

## Mission Statement -

New England Steam Corporation (NESCo) is a Maine based 501 c(3) non-profit organization working in cooperation with the Downeast Scenic Railroad of Ellsworth, Maine, and the City of Waterville, Maine to rebuild, maintain, manage, and operate former Maine Central Railroad 470, the last operational steam locomotive of the railroad, to operational status. The engine will be a functioning piece of "living history", and serve as an educational tool, enhancing heritage tourism and stimulating economic growth.



## Services to be offered -

New England Steam Corporation will manage and underwrite the rebuild of locomotive 470, utilizing Maine resident personnel and Maine businesses and industries to the fullest extent. Upon completion of the restoration, NESCo will manage the operation of the locomotive and guide personnel of the host railroad company. Educational programs, media opportunities, and leasing for special event trains will also be available under NESCo management.

## History and Needs Analysis -

470 was constructed by American Locomotive Works of Schenectady, NY in 1924, and was assigned to passenger trains such as the "Kennebec Limited", "The Bar Harbor Express", and "The Gull", between Boston and Bangor. Locomotive 470 was retired with national coverage in 1954, and has since been an outdoor exhibit. The external appearance of the locomotive has deteriorated to "eyesore" status, while internal examination has revealed a robust and powerful engine, fully worthy of renewal and return to service. Working in conjunction with the City of Waterville, having it preserved in operational mechanical condition would, in effect, turn back the clock. Having the rebuild completed by Maine workers within the state, is an economic benefit in its own right. With prior scheduling and arrangement by Pan American Railways, Maine Central 470 can be available for display in Waterville" while in transit to other operating locations



## Heritage Tourism-

At present, no mainline steam locomotives have been restored to operation in New England. Such operations elsewhere in the nation have drawn tens of thousands of visitors from around the world. Most extend their visitation utilizing local facilities and visiting other attractions. It is estimated that an operational steam locomotive situated in a prime tourist setting will generate twenty times the rebuild investment in local revenue, once service has initiated.

An operational 470 falls into the category of "Heritage Tourism". This has been a growing trend, as more families and individuals wish to integrate recreation with meaningful educational experiences. Heritage tourism is focused on the experience and preservation of a distinctive place and its stories, from the past to the present.



According to the U.S. Travel Industry Association data from 2003, eighty-one percent of the 146.4 million U.S. adults who took a trip of fifty miles or more away from home can be considered cultural and heritage tourists. Heritage visitors spend, on average, \$623 per trip compared to \$457 for all U.S. travelers excluding the cost of transportation. They also tend to stay longer, 5.2 nights versus 3.4 nights.

Heritage tourism also includes international tourists. A 2004 report by the U.S. Department of Commerce indicated over 10.6 million overseas visitors participated in heritage tourism while in the U.S. An international heritage tourist visits the U.S. for 19 night's verses 16 for all international travelers, and is willing to travel to more than one state. The United Kingdom, Japan, Germany, France, and Australia were the top overseas visitors.

In Pennsylvania alone, heritage tourism attracted 32 million visitors a year in 2012, who spent a billion dollars, supporting 37,000 jobs and generating \$90 million in state tax revenues.

Successful heritage tourism destinations are the result of extensive planning and creative partnerships among many stakeholders, such as tourism, natural resources, and historic preservation groups. 470 can indeed be the economic engine for Maine and northern New England.

## Education-

The educational opportunities presented by the restoration to operation program are diverse. Steam railroads are credited with opening and building the United States, yet the technology of steam has dwindled to footnotes in text books. All citizens, but especially school age children should have the opportunity to understand and experience the presence of machines that inspired writers like Dickinson, Twain, and Kipling. Field excursions for students, along with interpretative materials, present a living laboratory for budding writers, engineers, and physicists, alike.



On the vocational level, high schools and technical colleges can teach proper maintenance skills (engineering, welding, metal work, machining, hot riveting, thermodynamics, etc.) to aspiring students who then would have a competitive advantage in railroading, or tourist railroads throughout the country. Students can also transfer these skills to other disciplines such as shipbuilding, aviation service, and construction.

