



Minnesota Regional Transit  
Board: Records.

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REGIONAL TRANSIT BOARD  
Suite 402 Metro Square Building, St. Paul, Minnesota 55101  
291-6640

REGIONAL TRANSIT BOARD MEETING  
Monday, September 17, 1984  
Metropolitan Council Chambers  
300 Metro Square Building, St. Paul, Minnesota 55101  
3:00 P.M.

AGENDA

- I. Call to Order
- II. Approval of Agenda
- III. Approval of Minutes of the September 4, 1984 Meeting
- IV. Communication to the Board
  1. MTC Federal Funding Assistance Approval UMTA Sec. 4 (i)  
Grant Proposal - No Action Required
- V. Chairmans Report
  1. Executive Director
  2. Executive Secretary
- VI. Report of the Policy Committee - Todd Lefko
- VII. Report of the Administrative and Finance Committee - Ruth Franklin
  1. Designation of Capital Bank as the Official Depository for the RTB Checking Account - Action Required
  2. Selection of Strgar-Roscoe, Inc. as Consultant to help Develop the Interim Implementation Plan - Action Required
  3. Selection of Holmes & Graven as Legal Counsel for RTB - Action Required
- VIII. Other Business
- IX. Adjournment

Elliott Perovich  
Chair

Note - Material available at meeting

JA008A

REGIONAL TRANSIT BOARD  
Suite 402 Metro Square Building, St. Paul, Minnesota 55101  
291-6640

Minutes of a Regular Meeting of the  
REGIONAL TRANSIT BOARD  
September 17, 1984  
Metropolitan Council Chambers  
3:00 p.m.

PRESENT: Elliott Perovich, Todd Lefko, Ruben Acosta, Bernard Skrebes, Doris Caranicas, Gail MarksJarvis, James Newland, Margaret Snesrud, Alison Fuhr, Juanita Collins, Steve Loeding, Ruth Franklin, Paul Joyce.

MEMBERS ABSENT: Edward Kranz

Call to Order

Chairman Perovich called the meeting to order at 3:05.

Approval of Agenda

Loeding moved and Joyce seconded to approve the agenda as submitted. Motion carried. A motion was then made by Lefko and seconded by Loeding to amend the agenda to include a new item IV, a presentation and slide show on the I-394 study, and the remaining items were renumbered accordingly. The Report of the Administrative and Finance Committee would also include another item: 4. Fiscal Year 1986-1987 Biennial Budget. Motion carried.

Approval of Minutes

Motion was made by Joyce, seconded by Franklin, recommending approval of the minutes of the meeting held September 4, 1984, as submitted. Motion carried. Later in the meeting, Newland pointed out that Paul Joyce was at that meeting, but was not marked present on the minutes. The minutes will show that Joyce was in attendance.

Presentation and Slide Show on I-394.

Bill Crawford, District 5 engineer, Mn/DOT, Dick Borson, preliminary design engineer, Mn/DOT, and Peter Fausch of Strgar-Roscoe, Inc., presented a slide show on the proposed I-394 and answered questions of the Board regarding the project. This project will come before the Board before its completion many times. There was no action required for this item.

Communications to the Board

The Chairman reported on an application by the Metropolitan Transit Commission for a federal Funding Assistance Approval Urban Mass Transportation Administration Sec. 4 (i) grant. The Board requested that they all receive a copy of this report. The Chairman informed the Board that a copy would be available in the office if they would like to see the report. There was no action required on this item.

Chairman's Report

The Chairman reported that he would have a recommendation to the Board by next week's meeting on both the Executive Director and Executive Secretary positions.

Report of the Policy Committee

Lefko, chair of the Policy Committee, reported that the Committee's first meeting was held on September 5, 1984, where the Committee discussed the role and future of the Policy Committee, and will meet again on Wednesday, September 19, at 5:00. Larry Dallam, Metropolitan Council staff, will be on the agenda and will discuss the policy plans of the Metropolitan Council. At the next few meetings, the Committee will be looking at the Council's policies and developing its own policies for review by the Board. All of the Board members were invited to attend the Policy Committee's next meeting.

Report of the Finance and Administration Committee

1. Designation of Capital Bank as the Official Depository for the RTB Checking Account.

Franklin, chair of the Finance and Administration Committee, moved that the Board approve Resolution No. 84-6 designating the Capital Bank the official depository for the Regional Transit Board checking account. Caranicas seconded. There was some discussion, and the Board was informed that there were eight RFP's sent out, and three banks responded. Capital Bank was the low bidder, but there was no substantial difference in the services they offered. Motion carried unanimously.

2. Selection of Strgar-Roscoe, Inc., as Consultant to help Develop the Interim Implementation Plan.

Franklin moved and Joyce seconded that the proposed contract for consultant services with Strgar-Roscoe, Inc., copies of which have been distributed at this meeting, be approved and that the Chairman be authorized to execute the contract. Franklin stated that the proposed contract was amended to reflect the concerns of the Committee of the Whole at its meeting of September 12, 1984. Motion carried unanimously.

3. Selection of Holmes & Graven as Legal Counsel for RTB.

Franklin moved and Acosta seconded that the proposed contract for legal services with Holmes and Graven, copies of which were distributed at this meeting, be approved and that the Chairman be authorized to execute the contract. Motion carried unanimously.

4. Biennial Budget for Fiscal Year 1986-1987.

Franklin moved and Caranicas seconded that the Regional Transit Board approve the biennial budget document for fiscal year 1986-1987 as prepared by the Minnesota Department of Transportation staff. This budget will be submitted to the Department of Finance and Mn/DOT. It is also the understanding of the

Board that it may request, no later than December 31, 1984, the incorporation of some amendments to the budget upon the completion of its interim implementation and staffing plans." Motion carried unanimously.

Other Business

The Board discussed but took no action on the following items:

The Chairman announced that the next scheduled meeting was the week that most of the members would be at the APTA Convention so there would not be a quorum. He stated that the staffing decisions could not wait until the second week in October and suggested that the next meeting of the Board be held next Monday, September 24. The Chairman stated that at that meeting the Board will approve the hiring decisions on the Executive Director and Executive Secretary and will also discuss future staffing requirements. The Board also needs to discuss tax levy and tax feathering issues. The Board may need to meet on the 8th of October, and members were asked to keep that date open.

The Chairman also announced that the regularly scheduled meetings of the Policy Committee will be on the 2nd and 4th Wednesdays of the month at 5:00 p.m., and the Administrative and Finance Committee's regular meetings will be on the 1st and 3rd Thursdays at 5:00.

Members were encouraged to attend the 10th Annual MTC Bus Rodeo and the 1984 Annual MTC Awards Banquet on Saturday, September 23, 1984.

The Board Members discussed per diems, mileage, parking fees and the written receipts needed, and it was agreed that, in those cases where no receipt was available, such as parking meters, a signed receipt by the Board Member stating the amount, time, and place would suffice.

Regarding the APTA Conference, Caranicas has set up a meeting with Martin Sabo on Wednesday, October 3, at 9:30 in his office. Mr. Sabo requested an agenda of what items the Members would like to discuss at that time.

Thursday, September 20, 1984, the Committee of the Whole will meet with the Metropolitan Council.

Ghaleb Abdul-Rahman discussed the transit conference to be held the week of October 29. He stated that he has met with others to discuss the agenda for that conference, and information will be mailed to the members by the 24th.

Arnie Edsel, representing the MTC union employees, addressed the Board regarding the Board's receiving comments or complaints from the public about MTC employees or services.

There being no further business, Fuhr moved and Loeding seconded to adjourn the meeting at 4:45 p.m.

Respectfully Submitted,

Chris Yankovec, Acting Secretary

Regional Transit Board Meeting of 9/17/84

REGIONAL TRANSIT BOARD  
Suite 402 Metro Square Building, St. Paul, Minnesota 55101

REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE

DATE: September 12, 1984

TO: REGIONAL TRANSIT BOARD

SUBJECT: Resolution Designating Capital Bank the Official Depository  
for the RTB Checking Account.

At its meeting of September 6, 1984, the Committee considered the attached report. The staff briefed the Committee on the report, and after a short discussion, the Committee adopted the recommendation.

RECOMMENDATION

That the Regional Transit Board approve the attached resolution designating the Capital Bank the official depository for the RTB checking account.

Respectfully submitted,

Ruth Franklin  
Chair

CW367A

REGIONAL TRANSIT BOARD  
Suite 402 Metro Square Building, St. Paul, Minnesota 55101

RESOLUTION NO. \_\_\_\_

RESOLUTION DESIGNATING OFFICIAL DEPOSITORY

RESOLVED:

THAT the Capital Bank is hereby designated the official depository for the  
Regional Transit Board checking account.

Adopted this 17th day of September, 1984.

\_\_\_\_\_  
Elliott Perovich, Chair

\_\_\_\_\_  
, Acting Secretary

REGIONAL TRANSIT BOARD  
Suite 402 Metro Square Building, St. Paul, Minnesota 55101

M E M O R A N D U M

September 6, 1984

TO: Administration and Finance Committee  
FROM: Jeff Dziuk, Metro Council Accounting Operations Manager  
SUBJECT: Bids received for RTB Checking Account

On August 14, 1984, a request for proposal for the RTB checking account was sent to all downtown St. Paul commercial banks. Attachment I is a copy of the request for proposal and a list of the banks to which it was sent.

Three banks have submitted proposals. They are Capital Bank, Exchange Bank and First Bank St. Paul.

Below is a summary of each bank's estimated monthly service charge based on the average volume of transactions expected in the account. (These estimated monthly service charges are detailed in Attachment II.)

	<u>Estimated Monthly Service Charges (Based on an average volume of transactions)</u>
Capital Bank	\$ 44.61
Exchange Bank	83.50
First Bank St. Paul	115.83

Capital Bank also indicated there would be no service charges up to an analysis loss of \$25.00 per month while the Exchange Bank indicated the compensating balance must build in a gross profit of \$63.02.

Taking everything into account, including the 12.09% reserve requirement, assuming a 10% 3 month treasury bill rate, the balances necessary to avoid service charges are as follows:

Capital Bank	\$ 2,677
First Bank	16,068
Exchange Bank	20,000

Based on the estimated monthly service charges, Capital Bank is the best proposal in that it requires the least compensating balance, and if the compensating balance requirement is not met, its charges would be the lowest.

CW364A

Regional Transit Board  
 402 Metro Square Building  
 Seventh and Robert Streets  
 St. Paul, Minnesota 55101

August 14, 1984

Dear

We wish to inform you that the Regional Transit Board (RTB) is requesting proposals from commercial banks in downtown St. Paul for its checking account. The RTB is a metropolitan agency created by the 1984 State Legislature to plan and coordinate transit in the seven county metropolitan area. Funds for transit operations will also funnel through this organization.

Account Description (the following are rough estimates)

Checks drawn/month	50
Deposits/month	3
Wire transfers/month - investment purchases (3) and maturities (3)	6
Stop payments/month	1 <sup>1</sup>
Dollars passing through account/annual	\$65,000,000 <sup>1</sup>

<sup>1</sup> Revenues will come from the State of Minnesota and a tax levy (i.e. all checks drawn on local banks). There will be a few, very large deposits which we intend to invest the day they become collected funds. Expenditures, other than the approximately \$1,100,000 for operations, will also be few in number and large in amount.

Requirements/Services to be Furnished

Pledge of \$200,000 collateral in U. S. government securities  
 Notification daily of the total of both ledger debits and credits and the collected funds balance  
 Accommodation of wire transfers out of deposits once they become collected funds  
 Capability to numerically sort checks  
 Furnishing of Account Analysis monthly

Proposal Format

Proposals should include:

Monthly fees  
 debits (checks), credits (deposits), wire transfers,  
 stop payments, account maintenance, check sorting, account balance reporting, etc.

Compensating balance requirement based on above assumptions including formula for calculation

Copy of latest annual financial report

Proposals should be submitted by August 24, 1984 and should be sent to:

Mr. Elliott Perovich  
Chair  
Regional Transit Board  
402 Metro Square Building  
Seventh and Robert Streets  
St. Paul, Minnesota 55101

Proposals will be evaluated on the basis of fees, service, and compensating balance requirements.

Should you have any questions, please contact Jeff Dziuk at 291-6375.

Sincerely,

Elliott Perovich  
Chair

CW346A

BANKS SENT REQUEST FOR PROPOSALS

American National Bank  
Fifth and Minnesota Streets  
St. Paul, MN 55101

Capital Bank  
400 N. Robert Street  
St. Paul, MN 55101

Commercial State Bank  
Fifth Street at St. Peter  
St. Paul, MN 55102

Exchange Bank  
519 Jackson Street  
St. Paul, MN 55101

First Bank St. Paul  
332 Minnesota Street  
St. Paul, MN 55101

Metropolitan Bank  
441 Wabasha Street  
St. Paul, MN 55102

Minnesota State Bank  
200 S. Robert Street  
St. Paul, MN 55107

Norwest Bank St. Paul  
55 East Fifth Street  
St. Paul, MN 55101

## METROPOLITAN COUNCIL

<u>Service</u>	<u>Anticipated Monthly Volume</u>	<u>CAPITAL BANK</u>		<u>EXCHANGE BANK</u>		<u>FIRST BANK ST. PAUL</u>	
		<u>Unit Price</u>	<u>Anticipated Monthly Cost</u>	<u>Unit Price</u>	<u>Anticipated Monthly Cost</u>	<u>Unit Price</u>	<u>Anticipated Monthly Cost</u>
Account Maintenance		\$ 5.00	\$ 5.00	\$ 6.00	\$ 6.00	\$12.00	\$ 12.00
Audio Balance Reporting		--	--	--	--	50.00	50.00
Credits (Deposit Slips)	3	.30	.90	--	--	.30	.90
Deposit Items (Checks)	3	.07	.21	--	--	.06	.18
Checks Drawn Against Account	50	.17	8.50	.15	7.50	.10	3.00
Wire Transfers (In)	3	--	--	10.00	30.00	6.00	18.00
Wire Transfers (Out)	3	10.00	30.00	10.00	30.00	7.00	21.00
Stop Payments	1	--	--	10.00	10.00	10.00	10.00
Sequential Check Sorting	50	--	--	--	--	.015	.75
Total			\$ 44.61		\$ 83.50		\$115.83
Earning credit rate on collected balances		Based on 3-Month Treasury Bills		Based on 3-Month Treasury Bills		Based on 3-Month Treasury Bills	
Other		No service charge up to an analysis loss of \$25.00		Free checks Gross profit must - \$63.02			

REGIONAL TRANSIT BOARD

300 Metro Square Building  
St. Paul, Minnesota 55101

CONTRACT FOR LEGAL SERVICES

THIS AGREEMENT, Entered into as of this \_\_\_\_ day of \_\_\_\_\_, 1984 by and between the law firm of Holmes and Graven (herein called the "Legal Advisor"), and the Regional Transit Board, 300 Metro Square Building, St. Paul, MN 55101 (herein called the "Board"):

WITNESSETH THAT the Board desires to engage the Legal Advisor to render certain professional services and both parties agree as follows:

1. Scope of Services. The Legal Advisor shall do, perform and carry out in a satisfactory and proper manner all legal services requested by the Board. The Chairman of the Board, the Executive Director of the Board, or such other person as may be designated in writing by the Chairman of the Board may request, either orally or in writing, services on behalf of the Board. Services will include but not be limited to: legal research and preparation of legal memoranda; contract analysis, regulation, and drafting; legal representation of the Board; legislative representation and drafting; legal advice regarding employment related matters; legal advice and technical assistance related to public finance questions, including the rendering of approving legal opinions; and any other general legal services.
2. Delivery of Services. Mr. Charles R. Weaver shall serve as the Legal Advisor's representative and shall assume primary responsibility for coordinating all legal services requested by the Board Chairman or his designee or the Executive Director. The Legal Advisor will provide all personnel needed to perform promptly all legal services requested. The Legal Advisor understands that the services of several lawyers may be required at any time.
3. Data to be Furnished to Legal Advisor. The Board through its Executive Director shall cooperate with the Legal Advisor in every way possible to facilitate the performance of legal services without undue delay, and the Executive Director shall furnish to the Legal Advisor all information, data, reports and records of the Board which are necessary for this purpose.

4. Personnel. All of the services required hereunder will be performed by the Legal Advisor and no services shall be subcontracted without the prior written approval of the Executive Director of the Board.
5. Time of Performance. The services of the Legal Advisor are to commence on the date of the contract and shall continue through December 31, 1985. The Legal Advisor agrees to furnish the Board with copies of all data, deeds, documents, opinions and supplemental papers necessary to carry out its function as may be requested by the Board.
6. Compensation, Method of Payment. The Board shall pay to the Legal Advisor the amount of such compensation as will be determined by the hours spent by the lawyers performing services under this contract and by their hourly time charges (reasonable hourly time charges negotiated by the Board's Chairman will be attached as Exhibit A) unless a negotiated amount of compensation for a specific project or matter has been agreed upon by the Board Chairman and the Legal Advisor, in which case the Board shall pay to the Legal Advisor the negotiated amount at the agreed upon time. The Legal Advisor will also be reimbursed for all expenses incurred in connection with performing legal services requested. Such expenses shall include reproduction of documents, delivery services, postage, long distance telephone charges, and travel and meal expenses. Any specific expenses exceeding \$100.00 will require approval of the Board's Executive Director.

The Legal Advisor will prepare and submit to the Executive Director on or before the 20th day of each month a reasonably detailed statement of time and charges for all time recorded and expenses incurred shown separately for each matter during the preceding calendar month, including a description of all legal services performed during such period.

7. Termination of Contract. Either party may terminate this contract at any time by written notification. Upon termination the Legal Advisor will furnish to the Executive Director copies or duplicate originals of all legal documents or memorandums prepared for the Board and not previously furnished, and all work in progress. Upon termination the Legal Advisor shall be entitled to compensation for all legal services performed and expenses incurred prior to notification of termination.
8. Changes. Any of the terms of the contract may be changed by mutual agreement of the Board and Legal Advisor. Such changes shall be incorporated in written amendments to the contract.

9. Findings Confidential. Any reports, information, data, etc. given to or prepared or assembled by the Legal Advisor under this contract with the Commission shall be kept as confidential and shall not be made available to any individual or organization by the Legal Advisor without the prior approval of the Chairman of the Board or the Board's Executive Director.

IN WITNESS WHEREOF The Commission and the Legal Advisor have executed this Agreement as of the date written.

HOLMES & GRAVEN, Chartered

REGIONAL TRANSIT BOARD

By *Charles R. Weaver*  
Charles R. Weaver

By \_\_\_\_\_  
Elliott Perovich, Chairman

By \_\_\_\_\_  
Executive Director

Date \_\_\_\_\_

DEPARTMENT    TRANSPORTATION  
                  Room 815

## Office Memorandum

TO:           Administration & Finance Committee  
              Regional Transit Board

DATE:         September 12, 1984

FROM:         Office of Transit  
              Minnesota Department of Transportation

PHONE:        296-1615

SUBJECT:      F.Y. 86-87 Biennial Budget  
              for the Regional Transit  
              Board

Attached for your review and approval is the Regional Transit Board's biennial budget document for fiscal years 1986-1987 as prepared by the Minnesota Department of Transportation.

Minnesota Department of Finance budget guidelines require that the final budget document be submitted to them by September 28, 1984. While the RTB has agreed to adhere to this deadline it is recognized that changes in the adopted document may be necessary as the RTB proceeds with the completion of the Interim Implementation and Staffing plans. Therefore, the Department of Finance and Mn/DOT will cooperate to the fullest extent possible in assisting to incorporate needed amendments within the budget document.

Please notify the Office of Transit at your earliest convenience as to the acceptability of this budget document and as to when the final budget will be presented to the RTB for adoption.

**DRAFT**

BUDGET PRESENTATION TO THE RTB

"DRAFT" BUDGET NARRATIVES

Mn/DOT  
Office of Transit  
September 11, 1984

D R A F T  
September 11, 1984

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D R A F T

Program: Regional Transit Board (08)  
Agency : Transportation, Department of

Program Purpose:

The 1984 Minnesota Legislature created the Regional Transit Board (RTB) for the purpose of providing essential mobility and transportation options in the seven county area; for the encouragement of alternatives to the single occupant vehicle, and for the development of transportation service designed to meet public needs efficiently and effectively. Two (2) budget activities, Metro Transit Assistance and Metro Transit Administration, encompass all RTB activities.

Objectives:

See Activity Level for Objectives and Effectiveness Measures.

Operation:

The RTB which formally began July of 1984 has responsibility for the development, coordination, and mid-range planning for transit in the seven county metro area. Activities include budget preparation and distribution of transit funds through contracts with providers including MTC fixed route, 2 private bus operations, Metro Mobility, and ten

small urban and rural systems operating within the metro area. Additionally, the RTB is responsible for metro area rideshare activities and the replacement service program ("Opt-Out").

Budget Issues:

Specific transit issues relating to this budget are as follows:

- A. Motor Vehicle Excise Tax - Funds generated by the MVET will be required, in addition to dollars from the general fund, to meet the F.Y. 86-87 needs as reflected in the biennial budget request.
- B. Transit Alternative Analysis - Two important studies of transit alternatives are on-going in the metro area. These studies are evaluating the transit alternatives available within the Hiawatha, Southwest and University Avenue Corridors.  
  
Hiawatha Corridor - The preferred alternative selected is light rail transit, final EIS work is close to being completed and approved by federal agencies.

D R A F T

Southwest and University Avenue Corridors - A transit Alternatives Analysis and a draft Environmental Impact Statement (AA/DEIS) are being conducted for the University Avenue and the Southwest corridors. The purpose of the study, sponsored by the Urban Mass Transportation Administration (UMTA), is to analyze and evaluate four different transit improvements or alternatives in each of these two corridors. The study will culminate with the selection of a preferred alternative in each corridor based upon the information contained in the DEIS document and the testimony received at a public hearing. The alternatives considered include both light rail transit and busways. The Metropolitan Council is the recipient of the funds granted by UMTA to carry out the analysis. The study, however, is being conducted under the direction of a Steering Committee composed of policy-level representatives from eleven participating agencies. A draft EIS is expected to be available by the middle of September. The Steering Committee is expected to hold a public hearing by the end of October and select the preferred alternative for each corridor by the end of 1984. Once a preferred alternative is selected in the other two corridors by the Steering Committee and submitted to the RTB, priorities among the three corridors will have to be established if federal funding is pursued. The priority corridor for which federal aid would be sought will be selected by the RTB, and reviewed by the Metropolitan Council in the context of the regional transportation policy plan.

