

new feature for the benefit of employees and their dependents in the

Employees
Group
Insurance

form of group insurance was introduced by the Company at the beginning of 1925. Through an arrangement with the Metropolitan Life Insurance Company, policies for \$1,000 life insurance and an additional \$1,000, in case of death or dismemberment through an accident, were taken out by the Company for each employee.

The educational department maintained by the Company for the benefit of its employees did a great deal for the morale of the working forces, especially among those commonly classed as unskilled. Classes in English, for foreign-born track laborers, in public speaking, electricity, operation of air brakes and similar subjects, were conducted regularly throughout the year, and a number of educational and social clubs were organized. Private instruction in arithmetic and mechanical drawing was provided for those who were unable to attend the regular classes.

Educational
Department

On the motor coach routes, operated as auxiliary to the high-speed electrically-operated railroad, 963,503 passengers were carried, an increase of 175,376 over the corresponding year.

Motor
Buses



General John J. Pershing on his Farewell Inspection of Camp Grant, rode from Evanston to Rockford on a North Shore Line Parlor Motor Coach -1925

Operating revenue in 1925, was \$6,850,165, an increase of \$651,178 over 1924. Gross income, after operating expenses, depreciation and taxes, was \$1,613,621, an increase of \$302,318. Net income after fixed charges was \$780,630, an increase of \$79,910.

Increased
Net Income

The steady growth in business is indicated by a comparison of gross operating revenue per mile of road over the last ten years:

10-Year
Comparison of
Operating
Revenue

Year	Revenue Per Mile	Year	Revenue Per Mile	Year	Revenue Per Mile
1916	\$12,688	1919	\$33,278	1922	\$48,472
1917	19,203	1920	40,558	1923	57,498
1918	31,798	1921	43,528	1924	59,962
				1925	63,251

Another interesting sidelight on the growth in the Company's business is the fact that in 1925 operating revenue was six times that of 1916.

During 1925 the Company sold \$9,950,000. par value of First and Refunding Mortgage 6% Gold Bonds.

1st & Refd
Mtge 6%
Gold Bonds

Additional issues of 7% Cumulative Prior Lien Stock aggregating \$3,500,000. were authorized. Cash sales of Prior Lien Stock in 1925 totalled \$2,884,800.

\$3,500,000.
Prior Lien
Stock Issue
Authorized

The Skokie Valley Line connects at the south with the present main line at the northern Chicago city limits, bisects the famous Skokie Valley and Lake County countryside, joins the old main line at North Chicago. It provides transportation for the "Valley" and to Libertyville and Mundelein, and is also a high-speed outlet for through traffic from Chicago to Milwaukee. Enlargement of the Company's merchandise despatch service was made possible when this line was completed.

Skokie
Valley
Line

During 1925, the public suggested names for the nine new stations north of Dempster Street. The contest attracted very wide interest, more than 75,000 names being offered. The following names were selected - "Harmswood", "Glenayre", "Wau-Bun", "Northbrook", "Woodridge", "Briergate", "Highmoor", "Sheridan Elms" and "Skokie Manor".

Skokie
Valley
Station
Names

With the completion of the Skokie Valley route, the Company owned and operated approximately 230 miles of single track. It is significant that between Chicago and Milwaukee all of the right of way, excepting 3 miles, is entirely owned by the Company.

On the main line the old rail was replaced with 100# rail. Riding comfort was greatly enhanced.

An important advancement was the re-alignment of the track at Grove and Madison Streets, Milwaukee to improve the curvature.

Track
Realignment
in Milwaukee



Badger Limited, July 19, 1924, one of the high-speed trains. This train leaving Dorchester Avenue at 5:48 A.M., leaving the Union Loop, Chicago, at 6:15 A.M., arrived in Milwaukee at 8:26 A.M., making the run between the business districts of the two places, a distance of 85 miles, in two hours and eleven minutes.

The middle car is one of the all-steel diners operated in 1924 on five of the north-bound trains daily. These cars weigh about 110,000 pounds each, are equipped with four motors, with a total capacity of 560 horse power, seat 28 at tables.

Considerable progress was made in 1925 with ~~catenary~~ installation of steel towercatenary construction. This involved the setting of steel poles on concrete piers, replacing existing wood poles and also extensive improvement of the usual form of overhead trolley wire system.

Catenary
Tower
Construction



Steel Tower Catenary and Northbrook Station
on the North Shore Line in 1924

In 1925 building started on the steel bridge over Oklahoma Avenue, at Milwaukee.

The new station and platform, at Ravinia, was practically completed.



Ravinia Station
Officially Opened
May 17, 1924

Some impression of the improvement work in 1925, may be gained from the fact that 34,073 ties were renewed, 7,178 tons of 100# rail laid 30,902 rail anchors installed, 476 concrete piers sunk for catenary construction, 33500 lineal feet of stone and cinder ballast laid, six bridges installed entailing 11,600 pounds of steel and 1,470 cubic yards of concrete and 15,600 yards of excavation or fill completed, as well as 13,350 yards of ditching, in addition to countless other smaller items entering into proper maintenance of tracks, buildings and equipment.

Year 1925
Improvements

At the end of 1925, the North Shore Line was operating 47 limited trains daily between Chicago and Milwaukee, in addition to its express and local service.

The "Northland" and the "Metropolitan", fast trains, were placed in service in 1925.

New Fast
Trains

Double-tracking of the line between Lake Bluff and Mundelein was completed in July, 1925, and a frequent service was started.

Parlor and dining car facilities on the Limited trains continued to be popular, on a constantly increasing scale. Seventy-nine thousand meals were served and 39,000 riders carried in the parlor cars in 1925.

79,000
Meals



Chicago Passenger Club on annual
outing on North Shore Line

The rolling stock of the Company at the end of the year 1925 consisted of 173 passenger cars, 43 merchandise despatch cars, 197 box cars and gondolas, 17 electric locomotives and work cars and 68 motor coaches and a large number of motor trucks. All of the cars used in the Chicago-Milwaukee service are of steel construction.