## Organization and Management -

At present, New England Steam Corporation is directed by a core group of six railroad oriented men.



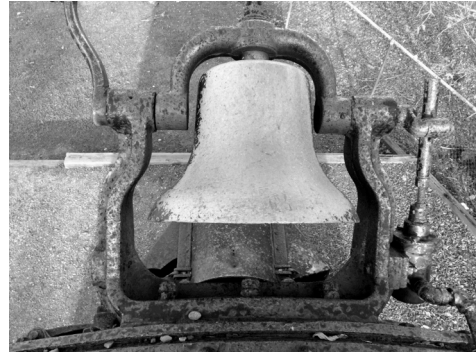
- Leverett Fernald, locomotive engineer, machinist.
- Jason Lamontagne, mechanical engineer, boiler specialist.
- Richard Glueck, teacher, historian, writer.
- Brian Hebert, track inspector, telecomm technician.
- Stephen Hussar, cinematographer, television producer, historian.
- David J. Buczkowski, Attorney, Insurance title underwriter.
- Peter Violette, civil engineering student, U.M.O.

In cooperation with NESCo's work, Steam Operations Corporation, Scott Lindsay, President, has agreed to advise the reconstruction. Steam Operations will undertake repairs that cannot be addressed by the crew assembled within Maine.

All personnel involved with the rebuilding and operation of the 470 will be required to have proper certification and licensure. Volunteers will have to meet training guidelines and standards.

## Fundraising -

New England Steam Corporation is a 501c3 certified charity, approved by the U.S. Internal Revenue Service, June 8th 2013. An early estimate for rebuilding 470 falls around \$1.5 million. With necessary insurance and legal expenditures entering the equation, it would be wise to target a figure of \$1.75 million.



A time-frame for complete restoration depends upon fundraising. Good fundraising results will translate into a quicker rebuild. An estimated time for a fully funded restoration is 2 to 4 years. A more conservative estimate is between 5 and 10 years.

New England Steam Corporation has developed a list of funding resources, both in the public and private sectors. These include but are not limited to:

Transportation Enhancement Grants (MAP-21)  
State Grants (EPF, DOS, etc.)  
Local City and County Grants  
Community Development Grants under Housing and Urban Development (HUD)  
Federal Government Stimulus programs

NESCo has begun a list of pending and potential donors for this project. Grants and foundation resources specifically focused on transportation history have also been identified for application. Railroad historical societies and publishers are included in this group.

"Donations in kind", donations of equipment, cranes, steel, boiler tubes, services, and technical college student training, are considered as creditable to a 501c3 non-profit organization. These will reduce the amount of cash outlay in the rebuild.

## Branding-

Steam locomotive 470 is known all over the state and its story has been followed across the country. The rebuilding of the locomotive is something Mainers can participate and take pride in as "Maine Central 470 - Mascot of Maine". NESCo has created a branding image for the project and will approach Maine manufacturers to adopt the logo for some of their products. These may range from branding a flavor of ice cream to a micro-brew of beer. It may appear on shirts, a style of hamburger, a seafood platter, or an automobile decal. In each case, companies adopting the logo will be requested to donate a portion of their net profit from the branded product, directly to the "Mascot of Maine". Every time a customer sees the logo decal in a business window, they know they will be able to support this cause. Branding need not apply solely to small businesses. Industrial "backbone" industries of the state, retailers and contractors, can be identified with the "Mascot of Maine" logo. Services and donations provided by corporate sponsors represent funding in real dollar amounts, and will be recognized as such. Upon completion of the project, each donor organization will have its name displayed permanently with the locomotive, to remain as part of 470's history.



Once again, it deserves comment that all donations are tax deductible and will be applied directly to former Maine Central steam locomotive 470.

Other Private Investment - The general public can also be solicited for funding through a number of initiatives not limited to:

- Crowd funding via the internet
- Direct support through our website ([www.newenglandsteam.org](http://www.newenglandsteam.org)), Facebook, and Indiegogo donations
- Support through offerings of wares, such as shirts, hats, glasses, replica MEC dining car china, etc.
- Operation of excursion trains on regional tourist railroads.
- Original artwork such as watercolor lithographs of 470 in action.