- C. Minnesota Human Rights Act - M.S. 363.03 requires that physical and program access must be provided by a public service to disabled persons. Potential impacts on service and cost requirements must be carefully evaluated.
- D. Federal Funds - continuing decreases in federal operating assistance have a direct impact on state budget requests.
- E. Capital Needs - Many public transit providers in the seven county metro area have no fund source available to replace or refurbish capital equipment. The two private operators (MLL & NSL) have many vehicles now in their third decade of operation, a majority require significant rehabilitation work to remain operable. Capital funding will be needed to undertake a viable rehab program.
- F. New Starts/Demonstration - The budget request has not taken into consideration demand for new service or demonstration programs. Potential demand for new service, particularly in the fringe areas will be carefully examined.

Explanation of Budget Request:

The budget request identifies MVET funds as the sole funding source for Metro Transit Administration. The Metro Transit Assistance budget activity identifies MVET as the primary fund source with a general fund appropriation necessary to supplement existing activities. Dollars requested represent the appropriate

D R A F T

level necessary to maintain same service levels for all transit systems.

Change levels identified on this request represent dollars necessary to provide the same levels of service for all systems, as the Interim Implementation Plan is developed the change level may increase because of the issues previously discussed (i.e., new transit improvements in the corridors of Hiawatha, University and Southwest, etc.)

Governor's Recommendation:

D R A F T

PROGRAM CHANGE REQUEST

Activity: Metro Transit Assistance/Metro Transit Administration  
Program : Regional Transit Board (RTB)  
Agency : Transportation, Department of

Change Request

Regional Transit Board Concept

Agency Request	F.Y. 86		F.Y. 87	
	Amount	Positions	Amount	Positions
• General Fund	\$ 7,722.5	-	\$ 7,745.1	-
• Motor Vehicle Excise Tax	10,720.0	19	11,840.0	19
<u>Governor's Recommendation</u>				
• General Fund				
• Motor Vehicle Excise Tax				
Change request requires statutory change:			yes	<input checked="" type="checkbox"/> no
Statutes affected:				

Statement of Request/Objective:

The agency requests the above dollar amounts and positions to provide essential mobility and transportation services in the seven county metro area. The objectives of these activities are to

coordinate the myriad of transit services, both public and private, within the seven county area and to provide short range transit planning both of which will result in a more productive investment of the state's transit dollars.

Description/Background:

In 1984, the Minnesota Legislature made a commitment to the Regional Transit Board concept. In the RTB's first year (F.Y. 1985) it was funded by appropriation transfers from the MTC (\$1,084,800) and the Mn/DOT (\$14,700). These funds were used for "start-up" of the RTB which included staffing, lease of office space, supplies, etc.

Program activities, which included the MTC, Metro Mobility, two private regular route operators, and 10 rural and small urban systems. F.Y. 84-85 biennial appropriations for these activities approached \$32 million.

It's anticipated that the RTB will assume control of all these activities beginning 7/1/85. Dollars requested represent same service levels for all transit services.

The RTB enabling legislation reduced the complement of the MTC by nineteen (19) positions and Mn/DOT by one (1) position. The RTB is requesting a complement level of nineteen positions for the purpose of accomplishing all mandated activities.

This Change Item is split among the activities as follows:

	F.Y. 86	F.Y. 87
Metro Transit Assistance	\$17,343.0	\$18,485.6
Metro Transit Administration	1,099.5	1,099.5

D R A F T

Rationale:

- o Same level of funding as F.Y. 1985 would have an extremely negative impact on service levels and users.
- o Though dollars requested all appear in the change level, general fund appropriations were the fund source in past years.
- o With possible property tax relief and decrease in federal funding the need will exist for additional state funds.

Governor's Recommendation:

D R A F T

ACTIVITY JUSTIFICATION

Activity: Metro Transit Assistance  
Program : Regional Transit Board  
Agency : Transportation, Department of

MTC (operating Project Mobility), 6 taxi companies, and 2 private providers of wheelchair accessible transportation.

Objective:

To provide a basic level of mobility for all persons in the 7 County Metropolitan area; to arrange for a comprehensive, coordinated set of transit and para-transit services to meet the needs of all people in the metro area; to cooperate with private and public providers to assure the most efficient and coordinated use of existing and planned transit resources, and to maintain public mobility in the event of emergencies or energy shortages.

A nine member Management Policy Committee has been established to set management policies for metro mobility. The committee comprised of representatives of the elderly, handicapped, participating providers, Mn/DOT, MTC and the Metropolitan Council, determines policies relating to such issues as service area, fares, hours of service and expansion. An advisory task force of 25 individuals representing the users of the service, advises the Management Policy Committee.

Effectiveness Measures:

	Actual C.Y. 84	Est. C.Y. 85	Est. C.Y. 86	Est. C.Y. 87
o Miles of service/ Population	16.72	17.14	17.18	17.34
o Cost/Passenger	1.38	1.42	1.49	1.56
o Revenue/Cost	.32	.31	.30	.29
o Passenger/Population	38.94	39.63	39.74	39.77
o Passenger/Hour	29.51	29.30	29.31	29.07

Grants by Fund:	FY84	FY85	FY86	FY87
General	\$5,000.0	\$5,000.0	\$5,350.0	\$5,724.6

2) Private Operators Program  
Statutory Reference: M.S. 174.24

The private operators program provides state financial assistance to Medicine Lake Lines and North Suburban Lines. Both provide regular route public transit within the Metropolitan Transit Taxing District. This assistance is intended to pay 100% of the operating deficit to supplement operating revenues and ensure continued viability of the private companies as an alternative to buy out the MTC and expansion of MTC services to the two market areas. Public funds are justified on the basis that private operators do not have access to federal capital assistance or local taxing authority; but provide service in a market place dominated by a public system which does receive this assistance.

Description

1) Metro Mobility Program  
Statutory Reference: M.S. 174.31

The Metro Mobility program provides a coordinated special transportation service for disabled persons in the metropolitan area. Demand responsive, door-through-door service is provided within Minneapolis, St. Paul and most first ring suburbs. The Metro Mobility Transportation Center acts as the primary coordination element certifying eligible individuals, taking requests for service, arranging tours, and dispatching providers include the

Grants by Fund:	FY84	FY85	FY86	FY87
General	\$965.1	\$965.1	--	--
Motor Vehicle Excise Tax	--	--	\$1,032.7	\$1,104.9

D R A F T

3) Metropolitan Transit Commission  
Statutory Reference: M.S. 174.21 - 174.24

The MTC program provides state financial assistance to the Metropolitan Transit Commission (MTC) and augments revenues received from the federal government, fare revenues and metropolitan property taxes. The MTC exists to provide safe and efficient transportation services for the movement of people by bus, vanpool and carpool throughout the seven-county metropolitan region. On the regular route bus system, MTC annually services approximately 76.3 million passengers on 29 million service miles using a fleet of over 1,000 vehicles. Annually, over 3800 metropolitan area residents are organized into vanpools and carpools for commuting purposes. Operating assistance from the state enables MTC to maximize service levels to meet consumer demand, yet maintain fares and property taxes below the actual cost of providing the service, in conformance with state statutes and commission policies.

Grants by Fund:	FY84	FY85	FY86	FY87
General	\$11,538.3	\$7,861.5	\$2,372.6	\$2,020.5
Motor Vehicle Excise Tax	--	--	\$7,039.2	\$7,980.2

In addition, a metropolitan transit service demonstration program (opt-out) is funded from this appropriation. The opt-out program allows eligible applicants to design alternative methods of providing public transit service for their communities when not adequately served by the MTC.

Grants by Fund:	FY84	FY85	FY86	FY87
General	\$165.0	\$884.0	--	--
Motor Vehicle Excise Tax	--	--	\$731.9	\$783.1

4) Rural and Small Urban Program  
Statutory Reference: M.S. 174.21 - 174.24

The Rural and Small Urban Program provides state financial assistance, both operating and capital, to any legislatively established public transit commission or authority (except the MTC), any county or statutory or home rule charter city and any

private operator of regular route transit (except private operators in the metro area) or any combination of the above when the local financial effort is inadequate to assure continuation of the public transit service. This activity provides funding for home-to-work, elderly and handicapped or general purpose travel.

Grants by Fund:	FY84	FY85	FY86	FY87
Motor Vehicle Excise Tax	--	--	\$816.7	\$872.3

Authority for the Regional Transit Board to administer these activities is found in M.S. 473.371.

Activity Statistics:

	Actual CY84 <sup>a</sup>	Est. CY85	Est. CY86	Est. CY87
1) Metro Mobility				
Total Cost	\$5,307,792	\$5,546,643	\$5,796,242	\$6,057,072
Passengers	483,825	493,502	503,372	513,439
Miles	2,430,160	2,478,763	2,528,338	2,578,905
Hours	194,108	197,990	201,950	205,989
2) Private Operators				
Total Cost	\$1,518,069	\$1,586,382	\$1,657,769	\$1,732,369
Passengers	746,187	761,111	776,333	791,860
Miles	820,615	837,027	853,768	870,843
Hours	43,117	43,979	44,859	45,756
3) MTC				
Total Cost	\$99,127,000	\$103,719,000	\$108,939,000	\$114,592,000
Passengers	76,278,000	77,638,000	77,825,000	77,844,000
Miles	29,029,000	29,786,000	29,789,000	30,008,000
Hours	2,322,320	2,382,880	2,383,120	2,400,640
4) Rural & Small Urban				
Total Cost	\$ 1,449,928	\$1,515,175	\$1,583,358	\$1,654,609
Passengers	354,902	362,000	369,240	376,625
Miles	1,143,428	1,166,297	1,189,623	1,213,416
Hours	79,270	80,855	82,472	84,121

D R A F T

Activity Generates  
Non-Dedicated Revenue

Yes  No

<u>Actual</u> <u>FY1983</u>	<u>Actual</u> <u>FY1984</u>	<u>Estimated</u> <u>FY1985</u>	<u>Estimated</u> <u>FY1986</u>	<u>Estimated</u> <u>FY1987</u>
-0-	-0-	-0-	-0-	-0-

Change Requests:

Addressed at Program Level

D R A F T

ACTIVITY JUSTIFICATION

Activity: Metro Transit Administration  
Program: Regional Transit Board  
Agency: Transportation, Department of

Objective:

The RTB is statutorily empowered to commence operations as soon after July 1, 1984 as the chair and at least seven other members have been appointed and qualified. This took place on July 12, 1984. The charge is to manage and coordinate the public transit resources available within the 7-county metropolitan area by: developing a comprehensive transportation plan, contracting with public and private providers, and by identifying and/or evaluating accomplishments and needed improvements.

Effectiveness Measures:

Description:

The Metro Transit Administration activity exists to:

- To prepare implementation plans
- To certify property tax levy
- To assume Mn/DOT's operating assistance contracts and enter into new operating assistance contracts
- To appoint members to the restructured MTC
- To prepare and present required budgets, financial plans and staffing plans;
- To request, review and approve MTC budget
- To study and report to the Legislature on certain enumerated issues
- To implement local government participation program
- To convene annual transit conference

- To take steps to become a designated recipient of federal funds
- To implement a transit information program
- To execute and administer paratransit project contracts
- To assume rideshare program responsibilities
- To assume Replacement Service (opt-out) Program responsibilities
- To establish and appoint members to various advisory committees; and
- To conduct research and render advice on transportation issues

Activity Statistics:

	<u>Actual</u> <u>CY84</u>	<u>Est.</u> <u>CY85</u>	<u>Est.</u> <u>CY86</u>	<u>Est.</u> <u>CY87</u>
Public Meetings Held	0			
Mandated Tasks Accomplished	0			

Numerous activities will be defined during the development of the interim Implementation Plan.

Activity Generates Non-Dedicated Revenue				
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
<u>Actual</u> <u>FY1983</u>	<u>Actual</u> <u>FY1984</u>	<u>Estimated</u> <u>FY1985</u>	<u>Estimated</u> <u>FY1986</u>	<u>Estimated</u> <u>FY1987</u>
-0-	-0-	-0-	-0-	-0-

Change Requests:

Addressed at Program Level

TENTH ANNUAL MTC BUS ROADEO  
and  
THIRD ANNUAL MECHANICAL SKILLS COMPETITION

Date: Saturday, September 22, 1984  
Time: 8:00 AM to 1:00 PM  
Place: Parking lot adjacent to the Army-Navy  
Air Force Reserve Building  
(East 62nd Street near 34th Avenue South)

1984 ANNUAL MTC AWARDS BANQUET

Date: Saturday Evening, September 22, 1984  
Time: 6:30 - 7:45 PM Social Hour (cash bar)  
7:45 - 8:30 PM Dinner  
8:30 - 10:00 PM Program  
Place: Minneapolis Auditorium and Convention Hall  
Lobby C  
Third Avenue South between 14th and 15th Streets  
Minneapolis, Minnesota  
Parking: Ample parking adjacent to Auditorium  
City parking ramp on 15th Street



A streetcar named goodbye: June 18, 1954, marked the end of nearly 65 years of electric streetcar service in the Twin Cities — an occurrence D.J. Strouse strove to prevent.

## The city streetcar may be gone, but D.J. Strouse lives on in spirit

Thirty years ago this past June, the last regular streetcar service ended in the Twin Cities. A memorable person from those days was D.J. Strouse, president of the Twin City Rapid Transit Co. from 1936 until 1949.



### Counterpoint

Under the Strouse management, the company found that bus patronage declined for the same reasons that trolley patronage declined, and that replacing streetcars with buses did little to increase ridership. Strouse believed firmly that streetcars were the best form of transportation, and he pledged to provide the best service the company was capable of. Streetcar abandonments were to be limited to lightly traveled lines and, in a few cases, accepted to accommodate road changes sought by the highway department.

In 1944 the company embarked on a modernization program, which ultimately brought 141 modern, streamlined streetcars to the Twin Cities. When Charles Green and

Fred Ossanna ousted Strouse from the company in 1949, those cars were sold at nearly a 50-percent loss. Some of the streetcars went to Cleveland, which retired them in running order last year; the rest went to Newark and Mexico City, where they still run.

Meanwhile, Ossanna's original bus fleet has been replaced twice. Had Strouse's policies not been cut short, we would still have some trolley lines running today. Maybe there would be fewer than Strouse had envisioned. But there would still have been the opportunity to transfer portions of the trolley system from street trackage to the faster and more efficient private rights-of-way. This was done in Boston in the late 1950s, when a

long suburban railroad line was converted to accommodate streetcars. With 20-20 hindsight, it appears that Strouse had better foresight than Green or Ossanna.

Now that the Regional Transportation Board is looking at future options, it seems that one possibility is to acquire a long suburban railroad branch to use as a transit line. Another is to put a rail line on University Av. from St. Paul to Minneapolis. It would be fitting to name the car barns and operating headquarters of any future rail system after D.J. Strouse, the last transit professional in Minnesota to advocate and preside over an electric rail system.

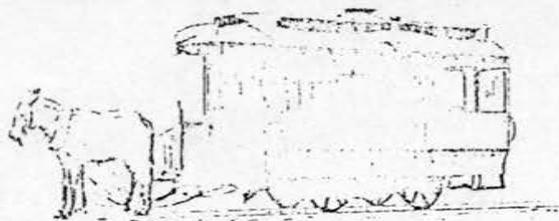
Duncan Moffitt, Minneapolis. Radio news reporter.

14

# TRANSIT and THE TWINS

BY STEPHEN A. KIEFFER

A historical account of the growth of public  
transit in St. Paul, Minneapolis, and suburbs.



PUBLISHED BY TWIN CITY RAPID TRANSIT COMPANY  
Number 1-South Eleventh Street, Minneapolis, Minnesota

transit  
and  
the  
twins

—a survey of the history of the transportation company in Minneapolis and Saint Paul

—an analysis of the role of public transportation in the growth of the Twin Cities

— Stephen A. Kieffer —

twin city rapid  
transit company

1958

## Preface

Transit and the Twins was originally written early in 1956 as an honors thesis for the College of Science, Literature, and the Arts of the University of Minnesota. In the course of his research, the author came into close contact with management and staff of Twin City Rapid Transit Company, who expressed deep interest in the project. This book is the culmination of that interest.

With the exception of a short series of newspaper advertisements in the Minneapolis daily papers in 1909, management of TCRT had been too engrossed in the problems of the day to sit back and take stock of the past. This work actually represents the first analysis of the history of public transit in Minneapolis and Saint Paul in the eighty-five years since the first car took to the tracks.

The tremendous task of research was considerably eased by the aid of the Minnesota Railfans Association, whose files—so ably maintained by Russell L. Olson—contained an immense treasury of information on this subject; by constant reference to "Electric Railways of Minneapolis and Saint Paul", a rough but ample historical catalog published by the staff of Interurbans magazine; and by the encouragement and wise counsel of Dr. David Ellison and Fred A. Ossanna, presidents, and Edmund Sansovini, director of personnel and public relations, and others of the staff of Twin City Rapid Transit.

From the first, it has been my purpose to portray the unique role of the streetcars of this area in laying the lattice-work on which settlement of the Twin Cities took form. Here, the help of the City Planning Board of Saint Paul—notably that of Rodney Engelen—and the City Planning Commission of Minneapolis was deeply appreciated.

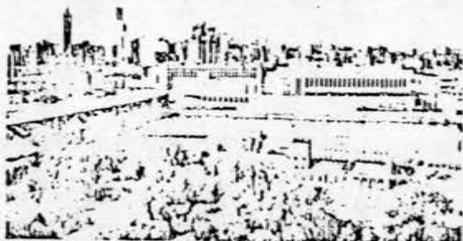
Dr. John R. Borchert, professor and chairman of the department of geography at the University of Minnesota, volunteered his services as advisor for the honors thesis; the success of this volume is due in great measure to his work.

To all these individuals and groups and to the many others, too numerous to list in this space, who contributed to the background material for Transit and the Twins, this work is sincerely dedicated.

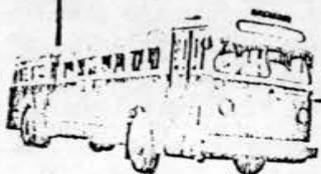
Stephen A. Kieffer  
March, 1958

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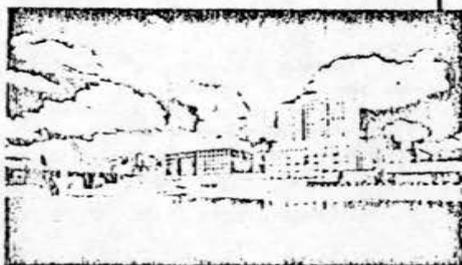
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CITY OF  
MINNEAPOLIS,  
MINNESOTA



TRANSIT AND THE TWINS



CITY OF  
ST. PAUL,  
MINNESOTA

## I. Introduction and Background

It was in the summer of 1680 that a white man first set foot on the territory now embracing the Twin Cities. This was the Recollect friar, Louis Hennepin. After being detained by a band of Indians near the shore of Mille Lacs Lake, Father Hennepin paddled down the Mississippi River until he reached the falls which the Dacotah Indians had termed Mi-ni-ha-ha, "the rushing water", and which he named Saint Anthony after his patron saint.

For a century and a half, the only occupants of this area were Indians, missionaries, and transient fur traders. In 1819, a government military post was established at the junction of the Minnesota and Mississippi Rivers, on grounds adjoining the present Minnehaha Park. Here, in 1822, a fort was erected, and in 1824 it was named Fort Snelling in honor of its commandant.

With a military fort in the neighborhood to guarantee protection, the fur trade carried on by Frenchmen since the days of Father Hennepin received new impetus. Settlers began to arrive more frequently on the steamboats which plied the Mississippi after 1823. By 1838, the first permanent civilian settlement in the area was made in what is now Saint Paul's downtown district, and in 1842 the American Fur Trading Company established a permanent post in this settlement.

The next seven years saw furious activity upriver from Fort Snelling as news of the rich fur trade and the fertile land in the North Country sifted back to the East. By 1849, the town of Saint Paul had been incorporated. The corporate area totaled 221 acres, of which 90 acres were platted, and we are told by the *Saint Paul Pioneer's* first issue in that year that the blustering infant metropolis already possessed 142 buildings. From the first, Saint Paul was essentially a trade center, and in these early years trade was dependent on the

river as its main artery.

### The 1850's: Twins in Diapers

Settlement was slower upriver since navigation was quite limited beyond the junction of the Minnesota and Mississippi. In 1815, Pierre Bottineau erected the first permanent house in Saint Anthony village on the eastern side of the Mississippi opposite the falls, and by 1818, a sawmill had been established in the village—to saw wood and grind out flour for the military reservation. This was a portent of future mills of gigantic size on this identical location.

The second half of the nineteenth century began with the arrival of many land promoters in the area, hoping to attract much of the Scandinavian and Germanic immigration to this rich new land which so resembled the soil and climate of their homes in the Old World. The most successful of the multitude was a certain Colonel John Stevens, who in 1852 took up 160 acres opposite Nicollet Island on the west bank of the river at its narrowest point. Stevens parceled out so much land that only two years later a suspension bridge at what is now the foot of Hennepin Avenue was required to connect the fast growing rival settlements of Minneapolis and Saint Anthony.

By 1855, over 200 people were living within the area of Colonel Stevens' plat, and by 1857 the population had skyrocketed to 2,000. The entire town of Minneapolis, as it was incorporated in 1858, was included within the confines of the present business district. The town was named by Charles Hoag, who combined the Indian word "minne" meaning water with the Greek word "polis" meaning city.

The permanent business establishments were strung out along Washington and Hennepin Avenues, with the focal point of municipal activity at the west end of the suspension bridge.

The older downriver community of



An early sawmill on the Falls of Saint Anthony.

Saint Paul was meanwhile also expanding by leaps and bounds. This was the era of the fabled river steamboat, which brought as many as 500 people a day to the docks of the town. Saint Paul was incorporated as a city in 1851. This same year found the tracks of the Chicago and Rock Island Railroad extended as far as the Mississippi River, thus making transport to Saint Paul much more accessible and greatly multiplying the commerce of this budding transportation center.

By 1859, Saint Anthony and Minneapolis were established as primarily milling towns. Saint Anthony in the Federal census of 1860 boasted some 3,499 citizens, while Minneapolis claimed a slightly larger population of 4,607. However, the combined totals of both rivals did not approach that of Saint Paul, which, with a population of 10,401, had been selected as the permanent seat of government of the new state of Minnesota, admitted to the Union on May 11, 1858.