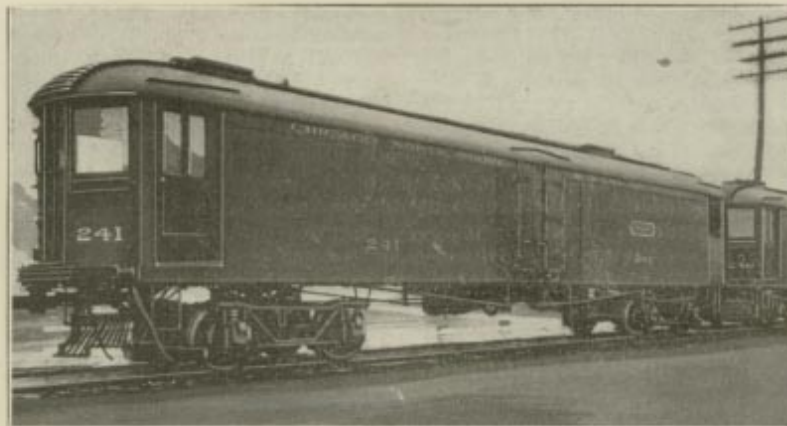
Rolling
Stock

To provide for the growing traffic, 20 additional passenger cars and 3 more diners were ordered at a cost of \$800,000.

New Cars

Five merchandise despatch refrigerator cars were placed in merchandise despatch service in 1925. These carried fresh meat, vegetables and other perishables to North Shore communities.

Refrigerator
Cars



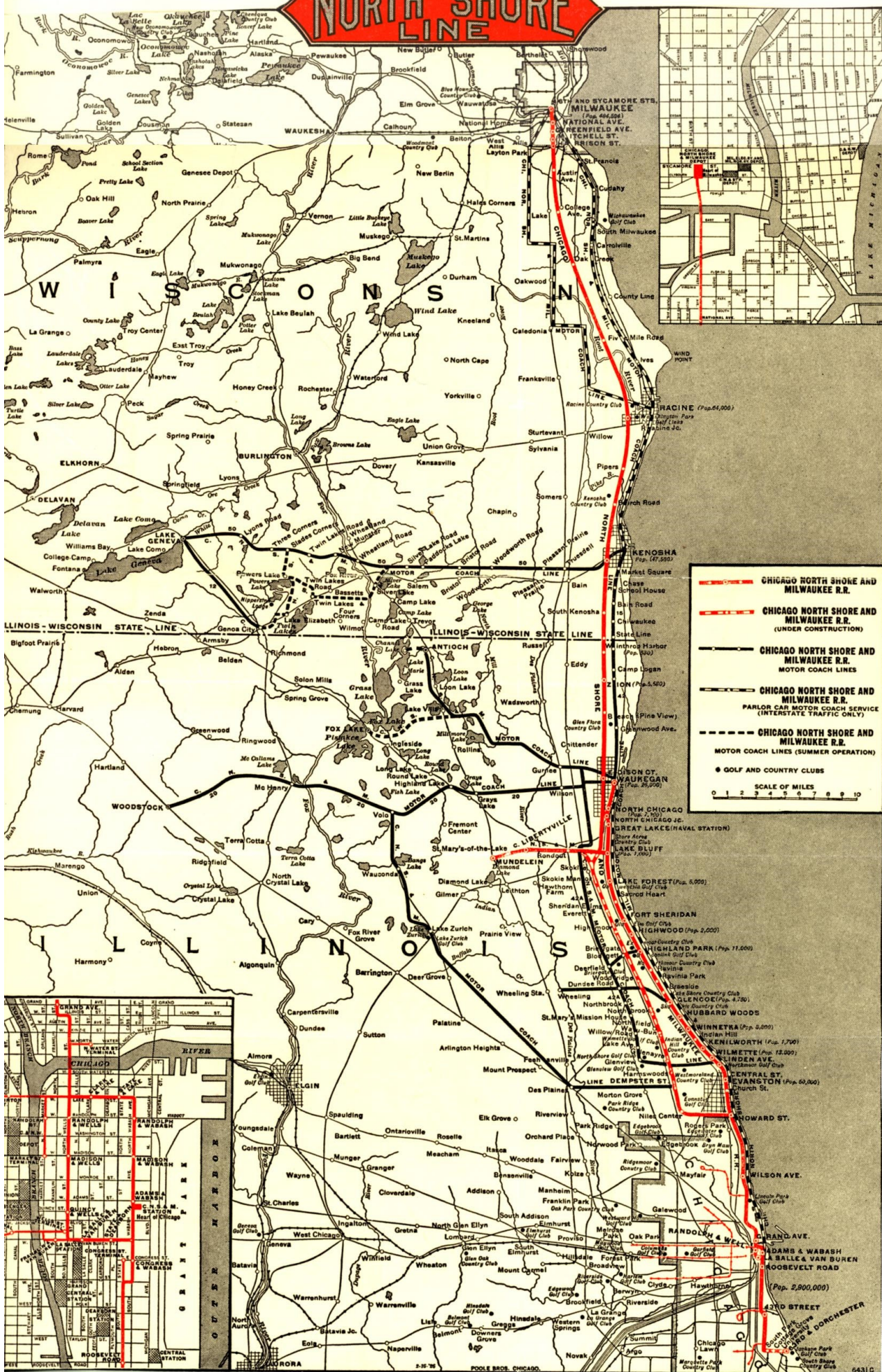
Refrigerator Cars, North Shore Line - 1925

The Company's motor coach business showed a constant increase. The Company had 68 motor coaches of improved type, operating upon eleven regular routes and providing a much needed auxiliary service to residents of the countryside. In addition to the regular routes, the Company's chartered coach business increased.