- "Pull a Pint" program where brewpubs and breweries throughout the state would donate proceeds of select beers for the restoration of 470.
- Possible mainline excursions and shop tours.
- Producing a public event such as a Railroad Days Celebration or Gandy Dancer Competition.
- Operating tables or booths at model train shows and fairs.

### *Ownership Transition*

The City of Waterville and New England Steam Corporation have entered into an agreement which outlines the transition of 470's ownership from the City to NESCo. Under this agreement, the City will retain ownership of steam locomotive 470 until such time that

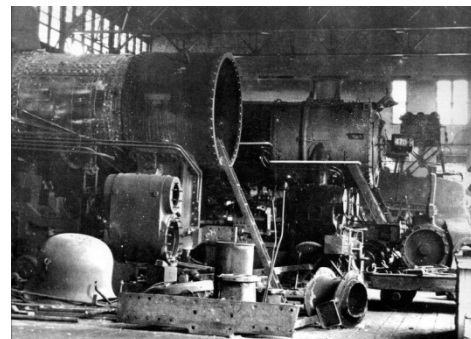


the NESCo has raised the agreed upon purchase price of \$25,000. The agreement allows two years to meet this requirement; renegotiation of the agreement will be required should NESCo fail to raise adequate funds. NESCo is imposing of itself the requirement of raising additional funds that will allow abatement of existing hazardous materials on the locomotive prior to the end of this two year period, as well as funds required to move the locomotive. When considered with the purchase price, NESCo will raise at least \$120,000 within two years.

As part of this agreement, the City has erected a fence around the locomotive to reduce potential liabilities during the two-year transition period.

### *The Restoration Plan –*

New England Steam Corporation will approach the restoration of 470 as a series of phases, some of which may have overlapping activities. This approach will allow for a logical breakdown of the project

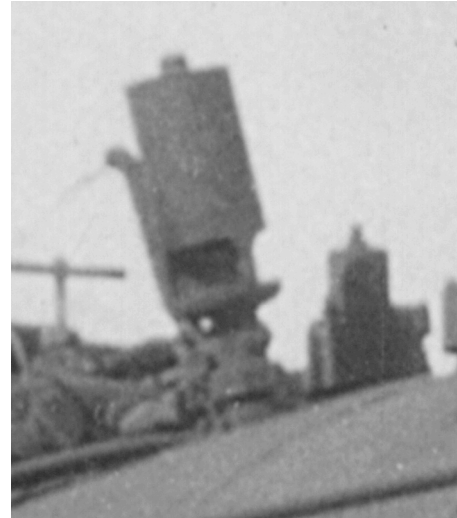


to series of concise, manageable efforts. The restoration plan relies heavily on the partnership with the Downeast Scenic Railroad, as a host whose location and working culture are highly conducive to the flexibility that NESCo will require to complete this project.

### *Restoration of 470 in Phases*

1. Transition Period. During the ownership transition period, the following important steps will be taken to prepare for the project:

- a. A second, detailed inspection of 470 at its current site to include a complete (or as complete as possible) grid and boiler steel thickness measurement, mechanical and chemical testing of boiler shell components.
- b. Development of a detailed work plan which provides the approach and methodology to address all specific concerns found during inspection. The plan will be written in a manner which allows flexibility to address problems found subsequently.
- c. Raise funds for, and complete the abatement of all remaining asbestos and lead paint on the locomotive.
- d. As funds allow, removal and refurbishment of the cab, and or other “superficial” components. This physical manifestation of our efforts during the transition will aid in showing NESCo’s members progress, and in attracting further interest and support.



2. Disassembly and Moving. Once funds have been raised to purchase and move 470, the engine will be disassembled as necessary to allow it to be moved to its restoration site. Most components will be removed, moved and stored in containers, while large components will be kept loose. The engine may be disassembled down until only its frame, cylinders and boiler remain, in order to reduce its weight and height as much as possible. This will facilitate the move by road. As an alternative, the boiler may be separated from the frame for the move should the former approach prove impractical upon further investigation.