#### The 1860's: Twins in Short Pants

It soon became evident that agriculture was to become the dominant force

in the economy of the new state. The Federal census of 1860 showed Minnesota to have a population of 172,023, a figure about ten times the population of its three main urban centers combined! As forests were cleared and virgin land tilled by the hardy immigrants, Minneapolis' position as a milling center skyrocketed. In order to bring the fruit of this Northern cornucopia to rich Eastern markets, railroad lines were established as quickly as the equipment was made available.

Saint Paul's position at the head of navigation on the Mississippi played an important role in attracting the early railroads here, and also necessitated the early completion of a ten-mile line between the capital and the mills of Saint Anthony. Amid gala festivities, this first railroad line in the Northwest was opened to traffic as the Minnesota and Pacific Railroad in 1862. By the end of the decade, James J. Hill was well on his way toward completion of his northern transcontinental route to the Pacific coast, and Saint Paul had taken its place as the railroad, steamboat, and general commercial center of Minnesota and the



Hennepin Avenue, Minneapolis, in the 1860's.

Northwest.

By 1865, the capital city had swelled to a population of 12,000. By reference to Map Group A, one can note that from the first, the population was scattered. The lack of concentrated masses of people in small areas was to have a great effect on public transportation when it arrived on the scene.

During this era, both urban centers were vying for the rich plums of the railroads. The eventual outcome was the establishment of two separate rail centers some ten miles apart; this was a major factor in the growth of both communities toward each other in the following years, until such time as they were really twin cities with only an imaginary border through the middle of a street to separate them—an unusual phenomenon in the history of urban development.

By 1865, the legal limits of Minneapolis had been expanded as far as 26th Avenue North, Franklin and Lyndale Avenues, and the west bank of the Mississippi, opposite what is now the campus of the University of Minnesota. Though essentially milling towns, both Minne-

apolis and her smaller sister city of Saint Anthony already showed some tendency towards economic independence as more and more banks and retail establishments were opened.

As the cities grew, there was a need created for intraurban public transit facilities. This was first felt in Saint Paul with its wider area of settlement. In 1866, several businessmen of prominent position—men with names like Parker Paine, John Merriam, Louis Robert, and A. H. Wilder—formed a corporation and applied for a horsecar franchise to use all city streets except Jackson Street. The franchise was granted after some delay. Apparently, this delay was sufficient to discourage the company's principal investors, for no action was taken on public transportation in Saint Paul for six more years.

Not to be outdone by its sister city—and the historical rivalry that blooms so intensely at times between these two neighbors had early roots—a similar Minneapolis venture was undertaken in 1867 with slight success. Dorilius Morrison, Minneapolis' first mayor, formed a

company with four of the community's most prominent businessmen, and late in that same year, they began to lay rails on Second Street South (now Washington Avenue South) from Hennepin to Cedar Avenue. They then purchased two horse-cars and a steam motor from an Elion, New York firm, "with which they hoped to operate steam propelled cars". Historical accounts differ as to whether the car ever ran, but an 1871 editorial in the

columns of the *Minneapolis Tribune* yields the following information:

Strangers who desire to see the only street car in Minnesota will find it on Second Street, near the *Saint Paul and Pacific Railroad*. It is deposited in this spot so that it may be out of the way, and gather the honorable dust of age, undisturbed by the busier portions of the city. *Requiescat in Pace!*

The two decades from 1870 to 1890 were fabulous years for the Twin Cities. Though the Scandinavian and German immigration began to dwindle, a tremendous influx from Ireland and Central Europe brought many new Americans to Minnesota, and more of these were inclined to settle in cities. A growing and building nation needed much wood for its dwellings and factories, and the vast forests of Minnesota were drawn on to supply this need. Huge mills, to saw this wood and to grind the huge and ever-increasing quantities of grain produced by the farmers, were erected on the shores of the Mississippi. By 1890, Minneapolis was the milling center of the world!

In 1870, the Federal census listed Saint Paul with a population of 20,030, while Minneapolis had 13,066 people. By 1890, Saint Paul had grown to 133,156 and Minneapolis to 164,738.

Fortunes were made in this era; in 1890, the city of Saint Paul had more millionaires per capita than any city in the United States!

The Twin Cities had come of age. Broad, tree-lined avenues were in marked contrast to the rough cow paths of twenty years before. And on these avenues ran the mechanized representatives of the new era, streetcars.

#### **Saint Paul: The First Permanent Venture**

The year 1872 is noteworthy in Twin City history for two reasons. The first, that in this year Minneapolis formally annexed the town of Saint Anthony, thus narrowing the number of rival cities at the bend of the Mississippi to two, and the second, that this marked the beginning of the first permanent urban transportation line in the area.

In February of 1872, the legislature of the State of Minnesota granted a charter which authorized organization and incorporation of the Saint Paul Street Rail-

## II. The Horsecar Era

way Company. The firm was founded on May 9 of that year and a contract was let for the laying of the first two miles of track. On July 15, the first car of the new line, carrying many of the city's most important citizens, moved grandly down the bluff from Lafayette Road and Locust Street, past cheering onlookers along East Seventh, Jackson and Fourth Streets to its western terminus at Seven Corners. Modestly, the *Saint Paul Pioneer* noted the occasion:

Saint Paul has taken another step in Metropolitan ways. We do not like to write anything which might be construed as boasting, but when the *Pioneer* takes a backward look to the first year of its existence, and contrasts the Saint Paul of that period with the present, it can hardly realize the changes that have taken place! From a hamlet of a few bark covered huts, it has grown in the short space of twenty-one years to a city of 30,000 inhabitants, with long streets of stately business houses, with suburbs where can be seen as costly and finely appointed private residences as are to be found in any city on the globe with all and every appliance which goes to make up a city. It has long had graded streets, lighted with gas, and has been supplied with water brought from a long distance at a great expense and furnished to every dwelling. And last, but not least, it has seen the necessity of streetcars to reduce its length and breadth of "magnificent distances".

Yesterday, this last necessity was supplied, and street railways are among the institutions of Saint Paul.

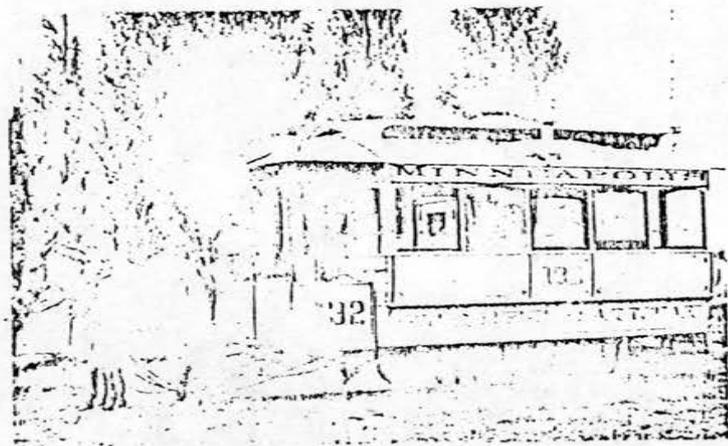
Rolling stock of the new company consisted of six cars that Saint Paulites dubbed "cracker boxes on wheels". Operation of the six cars required fourteen drivers and thirty horses for day long

service. The cars were immediately popular because of the speed with which one could go from place to place. Why, it was said they averaged six miles per hour, unheard of in that day!

The primitive type of car used at the inception of the horsecar lines in the Twin Cities measured ten feet between the bulkheads, and weighed about 1000 pounds, and the driver was exposed to the weather on his open platform, from which he guided a single horse. Two longitudinal seats accommodated fourteen passengers inside the car. Service was provided from five in the morning to eleven at night with a fifteen minute headway. Cars were painted a distinctive color for each line and used only on that line. Interior illumination was provided by a feeble and odoriferous oil lamp, while a small iron stove in the middle of the car supplied a meager amount of heat in cold weather, with about a foot of hay on the floor to aid in keeping the passengers feet warm. In consideration of the character of the track and equipment in use at that time, it was no sur-

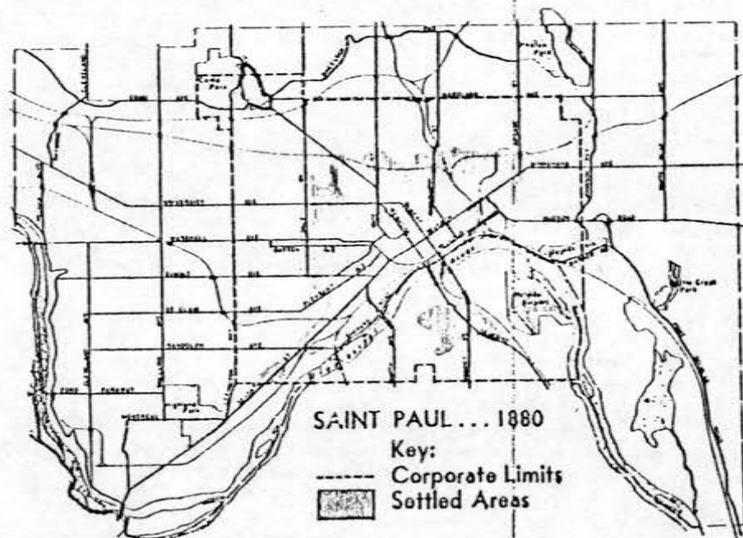
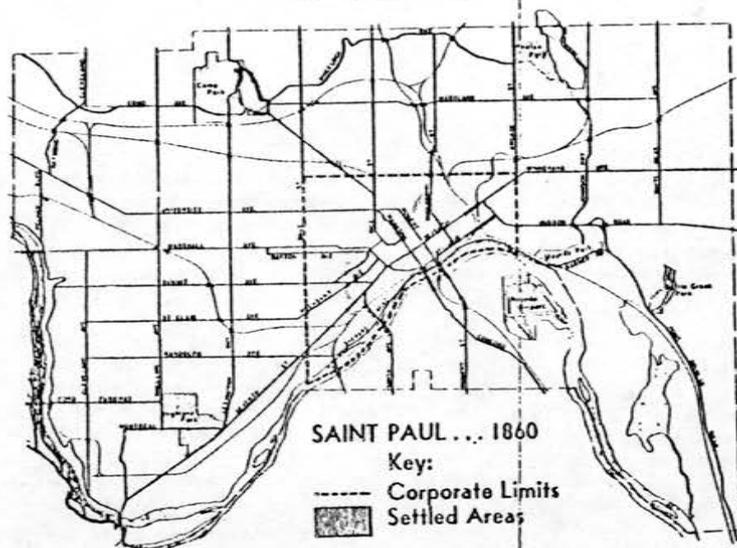
prise for the cars to become derailed. The passengers would then get off and help the driver in putting the car back on the track or in pushing it up a steep grade. A fare box was placed in the front of the car, and the rider was expected to deposit his nickel in it when entering the car. Many an early patron remembered how the driver reminded him, by stamping on a gong, that he had not placed his fare in the box.

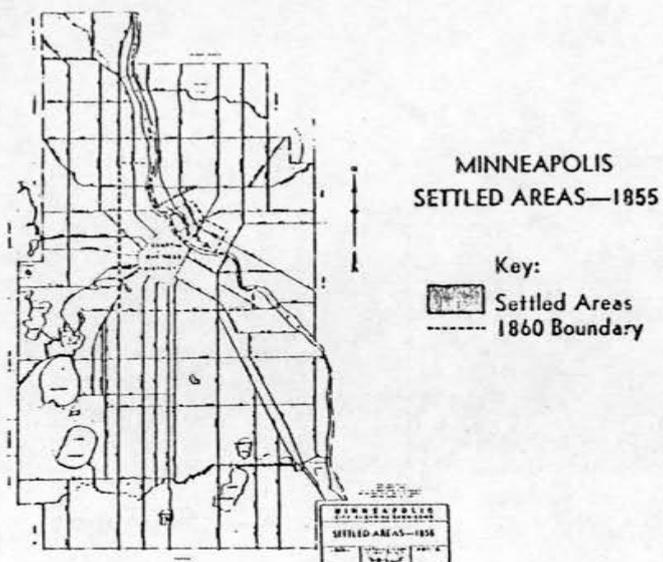
More lines were added in Saint Paul, but the price of rail was high. Even horses cost the company \$135 to \$155 each, and six were required for each car. Business was not too good in those early years, receipts averaging only about \$50 a day. Even this early, the vast spread of population in Saint Paul was to work a hardship on streetcar lines, and, as a result, the company went into receivership in April of 1877. James Cochran, Jr., operated the system until October of 1878, when bondholders formed a new company and changed the system's name to the Saint Paul City Railway Company.



Minneapolis' first horse-drawn streetcar—1875.

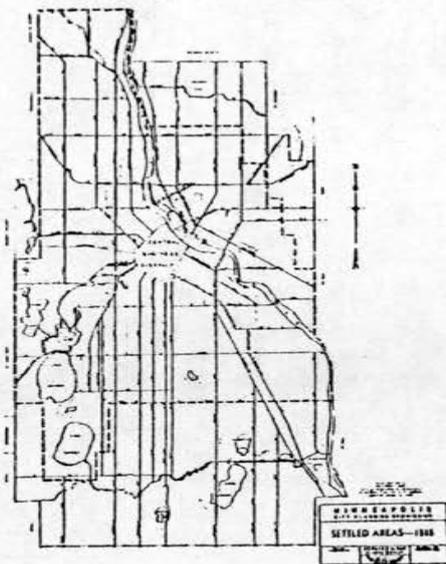
## MAP GROUP A





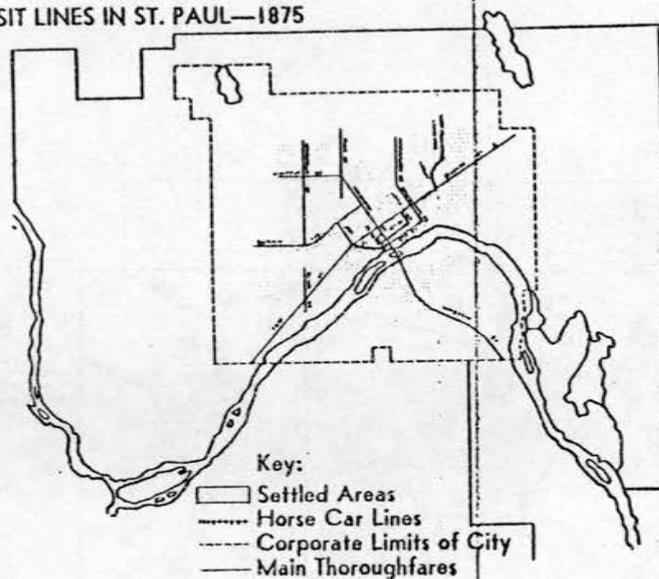
**MINNEAPOLIS  
SETTLED AREAS—1885**

Key:  
 Settled Areas  
 Corporate Limits

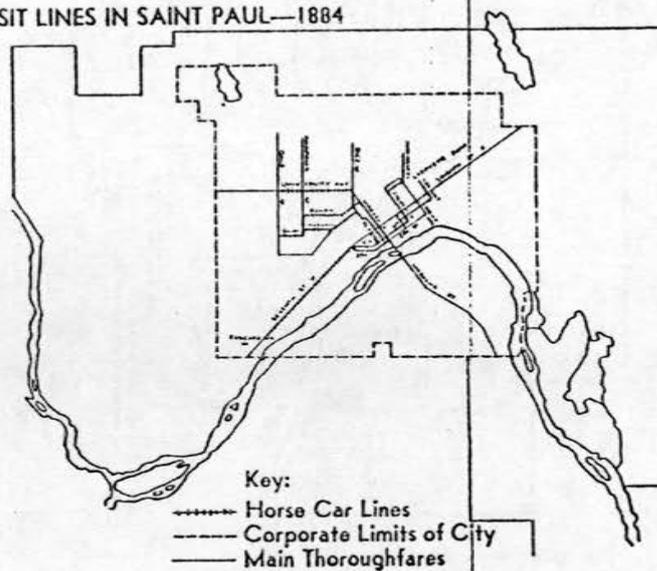


6

**TRANSIT LINES IN ST. PAUL—1875**



**TRANSIT LINES IN SAINT PAUL—1884**



9

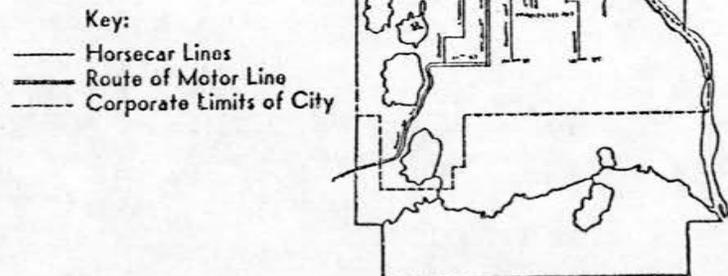
TRANSIT LINES IN MINNEAPOLIS  
1875



Key:

- Washington Avenue Horsecar Line
- Central Avenue-Fourth Street Line
- - - Corporate Limits of City
- Main Thoroughfares
- Settled Areas

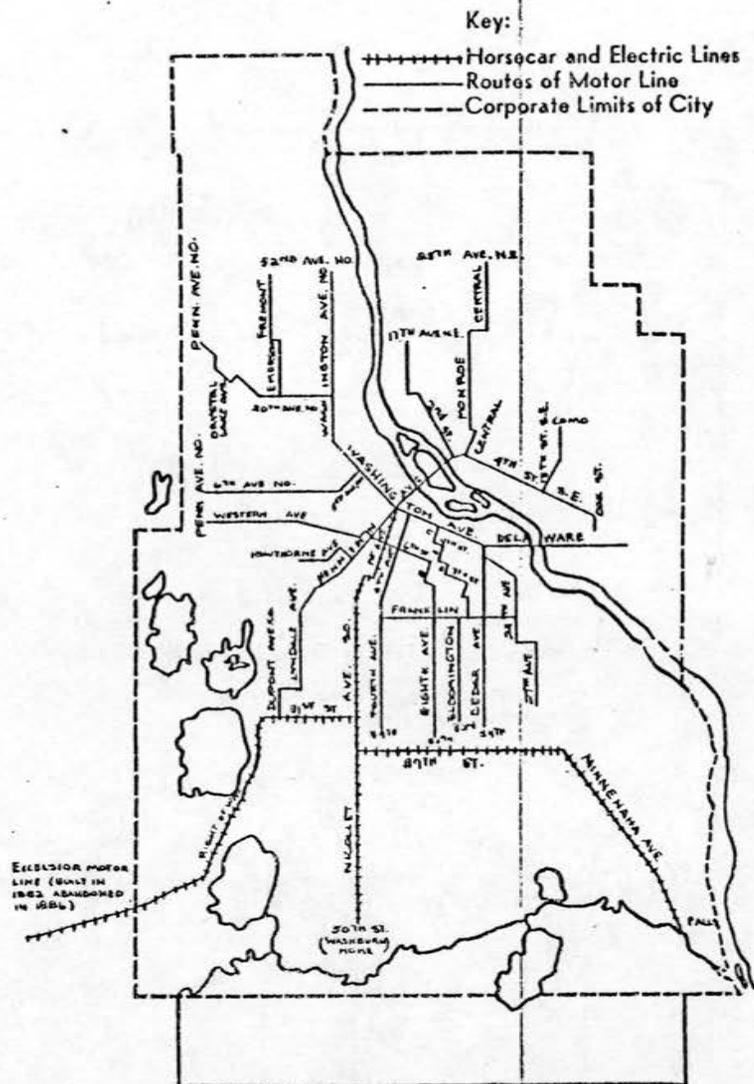
TRANSIT LINES IN MINNEAPOLIS  
1884



Key:

- Horsecar Lines
- Route of Motor Line
- - - Corporate Limits of City

TRANSIT LINES IN MINNEAPOLIS—1890



Key:

- Horsecar and Electric Lines
- Routes of Motor Line
- - - Corporate Limits of City

James R. Walsh, General Manager of the new company, put the system on a paying basis for the first time, while adding many new routes and double-tracking existing ones. The map showing the extent of horsecar lines in 1884 is in sharp contrast to the situation some ten years earlier. Much new equipment was also placed in service.

About 1880, the site now occupied by the Lowry-Medical Arts Building, on Saint Peter Street, between Fourth and Fifth Streets, was acquired and a central barn and offices were constructed for the company. The three-story brick building contained stalls for 150 horses and space for 30 cars, blacksmith, and repair shops. Upper floors housed the company offices.

A group of Twin Cities businessmen, headed by Thomas Lowry of Minneapolis—of whom we shall hear much, later—took over the system in 1886. Lowry had acquired enough stock by 1881 to give him control of the company, and this transaction led to the merger of the Saint Paul and Minneapolis tram systems under the banner of the Twin City Rapid Transit Company.

In these early years, there is much evidence to indicate that the growth of Saint Paul, in terms of settled land, was in great measure determined by the presence of the streetcar company. Far-seeing city fathers, who envisioned a metropolis of a million persons in a hundred years, added huge tracts of land to the city in 1871 and 1887, so that, by the latter year, Saint Paul had already gained its present boundaries. This, too, played an important part in encouraging widespread settlement.

#### Minneapolis: The First Successful Venture

The dream of a streetcar system for their bustling city still burned bright in the eyes of many of the backers of Morrison's first venture some years ago. Colonel W. J. King, one of these faithful, proposed a revival of the project in 1873 to an ambitious emigrant lawyer from

Illinois by name of Thomas Lowry. Lowry, intent on capitalizing on the real estate business in this rapidly expanding area, immediately seized upon the idea. Later in the year, both men had found seven other partners, raised \$250,000 working capital, and formed the Minneapolis Street Railway Company.

On July 9, 1875, with much of the track already laid on the first two lines, the City Council of Minneapolis granted this syndicate a franchise for "the construction and operation of a Street Railway system". This ordinance was accepted by the company under date of August 18, 1875, and was confirmed and ratified by Act of Legislature on March 1, 1879. The first car moved out onto the streets with a full load of passengers on September 2, 1875.

The state census of 1875 gave Minneapolis a population of 32,721. Calvin Schmid, in his very informative work, "A Social Saga of Two Cities", notes that 19.0% of the entire population lived within a one-mile radius of its center and that 97.0% were included within a two-mile radius. Schmid goes on to say:

City growths and shifts in population are closely related to the development and extension of transportation facilities. The direction as well as the extent of city expansion is largely determined by agencies of transportation. Because of their importance, it is difficult indeed to conceive of a large modern metropolis without rapid transportation and communication.