Motor
Coach
Buses

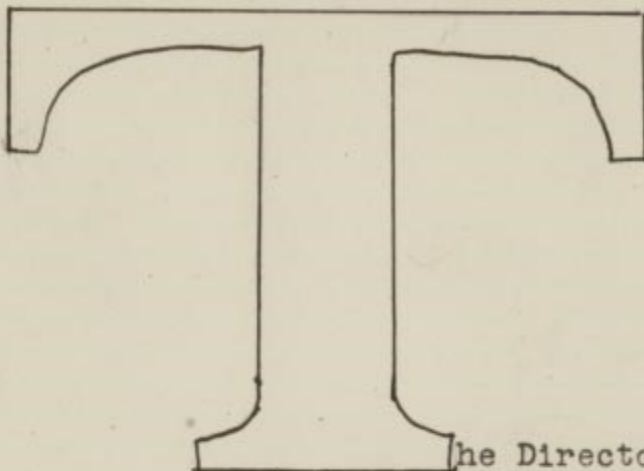
The stockholders of the North Shore Line, at December 31, 1925, numbered 8,250, the majority of these being residents of the communities served. The larger percentage of the Company's employes were stockholders, at December 31, 1925.

NORTH SHORE LINE



- CHICAGO NORTH SHORE AND MILWAUKEE R.R.
- CHICAGO NORTH SHORE AND MILWAUKEE R.R. (UNDER CONSTRUCTION)
- CHICAGO NORTH SHORE AND MILWAUKEE R.R. MOTOR COACH LINES
- CHICAGO NORTH SHORE AND MILWAUKEE R.R. PARLOR CAR MOTOR COACH SERVICE (INTERSTATE TRAFFIC ONLY)
- CHICAGO NORTH SHORE AND MILWAUKEE R.R. MOTOR COACH LINES (SUMMER OPERATION)
- GOLF AND COUNTRY CLUBS
- SCALE OF MILES

CHAPTER XXI



The Directors, Executive Committee and Officers at December 31, 1926, were -

Directors
Executive
Committee
Officers

Directors

Samuel Insull	R. Floyd Clinch	John R. Thompson, Jr.
Britton I. Budd	Joseph E. Otis	Charles C. Shedd
	H. S. Osler	

Executive Committee

Samuel Insull	R. Floyd Clinch
John R. Thompson, Jr.	

Officers

Samuel Insull	Chairman
Britton I. Budd	President
R. Floyd Clinch	Vice President
Bernard J. Fallon	" "
Charles E. Thompson	" "
William V. Griffin	" "
Hal M. Lytle	" "
John F. Egolf	General Manager
Lincoln C. Torrey	Secretary and Treasurer
Florence M. O'Donnell	Assistant Secretary and Assistant Treasurer
Arthur E. Kullas	Assistant Secretary
John W. Evers, Jr.	" "
George Apfel	" Treasurer
Charles R. Mahan	Comptroller
William W. O'Toole	Auditor
Ralph R. Bradley	General Counsel

In the year 1926, the Company carried a total of 19,461,426 passengers on its rail and motor coach lines, an increase of 1,232,266 over the year 1925. Of that number 10,714,458 passengers were carried on the main line, an increase of 899,864 over 1925. The Milwaukee city lines carried 3,012,776 passengers, an increase for the year of 225,034, and the Waukegan city lines, including the auxiliary motor coach service supplied in that city, carried 4,845,284 passengers, an increase over 1925 of 181,963. Including Waukegan city service the motor coach lines of the Company carried 1,821,603 passengers during the year.

The merchandise despatch and freight business of the Company for 1926 mounted to 656,754 tons, an increase of 120,659 tons over the business of 1925.

Operating revenue of the Railroad for the year amounted to \$7,568,362. an increase of \$717,197. over the year 1925. The gross income after deducting operating expenses and taxes was \$1,814,290., an increase of \$200,699. over 1925. The net income was \$731,427., a decrease of \$49,203. from 1925, due to the increased fixed charges resulting from the heavy capital expenditures for additions to the physical property.

Construction of the Skokie Valley Route increased materially the fixed charges of the Company, and while the line greatly improved the Chicago-Milwaukee passenger service by reducing the running time of trains, and was a necessity because of the contemplated grade separation through the communities on the Shore Line Route, the territory would need time for development to make this line self-supporting.

During the year the Company sold \$2,750,000. par value of First and Refunding Mortgage 5½% Gold Bonds to reimburse its treasury for capital expenditures for additions and betterments, including construction expenditures on the Skokie Valley Line; and \$730,000. Equipment Trust Certificates for the purchase of 20 steel passenger cars, 3 dining cars and 5 refrigerator cars.

Net Income
Decrease

Fixed
Charges

First and
Refunding
Mortgage
5½% Gold
Bonds

Equipment
Trust
Certificate

An additional issue of \$1,000,000. of 7% Cumulative Prior Lien Stock was authorized. Cash sales of Prior Lien Stock during 1926 totaled \$2,085,200.

Issue of
7% Prior
Lien Stock

Improved passenger service was installed upon the opening of the Skokie Valley Route on June 5, 1926. Nearly all of the through Chicago-Milwaukee trains were routed over the Skokie Valley Line, reducing the running time about twenty minutes and a direct hourly service began between Chicago and Libertyville and Mundelein. A new half-hourly limited service was started between Chicago and Waukegan over the Shore Line Route and a half-hourly express service between Chicago and North Chicago Junction.

Improved
Passenger
Service

Trains, in the various classes of service enumerated, were operated in and out of the Loop, which is the heart of Chicago's business and shopping center. There were five trains an hour then being operated between Chicago, North Chicago and Mundelein to Milwaukee and to Mundelein - a total of six trains every hour.

The Company maintained a convenient local service between Evanston and Milwaukee, with frequent trains.

An important feature of the construction work in 1926, and indicative of the growth of the Company's business, is the number of sidings and switch tracks installed that year for the convenience of industrial concerns locating their business on the railroad. A total of 30,570 lineal feet or nearly six miles of such sidings and tracks were completed in the year at twenty locations.

Construction
Work

Of the industrial trackage 25,255 feet were laid on Skokie Valley Line and 5,315 feet at locations in Waukegan, Kenosha and Racine.

A connection with the tracks of The Milwaukee Electric Railway and Light Company for the interchange of merchandise despatch cars was made at the Milwaukee Terminal. Upward of 8,800 square yards of paving were laid in 1926. The new passenger station at Ravinia necessitated a realignment of both tracks.

