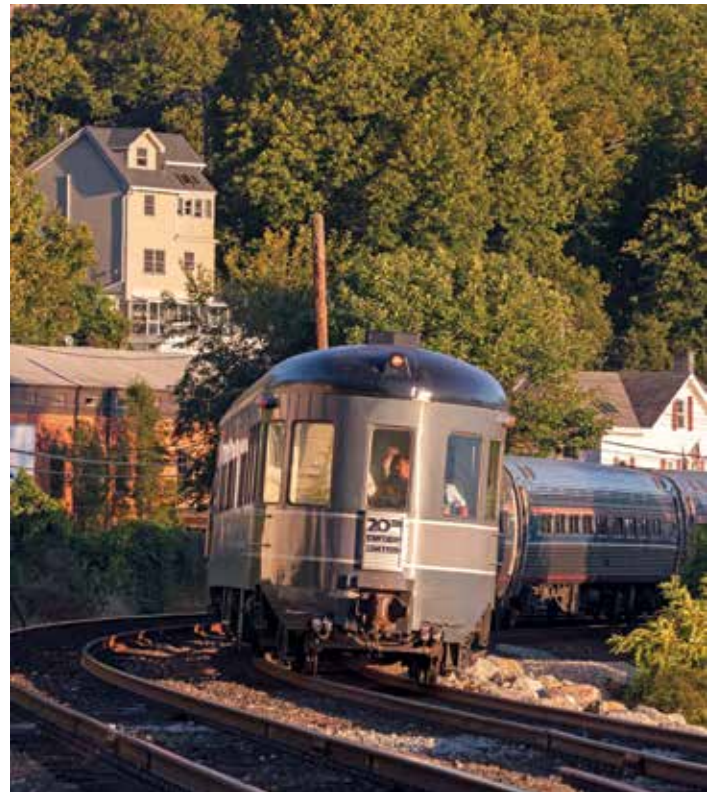
For all its flaws, URHS has an incredible collection with an unmatched story to tell. In 2020, I began my first term as President with the goal of making URHS an organization worthy of its collection.

My guiding principles are simple: as a non-profit, we exist to benefit the public, and we must keep that in mind in everything we do. The wellbeing of the artifacts comes

first. Our organization was entrusted with these cars and locomotives, and the responsibility to take care of them lies with us and not a third party. These artifacts are preserved today so that they can be preserved forever. Long-term plans are not just essential to an organization, but they are essential for the continued existence of the collection itself.

As president, the first thing I set out to do was settle up on URHS's outstanding contracts. No longer would URHS's agreements do anything but benefit the artifacts themselves. After a long-fought legal battle, five pieces of the collection have returned to Boonton, and more are on the way.

There was also the issue that, despite owning two Amtrak-certified cars, the New York Central tavern-lounge No. 43 (Budd 1947) and the 20th Century Limited observation car Hickory Creek (Pullman 1948), URHS never actually operated them itself. The cars only saw periodic private charters by our contracted operator, and there was seldom any monetary benefit to URHS. In 2020 we made a huge leap to terminate that agreement. In 2021, we launched Hudson River Rail Excursions with 12 sold-out, all-day excursions from New York City. These trips immediately became URHS's primary source of income—that recurring revenue we had been missing.



Anthony Carpentieri photo.

Meanwhile, our elephant in the room was the 6000-square-foot restoration shop on our property. In 2012, URHS had this shop constructed by the for-profit contractor we leased

it to. For the last several years, the only thing that happened inside were projects for private owners, and in the final years, nothing at all. Meanwhile, URHS volunteers worked out back, in the weather, often with no electricity. After a second, equally hard-fought legal battle, URHS regained possession of that building. For the first time in 35 years, URHS had a roof over its head, and a place to do the work we are meant to do.

Most importantly, we are solving that great ill of URHS: the fact that the public is largely cut off from anything we do. Starting this year, URHS has made an agreement with our property owners at NJ Transit to open the yard for periodic public tours.

We are now almost two years into this effort to reform this organization, so I was asked to write this article about “turning URHS around.” I would be selfish to say we have already done so, because there is so much work left to do. However, what we have done is collect the building blocks

of the legitimate, professional organization that URHS is meant to be. The challenge now is whether we can put them together in the right order. This year is an inflection point for URHS, the first time that our whole collection will be seen by the public. Our excursion schedule is bigger than it ever has been. We are set to bring in record revenue. We have a major restoration and capital campaign soon to be launched and we have been bringing on new volunteers in record numbers.