The Minneapolis Street Railway Company, under the leadership of Thomas Lowry, did indeed fulfill Schmid's thesis. One need only contrast the situation in 1881, only nine years after the first horsecar moved down Washington Avenue, with the 1875 map, to realize the role that public transportation was playing in this era in the settlement of huge numbers of immigrants within Minneapolis' expanding borders.



Another of the early horse cars.

While the city's population quintupled in the following fifteen years, Lowry's car lines reflected the growth. By the end of 1875, 4.37 miles of track had been laid. The Federal Census of 1880 listed nine miles of track and 987,267 passengers carried during the preceding year. In 1883 alone, twelve new miles of track were laid, and this same year, an almost fantastic total of 8,471,000 passengers deposited their nickels in fare boxes.

By the year 1884, the transportation venture, fabulously successful from all points of view, was serving all of the well settled areas of both cities. When Lowry and his group assumed control of the Saint Paul operations in that year, they were ready to move ahead on plans which were soon to bring them and the Twin Cities fame and fortune.

From the first, it was evident that the personality and ambitions of Tom Lowry were the driving forces in the expansion of the streetcar system. An early synonym for the horsecars and later the electric streetcars of the Twin Cities was "the Tom Lowry's". The name fit and it stuck.

**Unification**  
Despite the fact that Lowry and his group gained control of the stock of the Saint Paul City Railway Company in

1884, it was not until two years later that both systems were unified under the banner of the Twin City Rapid Transit Company. The path of the company during the late eighties was not an easy one. Though new track was constantly being laid, there was much public arousal over the disadvantages of horse drawn vehicles. City Councils of both municipalities were grading and paving streets, and this necessitated tearing up and relaying track, all at company expense.

By this time, the Twin Cities had established themselves as the focal point of an area which stretched as far west as the Pacific Coast. With the population rising at an unprecedented rate, the problem of where to settle these new citizens brought quick action from the transit company.

New lines were laid into areas with no previous settlement. Invariably, though there might be few houses in the area when the company announced plans for laying track, by the time this track was actually laid (and the difference in time was usually a matter of but a few months), real estate promoters had plotted and sold almost all the land along the path of the line. Thus, for example, the cases of the Eighth Avenue South and

Bloomington Avenue lines, which accounted in great measure for the sudden accumulation of population between Franklin Avenue and Lake Street from 1885 to 1890. A more conservative management might have waited for settlement before extending the line, but Lowry was sure of the golden destiny of the Twin Cities, and he was not to be proven wrong!

Because of the early recognition that the rapid transit company was destined to become an important factor in real estate values, constant demands were made after 1875 for extensions of existing lines and the building of new lines. The street railway service gave property in out-lying districts a greatly enhanced value, and permitted persons of moderate income to own their own homes and still be able to reach their work with a comparatively short streetcar ride for five cents. Many routes were built into sparsely settled territory and new barns were erected at several locations. By the end of the horsecar era, the system had expanded so that Minneapolis listed 218 horsecars and 1,018 horses, operating over 66.7 miles of track, while Saint Paul had 159 cars, 900 horses, and 53.3 miles of track.

#### The Motor Line

That horsecars were not considered the ideal form of public transportation by the citizens of the Twin Cities has already been indicated. This fact, coupled with the near monopoly which Lowry and his associates held on horsecar traffic in the area, induced several businessmen to experiment with a different mode of transportation. No less spectacular a vehicle than the steam locomotive was chosen to travel on the streets of Minneapolis.

The "Motor Line" played an important part in the early development of the area bounded by Fourth Avenue South on the east, 26th Street on the north, and Lake Calhoun on the west. Except for a few farm houses and a cottage here and

there, that wide territory which was solidly built up by the turn of the century was in the 1870's a vast plain.

However, there were Lakes Calhoun and Harriet which could be made into pleasure resorts and thus prove a source of revenue, and there was Lakewood cemetery, to which people might like to make a short and temporary visit. A railroad was needed to develop these potentialities, and on July 1, 1878 the Minneapolis, Lyndale, and Lake Calhoun Railroad was incorporated by several Minneapolis and Columbus, Ohio, businessmen, among whom was Colonel William McCrory, whose farm was named "Lyndale".

The "Motor Line" derived its name from the fact that the steam locomotives which were used for pulling the trains were housed in surrounding sheds giving them a boxed-in appearance, so as to be less objectionable when running through the streets and less likely to frighten horses. The track left the intersection of Nicollet Avenue and First Street, directly opposite what was then the Gale Market House. Leaving Nicollet, the track ran along First Street to First Avenue South (later Marquette Avenue), to Thirteenth Street, to Nicollet Avenue, and out Nicollet to 31st Street, whence to Hennepin Avenue, and then along a curving right of way to the east shore of Lake Calhoun at 34th Street, a distance of four and a half miles.

There was great rejoicing one summer day in 1879 when the first motor train tooted its way out First and Nicollet Avenues and to Lake Calhoun. Trains left Bridge Square every 15 minutes, passing each other at a siding at Nicollet and 24th Street. Folks were supposed to have gone home for the night when the last train left town at 10:15 P. M. The trains made flag stops at all street intersections, although during wet weather, passengers were lucky to make connections with a cross-walk on the unpaved streets. Since there were no turntables,

the motors ran forward to Minneapolis and backward to Lake Calhoun.

In March of 1879, the Motor Line was given the right to build a canal connecting Lake Calhoun and to operate boats on these lakes. The company never availed itself of the privilege, however, as it was found that Lake Harriet was several feet higher than its sister lake.

The route was extended in 1880 to Lake Harriet over what is now the trolley car right-of-way. In its first five years of operation, the line carried over one million people without an accident. To tap the lucrative Lake Minnetonka resort traffic, an extension was built from Lake Harriet to Excelsior in 1881. In February of that year, the name of the road was changed to the Minneapolis, Lyndale, and Minnetonka Railway, under which name it operated until it was taken over in 1887 by the Minneapolis Street Railway Company.

A new route was built out Nicollet Avenue to 37th Street, east to Hiawatha Avenue, then parallel to the Chicago, Milwaukee, and Saint Paul Railroad tracks as far as Minnehaha Falls in 1885. In this year, a branch was also extended out Nicollet to the Washburn estate at 50th Street. Apparently, these extensions were so costly as to throw the line into severe financial straits. Though summer trains were filled to capacity, winter traffic was very small, and the route fell into the hands of Charles A. Pillsbury in 1885. Though the Excelsior line was abandoned in 1886, trustees were forced to sell the Motor Line to the streetcar company on April 1, 1887.

Though the streetcar company operated steam trains until 1890, the general disapproval of the noise and soot due to the steam locomotives led to the doom of the Motor Line.

#### Cable Operations

The physical layout of the city of Saint Paul might well remind one of Rome,

for the capital city, too, has seven hills. A bluff parallels the course of the Mississippi River about one-half mile inland, and this created an immediate problem in the extension of populated areas. About 1885, plans were formulated to operate cable cars on two routes to areas where hills made operation of horse cars impossible or impracticable. The first cable line was built in 1887 on Fourth and Third Streets and up Selby Avenue, from Broadway to Saint Albans Street. The line was extended in 1890 from Saint Albans on Selby to Fairview Avenue.

The second cable route operated over East Seventh Street from Broadway to Duluth Street, and was placed in service on June 14, 1889. Power plants were maintained on both lines, one at Selby and Saint Albans and the other at Seventh and Duluth.

The cable routes were overextended, and the grip type car then in existence was quite limited in speed. Thus, the cable cars, just as the Motor Line and the horsecars, fell victim to the electric streetcar. However, a segment of cable line, extending from Seven Corners to Nina Street, was kept in operation on Selby Avenue to "push" Selby and Merriam Park electric cars up the steep grade on Selby hill until the Selby tunnel was completed in 1906. Two of the little cable cars were kept in continuous service although they hauled no passengers. "Operation Hill" was accomplished by coupling one of the cars to the rear of the electric car. The trolley operator then synchronized his speed with that of the cable car and the two trams made their way up the hill.

This arrangement was responsible for long delays in service, especially during rush hours when ten or more trolleys were often lined up at the base of the hill, awaiting their turn to be "pushed over the hump."

### III. Electricity and Prosperity

It is often said that no man in the history of the world did so much to change the way of life of its population within his lifetime as Thomas Alva Edison. This genius of electricity created so many new and startling inventions in the last quarter of the nineteenth century that it is well nigh impossible to calculate the total effect of their use on changing the habits of the people. That this was tremendous, no one can deny.

Edison is credited with the invention of the electric light, movies, and a host of other devices. It is not, however, generally known that in 1883, in collaboration with one Stephen D. Field, Edison exhibited the first practicable electric locomotive in the world. Only one year later, the first overhead electric streetcar line in the world was installed in Kansas City, Missouri. The success of this line led to the complete electrification of all surface transit lines in Richmond, Virginia, in 1888, and the subsequent electrification of almost all American horse-car lines before 1900, scarcely fifteen years after introduction of this new method of locomotion.

Tom Lowry was quick to sense the opportunities for improvement in public transportation offered by electricity, and by Christmas Eve of 1889, a trolley line was in continuous operation in the city of Minneapolis.

#### Metropolitanization

The late 1880's found the skyline of the Twin Cities undergoing rapid change. The first skyscrapers were rising in the downtown area, city leaders were thinking in terms of massive park and boulevard systems, and railroading and milling were establishing themselves as the dominant forms of industry in the area.

From the first, it was evident that Saint Paul was the more favorably placed of the two cities for a railroad center; however, the perseverance of many Minneapolis industrialists, com-

bined with the rapid growth and super-  
cedence of the younger city necessitated the establishing of two separate centers. Only one effort was made by Minneapolis leaders to divert the main commercial traffic from Saint Paul. This was the creation of the Minneapolis and Saint Louis Railway, which provided a threat for a few years to James J. Hill's Western empire and then settled for status as a supplier to and from the states of the "Corn Belt" only. Hill, who developed a reputation as an "Empire Builder" from his aggressive expansion tactics, did as much as any man to establish the independence of the Northwest from the financial control of the East. His First National Bank of Saint Paul, stocked full by the profits of lumbering, provided the capital resources necessary to expand his empire to the Pacific Coast.

By 1905, it was evident that the Twin Cities had attained financial independence. One need only compare the bank clearance figures of 1910 to those of 30 years earlier to realize the growth that had taken place in the area. Saint Paul banks, which had cleared 56 million dollars in 1880 showed a corresponding figure of 560 million in 1910. The difference was even more apparent in Minneapolis, where the figures were 10 million and 1 billion respectively!

Diversification in industry was accomplished in these years. The great masses of population who arrived from Central and Eastern Europe between 1880 and the outbreak of World War I were provided jobs in the slaughtering, shoemaking, farm implement manufacturing, and textile manufacturing industries, all of which were firmly established in the Twin Cities by the turn of the century. The announcement in 1886 of plans for establishment of a great stockyard south of Saint Paul brought about the platting of the first real suburb of the Twin Cities, South Saint Paul. Others soon followed, and by 1910, Saint Louis

Park, Columbia Heights, West Minneapolis, and North Saint Paul also possessed sizeable populations. Most of these early suburbs were dependent on small local industries for the majority of their citizenry.

Lumbering was perhaps Minnesota's foremost industry between 1860 and 1900. Thus, the population of Stillwater, situated in the heart of logging country, hit its peak at the turn of the century, the city at that time possessing over 12,000 citizens. After 1900, lumbering rapidly declined as the state's resources were exhausted, and as the metropolitan area gradually moved out, Stillwater became more and more a suburb of the Twin Cities.

Growth, in terms of numbers of people, was rapid until 1917. Saint Paul grew from a population of 133,156 in 1890 to 163,065 in 1900 and to 214,744 by 1910. Minneapolis skyrocketed from 161,738 in 1890 to 202,718 in 1900 and to 301,408 by 1910. The 1910 census already listed some 93,965 more people in the suburban areas.

That the fabulous growth of the Twin Cities was appreciated by the rest of the nation was evident in the many new industries introduced between 1890 and 1910. High point for Minneapolis in terms of national importance was reached in 1892, when the city, possessed of the spanking new huge West Hotel, was awarded the Republican National Convention and became the focal point of national politics during that summer. The Twin Cities were visited during these years by many notable dignitaries, including among them several Presidents of the United States. President William McKinley, visiting the area on October 12, 1899, spent the day as the personal guest of Tom Lowry on Lowry's luxuriously furnished private streetcar, from whose wide open windows the President viewed the entire Twin City area on a private tour.

The census of 1890 brought the rivalry

between the cities to a climax. Minneapolis census enumerators were working late on the evening of June 17 when a United States Deputy Marshal arrived, arrested seven on charges of fraud, and confiscated the census tabulations. Indignant Minneapolis citizens rushed a train to Saint Paul with bail funds and succeeded in getting the prisoners released. Next day the Minneapolis papers declared in bold face that "It Means War," and leading citizens voiced angry threats. Mayor W. H. Rustis was sent with a party of citizens to reclaim the records, and was repulsed by policemen with drawn revolvers who were said to have kicked the good mayor "at least sixteen feet."

This was too much, and Minneapolis began to demand the removal of the capitol from Saint Paul. Saint Paul then became indignant, and publicly regretted its forced connection with a city "that stands degraded and ashamed in the eyes of the nation." Investigators found the whole census a frightful tangle and a new one was taken. An honest count revealed that neither city had clean hands; in Minneapolis the dead had been enrolled in the interest of civic pride, while Saint Paul's standing had been defended by hundreds of inhabitants who evidently lived in depots, barber shops, and dime museums. Minneapolis, though proven the more adept at padding figures, was also found to have won by a safe margin, 164,738 to 133,156. This lead has since been maintained and increased.

It was during these years that a strong demand arose for maintaining the natural beauty with which the area had been endowed. Several ambitious plans were presented for beautifying both cities. There is no doubt that the constant public demand for beautifying the area played a major role in the creation of the fine parks and boulevards which the cities now possess.

The outbreak of World War I and the

opening of the Panama Canal sounded the death knell for the rapid expansion of the two cities which had begun some 50 years earlier. With the opening of the canal, a load of timber from Washington could be more cheaply transported by boat to an East Coast harbor and thence by railroad to Ohio, than if the lumber were taken by train through the Twin Cities gateway. Thus, the Twin Cities lost much of their "Empire", which was now reduced to the five surrounding states and Minnesota.

World War I brought strong industrialization to Eastern centers, but for the most part excluded the Twin Cities, which were too far inland. There was however, a continuing demand for flour and other agricultural products, and this accounts for the most part in Minneapolis' continued population rise to some 380,582 in the 1920 census. Saint Paul, feeling more severely the loss in trade, showed only a 20,000 increase in the second decade of the twentieth century.

The 1920's brought to the Twin Cities renewed prosperity, though the rate of expansion was more in line with the country as a whole and certainly did not border on the spectacular, as it had in the past. This was the era of high living and much good times, and no one benefited more from the high living and increased mobility of the population than the streetcar company.

By the end of the decade, however, black clouds had appeared on the horizon. The amazing increase in the number of private automobiles combined with the general agricultural depression and ensuing stock market fall bore ill tidings for both Twin City Lines and the people of the metropolitan area.

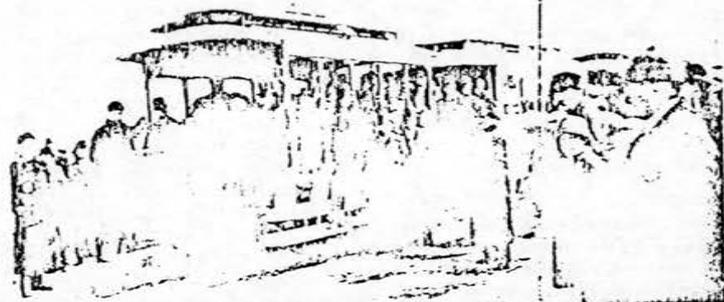
#### Electrification

Horsecar service in the Twin Cities reached its culmination early in 1890 when the "Interurban" line was completed between the loops of both cities. This line ran for the most part down

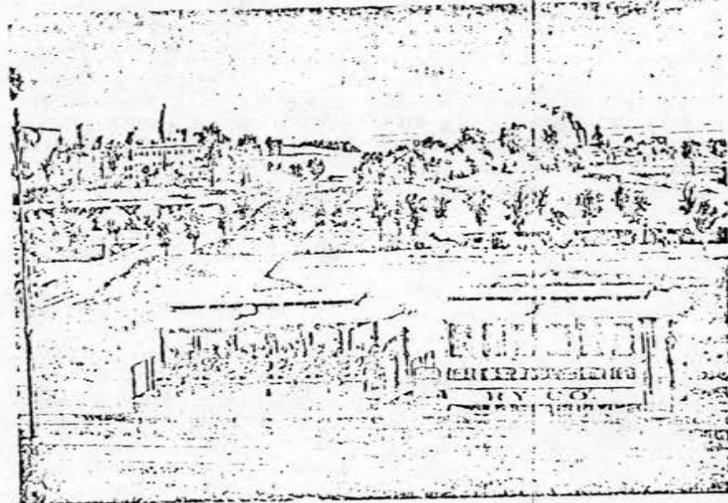
University Avenue, traversing that vast extent of open space which is now the famous and highly commercialized Midway. The newspapers of the day noted this momentous connection of the two cities with many columns of praise for the rapid transit company. One columnist exclaimed that the cars were packed so full on that first day of operation that it appeared that the two communities had exchanged their populations.

But, Dobbin was doomed to the pasture months before this last horsecar line was opened. Civic leaders of both cities, especially sensitive to the many complaints about the slow and sluggish horsecars and the dirty and noisy steam trains, were greatly impressed by the success of electric surface transit in Kansas City and Richmond, and by June of 1889, the Archbishop of Saint Paul, John Ireland, had already made a formal request for electrification of the Grand Avenue line. By September of the same year, the City Council of Minneapolis ordered the experimental electrification of the Fourth Avenue South line. Installation of electrical equipment was begun immediately, and the first electric streetcar operated in the Twin Cities went into service on December 21, 1889. The Christmas morning papers of that year carried the following article, one of those occasional pieces of journalistic eloquence which are bound to be remembered by generations afterward:

At exactly four o'clock yesterday afternoon, eight new electric cars began to move from Second Avenue South on Third Street for the first time for the transportation of the public. The drivers, and conductors, with brass buttons, filled out their chests, looked ahead, and felt even more dignified than the passengers aboard, who looked out upon their friends standing upon the pavement. Ding, ding, ding, round the corner and straight out Fourth Avenue, the



Archbishop Ireland and Saint Paul's first electric streetcars, February 22, 1890.



An old engraving of Saint Paul's Grand Avenue line near Saint Thomas College in the 1890's.

cars swept majestically, while hundreds of onlookers pronounced them "just the thing" as they ran along as smooth as is possible to be conceived. As the last one turned the corner and entered upon its long run, a Son of the Emerald Isle thrust his hands in his pockets and exclaimed, "Well, yees can hang the loikes of me! I've heard of people talking through the tellmephone, and writin' letters on the tellmephograph, but ridin' on electricity is too much. They'll find McGinty yet!"

"During the remainder of the afternoon and evening and up to a late hour last night, the cars ran without interruption. Each car carried fully as many people during the time they ran as a Fourth Avenue horsecar did during an entire day. Everybody pronounced it a grand improvement, especially in the matter of time. The electric cars made the round trip in 48 minutes, while the horsecars made it in 64 minutes. The run to Sixteenth Street is made in fourteen minutes, while the horsecars ran it in sixteen. The intention is to put on the remaining two cars today, and from this on out to run on scheduled time."

Success was easily measured by the volume of traffic that the cars carried in the days immediately after the line was opened, when the company found it necessary to attach trailers made from converted horsecars in order to carry the loads.

The first line to be operated by electricity in Saint Paul was the Grand Avenue route, opened on February 22, 1890, less than two months after the electric trolleys made their debut in Minneapolis.

The sparks really flew once electrification was under way. Horsecar lines were showed to the side of the street or to nearby streets as roadbeds were prepared for the heavier rails. Trolley poles were placed in the center of the streets, be-

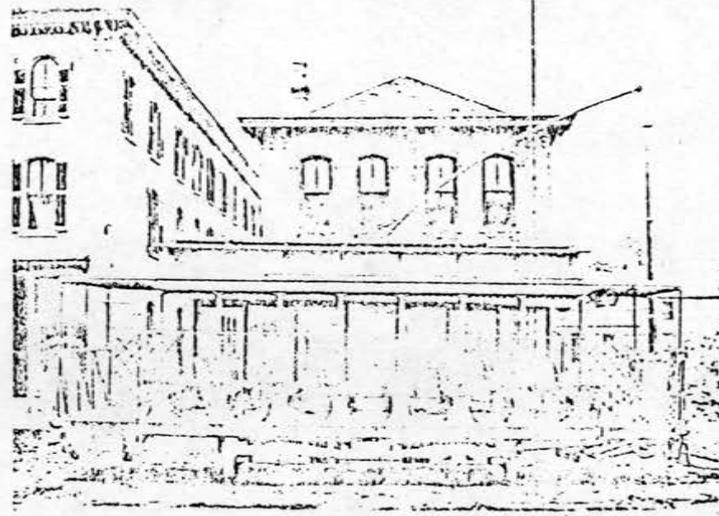
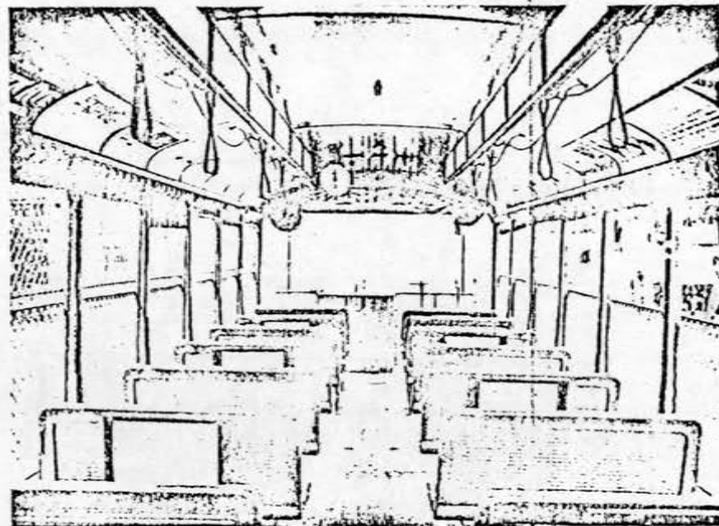
tween the double track, and the trolley wire was supported from cross arms on the center poles. The last Saint Paul horsecar pulled into the barns on February 28, 1891, and by August of 1892, 23 lines were operating on electricity in Minneapolis alone, over 115 miles of track.