3. Facility Construction. In partnership with the Downeast Scenic Railroad, NESCo will construct a facility suitable to house most reconstruction



activities, as well as providing a suitable storage and operational support facility once the 470 is in operation. This structure will be built in Ellsworth at a suitable location adjacent to DSRR's ROW there. It will be funded as part of the capital campaign to rebuild the locomotive, and will be the first funding priority following the purchase, hazmat abatement, and moving costs have been met.

4. Boiler Rehabilitation. The boiler rehabilitation will be managed and performed by NESCo. The National Board Inspection Code and the ASME Boiler and Pressure Vessel Code, as nationally accepted standards, shall be used as basis' for NESCo's quality control program. Certain specific functions may be hired out to qualified contractors. The boiler rehabilitation will occur simultaneously with portions of other, non-boiler rehabilitation efforts. Tubing, hydrostatic and steam testing of the boiler will be carefully timed and are considered as part of the last phase of this project.

5. Locomotive Rehabilitation, non-boiler. Rehabilitation of the locomotives frame, running and driving gear, and other mechanical subsystems shall be managed by NESCo, under the quality control program developed for the boiler work. Mechanical subsystem rehabilitation will include complete disassembly, cleaning, inspection and evaluation. Rehabilitation requirements on each component shall be based upon this evaluation, and shall consider any remaining service life in the component.

6. Tender Rehabilitation. As with the locomotive, rehabilitation of the tender will be managed by NESCo. The tender will require a completely new tank; the new construction will seek to reproduce the original in form as well as function, including the use of riveted joints rather than welded. The remainder of the tender will be disassembled, cleaned, inspected, evaluated, and repaired similar to the locomotive components.

7. Break-in Period. The break in period is envisioned as a three-year process, in order to allow the logical, stepwise series of testing operations and the application of the final components such as boiler lagging/ jacket and some accessories. This time will also provide NESCo mechanical crews an opportunity to familiarize themselves with the machine prior to entering revenue service. The Downeast Scenic Railroad is an ideal partner during this period as the locomotive's reliability is developed.

8. Contingency. During fundraising, for each dollar raised, 10% will be extracted and placed into a savings account specifically dedicated to an operation fund. The deposit of funds will continue until an estimated amount needed for the operation of 470 has been reached. This money will also serve as a safety net in case unexpected difficulties arise requiring an immediate source of funds. At project completion, the operation fund will be transferred into the general funds to begin operations. 2% of each dollar raised will be placed in escrow for the purpose of purchasing such insurance coverage as is required to protect all parties managing the restoration, contractors, volunteers and visitors to the locomotive.

Operational restoration costs are contingent on the price of replacement parts and the replacement of boiler components. Early inspection of locomotive 470 indicates less wasting of the boiler steel than was expected. Onsite analysis has determined that certain heavy repairs to locomotive 470 will be required. Most parts of the locomotive retain the material thickness required for safe operation under current F.R.A. standards. A detailed analysis of projected expenditures has been developed and will be reviewed and re-evaluated as the rebuild proceeds. An updated cost analysis for replacement of steel, replacement of flues and tubes, reconditioning valves, pistons, cylinders, trucks, bearings, electrical systems, boiler insulation, cab, cab interior, firing deck, tender, and stoker mechanism have been estimated. Cost of materials and professional installation expenses will be projected for each component. Repairs and replacement of parts for all these needs are available and well within scope of NESCo's expectations.

Estimated expenses for complete revitalization of Maine Central 470 are provided below. These figures are based on the cursory inspection of February 02, 2013 and will be revised, subject to the second on-site appraisal. All projected figures are made to reflect accurate estimation, but are subject to revision during the rebuild process as required.

Financial Costs - Complete Restoration of MEC 470	
Mobilize / Demobilize Project	\$10,323
Move Engine to Work Area	\$69,725
Research and Purchasing	\$53,634
Boiler Rehabilitation	\$300,814
Rebuild Drive train Components	\$576,829
Rebuild Airbrake Components	\$52,712

Electrical Repair \$22,088  
Rebuild Tender \$216,498  
Miscellaneous Repairs \$68,341

.....  
Total \$1,370,964

## 100 Year Anniversary is coming-

Maine Central 470 was built in 1924, working its service life to serve Maine people. For sixty years, the locomotive has silently presented itself as a monument to railroading in New England, and Waterville's location of the Maine Central shops. There could be no finer recognition of the locomotive and the people who ran the railroad, than to breathe life into this amazing machine. Funding and support will bring 470 back to testify to the legacy of all the railroaders who tied this state together and continue to do so today. Firing 470 on its 100th birthday will be a "Maine event" to draw attention across the country.