The Milwaukee
Electric Rail
way & Light
Company

Ravinia
Station

bringing them to final line and grade and involving a considerable amount of excavation and grading. The old shelters and platforms were removed and the right of way at both ends of the new station was graded, providing 1,000 square yards of parking space.

Work was completed during 1926 on the installation of automatic block signals on eleven miles of double track, extending from 22nd Street, North Chicago, to Winthrop Harbor at the Wisconsin State Line.

Automatic
Block
Signals

The mechanical Interlocking plant of 24 levers at South Upton on the Skokie Valley Line was changed to electric interlocking of 55 levers and made to control three wyes in addition to protecting the Chicago and Northwestern crossing at that point.

South Upton
Interlocking



Upton "Y"
Skokie
Valley
Route

At the Skokie Junction the mechanical interlocking plant was changed to an electric plant of 31 levers and a mechanical plant of 24 levers at Dempster Street, Niles Center, was completed during the year.

Skokie Jct.
Interlocking
Plant

An extensive building program was carried out during 1926, thirteen new passenger stations, including those on the Skokie Valley Line, having been added to the physical property of the Company.

Stations

The nine Skokie Valley Stations, are of Spanish architecture, and harmonize with the type of homes built in the valleys. Our landscaped right of way gives these stations a strikingly attractive appearance. The stations provide living rooms for the station agents as well as convenience for the public.

A new terminal station was built at Mundelein, and placed in service July 11, 1926, the style of architecture following the standard type adopted for North Shore Line passenger stations. This station is a valuable contribution to the growth and development of Mundelein. There is ample parking space at the station for the convenience of passengers.

Mundelein
Terminal



Mundelein Station opened to the public
July 11, 1926.



Mayor Robert F. Rouse of Mundelein (with shovel) breaking ground for the new station at Mundelein. To the right is Bert W. Arnold, Asst. General Manager, and to the left A. U. Gerber, Architect.

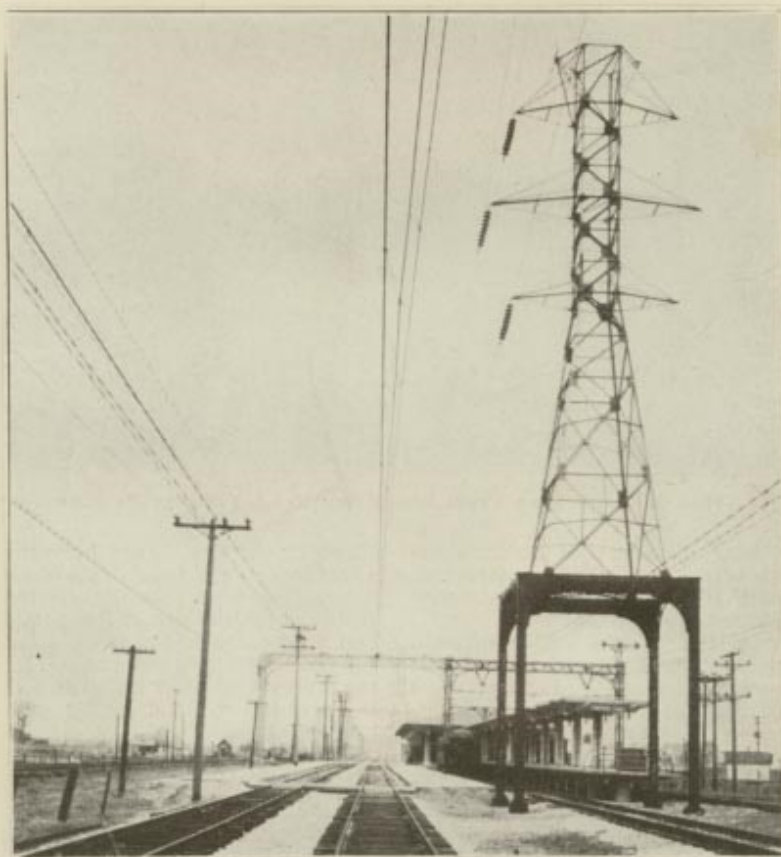


Artistic
bridge, Saint
Mary of the
Lake, Mundelein

Group of
Buildings, Saint
Mary of the Lake,
Mundelein



Saint Mary of the Lake, the great Catholic Seminary, at Mundelein, where the Eucharistic Congress, was held. This institution which has been built at a cost of about \$10,000,000 is said to be unequalled by any educational institution of the kind in the world. Mundelein is on the North Shore Line, trains being operated to the entrance gate of the Seminary.



Dempster Street, Niles Center, showing
transmission tower of Public Service
Company raised to let Rapid Transit
Trains into Terminal.

An attractive new passenger station was built at Winnetka, the English architecture conforms in style to the surrounding homes.

Winnetka
Station



Winnetka
Station

Increasing demand for additional facilities in the Loop was met by the opening of a new passenger station, with greatly increased passenger accommodations, at 223 South Wabash Avenue. It occupies the entire basement, first floor and part of the mezzanine and second floors of the building. The waiting room on the second floor is connected by a bridge over the sidewalk to the platform of the Adams and Wabash Station of the Chicago Rapid Transit Lines. This station is known as "Adams and Wabash Station". It was ultra modern in arrangement and decoration, and the lounge especially for women and children on the mezzanine floor is a popular feature with women shoppers.



View of
rear first
floor and
Restaurant
"Adams &
Wabash"
Station



Exterior View
showing Bridge
Connection with
Train Platform
"Adams & Wabash"
Station



View of Second Floor Waiting Room
"Adams & Wabash" Station

Among other buildings erected during 1926 are 5 substations, 7 section houses. A large motor coach garage was built at 10th Street, Waukegan. The latter is a two story fireproof structure 107 x 172 feet, with concrete floors and composition roof supported by steel trusses. The first floor, containing 18,400 square feet of space, provides repair pits, tire repair shop, paint shop and stock room. The second floor provides office room for the motor coach department, lock^{er} rooms and showers for the motor coach operators and similar accommodations for shop mechanics. Two 5,000 gallon underground tanks are provided for the storage of gasoline.