Electrification was not only swift but costly. The electric streetcars were far heavier than their horse-drawn predecessors, and so a firmer base pavement was required. At this time, also, the City Councils of both cities required the use of standard gauge track on all routes. Since the horsecars ran on narrow gauge tracks, it was now necessary to purchase new and stronger steel rail and also to revamp all trucks on the cars so that they could be used on the new track. Almost none of the cable and horsecar equipment could be used on the new system, and had to be sold at great loss to the company, as scrap.

Horsebarns became obsolete with the coming of the trolley car, and after 1890, the ten barns which the company had maintained throughout Minneapolis and the six in Saint Paul were replaced by three large electric car stations in the "Mill City" and three smaller ones in Saint Paul.

In fourteen years of horsecar operations, the company had never paid its stockholders a cent in dividends, for Tom Lowry had invested every penny of profits into expansion and better service. Now, electrification, which Lowry had expected to cost about \$2.5 million, ran up a bill over \$6 million, and extra capital had to be raised to meet the costs. It is typical of Lowry, that in electrifying his system, he had also taken this opportunity to expand track mileage almost 100%, into new areas where no previous settlement had existed. It was a shrewd move for the future, but created a financial crisis in the company in 1891.

To further compound the company's financial troubles, wages in the early



Interior and exterior views of early open Twin City electric streetcars.

nineties took a swift rise, and the company's average wage rose from \$35 per month to the then unheard of sum of \$54 a month. Lowry's first efforts at borrowing the needed money were unsuccessful, but after he incorporated the system as one financial unit, the Twin City Rapid Transit Company (of New Jersey), in 1891, Eastern financiers were more amenable to his glowing reports of investment possibilities in the growing metropolitan area of some 400,000 population. The necessary capital was swiftly obtained. In 1911, the company was re-organized as the Twin City Rapid Transit Company (of Minnesota).

Electrification had proceeded quickly, the complete system being modernized within fifteen months, but the work was not haphazard. During 1892, mayors and transportation officials from many of the leading cities in the nation visited the Twin Cities to view the operation of the new system. The mayors of both Brooklyn and Boston pronounced this system "the finest anywhere in the world", and the streetcar company maintained that title with pride and slight challenge for some forty years afterwards.

#### The Bicycle Craze

Better service resulted from electrification. A car could now cover four miles in half an hour, compared to two-and-a-half miles in the same time fifteen years earlier. For the nickel fare, the passenger could now obtain an uninterrupted ride of over six miles. In 1892, the first transfer system was adopted, and simultaneously, the company adopted the familiar yellow and green exteriors for all of its cars. Previously, each car line had its own exterior color, but now cars could be more efficiently interchanged on routes.

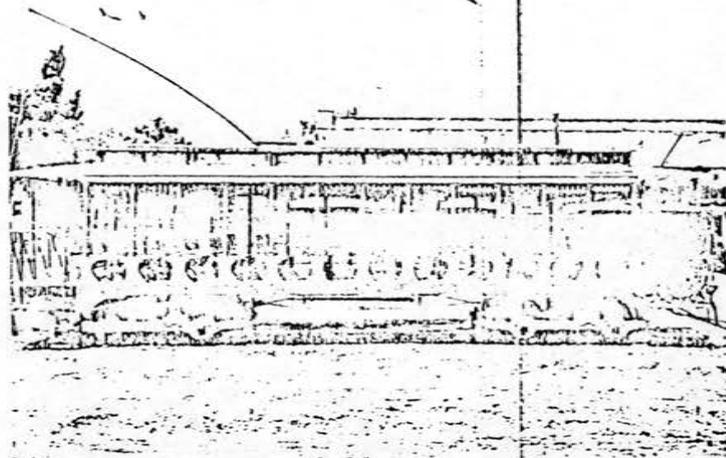
By 1893, traffic was being maintained at such a high volume that the directors of the company made preparations to pay its first dividend, when crisis struck again. This time it was in the form of the bicycle, which overnight became a na-

tional craze. Within months, everybody who was anybody had a velocipede, and in the years between 1893 and 1897, the downtown streets of both cities were clogged with the two-wheelers. Everyone rode bikes, and it became fashionable to go to the theatre on them or to take a Sunday ride through town on one. The astonishing vogue which the bicycle enjoyed during these years faded rapidly in the last quarter of the decade, though the Federal census of 1900 still listed a combined output of 1,112,880 machines by 312 establishments. While the craze existed, the streetcar revenue showed a marked decrease, and dividends had to be postponed for several more years; in fact, in 1893 several of the company directors were forced personally to borrow funds from friends and associates to keep the system going.

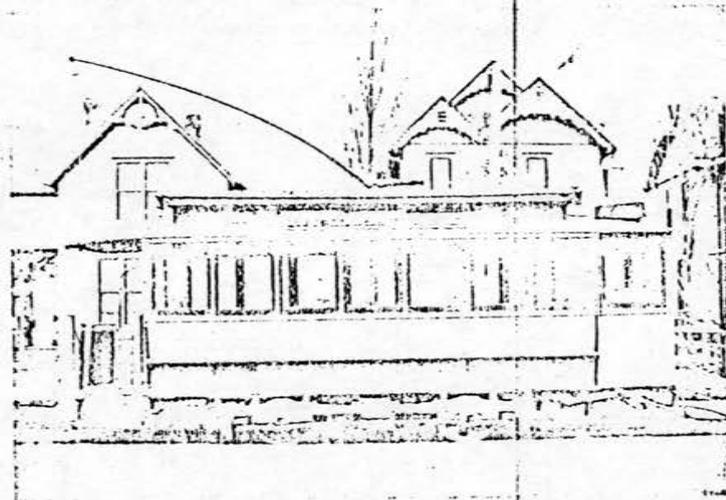
#### Home-made Cars: The Story of Snelling Shops

The original electric streetcars running from 1889 to 1892 were produced by the Thomson-Houston Company, the Pullman Company, and other Eastern electrical outfits. These proved both too light and too small for the rigorous conditions of weather and traffic on the early electric lines, and were replaced on several busy routes by somewhat heavier and sturdier cars built by a Robbinsdale venture, the Northern Car Company. Even the Northern cars proved unable to withstand the trials of a Minnesota winter, and the decade of the 1890's found all TCRT cars paying frequent calls at the company blacksmith shop.

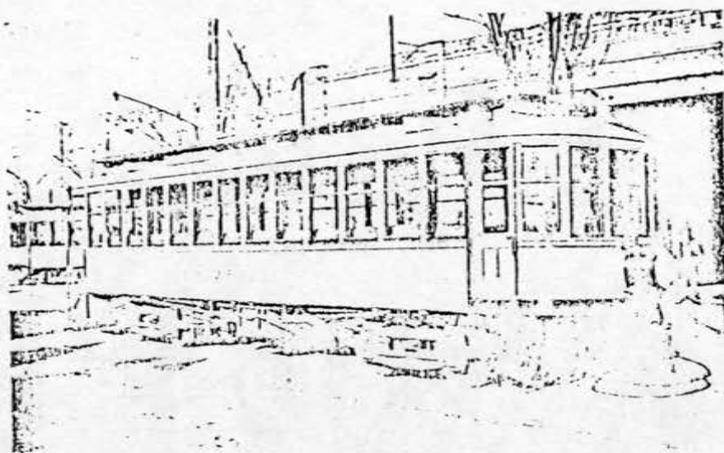
Early in 1898, the first home-built cars were outshopped by TCRT shops at Nicollet Station. These first two, for-bearers of some 1200 more to follow, were 43 feet long, 8 $\frac{3}{4}$  feet wide, and weighed some 46,000 pounds, far more than any previous cars ever built. They were powered with four 50-horsepower motors, and employed air brakes. They were rear-entranced, double-gated cars with a small front door for the motor-



TCRT's largest open car, built by Northern Car Company in 1892.



One of the earliest TCRT closed standard cars on Minneapolis' Bryn Mawr line around 1900.



TCRT's second standard model at the Duluth Avenue station around 1915.

man. These first two cars were accepted by the public so well that the company built some 275 more of the same model, and used them for many years. A second standard model was produced by Snelling Shops from 1908-1918—it was these cars which traversed Minneapolis and Saint Paul until 1951. Their capacity was 48 passengers.

When it became apparent that the combination of the rapid growth of the Twin Cities plus the increasing demand for the new and very adequate home-made streetcars was overtaxing the capacity of Twin City Lines' facilities, the company took an option on 60 acres of land between University and Saint Anthony Avenues on Snelling Avenue in Saint Paul, and in 1906 erected on this location one of the finest and most complete stations and shops in the history of interurban transportation.

Cars turned out by Snelling shops were famed for ruggedness and extra-width—nine feet instead of the conventional eight. Their width accounted for the fact that none were sold in the East, where rails were embedded too close to-

gether on double track routes to permit passing of the nine-foot-wide trams.

Improvements were added to the trolleys from year to year. For years, passengers entered and left TCRT cars through an open vestibule enclosed by wire gates at the rear of the trolley. Narrow front exits were added to speed loading and unloading of riders later, but the cars had already gained their reputation as "muzzle loaders" from the wire mesh gates at the rear of the trams. Still later, most of the trolleys were rebuilt to such an extent that they little resembled their former appearance as gate cars. Doors with glass panels replaced the rear wire gates and a similar arrangement altered the front of the cars, so that one man operation was effected.

Ingenuity in the transportation field was a constant trademark of Twin City Lines—one of the prime factors in establishing and maintaining the company as the finest in the electric traction field for over forty years. Master Mechanic at Snelling Shops for the first 30 years of the present century was a transportation genius by the name of Walter J. Smith.

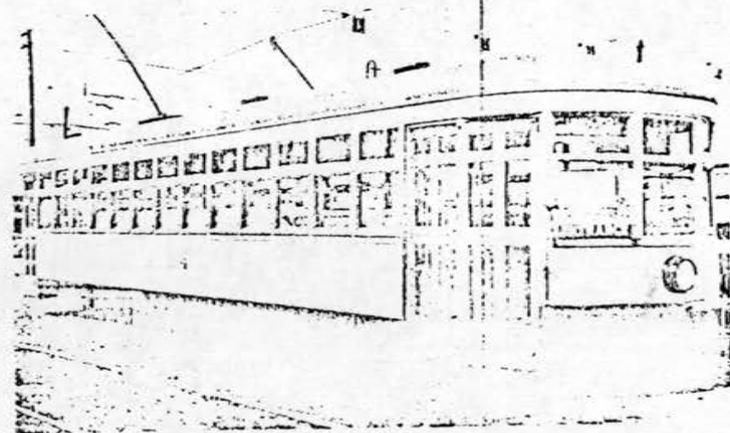
In the early twenties, Smith brought out a comprehensive set of plans for a new lightweight "noiseless" streetcar—a design which was a decade ahead of the rest of the transportation industry.

Because the majority of the TCRT management was wary about over-investment in this radical type of car, several of its most avid backers incorporated as the Lightweight Noiseless Electric Streetcar Company, and cars produced at Snelling Shops were sold to many Mid-western and Southern cities. When financial difficulties in the late twenties forced dissolution of the company, Twin City Rapid Transit purchased the last 31 cars made at Snelling Shops. These cars, used only on local lines, weighed but 28,000 pounds, as compared to the 47,000 pound standard and 65,000 pound suburban cars, an important factor in lowering operating costs. They were termed "noiseless" because the hard rubber inserts in their wheels considerably reduced the amount of noise produced by the moving train. Their design led directly to the development of the modern "President's Conference Car",

many models of which are today operating in major cities (141 PCC's served Minneapolis and Saint Paul between 1916 and 1954).

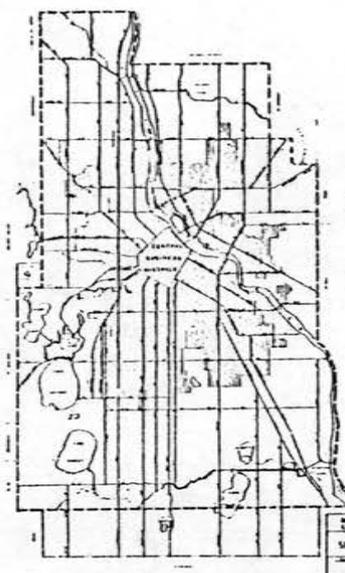
It is no wonder that TCRT's rolling stock was recognized as the finest in the world by the transit industry. The company's maintenance department pulled the cars off the line every three years for a complete rehabilitation. The rebuilding was thorough for most of the streetcars were in fine shape until recent times, and Twin Citizens never realized they were riding on trolleys that were 40 to 50 years old!

Cities for which Snelling Shops produced cars included Chicago, Seattle, Tacoma, Evansville, Chattanooga, Nashville, and Grand Rapids. The entire Duluth-Superior system was outfitted by Snelling Shops until conversion to buses in 1939, and Winnipeg, whose system was completely demolished by fire shortly after World War I, received immediate delivery on 60 cars, most of that number being pulled directly off Twin City tracks.



The revolutionary lightweight noiseless car—a TCRT innovation in the 1920's.

MAP GROUP B

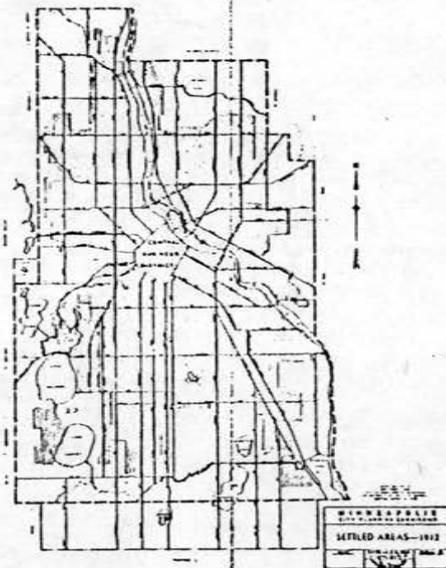


SETTLED AREAS—1892  
 MINNEAPOLIS

Key:  
 Settled Areas  
 Corporate Limits

SETTLED AREAS—1912  
 MINNEAPOLIS

Key:  
 Settled Areas  
 Corporate Limits





Laying track on Penn Avenue North—1914.

#### Development and Continued Expansion

As passenger traffic increased in the late 1890's, the public expressed by their patronage preference for the larger cars which were being placed on many of the lines, and so the small cars previously used with trailers were abandoned. To accommodate the heavier trolleys, it was found necessary to rebuild practically all of the existing lines in the city. Only five per cent of all track in use in 1896 was still in use in 1909.

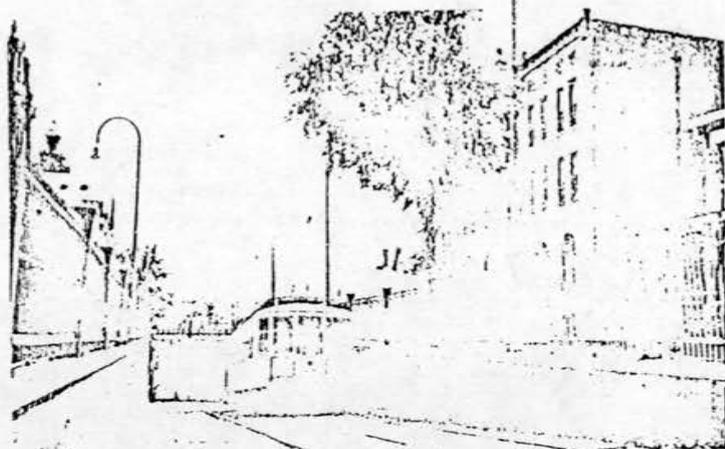
It was during this era that the Twin Cities made vigorous efforts toward paving streets, forcing the taking up of much streetcar trackage. Total paved street mileage in Minneapolis in 1890 was but 49.8 miles, while ten years later, the total stood at 100.3 miles, and by 1910, the sum exceeded 157 miles. Saint Paul was a bit slower in paving its roads, and the big changeover in the capital city occurred from 1900 to 1920. Early paving methods required that the Portland concrete set for fourteen days after it was laid, and this resulted in tremendous disruption of all forms of traffic dur-

ing these years.

By 1905, settlement in Saint Paul was rapidly moving westward towards Minneapolis. The Midway area, still undeveloped in 1905, thereafter underwent rapid transformation into a highly industrialized and commercialized center, much of this expansion due to the establishment of the Minnesota Transfer Railway yards in the midst of the area and to the presence of the Interurban Line, placing the Midway in close proximity to the centers of both cities. Increased track mileage in the area west of Dale Street and north of Grand Avenue is the most marked change between the system maps of 1884 and 1901.

By the end of 1901 the establishing of the packing plants and stockyards of South Saint Paul had attracted the expansion of trolley trackage through that suburb to Inver Grove. There was also added settlement in this period in the Dayton's Bluff area and other parts of the near East Side in Saint Paul. In all of these areas, streetcar trackage had preceded any considerable settlement.

In Minneapolis, the early presence of



Last streetcar to use the Selby tunnel—1953.

public transportation in the southwestern part of the city had paved the way for the mass movement of population into that area, until by 1912, all the land around Lake of the Isles, Lake Calhoun and Lake Harriet was an integral part of the urban area. Settlement also spread along the Soo Line tracks to the western city limits, and along the Great Northern right of way in the same area. Here, adequate streetcar transportation had been present since the horsecar era.

On July 1, 1898, the Como-Harriet line, the second interurban line, was opened. This line with its high speed electric cars was a far cry from the first Saint Paul-Minneapolis line, opened eight years earlier with horsecars. It gave the public a continuous ride of seventeen miles for ten cents. The line was effected through the union of the Saint Paul line to Como Park with the Como Avenue Southeast line in Minneapolis. Track was laid on Langford Avenue (later Como Avenue) westward from the park only after Lowry had been presented with a \$25,000 guaranty by the residents of Saint Anthony Park, which was only

sparsely settled previous to the introduction of streetcar service. Shortly thereafter, this line began some fifty years of service to visitors to Minnesota's gigantic State Fair. The Fair Grounds, located at Como and Snelling Avenues in Saint Paul, were provided with a large number of spur tracks, and Fair Week found hundreds of thousands of visitors riding the streetcar to the Grounds.

By this time, the only cable line remaining in either city was on the Selby hill by Saint Paul's Cathedral. The electric cars on the Selby and Merriam Park line were pulled up the 16% incline by cable in a slow and tedious manner, as has previously been described. To solve the delay, Twin City Lines began construction in 1906 of the famed Selby tunnel. Running under Selby and Summit Avenues between College Avenue and Nina Street, the tunnel is 1,479 feet long, 920 feet between portals with a 7% grade. The cost ran to nearly half a million dollars at a time when twenty cents an hour was a good wage for a construction worker. Reliable and conservative estimates place its replacement

1/2

cost today at somewhat over two million dollars. Yet, after conversion to buses, the tunnel began a period of dormancy and disuse which is still in effect. While the city of Saint Paul worries about the slowness of traffic movement out of the loop, city officials squabble over use of the tunnel.

By 1900, the city of Minneapolis possessed concentrated areas of population as far west as 36th Street and a demand arose for a crosstown line. For five years, some crosstown service was provided by Nicollet and Fourth Avenue South cars which would branch off their main routes and head west on 31st Street to Lake Calhoun. In 1905, this track was removed as part of the city repaving program, which established Lake Street (30th) as the main crosstown thoroughfare, and new track was laid for the Lake Street Crosstown line as far east as 31st Avenue South. The next year, as a new span over the Mississippi River was opened connecting Lake Street and Marshall Avenue in St. Paul, track was laid on Marshall and Lake, from Prior Avenue in Saint Paul to 31st Avenue South, the two cities thus being united by a third interurban line. For a while, these Selby-Lake cars ran down Hennepin Avenue into the Minneapolis loop, but this route was abandoned late in 1907.

In 1909, a fourth and final interurban route was opened, coincidental to the completion of the Seventh Street bridge to Fort Snelling. The West Seventh Street line in Saint Paul was united with the Minnehaha-Fort Snelling route in Minneapolis to provide through service from the Minneapolis loop to the Duluth Street Station in Saint Paul. This line operated for 30 years, first under the heading of Snelling-Minnehaha, and later as the Minnehaha-7th-Hope Line, but was abandoned as a through route in 1939. Maria-Fort Snelling cars still crossed the bridge to connect Fort Snelling with Saint Paul, but Min-

nehaha-Plymouth cars operated to downtown and North Side Minneapolis.

Reference to all further maps on streetcar and bus routes will serve better than a thousand words to illustrate the amount and direction of transit expansion through the years.

#### The Suburban System

The Minneapolis, Lyndale and Minnetonka Railway was not the only steam interurban line in the state of Minnesota. Between 1890 and 1892, the North Saint Paul Railroad operated a steam line from TCRT's Duluth Avenue Station in Saint Paul to the village of North Saint Paul. By July 1, 1892, this company had been reorganized as the Saint Paul and White Bear Railroad, and all of its trackage was electrified, including a new span of track to Mahtomedi, then booming as a summer resort area on White Bear Lake.

The Saint Paul and White Bear Railroad established an amusement park at Wildwood on the south shore of White Bear Lake in order to attract traffic to the line, and Twin City Lines found itself in the amusement business when its Minneapolis and Saint Paul Suburban division purchased the White Bear line in 1899.

The first electric street railway company in the state of Minnesota was the Stillwater Street Railway, organized in June of 1889 and designed by Frank Sprague, famous pioneer in the field of electric urban transportation. By 1891, cars of this line were servicing Stillwater, then a bustling and rapidly growing lumber metropolis, South Stillwater (now Bayport), and the State Prison. Business decreased markedly with the advent of the bicycle craze, and the small company's routes were assumed by TRCT in 1899. The same year, work was initiated on an extension from the White Bear electric line to Stillwater, and this was completed within three months. On August 23, 1899, the Twin Cities were connected with Stillwater by electric

streetcars which ran from downtown Saint Paul to the Union Depot in Stillwater. Until all streetcars were removed on this interurban line in 1932, two local lines operated in Stillwater and Bayport, the Owen Street line and the Wilkin and Third Street line.