## Operation of Maine Central 470-

New England Steam Corporation has contacted most railroad companies, both common carriers and tourist railroads, in Maine. At the time of this writing Downeast Scenic Railroad has agreed to host and run 470 on a continual basis. Maine Eastern has expressed interest in leasing the locomotive for charter trains and special



engagements. Other Maine railroads which may express interest in using 470 for holiday trains or civic events may be scheduled as desire is expressed. Regular seasonal operations which benefit local businesses and host companies should take priority. Lease and fare arrangements have not yet been structured for these operations.

Locomotive operations, crewing, and servicing will be managed by crews provided by NESCo, under the guidance of CMO Fernald or his designee. Hosting railroads will provide pilot crews during live steam operations.

*Website:*        <http://www.newenglandsteam.org>

Appendix 1.

Projected Operating Budget

This "Projected Operating Budget" examines the financial aspect of operating Locomotive 470, following completion of its restoration. The purpose of this exercise is to demonstrate that, based upon the operations described in this Business Plan, NESCo can operate the 470 in a financially sound manner. This operating budget demonstrates not only financial sustainability, but also a positive cash flow to ensure a sound future.

The financial analysis projected here provides a sample budget designed for a specific time in the future, and explains how the various operations and functions of NESCo successfully offset its expenses. The plan will be formatted such that more than one specific examination can be made, so as to view different potential operations.

New England Steam Corporation									
Locomotive 470 Projected Operating Budget									
I. Operational Scope. General view of 470 Operations, as defined by the following parameters.									
A. Main Operation		Downeast Scenic Railroad Regular Power, 2 1/2 Summer Months							
B. Secondary Operation		Special Excursions on Various Maine Railroads, Corporate Sponsor Trips, Live Steam "Appearance" Days.							
II. Operational Detail.									
A. Service Description. Cost/Benefit Summaries to include potential annual cost, labor usage and income.					Cost	Paid Man-hours	Income		
1. Development of Operating Costs	A. Operating Cost per Train Mile.								
	a. Consumables: \$35.00 (see Note 1)								
	b. Maintenance: \$ 0 (Maintenance is included as a separate, annual line item below).								
	B. Fixed Charge per Operating Day								
	a. Consumables for Fire-Up: \$400 (See Note 2)								
2. Main Operation.	C. Fixed Man-hour usage per Day								
	a. 3 Man Paid Engine Crew (Special Operations only; rotating position engineer, fireman, mechanic). 12 hour days: 36 man hours/ day.								
3. Secondary Operation.	A. Special Excursions on Maine Eastern Railroad, Montreal, Maine and Atlantic Railroad, July and August.								
	Usage Summary. Train miles (T.M.)/ day: 20 Total days: 20; Total T.M.: 400 Paid Man Hours 0.		Cost Basis. 400 T.M. X \$35/t.m. + 20 days X \$400 fixed daily cost		Income Basis. NESCo ticket price premium: \$15 Annual ridership: 3000		\$22,000		\$45,000
	B. Corporate Sponsor Trips.								
3. Secondary Operation.	Usage Summary. Train miles (T.M.)/ day: 200 Total days: 5; Total T.M.: 1000 Paid Man Hours 36 X 5.		Cost Basis. 1000 T.M. X \$35/t.m. + 5 days X \$400 fixed daily cost		Income Basis. NESCo ticket price premium: \$65 Daily ridership: 400		\$37,000	180	\$130,000
	C. Charter Trips.								
	Usage Summary. Train miles (T.M.)/ day: 100 Total days: 4; Total T.M.: 400 Paid Man Hours 36 X 4.		Cost Basis. 400 T.M. X \$35/t.m. + 4 days X \$400 fixed daily cost		Income Basis. Indirect Benefit only; see "funding" line item.		\$15,600	144	
	D. Photographic Charters.								
	Usage Summary. Train miles (T.M.)/ day: 100 Total days: 2; Total T.M.: 200 Paid Man Hours 36 X 2.		Cost Basis. 200 T.M. X \$35/t.m. + 2 days X \$400 fixed daily cost		Income Basis. NESCo Charter Fee \$10,000		\$7,800	72	\$20,000
3. Secondary Operation.	E. Live steam locomotive "appearance days" at various locations on host railroads throughout season. Opportunity to showcase corporate sponsors. Touch a Truck Event, etc.								
	Usage Summary. Train miles (T.M.)/ day: 50 Total days: 4; Total T.M.: 200 Paid Man Hours 36 X 2.		Cost Basis. 50 T.M. X \$35/t.m. + days X \$400 fixed daily cost		Income Basis. NESCo ticket price premium: \$80 Event Day ridership: 20		\$3,350	72	\$6,400
	Usage Summary. Train miles (T.M.)/ day: 10 Total days: 2; Total T.M.: 20 Paid Man Hours 36 X 2.		Cost Basis. 20 T.M. X \$35/t.m. + days X \$400 fixed daily cost		Income Basis. Donations: \$2,000 total.		\$1,500	72	\$2,000
B. Other Related NESC Functions.									
2. Museum/ Archival Operation.	Artifacts and archives related to Maine steam railroading, and Locomotive 470 in particular, will be kept catalogued and publicly accessible in a secure facility.				\$500				