URHS wants and needs a permanent home. That is a goal that has eluded us all for more than three decades. However, I firmly believe that there is no other direction we need to be going, and the steps we have taken are the ones that will get us there. It would be possible, and all too easy, to settle with where we are now. But if we genuinely aspire to take care of this collection in the way it deserves, big plans are necessary.

CLEANING UP THE CANYON - A COORDINATED EFFORT

By Jim Evans, Pacific Locomotive Association

Reprinted with permission from the Club Car newsletter.

As Emergency Coordinator for the Niles Canyon Railway, I am responsible to assure that we have good relations with emergency service providers with jurisdiction along our right of way in Niles Canyon; Alameda County Sheriff's Department, Cal Fire, and California Highway Patrol, plus Fremont Fire and Police in the western part of our railroad. I assumed this position in 2009 when most of our locomotive horns were stolen from our engines at Brightside.

When I learned we had a new Alameda County Sheriff's Sergeant in charge of the Niles Canyon Area, I set up a meeting to introduce him to our railroad and General Manager and President. A productive meeting resulted and when we mentioned concern about the transient camps along our right of way, he said that the San Francisco Water Department also had concerns about camps set up on their property. Sgt. Petrini expressed interest in helping the railroad and the Water District identify the trespassers and having them removed. It was decided to survey the camps, post eviction signs, then a few days later, return to deal with lingering inhabitants and begin to clean up the areas.

Once the survey of the transient camps was completed it was clear that a lot of material had accumulated over time and removal was going present some challenges. A coordinated plan was developed and SF PUC staff was made available to help Pacific Locomotive Association (PLA)

with the clean up. Alameda County Sheriff deputies were available to deal with lingering trespassers.



Deputies & SF Water Department Staff ride on California Western motor car M-200 (Skagit Steel & Iron Works 1926) to survey camps along the right of way.

Getting the vast amount of accumulated junk from the large camp located along Alameda Creek between the bridges presented a challenge, since the camp was located in a large area below our right of way and there was no easy way to move the material up to our track for transport out by rail. Nor was there road access to this area.

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Our General Manager Steve Barkkarie developed a solution which involved bringing our Burro Crane to the site pulling the heavy hauler car constructed by Doug Vanderlee. A lift box modified by Steve Barkkarie was lifted from the hauler by the crane down to the camp area and easily loaded by PLA volunteers and SF Water Department workers. Once the box was loaded, it was craned back onto the heavy hauler and run back to Farewell where the junk was transferred into a SF PUC trailer for shipment to the dump.



Steve Barkkarie lifting box loaded with junk with the Burro Crane while Doug Vanderlee is ready to guide the box into place on the heavy hauler.

Continued removal of junk from these camps along our right of way will be an ongoing effort but we got a good start and developed efficient methods on December 16th.



Doug Vanderlee loading junk into the lift box with SF PUC workers bring more material in the background.

HERITAGERAIL NEWS

B&O Railroad Museum, Baltimore, MD

The museum has received a \$500,000 federal Saving America's Treasures grant to restore Baltimore & Ohio streamlined observation car #3316 Washington (Pullman 1949). It was built for the Columbian and later ran on the Capitol Limited.

Seashore Trolley Museum, Kennebunkport, ME

Thanks to a donation from the Wyss Medical Foundation, one of Maine's largest HO model railroad layouts will move to the museum, where it will be housed in a new multi-use building. It was built by Helen and Harold "Buz" Beal in Jonesport, Maine and depicts the Maine landscape. 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 that has potential for community programming and other activities with elevator access. The location of the building will

be across from the museum's current Visitors Center. Ground breaking is expected by Summer 2022. The Wyss Foundation has committed to cover the entire project cost, estimated at \$2.6 million. It's the largest gift in the museum's history.