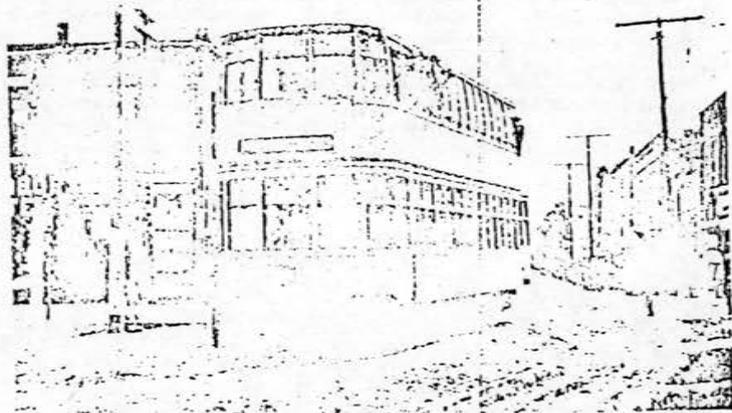
The town of White Bear was given streetcar service in 1904, when an extension was laid from the Wildwood interchange. During the following two and a half decades, traffic was so heavy during the summer months to the cool shores of White Bear Lake and the Wildwood amusement park, that much of the mileage on this line had to be double tracked.

Service to Minneapolis' early suburbs was provided by independent electric lines. In December of 1892, independent streetcars began operation from Hennepin Avenue and 29th Street (now Lagoon Avenue) out 29th and West Lake Street as far as Brownlow Avenue in Saint Louis Park. In August of 1897, the same line extended its trackage to Hopkins, but this trackage was abandoned shortly after the line was pur-

chased by TCRT in November of 1906, since the Lake Minnetonka lines served Hopkins by a spur track.

In 1895, the North Side Street Railway, having leased cars from Twin City Rapid Transit, began service in Robbinsdale from a connection with the North Emerson Avenue line at 20th Avenue North (later Broadway). Cars ran to Crystal Lake Road and 42nd Avenue North. The line was taken over by TCRT in November, 1906, just one week before the company assumed possession of the Saint Louis Park trackage.

In 1905, the Minneapolis and Saint Paul Suburban Railway, which handled all TCRT electric lines outside the city limits of the two municipalities, obtained ordinances from the villages of West Minneapolis (Hopkins) and Excelsior to lay track within their city limits, and an extension from Lake Harriet along the old Motor Line right of way was begun. The line was double-tracked for its entire length, fourteen miles from the city limits of Minneapolis to Excelsior. The first cars ran to Excelsior on September 30.



When town folk rode to Tonka on a Double Decker car, one of three built between 1906 and 1909.

TIME TABLES LAKE MINNETONKA FAST CARS BOATS

TWIN CITY LINES

FAST ELECTRIC TRAIN SERVICE  
EXCELSIOR MINNETONKA TONKA BAY

DEEPHAVEN LINE

COMO-HOPKINS LINE

TRAIN STOPS

TIME TABLES—MINNEAPOLIS AND LAKE MINNETONKA ELECTRIC CARS

EXCELSIOR LINE

DEEPHAVEN LINE

COMO-HOPKINS LINE

STOPS

Early timetables from the Minnetonka lines.

1905, some nineteen years after the last Motor Line train had left Minnetonka.

The entire Minnetonka area had been a beehive of resort and recreational activity since the 1870's. The lake had a shoreline of 125.3 miles, dotted with cottages and resorts. In order to cash in on this resort trade and to increase traffic on the new line, TCRT purchased 65 acres of land on Big Island, a half mile north of Excelsior, and equipped it as an amusement park. In 1906, the company's shops constructed three ferry boats and six express boats, which looked remark-

ably like streetcars, to transport passengers from the termini of the suburban line to the park. These boats also offered cruises around the Lake, and connected the termini of the Deephaven and Tonka Bay branches of the line when these were constructed. The Deephaven branch left the main line at Hopkins. The track was leased from the Milwaukee Road and was electrified in 1906. Two years later, the track of the Minneapolis and Saint Louis Railroad from Excelsior to Tonka Bay was leased, electrified, and opened to traffic.

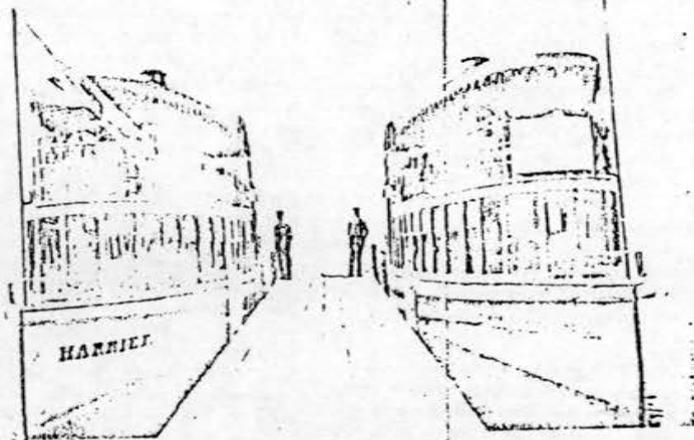
Speed was the thing on the suburban lines, and the company constructed special cars weighing some 65,000 pounds and capable of level speeds of 60 miles per hour, while some night runs found the cars attaining speeds of 70 miles an hour or more. Lest the reader yawn in apathy at these figures, may he be reminded that at that time automobiles averaged about fifteen miles per hour. The Minnetonka line was once known as the "white way" because of the arc lamps on the poles every 400 feet. Thousands of persons were carried out to Big Island on Sundays and holidays, and often the slower standard cars were drafted onto the line to carry the loads on holidays.

The fleet of boats on Lake Minnetonka provided a breezy and enjoyable way for one to spend an afternoon. Round trip fare from downtown Minneapolis to Excelsior, including a boat tour of the lake, was only 75 cents, and evidently a major part of the population of the Twin Cities favored these thoughts, for a terrific volume of business was handled summer-times until the mid-1920's. The steam-

boats, which operated only from the middle of May to the end of September, were the principal means of transportation between various points on the lake in those days.

In an editorial on February 12, 1950, the Minneapolis Sunday Tribune nostalgically recalled the streetcar fleet:

There are many ways of getting from home to school, but not many more exciting than that provided by the old streetcar boats which used to ply Lake Minnetonka. The transit company had smoother sailing in those days than now. Its fleet of six double-decked boats, painted a vivid yellow to match their land-going partners, was the slickest means of transportation on the lake. More than thirty years ago, these boats made regular connections with the streetcars at Deephaven and Excelsior . . . You knew the skipper of the boat well, of course, and if you were lucky, he might let you put a hand on the wheel to get the feel of steering . . . Now the kids whiz back and forth to school in cars and



Two of TCRT's fleet of boats on Lake Minnetonka.

buses. But they are a sorry lot of landlubbers compared to the school children who once rode the street-car fleet at Minnetonka.

During the summer months, typical base headway on weekdays was half-hourly to Excelsior, hourly to Tonka Bay, and every two hours to Deephaven. For several years, an early trip was operated daily for the benefit of fishermen, leaving downtown Minneapolis at 4:03 A.M. for Excelsior. On Sundays, the big day for the line, schedules provided for a ten minute headway, but numerous extras would be added to handle the crowds on a pleasant day. Tourist traffic on all suburban lines was encouraged by the issuing of a sixteen page timetable and brochure of these lines and also of the "Sightseer" cars operated within the city limits.

With the construction of additional improved roads, in the twenties, patronage on all steamboats and suburban car lines began to fall off rapidly. In September of 1931, through cars to Deephaven were discontinued and replaced by a shuttle service, and on August 11, 1932, the company was forced to call it quits on all streetcar service west of Ninth Avenue in Hopkins. The streetcar service was replaced by buses, running much slower schedules with a greatly decreased number of trips. Only since the end of World War II, with the unprecedented building boom in the territory west of Minneapolis, has there been any increase in service in these areas. Of course, this new service carries not the remotest tinge of the tourist and good times traffic which once clogged the right of way to Minnetonka. Even the right of way itself is rapidly being covered over by new housing developments.

Also on August 11, 1932, the streetcar company made its first retrenchment on the Saint Paul suburban lines, discontinuing service between Wildwood and Stillwater. One month later, service to White Bear and all Stillwater local street-

carlines were dropped. Service to Mahomedni continued until 1951, when this last Saint Paul suburban trolley line gave way to buses.

The Como-Hopkins line operated until conversion in 1954, the final vestige of a suburban trolley system which once embraced 102.27 miles of track and accounted for a major part of TCRT's prosperity during the first quarter of this century.

#### Local Service

It was in the field of local service that Twin City Lines was in its element. The suburban system might have had its equals or betters in many of the metropolitan centers of the land, but no local transit system anywhere functioned as smoothly and as well for so many years as the Twin City Rapid Transit Company.

The early years of the twentieth century found the company pushing its local lines forward in all directions. Though population growth was still rapid, it was the streetcar lines which opened up new areas and prevented the building of tenements and large flats with concentrated masses of population. In this way, the Twin Cities became known as cities of homes, with very high percentages of self-owned dwellings. Progressive city governments fully approved of the expanding trolley system as they steadily added parks and boulevards in great numbers within city limits.

Thirty-three years of service as the driving force of the transit system came to an end in 1909 with the death of Thomas Lowry. That his loss was much appreciated by Twin Citizens is evidenced by the statue erected in his memory shortly thereafter, which still holds its position of prominence on Lowry Hill in Minneapolis. Lowry was succeeded as president by Calvin Goodrich, his son-in-law, who continued the policies set up by his predecessor. Upon Goodrich's death in 1915, Horace Lowry, son of the founder, assumed control, and under him

the system reached its high mark, operating in the early 1920's 1,021 cars over 530 miles of track.

Very early in its history the company began combining lines. Originally, all lines had terminated in the loop districts of both cities. But, the first few years of operation demonstrated the wisdom of combined lines, and destination signs such as "Como-Harriet", "Randolph-Hazel Park", and "Western (after 1927, Glenwood)-Fourth Avenue South" were familiar sights to Twin Citizens from 1835 on. Perhaps because of the tremendous effect of a trolley line in stimulating the growth of a given area, almost every line in both cities was a "money-maker" in the era of prosperity. This was truer of Minneapolis than of Saint Paul, for the area within the city limits of the Mill City was filled up more thoroughly and more quickly than that of the capital city. Rarely were routes changed; in fact streets on which carlines ran were built up as business centers. Wherever two trolley lines crossed, there was an immediate commercialization of all four corners of that crossing. There is little doubt that had not the Selby-Lake and Dale-Forest lines crossed at Selby Avenue and Dale Street in Saint Paul, for example, the large business district which has existed there for thirty years would not have been. Selby Avenue is not a main east-west highway, and commercialization would have undoubtedly arisen at Marshall Avenue and Dale Street, the intersection of two main state roads. This is one example only, and a hundred others can be cited.

As local service expanded, the company's cars were involved in more and more collisions. The record of the streetcar company was very good on passenger injuries—this all the more remarkable when one considers the unfavorable weather conditions under which this transit company operated throughout most of the year. Probably unmatched for thrills was a day in the 1890's when a loaded

streetcar nearly fell into the Mississippi River. Some twenty-five passengers were aboard an interurban car travelling across the Washington Avenue Bridge. The car left the track—and when it stopped, the wheels were within six inches of the bridge. The rear platform was out beyond the edge. Panicky passengers had raced for the exit (the "muzzle loaders" had no front exit) and without a doubt, some would have been hurled into the river if the conductor had not barred their way.

Transfers were instituted on local lines in 1892, but several years of experimentation and learning the hard way were necessary before a fair system was evolved. In 1894 and 1895, passengers were "punched in the face" when they entered the car. Transfers at that time carried seven pictures of faces, five of men and two of women. Men's faces ranged from clean shaven to heavily bearded, while women's were distinguished by the style of hat they wore. The conductor punched the face that most closely resembled that of the passenger.

Crosstown lines were the finishing touches on an outstanding trolley system. The first to be opened, in 1905, was the Lake Street line. This was followed in the succeeding fifteen years by the Snelling Avenue, Franklin Avenue, Broadway and Dale Street lines. Generally, these did not carry nearly the traffic of the main lines which operated into the downtown areas, and were provided with service from the late twenties on by the aforementioned lightweight cars.

In 1893, Henry Ford built his first gasoline driven motor car. There is little doubt that even the most imaginative and pessimistic of the stockholders of Twin City Rapid Transit Company or of any public urban transportation system of that time could imagine the havoc that this "infernal machine" was to play on their investment. Even through the years of World War I, it was still the fashion

Automobiles

to ride the streetcar, and there seemed little chance that those undependable vehicles which so often tied up streetcar and carriage traffic on main thoroughfares could be any more than a luxury for a select number of sporting enthusiasts.

But the decade following the armistice soon dispelled any false hopes. The automobile was constantly being improved and its cost lowered through the benefits of mass production. The presence of ever increasing numbers of private cars on the ever improving road system curtailed expansion of the streetcar system in the mid-1920's. The first retrenchments occurred as early as 1926 on the suburban lines. The peak of cars operated and miles of track used was reached in 1921, and thereafter a slow but steady decline ensued the remainder of the 1920's. Riding on a public transport vehicle began acquiring somewhat of a stigma as automobile owners began flaunting their less financially endowed colleagues.

And then came the bus . . .

The "omnibus" was, oddly enough, the invention of a Minnesota man, one Eric Wickman, who began transporting men from Hibbing to a nearby iron mine in 1914. The idea of employing the gasoline engine for mass transportation caught on quickly and bus companies spread like wildfire throughout the land.

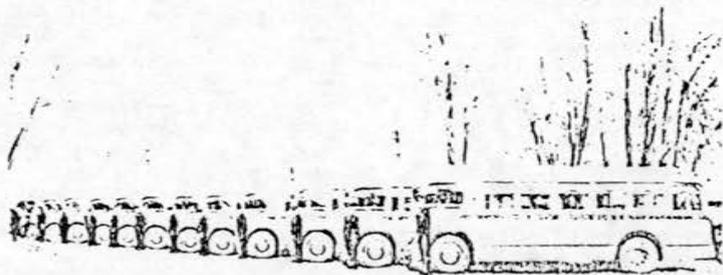
The early history of bus transportation in the Twin Cities is hazy. By 1921, there was regular urban bus service in Minneapolis by an independent company. During the next several years, four bus companies emerged as licensed operators on city streets. These included the Minneapolis-Saint Paul Motor Bus Company, the American Automobile Transportation Company, the Twin City Motor Bus Company, and the Intercity Transportation Company. The first was known as the "green line" for its buses were painted a dark green and operated over approximately the same route as the Como-Harriet carline. The second,

whose vehicles bore a coat of brown paint, was thus termed the "brown line", and ran between the two loops, paralleling the Selby-Lake route for some ways, and entering downtown Minneapolis on Third Avenue South. The Twin City Motor Bus Company was a subsidiary of TCRT, a sort of experiment and a portent in miniature of what was to come. This line ran an intercity route along University Avenue and operated several shuttle bus extensions on streetcar lines while they were being lengthened. The Intercity Transportation venture ran motor buses from the Saint Paul bus depot to Stillwater.

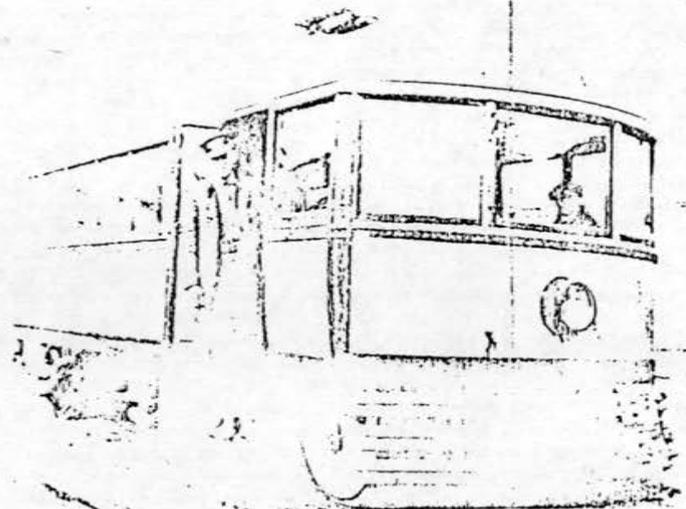
It had been the avowed intention from the beginning of Twin City Lines to control all public transportation within the urban area, in order to provide as efficient service as possible to the citizens of the two cities and to prevent strong competition from arising. Thus, Tom Lowry had purchased the Motor Line and the several independent suburban

streetcar companies. Now, in an effort to continue this dominance, the directors of the company began purchase of all competing bus lines. The last consolidation took place on January 1, 1926, and thereafter no bus lines whose primary purpose was local service operated independently in the Twin Cities. Curiously enough, the desire of the directors to control all urban public transportation even went so far as to have the company purchase and amalgamate all the taxi companies of the Twin Cities, and their goal became a reality early in 1926. Fears over the dangers of monopoly caused the City Councils of both municipalities to require the sale of the taxis later in that year, but for several months, you could go no place in the Twin Cities without using the services of TCRT, unless you owned a private auto.

In December of 1923, the company instituted the first auxiliary bus service on a streetcar line, extending the Saint Clair-Payne route from Duluth Avenue



Twin City Motor Bus Company fleet in the early 1930's.



The Twin Cities' only trolley bus—1924.

on Maryland Avenue to White Bear Avenue in Saint Paul. It is not difficult to realize that the initial cost of placing a bus line on a main thoroughfare is far less than that of a streetcar line. As the production of gasoline increased, the price per gallon decreased and it became considerably more economical to operate a bus line. Thus, it was apparent that sooner or later many of the trolley lines which carried fewer passengers were bound to fall victim to the green buses of the TCRT system. The first conversions of streetcar to bus took place in 1932 on the Lake Minnetonka and Stillwater lines. During the thirties, several more lines were converted to bus operation.

Trolley buses are operated successfully in many cities throughout the nation today, but only one experiment with an electric coach was made by TCRT. Three coaches were used on a line from 30th Street to 48th Street on Bloomington Avenue in 1922 and 1923. They were so designed that they could be operated on streets or rails; this was done to enable them to move from Lake Street Station without placing an additional trolley wire along this route to serve as a negative return. In its annual report for 1922, TCRT stated that it had neither accepted trolley buses nor rejected them and would investigate their possibilities further. By May 23, 1923, the Bloomington streetcar line had been extended on track to 48th Street, and the trolley buses were abandoned. They were never used again and were scrapped in 1931.

#### Independent Suburban Lines

Although it was TCRT's policy to control as many routes in metropolitan area as was feasible, in order to render the most complete service possible, two independent suburban lines did maintain separate identities throughout their histories.

The first of these lines was the Minneapolis, Anoka, and Cuyuna Range Rail-

way. First incorporated as the Minneapolis and Northern Railway in August, 1912, this was the third effort to link Anoka with Minneapolis by railroad. It was capitalized at \$500,000, and 14.74 miles of track were laid early in 1913, with the terminus of the line at 42nd Avenue North and Camden Place in Minneapolis. From its outset, the line found itself in unsteady financial waters, and went into receivership on January 1, 1915. When stockholders reorganized, the decision was made to electrify the entire route, trolley service commencing on October 23, 1915, after a link had been completed with the Second Street Northeast line at 30th Avenue Northeast and Grand Street. Cars, leased from Twin City Lines, ran from a depot at Fifth Street and Second Avenue South over the Second Street Northeast trackage and then out to Anoka, where the line ended on Main Street, alongside the Hum River.

Anoka was at this time a semi-industrial community with a sizeable population, and the line was a success in the first ten years after electrification. At its maximum traffic, it operated fourteen trips daily with four extra on Sundays. However, by 1925, despite the considerable quantity of freight its cars were hauling, the automobile had made such a cut into revenue that the line again went into receivership. It was reorganized in 1929 under its later name, the Cuyuna Range part of the title being included because it was hoped that eventually the line would link up with the Mesabi Railway, a 35 mile electrical interurban route between Hibbing and Gilbert on the northern Minnesota iron range.

Short on capital and plagued with continual maintenance problems on its right-of-way, where the track was too light for the heavy cars, the MASCR staggered through the 1930's despite the appalling condition of its cars, roadbed, and financial records. When the Pillsbury mill in

Anoka returned to the ground, the company was crippled. Without funds for repair, the track buckled and curved. It was not uncommon for a trolley pole to jump the wire fourteen times in one trip. On August 23, 1939, the company, which had transported 140,000 passengers annually in its heyday, called it quits. The cars were put into storage and only freight was hauled over the roadbed. During World War II, the Northern Pump Company purchased the MASCR, refurbished the roadbed to its defense plant in Fridley, and repainted the cars a bright red, white, and blue, using them to transport workers to the plant. When the war ended, plant production decreased, and the cars were retired again in 1948. Freight service using the company's electric locomotive is still in effect from Minneapolis to Fridley, but the passenger cars fell victim to the torch on May 14, 1952.

A second independent suburban line was the Saint Paul Southern Electric Railway Company, which had a much shorter tenure of operation than the Anoka line. Organized in 1913 and operating over an eighteen mile right-of-way between Concord and Linden Streets in Inver Grove and Second and Tyler Streets in Hastings, this line was equipped with heavy, dark green interurban cars which resembled railroad coaches and provided great contrast to the bright yellow TCRT standards. Just as had occurred in Anoka, the population served

by the line decreased after World War I and the automobile cut passenger traffic terrifically. When bus lines were licensed to operate from the Twin Cities to Hastings, the line was through. It died an early death when it was sold at auction on August 23, 1928, to a local scrap iron firm. Much of the right-of-way can still be seen, along with traceable remains in Hibbing, mute reminders of bygone days when the green interurbans whistled their way along the beautiful wooded bluffs of the Mississippi River.

The Minneapolis, Saint Paul, Rochester, and Dubuque Electric Traction Company was a pre-World War I venture which envisioned electric interurban connection between the Twin Cities and Iowa. Electric wire and track were laid to Shakopee, home of famous race horse Dan Patch, in 1913, and the line gained the name of the Dan Patch Line. A station was constructed at the terminus of the Nicollet Avenue streetcar line at 51st Street and later the route was extended west of Minneapolis and curving into the downtown warehouse area. After World War I, no more track was electrified, and the reorganization of the line in the twenties under the name of the Minneapolis, Northfield, and Southern Railroad brought about first the elimination of passenger service and later the removal of all electric wire and conversion to steam and diesel operation. Today, it serves as a freight feeder line into Minneapolis.