3. Public	NESC will outfit a passenger or baggage car to travel with 470 and serve as a public interface center. The car will be		\$4,000		
4. Merchandise Sales.	Merchandise sales will be subcontracted and should generate a net income to NESCo as shown.				\$10,000
5. Membership Activity	Membership activity focuses on equipment maintenance, on-board crews, docents and other public interface personnel, and archivists. Target membership market should be railfans, historians, local supporters, and visitor membership upgrades. Membership should include a quality newsletter and/or e-publication.				
	Usage Summary. Not Applicable.	Cost Basis. Publications, safety gear, incidentals : \$2000	Income Basis. 250 Annual Members @ \$30 new Life Members @ \$350 Donations from members: \$35,000.	5	
<b>C. Support Function Description.</b>			\$2,000		\$44,250
1. Funding	Funding functions (outside of membership efforts), include corporate sponsorships, targeted grant and private requests, sponsor thank you trips.				
	Usage Summary. Not Applicable.	Cost Basis. Presentations, event production, acknowledgement presentations : \$3000	Income Basis. Corporate Donations: \$50,000		
			\$3,000		50,000
2. Marketing	General marketing efforts for regular and special services.		\$25,000		
3. Engine/Car Maintenance	Includes tooling maintenance and upgrades, annual maintenance work.				
	Usage Summary. 1 man 1500 hrs @/ year.	Cost Basis. Materials \$30,000.	Income Basis. Applicable.	Not	
			\$30,000	1500	
4. Maintenance Fund	Annuitized value of major equipment overhaul costs, such as the 1472 day steam locomotive inspection.				
	Usage Summary. Not Applicable.	Cost Basis. \$500,000 every 15 years	Income Basis. Not Applicable.		
			\$33,333		
5. Environmental Control Costs	Costs associated with coal and ash environmental impact mitigation, storage of consumables, and other hazardous waste handling costs.		\$15,000		
6. Labor Costs.	Labor to meet the paid man hour requirement listed here provided by 3 full time employees (6240 hours). This will be complimented by a major volunteer effort. The volunteer program will focus on orientation and training, labor organization, recognition and acknowledgement, with some associated production costs.				
	Cost Basis. employee year. \$30/hr average final cost, Volunteer program costs: \$2000	1			\$64,400
7. Other	Mortgages, Utilities, Insurance, other required fixed costs		\$25,000		
			Costs	Man-hour Usage	Income
			Totals	\$289,483	2040
			Deficit/ Profit	\$0	\$307,650
					\$18,167

Notes:

1. Coal cost is taken as \$250 per ton. Based on Conway Scenic RR 7470 burning about 1 ton per 10 mile round trip, allowing 25% increase for 470, gives an average of 250 pounds per mile. Thus, fuel cost for 470 is about \$32 per mile. Lubricating oils and grease increase per mile cost by \$2, for a total consumable cost of \$34.