New York state grants

Four railroads that run tourist trains will benefit from the State of New York Passenger and Freight Rail Assistance Program. The Leatherstocking Railway Historical Society is receiving \$460,000 to rehab its Cooperstown & Charlotte Valley Railroad, plus \$201,000 to replace locomotive wheels. The Arcade & Attica is getting \$1,224,000 to replace rail, ties and ballast on two miles of line. The Falls Road Railroad, which hosts the Medina Railroad Museum's trains, will receive \$985,000 for ties and bridge work. The Mohawk, Adirondack & Northern is getting \$1,187,000 for trackwork, including areas where the Adirondack Scenic runs on trackage rights.

Edmonton Radial Railway Society, Edmonton, AB



Fort Edmonton Park completely replaced the Society's track and overhead during a two-year major utilities replacement project at the park. The old utilities were right underneath the streetcar tracks. The old track was forty years old and it was made of used materials such as ties from 1946 and rails from 1912.

2022 also saw an 850-foot extension of the Society's High Level Bridge streetcar line across 103 Street (Gateway Blvd) and south to the north side of Whyte Avenue following the abandoned Canadian Pacific right-of-way. The extension completes the link from downtown Edmonton via the High Level Bridge to the heart of Old Strathcona. The new terminus north of Whyte Avenue brings the streetcars near one of Old Strathcona's main intersections and provides an improved tourist link to downtown.

The line follows the 1913 CPR right-of-way. It was completed in Nov. 2021 and operation for the public will begin in May 2022. The \$1,050,000 CDN project was funded by the Province of Alberta (\$250,000), City of Edmonton (\$293,900) and the Edmonton Radial Railway Society. The High Level Bridge was built in 1912 to join the City of Edmonton on the north side of the North Saskatchewan River with the Town of Strathcona. The bridge had three tracks on top for trains and streetcars, and a second level for vehicles and pedestrians. The streetcars now travel on the abandoned train tracks. The bridge is the highest streetcar bridge in the world at 156 feet high.

The museum operates three streetcars on this line: Edmonton 33 (1912, St. Louis Car Co.), Melbourne 930 (1947, Melbourne) and Osaka 247 (1921, Hankai Electric Rwy). The streetcars are housed in the ATB Arts Barns (formerly an Edmonton Transit System bus barn) at Gateway Blvd.



The new Old Strathcona boarding area.

At Fort Edmonton, the museum has five operating streetcars: Edmonton 1 (1908, Ottawa Car Co.), Edmonton 42 (1912, St. Louis Car Co.), Edmonton 80 (1930, Ottawa Car Co.), Toronto Suburban Ry 24 (1914, Preston Car Co.) and TTC 4612 (1951, Canadian Car and Foundry Co.). They are currently restoring a single truck sweeper from Saskatoon (1907, Ottawa Car Co.) and Regina streetcar 42 (1928, Canadian Car and Foundry).

Niles Canyon Railway, Sunol, CA

One of the encouraging trends of the Covid era has been the restoration and repainting of freight cars. It's a win-win, transforming tired eyesores into attractive exhibits and improving photo freight consists. This has been happening at Hoosier Valley Railway Museum, Illinois Railway Museum, Monticello Railway Museum, Age of Steam Roundhouse, Museum of Transportation, Everett Railroad, Durango Railroad Historical Society, Friends of the Cumbres & Toltec and Cass Scenic Railroad. The latest repaint hot spot is the Niles Canyon Railway. In the past year they've done Southern Pacific caboose #1101 (SP LA Shop 1942), SP 40-foot boxcar #100752 (Pullman 1948) and Union Pacific drop-bottom gondola #61078 (Gunderson 1960). Next up are a Pacific Fruit Express reefer and a Flying A three-dome tank car.



Niles Canyon Railway has joined the freight car repainting trend. The latest are UP gondola #61078, SP boxcar #100752 and SP caboose #1101. All Chris Hauf photos.



As part of the Pennsylvania Trolley Museum's larger East Site project, the double track and overhead wire portion of Trolley Street is complete and operational. Brick paving will be installed during 2022. Visible in the distance is the Artifact Preservation Building. Last summer a wye was completed permitting the last two streetcars to enter the building, so the entire 50-car collection is under roof for the first time.



The 66,000 sq ft Reliance Building was acquired by Pennsylvania Trolley Museum on Dec 4, 2020. It is located along the museum's demonstration railway. Archives and offices have moved there from rented space. A 3,000 square foot area has been renovated for a library, photo room, artifact room, conference room and museum offices. Downstairs is being converted to the Kathryn & David Black Transit Archives. Other parts of the four-bay main building will house mobile equipment and a machine shop. 24,000 sq ft is being leased to businesses to help cover the mortgage and operating costs.