Substations
Section
Houses -
Waukegan
Garage



Motor Coach
Garage at
10th Street
Waukegan

Interior of
motor coach
garage at
Waukegan



Concessions operated by the Company in 1926 in various stations were increased during the year by the addition of new concessions in the Mundelein, Libertyville, Briergate, Northfield, Glenayre and Ravinia stations. New concession furniture and fixtures were installed at the Winnetka station and the downtown Chicago Terminal at 223 South Wabash Avenue. A gross business of \$545,453 was done in the various concessions, an increase of 18% over 1925. The net income was \$69,516. These concessions and restaurants are maintained principally for the convenience of our customers.

Concessions



①



②



③



④

Glimpses of the special trip made on June 4, 1926 over the Skokie Valley Route by 300 invited guests of Samuel Insull and President Britton I. Budd. Picture No.1 shows the party inspecting one of the St. Mary of the Lake Seminary buildings during ~~xxxx~~ motor coach trip through the grounds. Picture No.2 was taken while the five-car special train-the first to operate over the Skokie Valley Route-stopped at Northbrook Station. Picture No.3 shows members of the party inspecting Northbrook Station. Picture No. 4 was taken just before the special train departed from Mundelein on the return trip.

With a view to increasing the business of the Company and to enlist the active interest and support of all employees in this work, a "Better Business Campaign" was started in January 1926. An organization was formed among the employees and cash prizes were provided for the employees doing the most meritorious work.

Better
Business
Campaign

A total of 7,714 "tips" were turned in by 647 employees during 1926. These tips were followed up by agents from the Traffic Department and a considerable amount of new business was secured.

Skokie
Valley
Line

The opening of the new Skokie Valley Line over its entire length on June 5, 1926, marked the greatest forward step in the history of the Road as well as the most important development in the villages. The Skokie Valley Line set a record for rapid railroad construction and has every modern feature known to electrical and railroad engineering science. It is an outstanding example of the modern electrically-operated railroad.

Skokie Valley
Line

The line extends as a double-track railroad from Howard Street, at the northern limits of the city of Chicago, to a connection with the old line at North Chicago Junction.

The first section from Howard Street to Dempster Street in Niles Center was opened to traffic on March 28, 1925. For the first $1\frac{1}{4}$ miles from Howard Street, the tracks are laid in an open cut running under intersecting streets; the next $1\frac{1}{2}$ miles are built on a solid fill embankment and steel structure, the balance of the road being built at grade. This section was built in 11 months after work was started. The Chicago Rapid Transit Company operates a local service over the line to Dempster Street. This section is 5 miles in length.



Type of Automatic Substation, Skokie Valley Line

Construction of the second section running from Dempster Street north through the Skokie Valley to a junction with the Libertyville Branch, a distance of about nineteen miles, was started on June 1, 1925, and with the necessary connections to the Libertyville Branch and to the Main Line, was placed in service for through trains on June 5, 1926. The tracks on this section equal 44 miles of single track, exclusive of yards and industrial track sidings.

The new line was built for safety and high speed. For miles the road is a straight line and where curves were necessary they were laid on a wide radius making high speed safe around them.

That the construction engineers did their work well was proved 19 days after the new line was opened to traffic when one of the greatest feats in mass transportation in the history of the world was performed. The closing exercises of the International Eucharistic Congress were held at Mundelein, on June 24, 1926, and the burden of transporting the multitudes fell upon the North Shore Line in conjunction with the Chicago Rapid Transit Company.

Skokie
Valley Line
Cont'd

International
Eucharistic
Congress at
Mundelein



Scene at Uptown Station, Wilson and Broadway, on morning of June 24, 1926, Thousands crowded the station and sidewalks eager to get trains for Mundelein.

before
Never in history was a new railroad subjected to so severe a test. The distance from Chicago to Mundelein is forty miles and from day break until midnight a constant stream of trains kept running over the new line in both directions. That part of the service was operated by Chicago Rapid Transit Company equipment, leased for the occasion. Trains of the North Shore Line carried pilgrims from Evanston and intermediate towns north to Lake Bluff and from Milwaukee and other cities south to the same point, where they were transferred to trains on the Libertyville Branch, on which a shuttle service was operated throughout the day between Lake Bluff and Mundelein.

"Miracle of
Transportati

It was estimated that by 10 o' clock on the morning of June 24, 1926 a total of 125,000 passengers for the Congress had been discharged from North Shore trains at the gates of St. Mary of the Lake, at Mundelein. Still the stream of humanity continued to pour in. The homeward movement had started long before the outbound movement stopped.



Scene at Adams and
Wabash Station of
Chicago Rapid Transit
Lines on morning of
June 24th, 1926. Trains
for Mundelein were being
sent out two minutes
apart.



Scene at Mundelein Station of the North
Shore Line on closing day of International
Eucharistic Congress, June 24, 1926.

That day a total of 820 trains of 5,216 cars were operated in and out of the Mundelein terminal. It was an exceptional accomplishment in railroading. About 200,000 persons were carried forty miles and back in 18 hours. This was done without injury to any passenger in transit and without a wheel leaving the rail. Public officials and newspapers pronounced it "A Miracle in Transportation."

On June 23, 1926, the day before the closing exercises, the North Shore Line ran the "Cardinals' Special" decorated with the papal colors, from its station at Wilson Avenue to Mundelein, carrying the Papal Legate and the assisting Cardinals.