2. Approximately 3000 lbs of coal will be consumed during fire up and idling times on a typical day. This equates to a fixed daily cost of \$375. A figure of \$400 will be used to account for other, incidental daily costs including rags, cleaning supplies for the engine, etc.

The City of Waterville, Maine  
470 Committee

March 26, 2013

To Whom It May Concern:

I am writing in support of New England Steam Company and Steam Locomotive 470.

I have been involved with railway preservation and steam locomotives for over 40 years; I have been a Trustee of the Railroad Museum of New England (RMNE) in Thomaston, Conn. since 1986. I am familiar with historic railway equipment preservation, restoration and operation. RMNE operates a 20-mile historic and scenic railroad, Naugatuck Railroad, which is under the jurisdiction of the Federal Railroad Administration and complies with those rules.

Having seen dozens of detailed photographs of Locomotive 470, and having carefully reviewed the inspection reports and condition surveys made by New England Steam Company, I am pleased to state that in my opinion, Locomotive 470 is a good candidate for restoration to operating condition. Steam locomotives in worse condition than 470 have been restored to operating service; plainly put, 470 looks terrible but has "good bones".

New England Steam Company personnel have been developing a rational plan for Locomotive 470, and they bring years of experience with historic railway equipment to this project. Again, plainly put, they have their eyes open and know the restoration of 470 won't be easy, but they do know it is quite possible.

Thank you for your time.

Sincerely,

Howard Pincus



## OWLS HEAD TRANSPORTATION MUSEUM

PO Box 277 • Owls Head, Maine 04854 • Tel: (207) 594-4418 • Fax: (207) 594-4410  
E-Mail: [info@ohtm.org](mailto:info@ohtm.org) • Web site: [www.owlshead.org](http://www.owlshead.org)

July 15, 2013

Dear Mr. Glueck,

It was a pleasure to meet with you regarding the recent incorporation of and planning for the New England Steam Corporation. As an organization dedicated to the preservation and operation of antique transportation, the Owls Head Transportation Museum applauds your ambition and enthusiasm for your mission to restore and operate Maine Central Railroad #470. Your strategic plan outlines a number of critical components in making such a goal possible and your organization has been blessed with several of those components: from the exemplary internal condition of the engine to the presence of existing line on which to operate. Perhaps most important of all is the support of the Waterville City Council in permitting the use of #470.

As you well know, passenger rail is experiencing resurgence in popularity and practice in Maine and the nation. The resurrection of Maine's last passenger steamer represents an opportunity to take advantage of not only enthusiasm for rail but also the strong nostalgia for the days long gone of steam technology. The opportunity to attract fans of both rail and steam presents a tremendous draw to the state of Maine and its economy. The Owls Head Transportation Museum is pleased to lend its voice of support to your project and mission.

The opportunities for a number of such like-minded organizations to collaborate in marketing and advertising endeavors would provide an irresistible attraction to transportation and history enthusiasts and ensure vacation destination status to the state. The Owls Head Transportation Museum looks forward to watching the progress of the New England Steam Corporation as it grows and hopes to soon see it under steam!

Sincerely,

Eshan Yankura  
Curator/Education Director





## MAINE EASTERN RAILROAD

July 1, 2013

New England Steam Corporation  
c/o Mr. Richard Glueck  
78 Back Winterport Rd.  
Winterport, Maine 04996

The Maine Eastern Railroad would like to express its support for New England Steam Corporation's mission of restoring former Maine Central locomotive #470 to operation in the state of Maine. The #470 is an important part of Maine's transportation heritage, and its restoration offers an exclusive opportunity to celebrate that heritage.