## IV. Exit the Streetcar

The "Golden Twenties" were years of high living and raucous expansion of America's commercial activities. Foreign immigration had been brought to a virtual halt early in the decade, but the Twin Cities continued to increase in population. Gradually, the rural population was decreasing, as farm boys came to the city to make their fortunes. Though the number of people in the entire state of Minnesota increased only 11% during the decade, Minneapolis exhibited a 19% rise and Saint Paul an increase of 15%. By 1930, the Mill City possessed a population of 464,356 while Saint Paul totaled 271,606. Nearly all available land within Minneapolis' city limits had been occupied despite the fact that the city had annexed 5.4 square miles on its southern edge from the village of Richfield in 1927, extending its southern boundary from 54th Street to 62nd Street.

This decade had found the first major suburban growth in the area. With 90% of available residential land already in use within Minneapolis, the population began to spread in all directions, especially to the north and west. By 1930, over 150,000 people were living in the metropolitan area (defined by the United States census as Anoka, Dakota, Hennepin, Ramsey and Washington counties) outside the urban limits. Suburban growth increased at a gradually rising rate in the 1930's, the suburban increase nearly equalling that of the two cities for this decade. By 1940, the population of the metropolitan area stood at 967,367, with 20% of this total outside urban limits.

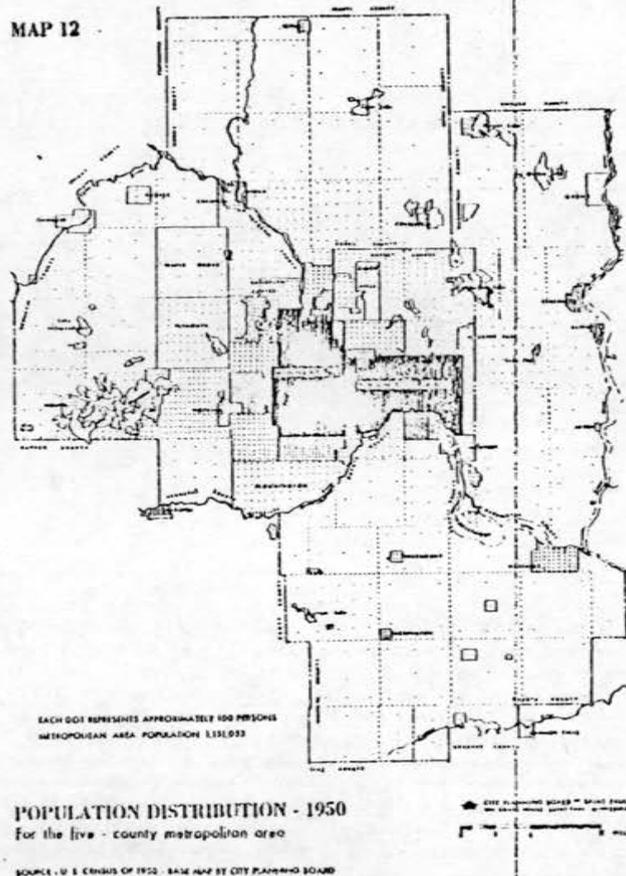
The crash in 1929 and the general business depression which followed had a profound effect on Minnesota and the Twin Cities. Agriculture was dealt a crippling blow, and the decrease in output of farm products was felt in the cities. No longer was Minneapolis lead-

ing the nation in grain milling, and many workers in this and other industries lost their means of support. Industry approached expansion cautiously and business leaders tended to wait out the depression. Home building decreased markedly as did automobile production. Emigration exceeded immigration for the first time in the history of the state, and both cities showed only a 6% population rise during the ten year period.

The war brought renewed vigor to the American economy. With twelve million young men in uniform from 1914 to 1915, women were employed in much higher numbers. Again, as in World War I, the location of the Twin Cities so far inland from either coast prevented any major expansion of industry in the area. But, there were enough jobs for everybody and few dwellings stood vacant during this period. Civilian construction was nil, gasoline for private use was rationed, and the transit lines which had reached a crisis by 1910 got a "second wind" of prosperity, though this was to be short-lived.

After victory was won, the national economy began to rise at a tremendous rate, completely unprecedented in history. The boom was not followed by the bust, as was predicted in 1915, but has continued at a faster and faster pace with no end in sight some ten years after its beginning. At first the millions of returning servicemen created a housing shortage the likes of which had never been felt before in the history of the nation. Lack of available land, especially in Minneapolis, drove prospective home builders "out in the country" where overnight suburban housing developments mushroomed. The process was so fast that adequate planning was unavailable, and many square miles of land were platted with streets simultaneously with the drawing up of building plans for the houses on those streets. The haphazard nature of the spread of population to the

MAP 12



west, north, and south of Minneapolis finds few parallels in the nation. The suburbs were just not ready for the great masses who began fleeing to the open spaces of Richfield, Saint Louis Park, Robbinsdale, Hopkins, Brooklyn Center,

and Golden Valley.

By 1950, there were 317,722 people living outside of the city limits of Minneapolis and Saint Paul, with by far the greatest number concentrated in suburban Hennepin County.

MAP GROUP C



The fantastic rush to the suburbs was not nearly as marked in Saint Paul. The land area of the capitol city exceeds that of Minneapolis, and so, much of the population increase since 1915 has been within the city limits, though available residential land here too is nearing an uncomfortably low level. The Federal census for 1950 gave Minneapolis' population as 521,718, Saint Paul's as 311,349, and that of the metropolitan area as 1,151,053.

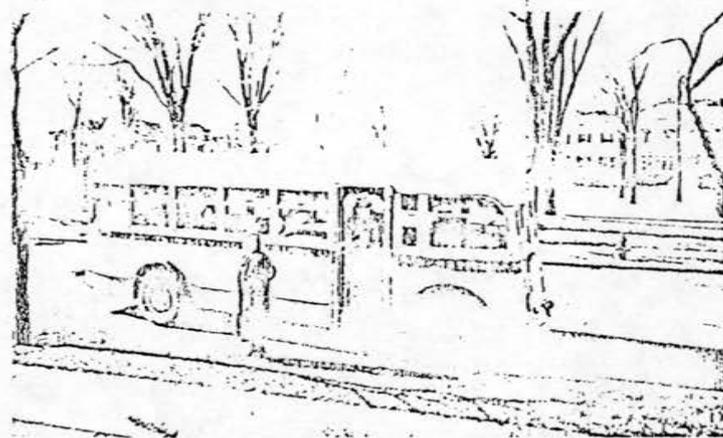
Since 1950, the proximal suburbs have fast approached the saturation point. Suburban building has reached high levels in the suburb of Bloomington, extending to 103rd Street and even farther to the shores of the Minnesota River, the limits of the metropolitan area as defined by the Census Bureau. This one suburb was mostly farm land before 1950 when its official population was under 10,000, despite its 43 square mile area. Estimates of Bloomington's population in July, 1955, gave a reliable figure of 30,000 people, and this one suburb expects 60,000 inhabitants by 1960. A conservative estimate by the Minnesota State De-

partment of Health in March of 1955 placed the metropolitan area population at 1,215,900, an increase of some 100,000 in five years. Most estimates place the present total much higher.

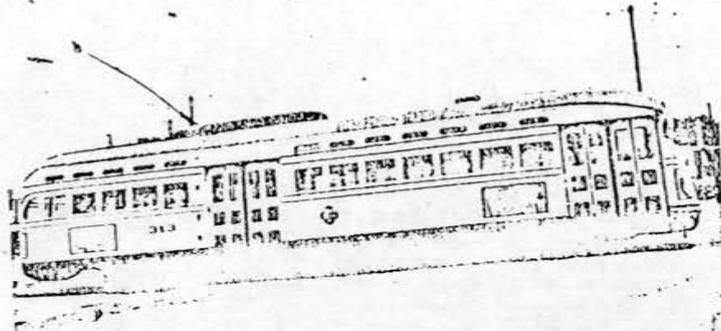
**The Disappearing Passenger**

Facts and figures tell the story, so the saying goes, and the facts and figures reflect the decline which TCRT underwent in the 1930's, '40's, and '50's. The company carried 226 million passengers in 1922, a figure it never again attained. The decline was slow and gradual until 1929, and by 1932, only 113 million tokens were deposited. By 1940, this total had declined to 104 million passengers, and the company found itself in deep financial straits.

The number of buses operating on TCRT lines showed a gradual increase through the 1930's. The 38th Street, Lowry Avenue, West 39th Street, and Humboldt Avenue lines in Minneapolis and the Highland-Cleveland line in Saint Paul were the first major additions. The latter route was the first to serve the southwestern part of the



Residential area bus service in the 1930's.



One of the first PCCars to serve the Twin Cities.

capitol city, which had little permanent settlement before World War II. By 1938, the first local streetcar line had been converted to bus service, this being the lightly travelled Kenwood line. It was followed shortly thereafter by the Bryn Mawr, Jackson-South Robert, Franklin Avenue, and Sixth Avenue North (Olson Memorial Highway) lines, all before the outbreak of hostilities.

During the war, passenger traffic regained the healthy totals of the early twenties. The peak of this temporary reprieve came in 1916 when 201 million passengers rode TCRT cars. Twin City Rapid Transit's management foresaw a recurrence of the decline in passengers with the ending of hostilities and the return of civilian motor car production. In 1915, D. J. Strouse, who had succeeded T. Julian McGill as president after the latter's death in 1936 (McGill, in turn, had succeeded Horace Lowry in 1931), announced the intention of the company to purchase the finest streetcars available in a bid to retain patronage. "Believing that streetcars are and always will be the

best vehicle of mass transportation in areas of dense population," Strouse maintained, "we have been working . . . to cut expenses and at the same time furnish the best service that our resources will permit."

In the following three years Twin City Lines purchased 141 units of the much publicized President's Conference Cars. These were the direct outgrowth of five years of research in the mid-thirties by the transit industry. The all-electric PCC car was brought out in 1936 and received immediate acceptance from the public. By the time the United States entered World War II, many were on the streets of America's larger cities. The first test car in the Twin Cities received high acclaim from all who rode on it. Number 299 was a product of the Saint Louis Car Company as were the 140 cars which followed, and was driven around the loops of both cities after it arrived, offering free rides for several days as a good-will measure.

Those few days of free PCC rides around the loops were not the only occa-

sions on which the company offered free service to its riders. There were two lines which never charged a fare in their years of existence. These included the Fort Snelling Shuttle and the Western Avenue Shuttle, and the Burns Avenue extension of Saint Paul's Maria line. The reason? The Burns Avenue line, for instance, was ordered run by the City Council. It took in \$3 a day, wages were \$5 a man some years back, hence a two man crew collecting fares would cost TCRT \$7 per day. However, a one man crew and free rides would cost but \$5 a day back in those times of comparative deflation. So, the Burns Avenue line witnessed the stimulating spectacle on wash-days of mothers putting up lunches for their youngsters, and leaving the kids on the car to ride all day—free! The Fort Snelling Shuttle was one of several short lines in the Twin Cities which used double-end (two trolley) cars, thus eliminating turn-arounds at the end of the line. Mostly, these ran on one-track lines while the other track was being laid, but the Fort Snelling car and the Western Avenue Shuttle cars in Saint Paul were in regular use for many years.

There was no prestige after 1920 in riding the streetcars, but there was prestige and individual comfort in driving one's own automobile. When civilian car production was resumed after the war, the death knell for TCRT's streetcars began to toll. Even the PCC's failed to hold the patronage, despite the millions that management had invested in modernizing the trolley system between 1916 and 1919. Thus, it was understandable that stockholders, dissatisfied with the lack of dividends and declining passenger totals, fell prey to the lofty promises of a New York financier named Charles Green. Green assumed the presidency of the company in November of 1919, and began systematically to lop off lines which did not pay. Simultaneously requesting higher fares from the Minnesota Railroad and Warehouse Commission and

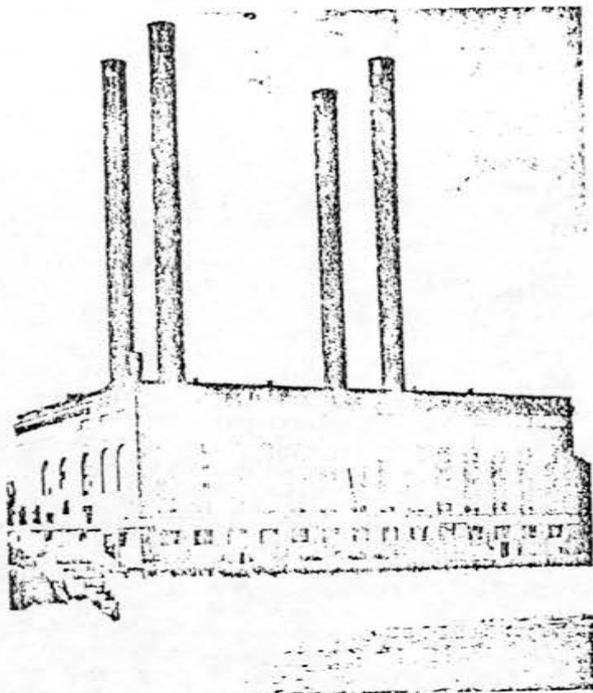
discontinuing service in many areas, Green's ruthless manner of operation attracted the ire of the local press and populace to his affairs. Nor did it help when 800 employees of the company were dropped from the payroll without adequate explanation. The transit issue overnight became a political hot potato, and more than one member of the State Commission "made hay" on the question.

The name and reputation of the streetcar company had been blackened by the actions of Charles Green. When he finally sold out about a year after he had gained control for the rumored profit of \$100,000 on his investment, Green's actions had become the subject of national attention. The new management, headed at first by Emil A. Aslesen, a prominent local businessman, and later by Fred A. Ossanna, previously a prominent local attorney and former legal counsel of TCRT, began a frantic search of methods to put TCRT back on its feet.

#### The Story of Conversion

There was no doubt early in 1951 that Twin City Lines was off its feet. The system was operating several lines at sixteen, eighteen and twenty cents per mile revenues, while costs were running to sixty and sixty-five cents. In spite of the loss of over fifty million passengers since 1916, it was operating over nearly the same number of route miles. TCRT's net loss that first year under the Ossanna management was \$230,000, much less than the half-million dropped in 1919, but a far cry from being able to write in black ink. Every month, the company's general offices received hundreds of letters, harrasing its policies and suggesting various remedies, none of which were intended to comfort the persons of the officers.

It was evident to the new management that conversion to buses was an immediate and necessary step if the system was to survive. The combination of higher operating costs plus the obligation of street maintenance on streetcar lines



The old power plant—a \$1.5 million saving.

under the Brooks-Coleman Act, passed by the Minnesota legislature back in 1921, made buses overwhelmingly favorable to management.

First attempts at gaining local capital for conversion were rebuffed; local bankers lacked confidence in the future of public transportation in the Twin Cities. Discouraged, but not ready to throw in the towel, Ossanna approached General Motors Corporation about the purchase of some twenty-five new diesel coaches, which would have taken most of the company's available funds at the time. Roger Kyes of GM, later to be Assistant Secretary of Defense in the Eisenhower administration, was impressed with the determination of the

new management to provide successful mass transit in the Twin Cities, and dispatched a team of experts to the Twin Cities to survey the local and company situations. Several weeks later, Fred Ossanna stood in Kyes' office in Detroit, awaiting word on the proposed deal for twenty-five buses. Some time later, TCRT's president emerged jubilantly from that office; GM had found prospects so good that they were extending very favorable credit terms to Ossanna for the purchase not of twenty-five but of 525 new diesel buses, allowing the conversion of the entire system to the more economical vehicles.

Transportation experts had estimated that it would take five years to com-

pletely convert the huge Twin City area to buses, at a cost which they had felt would be nearly prohibitive. Undaunted, the aggressive management brought in men experienced in bus conversions, willing and able to tackle the colossal task ahead. Chief among these was B. M. (Barney) Larrick, formerly with the National City Lines system and an old hand at the problems involved in these moves. The TCRT team worked smoothly and efficiently; what they accomplished in twenty-four months defies the imagination.

The company possessed an expensive but obsolete power system, generating electricity at the rate of 35 cycles per second, nowhere in mode in the western hemisphere. Millions of dollars of its capital was in old streetcars and over 400 miles of rail, with nearly nine million dollars invested in city pavements alone. One of the greatest stumbling blocks met on the path of conversion was the requirement of the cities for repaving streets at company expense, under the outmoded Brooks-Coleman Act. These were finally settled in Minneapolis for the sum of \$1,200,000, with the problem being reasonably worked out on the remaining trackage in Saint Paul.

Experts were called in to ascertain what recovery Twin City Lines could make on its unneeded and outmoded power plant. They advised the management that it was a total loss, worth only its value in scrap. Nevertheless, negotiations were begun with the local power company for the purchase of the plant,

The men who guided the conversion and the subsequent course of Twin City Rapid Transit Company form an energetic, able, and interested Board of Directors. These include:

Elmer N. Olson—Chairman of the Board, president of the company bearing his name, and a well known figure in civic activities of Minneapolis.

Fred A. Ossanna—Former president of the Company and attorney.

David E. Ellison, M.D.—President of the Company, who has originated and contributed to many outstanding new programs in the fields of employee and public relations.

John W. Mitchell—President of Mitchell Insurance Company, Saint Paul.

and this was finally effected for \$1,500,000!

Over 700 streetcars lay dormant after conversion, including the 141 PCC cars. The latter were sold to rapid transit companies in Newark, Cleveland and Mexico City, although the company received offers of jute bags from India, coffee from Brazil, and beef from Argentina. The older home-built cars were sold to private citizens for a variety of uses, including lake cottages, construction shacks, and camp mess halls. Those that remained unsold were burned.

One of the biggest jobs that TCRT's management has had to undertake during conversion and in the years since has been to acquaint the public with the facts of public transportation and to regain the position of high public favor it once enjoyed. Twin City Lines has made it its business to become part of the community. It has taken a leading and recognized role in Civil Defense, and has backed community fund drives, Saint Paul's Winter Carnival, Minneapolis' Aquatennial, and Federal Government bond drives to the hilt. It has provided free transportation for the underprivileged youth and for the blind. Last but not least, its management has seized every opportunity to present its message to business and the public. It was not long before this concerted effort to recapture public opinion began to convert the theme of letters to the company from harassment to approval and encouragement.

*James B. Aune—Chairman of the vital Finance, Tax, and Insurance Committee, which determines fiscal policy.*

*James H. Touey—Secretary and Treasurer of Twin City Lines, a well known figure in civic activities of Saint Paul.*

*John A. Guzy—Chairman of the Public Relations Committee, and assistant general agent for the Chicago, Milwaukee, Saint Paul, and Pacific Railroad Company.*

*A. M. Cary—Vice President and General Counsel for Twin City Rapid Transit Company, who completely reorganized the legal claims department.*

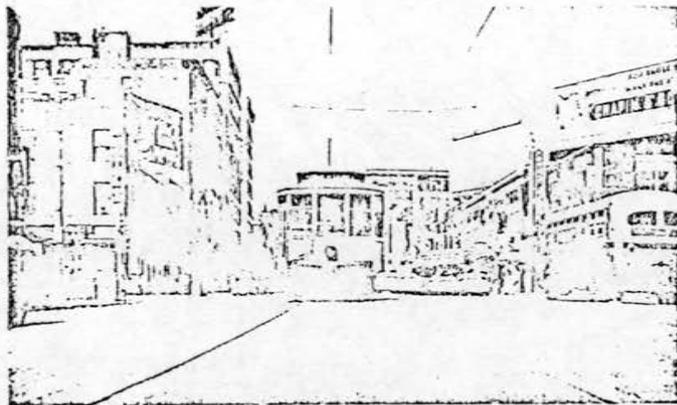
*I. H. Handmaker—Financier and automotive supply distributor.*

As Dr. David Ellison, TCRT's new president since December, 1957, summarized in 1951, "We had hoped to convert by 1957, but completed the project three years ahead of time. Today, the Twin Cities have taken on a new look—the overhead cobwebs are gone—the streets appear wider and clearer—and the city has undertaken the largest paving program in its history." Over one million dollars was spent in reconditioning old car barns into garages, and erecting new facilities as well. A \$1,000,000 addition to Snelling Shops in 1955 made this one of the finest urban bus facilities in the United States, and at a cost per unit vehicle far less than in comparable metropolitan centers.

The problems which TCRT has faced

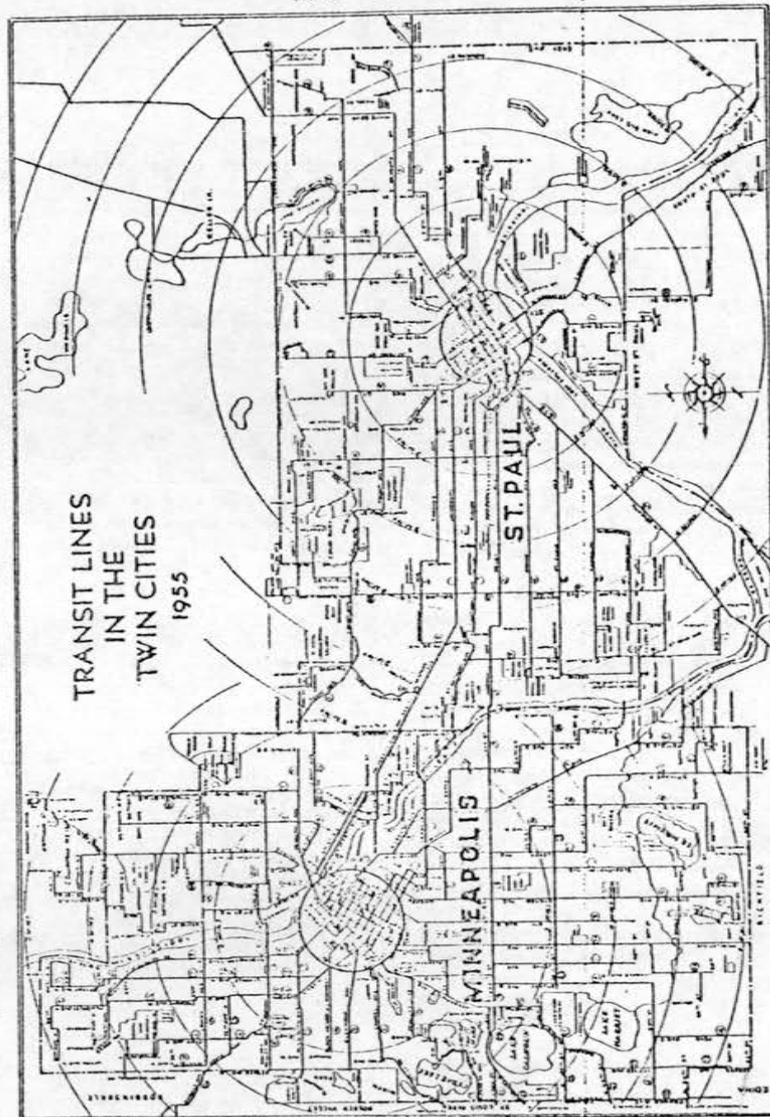
in the postwar years were identical with those of many other systems. It is to the credit of the company that service was provided continually on all the lines during the period of conversion. The last streetcar operated in Saint Paul on October 31, 1953, while the last trolley in the Twin Cities pulled into Minneapolis' East Side Station at 1:34 A.M. on June 19, 1954.