Winnipeg Railway Museum, Winnipeg, MB

The museum recently learned that it's being evicted from its longtime home on Tracks 1 and 2 of Winnipeg's Union Station. The station is owned by VIA, which has approved a plan to make the station into a bus rapid transit hub. Converting Tracks 1 and 2 to a busway is part of the plan. It should be noted that the present location, while under the station's Bush train shed, is otherwise open to the elements. There is no climate controlled indoor space.

The museum has 28 pieces of rolling stock at the station. The crown jewel is Canadian Pacific 4-4-0 #151 Countess of Dufferin (M. Baird & Co. 1872). Originally built for the Northern Pacific, it was the first locomotive in Manitoba and actually arrived by riverboat in 1877. The museum has about two years to find another location, and that effort is only just beginning. The museum also owns Canadian National 4-8-2 #6043 (Canadian 1929) displayed off site in a park.

Caught in the eviction is the body of Winnipeg streetcar #356 (Fort Rouge Shop 1909). Although located in the museum, it's owned and being cosmetically restored by Heritage Winnipeg. Although they don't own the Countess of Dufferin, Heritage Winnipeg is committed to helping the Railway Museum find a proper home for it, because it's an iconic piece. In the end the streetcar and the Railway Museum's collection may end up in separate places.

261 buys Silvis shops

Railroading Heritage of Midwest America DBA: The Friends of the 261, has purchased the former National Railway Equipment (NRE) shop complex in Silvis, Ill. The 90-acre facility was once the main shop of the Chicago, Rock Island & Pacific Railroad. The historic Rock Island Silvis facility has over ten miles of track. The main shop building is 400,000 square feet. The complex includes a wheel shop, warehouse space, a locomotive wheel drop table, multiple overhead cranes and several other smaller shop buildings. The complex is served by Iowa Interstate Railroad, BNSF Railway, and Canadian Pacific Railway.

Under the agreement, a portion of the shop will be leased back to NRE over the next five years, which will help generate revenue to help offset the cost of the acquisition. Friends president Steve Sandberg said the organization hopes to use portions of the facility for restoration and repair work, diesel repairs, passenger car work and historical preservation. To help support the facility the 261 organization will explore freight car storage, transloading, and eventually a museum. In future years the Friends hopes to run diesel and steam powered holiday-themed trains at the complex. While the 261 will remain in Minneapolis, some portion of the 30-car passenger fleet will move to Silvis for indoor storage and repairs.

Cog Railway donations

In early 2019, Broadmoor Manitou & Pikes Peak Cog Railway began donating retired rolling stock to various museums and organizations in the Front Range. In February 2019, Car Nos. 7, 9 and 12 - all complete and in great condition - were trucked to the Colorado Railroad Museum in Golden where they joined the first steam locomotive used on Pikes Peak on display at CRRM. In November 2019, Car No. 15, named "Myrna," was donated

to the City of Woodland Park. The car was placed directly behind the depot at Bergstrom Park, with the north side of Pikes Peak in the line of sight.

In April 2019, the Pueblo Railway Museum received self-propelled snowplow #22, designed by Swiss engineer Martin Frick, who worked at the Cog Railway for 30 years. It was built by Cog Railway shop personnel over the 1973-74 winter.



On October 7, 2021, the Pikes Peak Trolley Museum took delivery of Self-Propelled Diesel-Electric Railcar No. 17, built in 1968, which operated as late as 2017. Mike Walker photo.

Yakima Valley Trolleys, Yakima, WA

After being shut down for Covid, the trolleys are once again running to Selah. Porto, Portugal single truck streetcar #160 (Brill 1912), almost identical to the YVT's original equipment, has been acquired. To date \$165,000 has been raised toward its restoration, to be done by Northwest Railway Museum and budgeted at \$300,000. Also acquired from Memphis Area Transit Authority is a sister to #160. Because 160 is missing parts, it looks like the two cars will be combined somehow.



They don't quite rise to the level of being museums, but equipment displays are everywhere. This one in Waite Park, Minnesota, is located next to the former Great Northern car shops and features three cars that were built there. Aaron Isaacs photo.

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