The Maine Eastern Railroad looks forward to the future possibility of having #470 operate on our railroad. Having a Maine Central steam locomotive operating in regularly scheduled passenger service on a Maine Central rail line at mainline speeds and stored in a Maine Central roundhouse would be an exciting and uniquely historic way to present the locomotive to the people of Maine. Such an operation has the potential to draw tourists, railfans, and historians from across the country, bringing an economic benefit to the communities located on our line as well as the state of Maine as a whole.

New England Steam Corporation's preservation and restoration of Maine Central #470 is fully supported by the Maine Eastern Railroad. The long-term benefits of this project will continue to enrich the state of Maine both historically and economically for decades to come, and the #470's successful restoration as the "Mascot of Maine" can usher in a new era of steam railroading in the northeast.

Sincerely,

Charles Jensen  
*Vice President & Chief Operating Officer*  
Maine Eastern Railroad

#### ADMINISTRATION

4 UNION STREET, ROCKLAND, ME 04841 • PHONE (207) 596-6705 • FAX (207) 596-6115

#### RESERVATIONS

4 UNION STREET, ROCKLAND, ME 04841 • PHONE (207) 596-6717 • FAX (207) 596-6115

#### ROCKLAND ENGINE HOUSE

200 PARK STREET, ROCKLAND, ME 04841 • PHONE (207) 596-6705 • FAX (207) 596-6115

#### HEADQUARTERS

49 ABBETT AVENUE, PO BOX 2405, MORRISTOWN, NJ 07962-2405 • PHONE (973) 267-4300 • FAX (207) 267-3138

*Downeast  
Rail Heritage  
Preservation Trust*

**The Downeast Scenic Railroad  
Maine's Railroading Heritage Preserved for the Future  
P.O. Box 950, Bar Harbor, ME 04609  
866-449-RAIL (7245)**

June 21, 2013

NESCO  
c/o Mr. Richard Glueck  
78 Back Winterport Rd  
Winterport, Maine 04996

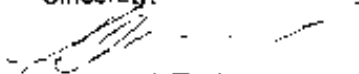
The Downeast Rail Heritage Preservation Trust, Inc. board of directors supports the work of NESCO to restore former Maine Central Railroad steam locomotive 470 back to operation and would welcome the opportunity to operate locomotive 470 as part of the Downeast Scenic Railroad.

Our mission is to promote and preserve the history of Down East Maine railroading and the history of the Maine Central Railroad. We realize that 470 is a significant part of that history and we look forward to the possibility of having an operating Maine Central locomotive on our line.

The future potential for the preservation and operation of the 470 and all that it would mean to the historic railroad preservation community and the State of Maine, makes this a very worthwhile and meaningful project that will have long term benefits to promote and preserve the rail heritage of Maine.

On behalf of the Board of Directors of the Downeast Rail Heritage Preservation Trust, Inc ;

Sincerely,



Thomas J. Testa  
President

Cc: Board of Directors

*126th Legislature*  
*Senate of*  
*Maine*  
*Senate District 23*

**Senator Michael D. Thibodeau**  
**Senate Republican Leader**  
3 State House Station  
Augusta, ME 04333-0003  
(207) 287-1505

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Winterport, ME 04496  
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September 17, 2013

New England Steam Corporation  
PO Box 302  
Winterport, ME 04496

To Whom It May Concern:

It is with great pleasure that I write today in support of the efforts of Richard Glueck and the New England Steam Corporation (NESCo) in preserving an important piece of Maine's history. New England Steam Corporation's mission is simple: to rebuild and maintain the last operational steam locomotive in Maine, the Maine Central Railroad 470. Through their efforts, NESCo hopes to create a functioning piece of "living history", which will serve as an educational tool to Maine's youth. It is my understanding that at present, no mainline steam locomotive has been restored to working condition throughout Northern New England.

The rail system and steam railroads play an important piece in not only Maine's history, but throughout this entire country. The rail system can be credited with helping to build and expand the United States. It is important that we teach our youth about this importance and what better way to do this than through a "hands on" teaching lesson.

This project also has the ability to have an economic impact here in Maine. The restoration process, the creation of a "living history" center, and the upkeep of railways (among other things), all have the possibility of creating jobs for Maine people.

I would be happy to discuss this letter of support with you or answer any questions you might have about this very important project.

Best,



Michael Thibodeau  
State Senator