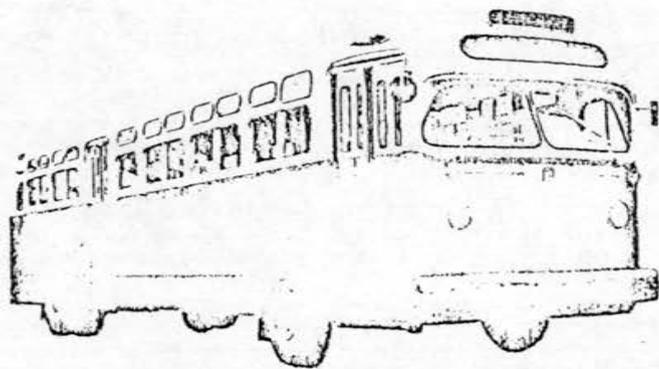
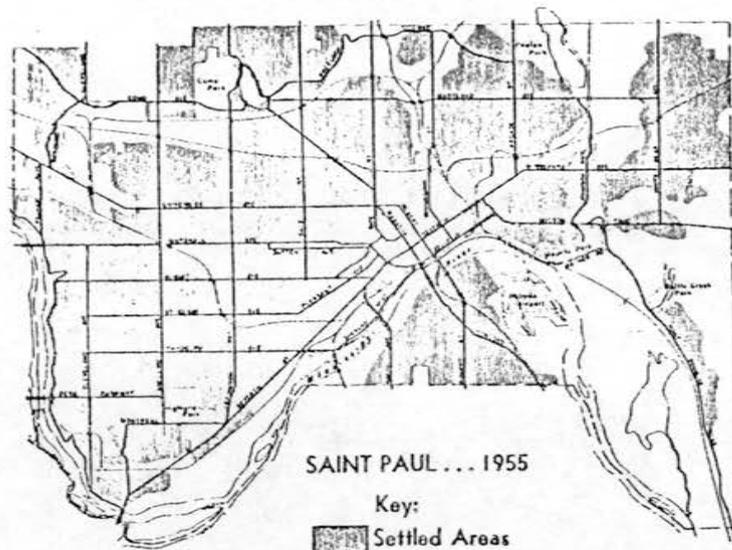
It had been over 61 years since that Son of Erin had predicted that "they'll find McGinty yet!" The streetcars, as far as we know, never did find McGinty, but the millions of miles of service they provided to three generations of Twin Citians represents a feat of far greater proportions.



The Twin Cities' last trolley—Hennepin Avenue—June 18, 1954.

## MAP GROUP D





## V. Public Transportation Today and Tomorrow

Many years ago, writing in Atwater's "History of the City of Minneapolis", Frank J. Mead summarized the thesis of this work, which is as true now in retrospect as it was then. Mead wrote:

"One peculiarity has always been notable in the history of the Minneapolis Street Railway Company. Notwithstanding the marvelous growth of the city, the street cars, even in the primitive days of the faithful old horse and the uncertain mule, have always kept in advance of actual development, and there has been no real cause for complaint because of a lack of efficient service. It has been the effort of the company to keep the lines a little in advance of the limits of population and thus furnish the public a certain means of intercommunication."

Mead's proposition for the growth of Minneapolis is just as applicable to Saint Paul, for the presence and aggressiveness of the trolley system played a major role in determining the amount and direction of growth of the Twin Cities in their formative years.

Today, in the era of the supremacy of the automobile, public transit faces a crisis. Steadily decreasing passenger traffic, despite conversion to buses, has created a situation where the company realizes its obligation as a public utility to serve all the citizens, but, if it is to survive, some operations must be curtailed or some method employed to increase passenger traffic. TCRT, which transported 220 million passengers in 1922, and 201 million as late as 1946, has seen its passenger volume decrease to 86.6 million in 1954, 81.3 million in 1955, and 78.1 million in 1956. If money-losing operations are not curtailed and no new methods are employed to increase traffic, public transportation obligations may have to be assumed by municipal or metropolitan authorities.

No government wants its citizens and taxpayers to assume a money-losing operation, and that is just what this move has involved in New York, Chicago, Cleveland, and elsewhere, wherever the transit lines have passed into municipal ownership.

No longer can the Minneapolis Street Railway Company afford to blaze trails into the wilderness. Rather, Twin City Lines must receive the cooperation of municipal and suburban authorities; both company and city seek solution to the problem of clogged streets. As Dr. David Ellison sees it, the solution to this problem depends upon the use of mass transit. "The City Councils must recognize the situation," Ellison maintains, "No great metropolitan center can prosper without mass transit. Twin City Lines needs the cooperation of an enlightened public to give efficient and satisfactory service."

Today, Twin City Rapid Transit Company buses operate over 456 route miles in the metropolitan area. The company employs some 1500 people who have a remarkable average tenure of service of eighteen years. In recent years, the company has made every possible move towards explaining its position to the public. It has graciously taken part in every civic endeavor and has cooperated to the fullest in municipal improvement programs of both cities. Its management feels that an enlightened public is the necessary foundation for halting the steady decline in passenger traffic, and is making every effort to impress Twin Citizens with its goal of improved service with a fair margin of profit.

According to the standards of the American Public Health Association, walking distance to transit facilities should not be greater than one-quarter to one-third mile. Using one-third mile as the limit for reasonable adequate service, there are no residential and only four small industrial areas within the

city limits of Minneapolis which can be classified as unserved by Twin City Lines. Though the situation is not quite as good in Saint Paul, which still possesses some relatively undeveloped land within its city limits, it is apparent that TCRT is currently providing more than adequate service in terms of route miles to all of the well-developed areas and many of the not-so-well-developed areas in the Twin Cities and their suburbs.

In 1957, Twin City Rapid Transit took another giant step towards increasing service to the metropolitan area by add-

ing several extensions into the fast-growing Richfield, Bloomington, Brooklyn Center, and Brooklyn Park areas. In this and many other ways, Twin City Rapid Transit is seeking public favor, hoping to stem the tide of declining passenger traffic on its vehicles of mass transportation. This must be done, if the Twin City metropolitan area is to live and expand. Understanding planning on the part of elected officials in this and all other fields of metropolitan administration is necessary if the Twin Cities are to go "major league" in every respect.

TABLE I.

POPULATION OF SAINT PAUL, MINNEAPOLIS, FIVE COUNTY METROPOLITAN AREA AND SUBURBS BY CENSUS DATES 1860 AND PROJECTED TO 1965.

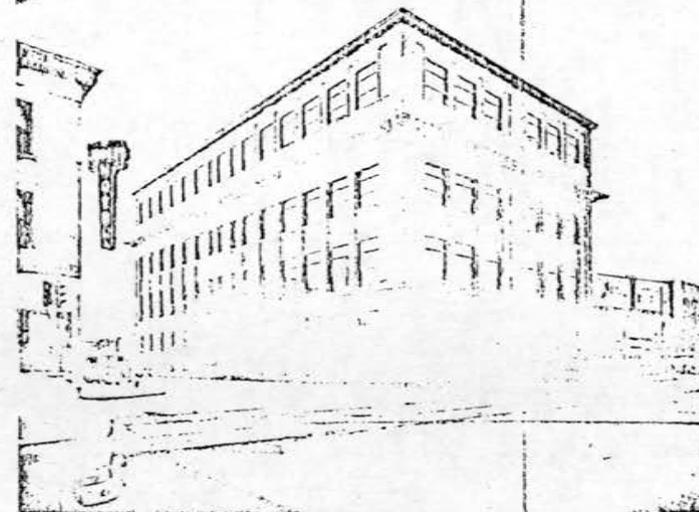
DATE	SAINT PAUL	MINNEAPOLIS	MINNESOTA	FIVE COUNTIES <sup>1</sup>	SUBURBS <sup>2</sup>
1860	10,401	2,564	172,023	.....	.....
1870	20,030	13,066	439,706	86,712	53,616
1880	41,173	46,887	780,773	156,965	68,605
1890	133,156	164,738	1,310,283	380,206	82,312
1900	163,065	202,718	1,751,391	459,718	93,965
1910	214,744	301,108	2,075,708	620,832	101,680
1920	231,698	380,582	2,387,125	728,327	113,047
1930	271,606	461,356	2,563,953	882,265	146,304
1940	287,736	492,370	2,792,300	967,367	187,261
1950	311,319	521,718	2,982,483	1,151,053	317,722
1955	334,703 <sup>3</sup>	530,000 <sup>4</sup>	3,130,872 <sup>5</sup>	1,245,900 <sup>6</sup>	381,000 <sup>6</sup>
1965	395,000 <sup>3</sup>	560,000 <sup>3</sup>	3,121,000 <sup>4</sup>	1,450,000 <sup>3</sup>	475,000 <sup>3</sup>

- Notes: 1. Anoka, Dakota, Hennepin, Ramsey, and Washington counties.  
 2. Five counties less the population of Minneapolis and Saint Paul.  
 3. Estimates by City Planning Board of Saint Paul.  
 4. Estimate by City Planning Commission of Minneapolis.  
 5. Estimates by the Minnesota State Department of Health, reported in the *Saint Paul Pioneer Press*, March 22, 1955.  
 6. Estimates or projections by the United States Census Bureau.

TABLE II.  
TOTAL PASSENGERS CARRIED BY TWIN CITY RAPID TRANSIT COMPANY IN SELECTED YEARS.

YEAR	NUMBER OF PAID PASSENGERS CARRIED	YEAR	NUMBER OF PAID PASSENGERS CARRIED
1880	1,962,000	1914	185,222,517
1883	8,400,000 <sup>1</sup>	1946	201,527,022
1900	53,600,000 <sup>2</sup>	1948	188,408,206
1910	140,000,000 <sup>2</sup>	1950	140,111,387
1917	199,621,160	1952	112,795,149
1922	226,543,924	1953	94,933,390
1927	177,319,024	1954	86,593,103
1932	113,032,559	1955	81,294,859
1937	112,769,470	1956	78,108,273
1940	101,313,619	1957	74,479,993
1942	128,924,913		

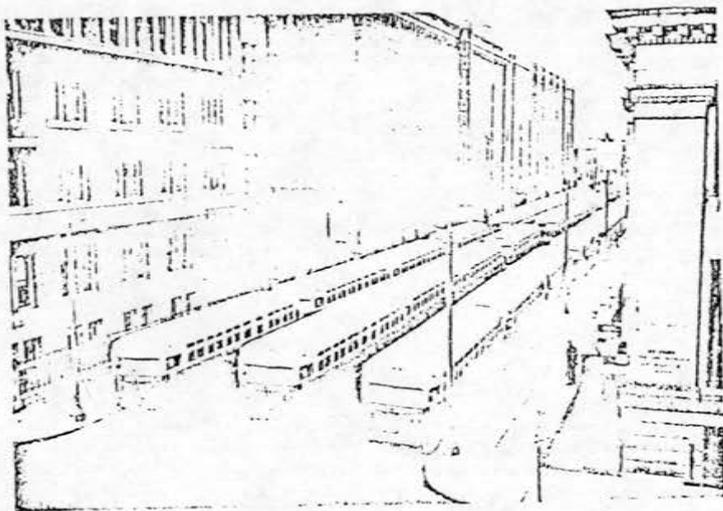
PHOTOGRAPHIC ESSAY



Number One South Eleventh Street, Minneapolis—executive offices of Twin City Rapid Transit Company since 1907.

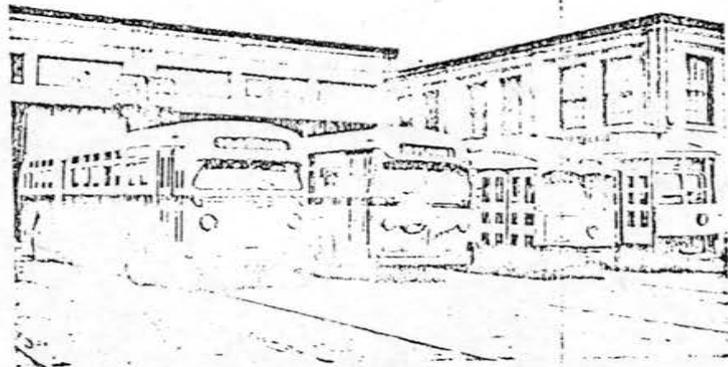


The end of an era—Fred Ossanna puts an old TCRT standard car to the torch.

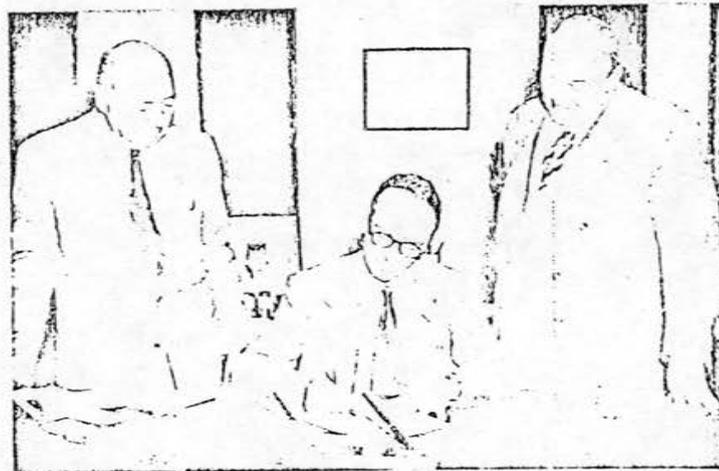


Efficiency in mass transit: a lineup of new TCRT coaches at the Saint Paul Auditorium.

54



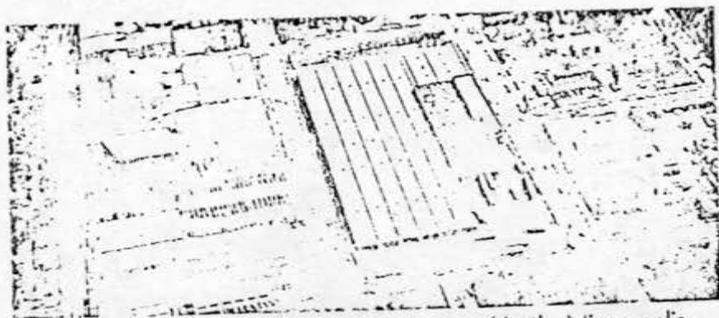
Transit progress: the Old and New in public transportation.



Signing a contract for new buses: Dr. David E. Ellison—President, Fred A. Ossanna—then President, James H. Towey, secretary-treasurer.

55

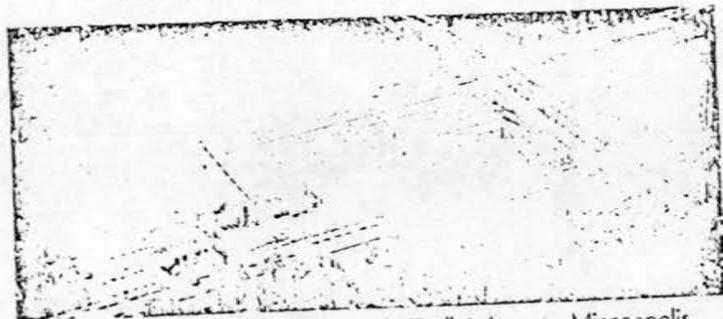
Signs of the Times: New and Enlarged Garage and Service Facilities.



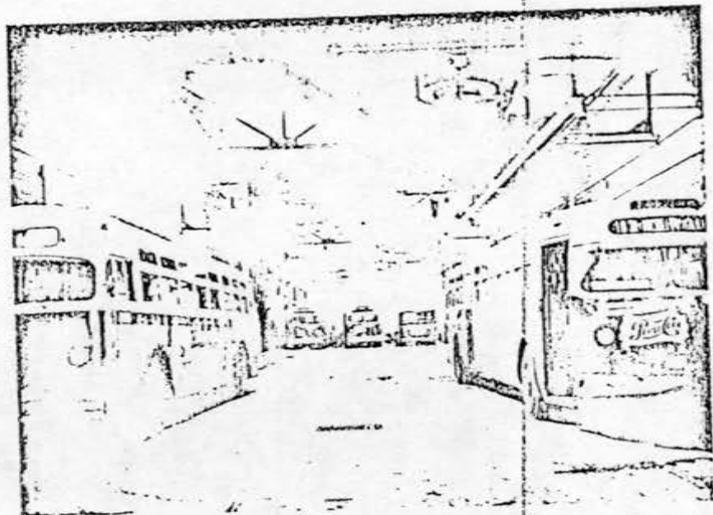
North Side Garage—Washington Avenue North, Minneapolis.



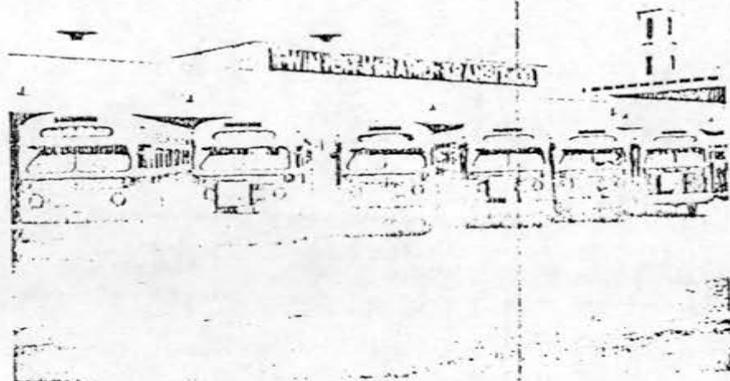
Snelling Garage—Located in Midway, Saint Paul.



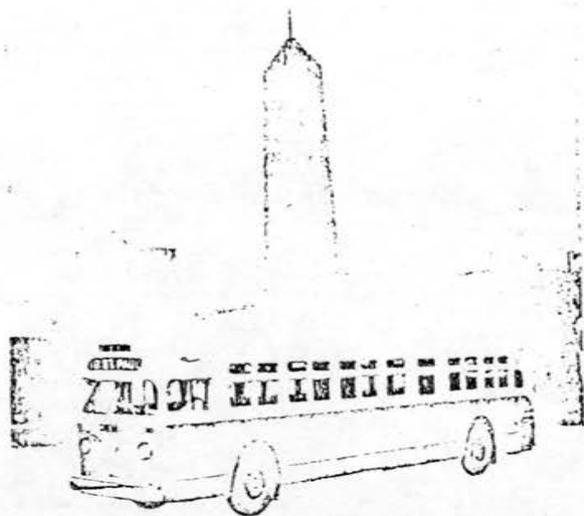
Nicollet Garage—31st Street and Nicollet Avenue, Minneapolis.



Servicing the new G M buses at Nicollet Garage, Minneapolis.



Lineup before rush hour at Snelling Garage, Saint Paul.



The Twin Cities' ticket to efficient public transportation.



Edmund Sansovini—director of public relations, Fred A. Ossanna—former president, Stephen A. Kioffer—author, Twin City Rapid Transit Company.

PRESIDENTS OF TWIN CITY RAPID TRANSIT COMPANY



Thomas Lowry  
1873-1909



Calvin Goodrich  
1909-1915



Horace Lowry  
1915-1931



Julian McGill  
1931-1936



D. J. Strouse  
1936-1949



Charles Green  
1949-1951



Emil B. Aslesen  
1951



Fred A. Ossanna  
1951-1957



Dr. David E. Ellison  
1957

## MODERN TRENDS

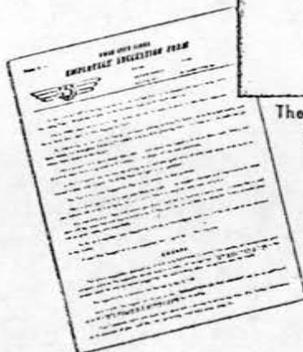
In an attempt to modernize and depart from the obsolete creed that in the past governed the administration and operation of public utilities, a creed which once was expressed: "The Public Be Damned", the Twin City Rapid Transit Co. embarked on a program of adding SERVICE and COURTESY to its transportation. In quick succession, there followed the inauguration of the Operator of the Month program, which put a premium on courtesy, safety and service. In each city, an Operator of the Month is chosen by a citizens' committee on the basis of commendations sent in by the riding public. The winner receives a \$50.00 savings bond, a shoulder patch, his picture in all of his city's buses, a write-up in his local newspaper and eligibility to become Operator of the Year. The runner-up each month receives a \$25.00 savings bond. Since this program was instituted, the complaint and commendation ratio has completely reversed itself to where there are now received many, many commendations and complaints only rarely.

Following this program, which was instituted in 1953, there was inaugurated a company house organ, "The Windshield". This eight page monthly has a circulation of 4,000 including active employes, pensioners, shareholders and business and civic leaders. It has proven to be a most valuable tool in establishing good employee and public relations. Next, there followed an Employee Suggestion program, as a result of which many ideas of prime importance and economy have been suggested and brought to the management's attention. A Passenger Suggestion plan followed, which, as far as is known, is the only one of its kind in use throughout the country.

Much of the credit for inauguration of these programs must go to the present chief executive of the company, Dr. David E. Ellison. Improvement of employee relations and of public relations have been his special objective since his entrance into company management in 1951.



The first two Operators of the Month, December 1953



Employee Suggestion Form



Passenger Suggestion Form



The Windshield - March, 1958