"Cardinals' Special"

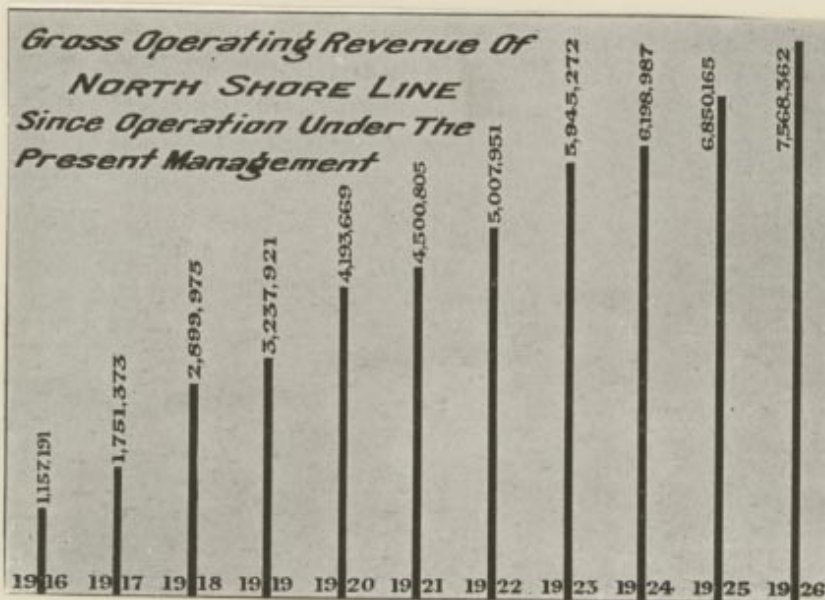


Front
end
view
of
"Cardi-
nals
Special"
on
North
Shore
Line

These movements during the International Eucharistic Congress were, for months before, planned by the operating officials. The hearty cooperation of the employees of the North Shore Line and the Rapid Transit Company, hundreds of whom remained at their posts of duty, without relief, until the great pilgrimage had ended and the last pilgrim had left, made this "Miracle of Transportation" possible. High church dignitaries said the services rendered by the North Shore Line were an important factor in the success of the Eucharistic Congress.

The Skokie Valley Line opened for residential development probably the choicest section in the Chicago Metropolitan area. Beautifully situated home sites which had been largely inaccessible because of the lack of transportation were brought within a few minutes ride of the downtown district of Chicago.

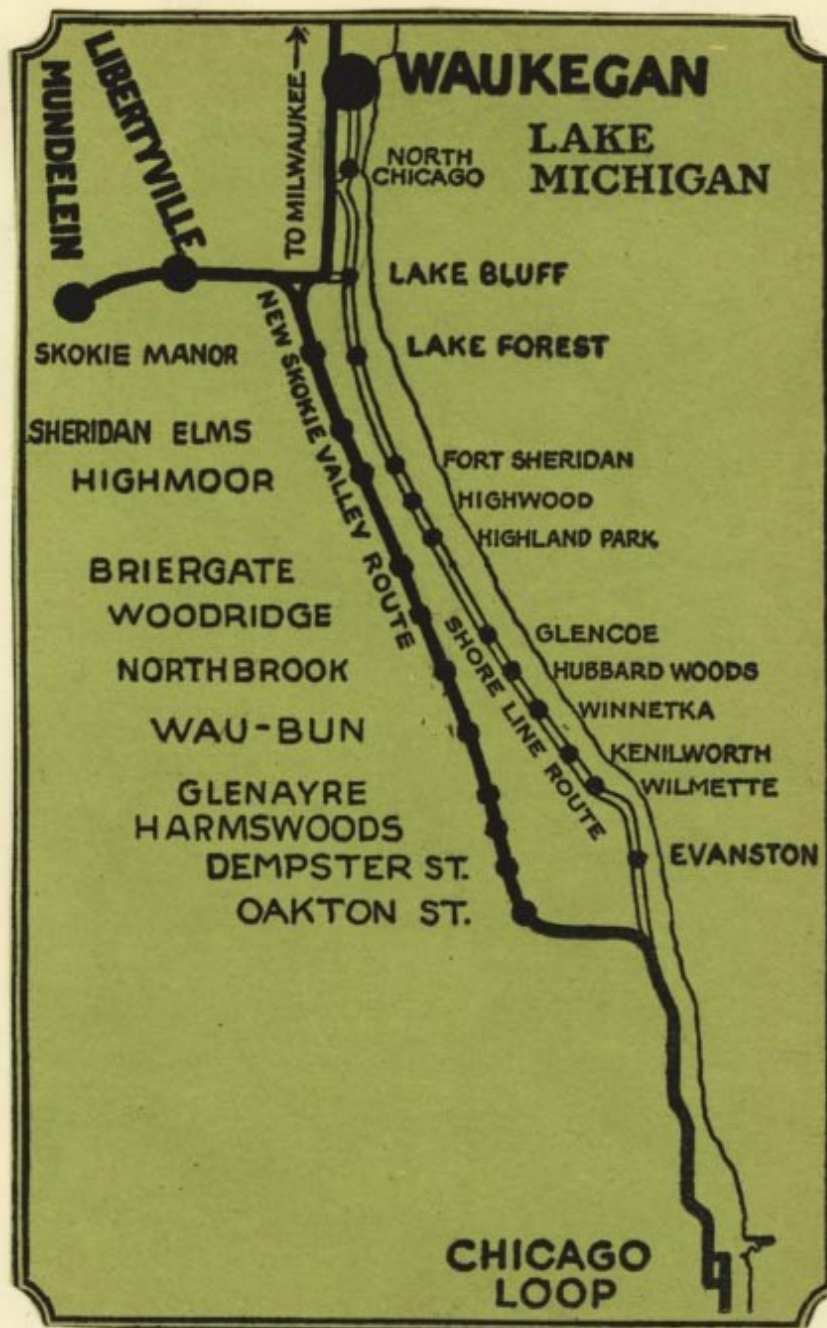
The business for 1926 was the largest in volume in the history of the Railroad, as shown below;



The gross operating revenue of \$7,829,592 compares with \$7,568,361. for the year 1925, an increase of \$261,231.

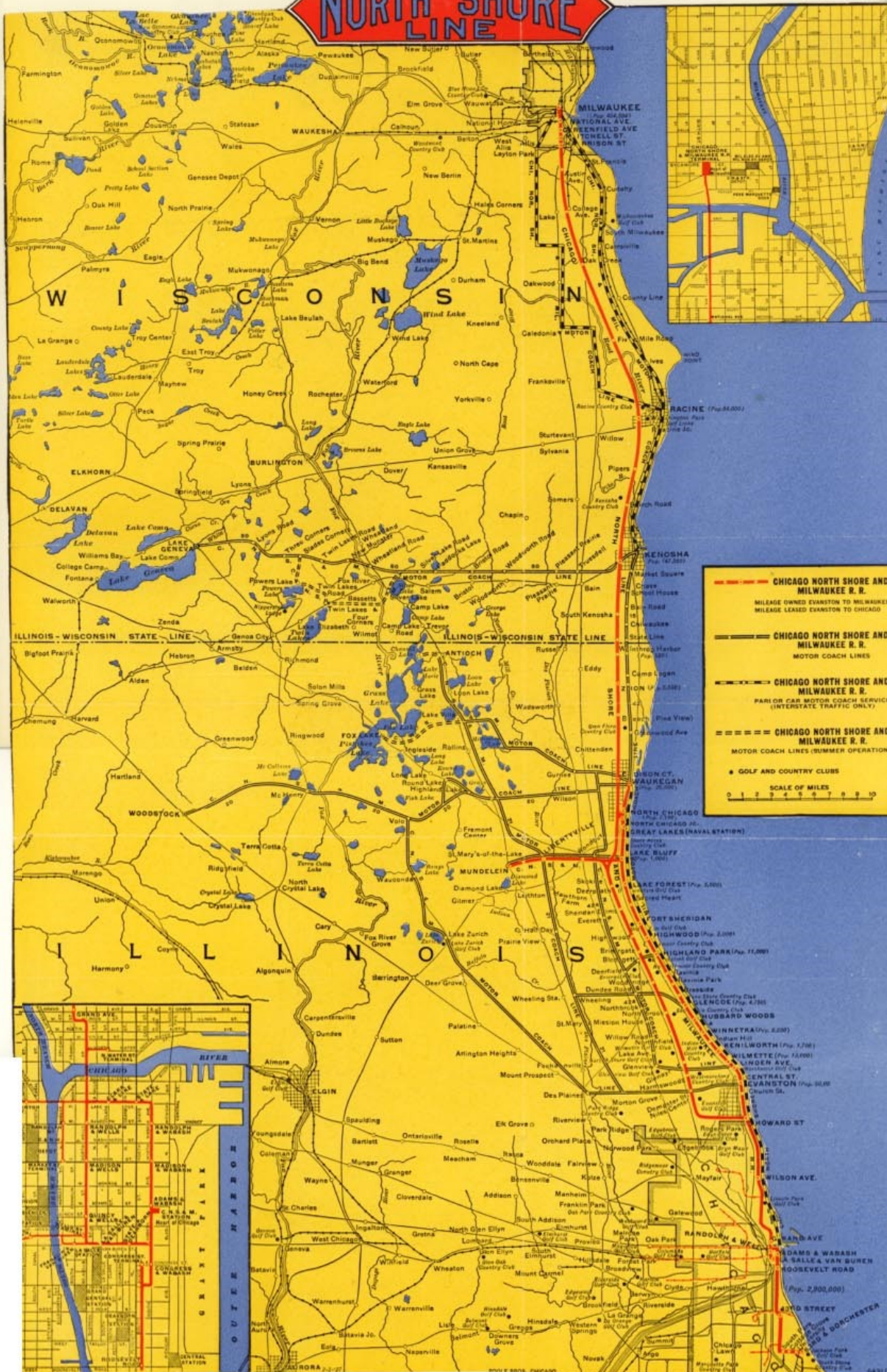
Largest
Volume of
Business in
the History
of the Rail-
road

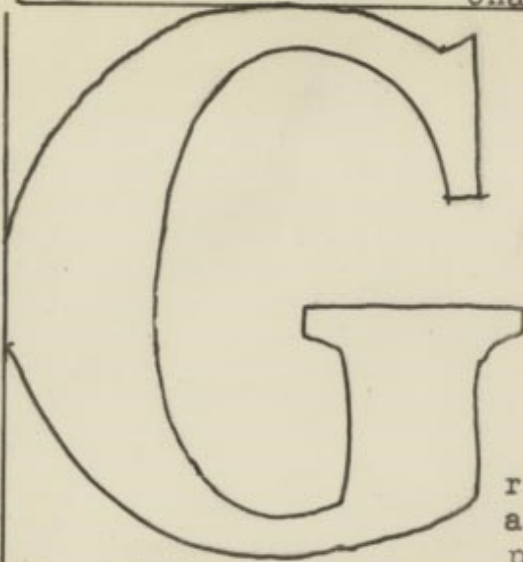
Increased
Revenue



Skokie Valley Route Stations - 1926

NORTH SHORE LINE





gross income for the year 1927 after deducting operating expenses and taxes was \$1,794,405. a decrease of \$19,886. from the previous year. The net income was \$496,044. compared with \$731,427, in 1926, a decrease of \$235,383.

Earnings

The decrease in the net income was due to the increased fixed charges under a full year's operation of the Skokie Valley Route. In the previous year the interest charges on the capital invested in the new railroad were not charged against operation until the opening of the line in June 1926.

Development along the new line progressed rapidly. Dealers in coal and building materials, foreseeing the future of the territory and appreciating the advantages of favorable locations established yards with switch track connections. Twelve such yards, representing an investment of approximately \$450,000, and the use of five miles of storage tracks and sidings were put into operation.

Yards and
Switch
Tracks

Along the entire 23 miles of road new municipalities were created or corporate limits of old-established towns and villages were extended. Practically the entire territory adjacent to the railroad was then within the corporate limits of cities and villages.

Municipalities
Created

This suburban area, brought by the new line within a few minutes ride of the business center of Chicago has thousands of acres of highly desirable home sites, capable, when fully settled, of housing a large population.

Arrangements were made with the steam railroads for the interchange of cars, a profitable carload freight business was developed.

Carload
Freight
Business



One of three 700-horsepower electric locomotives in daily use along the North Shore Line, which has been instrumental in building up the carload freight service.

During the year 1927, the Company sold \$2,500,000, Three-Year 5½% Gold Notes to retire floating indebtedness and reimburse the treasury for expenditures made for additions and betterments.

3 Year
5½% Gold
Notes

New equipment was partially financed by issuance of Equipment Trust Certificates to the amount of \$804,000. par value.

First and Refunding Mortgage 6% Gold Bonds to the amount of \$156,400, and First and Refunding Mortgage 5½% Gold Bonds to the amount of \$92,300 were acquired through the operation of the sinking fund.

Bonds
purchased
for
Sinking
Fund

At the beginning of 1927, passenger rates were on the basis of 3¢ a mile, but authority was granted to increase interstate rates to 3.6¢ a mile in March 1927. The intrastate rates remained at 3¢ a mile, but on a further application to the Interstate Commerce Commission an order was issued December 12, 1927, directing the Company to increase its intrastate rates to 3.6¢ a mile to end the discrimination against the interstate passenger.

Rates of
Fare

With the idea of still further improving public relations through employees, cash prizes were offered employees who submitted the best suggestions on how to improve the service, increase the business of the Company and effect economies in operation. A total of 810 suggestions were submitted, for which 115 cash prizes aggregating \$600. were awarded. The plan increased the interest of the employees in their work and in the Company.

Improvement
Suggestion
Prizes

It is an interesting comparative fact that at the time the present management assumed operation of the North Shore Line, in 1916, the road and equipment had a valuation of \$12,251,997. In the intervening period to the end of 1925, a total of \$22,089,374. additional was raised from investors and spent for right of way track improvement, stations, cars and other equipment, bringing the value of the road and equipment, as of the end of the year, up to the large sum of \$34,341,371.

Value of
Road and
Equipment
December 31,
1925

A total of 18,299,160 passengers, or an increase of 1,057,975, as compared with 1924, was carried. The main line railroad carried 9,814,594 revenue passengers, an increase of 354,480 over 1924. It transported 536,095 tons of merchandise, as compared with 333,888 in 1924, an increase of 202,207 tons. Its express and milk departments showed healthy increases.

Increase in
Passengers,
in Merchandise
Express and
in Milk Car-
ried

The larger electrically operated railroad service provided the public is seen in the fact that North Shore Line trains operated 10,989,774 car miles, an increase of 1,107,975 miles over the previous year. This did not include car mileage of city lines.

On the Milwaukee city line, 2,787,742 revenue passengers were carried, an increase of 175,625.

Milwaukee
City Line

In Waukegan, where the Company operates both the street railway and supplemental motor coach service, 4,663,321 passengers were carried, an increase of 352,494.

Waukegan



Viaducts were used to tell the public "Where to go and how to get there". The result is shown above, taken at Church Street, Evanston. Girder signs have been painted at - Illinois Avenue, Lake Forest; Highland Avenue Highland Park; Moraine Road, Highland Park; Wisconsin Avenue, Lake Forest; and Lake Bluff subway.

This order was made effective January 15, 1928.

The increase in interstate passenger rates placed the Company in a position to participate in through interline passenger traffic with steam railroads. As a result arrangements were perfected for travelers to purchase tickets at our stations for any part of the United States, Canada and Mexico, over any railroad they wished to travel.

Interline
Tickets

Passenger traffic on the Main Line showed a substantial increase over the previous year, notwithstanding the less favorable business conditions and the fact that in the last four months the railroad had keen motor coach competition between Chicago and Milwaukee.

Passenger
Traffic
Increase

The Company carried on its Main Line a total of 10,865,823 revenue passengers, in 1927, compared with 10,714,458 in 1926, a gain of 151,365.

The total number of passengers carried on all rail and motor coach lines was 19,161,925, compared with 19,461,426 in 1926. There was a decrease of 299,501 passengers on the Milwaukee and Waukegan City Lines, and the motor coaches during the latter months of the year, due to general slackening in industrial activities and considerable unemployment among city workers.

Early in 1927 an arrangement was made with connecting steam railroads to move carload freight to or from stations on our line to any point in the United States, Canada and Mexico, at the same freight rates as applied to steam railroads. Our ability to protect industries on our line in this respect opened the way for further industrial development.

Freight
Rates

The freight merchandise despatch business amounted to 843,000 tons, an increase of 186,000 tons over the year 1926. The increase was all in carload freight, a branch of service which operation of the new Skokie Valley Route had opened to the Company.

Increased
Merchandise
Despatch
and Freight
Revenue

Previous to the building of the Skokie Valley Line the Company's facilities for handling carload freight and for exchanging cars with steam railroads, were extremely limited, as franchise restrictions and limitations prohibited the hauling of freight cars south of Highland Park.



Carload of washers handled by North Shore Line.

When the right of way was being acquired through the Skokie Valley the Company saw the necessity of having some control over the development that was certain to follow the building of the railroad. The Company was able to make arrangements with private interests which acquired title to lands adjacent to station sites, through which profits from the sale of such lands would accrue to the Company over a period of years as the lands were sold and the territory developed.

Lands
Adjacent to
Stations
Acquired

This arrangement was made without the investment of any funds of the Company in land other than that required for railroad purposes. The profits accruing to the Company up to December 31, 1927, amounted to \$333,597.

As the Skokie Valley territory developed and the land held by the Skokie Valley Realty Association, (an organization formed by the private interests above mentioned) was sold, a considerable revenue was obtained by the Company from this source, which helped materially in carrying interest charges during the early years of operation.

Skokie Valley
Realty
Association

Although the Company has no financial investment in land adjacent to its railroad property, it is vitally interested in controlling the character of the colonization and development under way, because its business of the future is dependent in large measure upon those factors.

Concessions operated by the Company for the convenience of passengers in various stations produced a gross revenue for the year of \$586,351.. compared with \$545,453 the previous year, an increase of \$40,898. The net income from this source was \$68,934. for 1927.

Concessions
1927
Earnings



Banquet of the North Shore Line Public Speaking Clubs, held in the Hotel Racine, the evening of April 26, 1927. Everyone wore a paper festival cap and had a gay time. General Manager John F. Egolf is "dolled up" in a Chinese mandarin hat. Luke Grant, Publicity Manager, is seen in the lower left corner and his hat proves that he is scotch in fancy.