

he increase, during 1920, in the gross operating revenue of \$955,748.02 was almost all absorbed in the increase of cost of labor.

On August 1, 1919, wages were increased amounting to over \$30,000 a month, and on June 1, 1920 a further increase was made, amounting to approximately \$28,000 a month.

With the opening on September 15, 1920, of the new terminal in the City of Milwaukee, the through service between Milwaukee and Chicago was materially improved and passenger traffic increased.

In addition to the hourly limited express trains between Milwaukee and Chicago, four fast trains were added, two each way leaving Milwaukee and Chicago in the morning and afternoon. These trains made the run in two hours and fifteen minutes, stopping only at the intermediate points of Racine and Kenosha, and were very popular. There were then operated 44 trains daily between Chicago and Milwaukee.

On February 22, 1920, the new safety cars were put in operation in the City of Waukegan. The improved service, resulting from the operation of these cars, increased revenue on the city lines 39%, and for the first time, they showed a tendency towards becoming self-sustaining.

On August 19, 1920, the rate of fare on the Milwaukee City Lines was increased from five

Wages

New Milwaukee Terminal

More Fast Trains

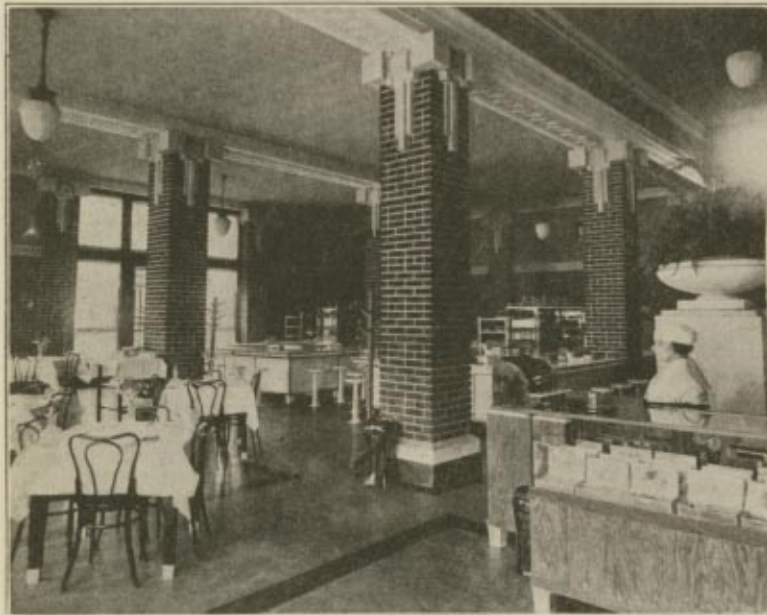
Waukegan Safety Cars



Passenger terminal of the North Shore Line in Milwaukee, Wisconsin. The Company owns the half block of land, 150 feet by 420 feet, at the southeast corner of Sixth and Sycamore Streets. This tract is occupied by buildings devoted to handling merchandise. The main building fronts 150 feet on Sycamore Street and extends south along Sixth Street 107 feet. July 1924.



Interior
Milwaukee
Station
North Shore
Line - 1921



Restaurant
North Shore
Terminal,
Milwaukee
1921

Women's Restroom
Milwaukee Terminal
North Shore Line
1921





K.M. Taylor, at work
in the bindery in
the North Shore Line
Record Room at Sixth
and Clybourn, Milwaukee.
Between 200 and 300
volumes of records are
bound here each month

Binding the Records



Where North Shore Line Records Are Kept

C. A. Waite, Supervisor of Records, at his
desk in the North Shore Line Record Room
at Sixth and Clybourn Station, Milwaukee.
Flanking him on all sides are records of
the North Shore Line Merchandise Despatch
Department.

cents to six cents, and on November 28, 1920, the rate on the Waukegan City Lines was also increased from five cents to six cents.

Passenger
Fare
Increase

On September 1, 1920, the interurban rates of fare on interstate business and on business within the State of Wisconsin were increased from 2.5¢ per mile to 2.7¢ per mile, and on November 1, 1920, the interstate fares were increased from 2.7¢ per miles to 3¢ per mile.

On September 17, 1920, an increase of approximately 33-1/3% in freight rates became effective.

Freight
Rate
Increase

The increase in gross earnings for the year 1921 of \$307,136.81 was largely due to the change in intra-state rates in Illinois and Wisconsin, which became effective July 14, 1921. Traffic for the year showed a decrease of approximately 9% due to the unfavorable business conditions. The decrease in net income of \$43,291.12 was due to the operation, during the first six months of the year, when operating costs were abnormally high. This condition could not be overcome during the last six months of the fiscal year, notwithstanding increase in intra-state rates and a general decrease in wages and salaries, effective June 16, 1921.

Decreased
Net Income

Capital requirements during the year were held to a minimum on account of the high interest rates for money. The amount expended during the year for additions and betterments and for reconstruction was \$591,683.26. During the year the Company issued and sold \$500,000. of 15-year 7% Sinking Fund Collateral Notes secured by First Mortgage Bonds.

\$500,000. 7%
15-Year
Sinking Fund
Notes Issued
and Sold

Merchandise despatch service was extended to 63rd Street and Calumet Avenue and 40th Street and Union Avenue, the latter location being adjacent to the Stock Yards. To accommodate the growth of the merchandise despatch business, the Company established an inbound station at Wells Street and Austin Avenue, Chicago.

Merchandise
Despatch

On July 30, 1921, a new station was opened at Grand Avenue, Chicago, on the Northwestern Elevated Line, and all North Shore trains operating in and out of Chicago stopped at this station, giving access to the manufacturing district north of the River.

Grand Avenue
Station

A new franchise ordinance was passed by the City of Highland Park on June 17, 1921, continuing for thirty years to replace the franchise that had previously expired. Under the terms of this ordinance, the Railroad Company acquired approximately two miles of additional right of way.

Highland Park
Franchise
Ordinance

At December 31, 1921, the members of the Board of Directors and of the Executive Committee were -

Directors
and
Executive
Committee

Directors

Britton I. Budd
R. Floyd Clinch
H. S. Osler

Joseph E. Otis
E. A. Shedd
John R. Thompson

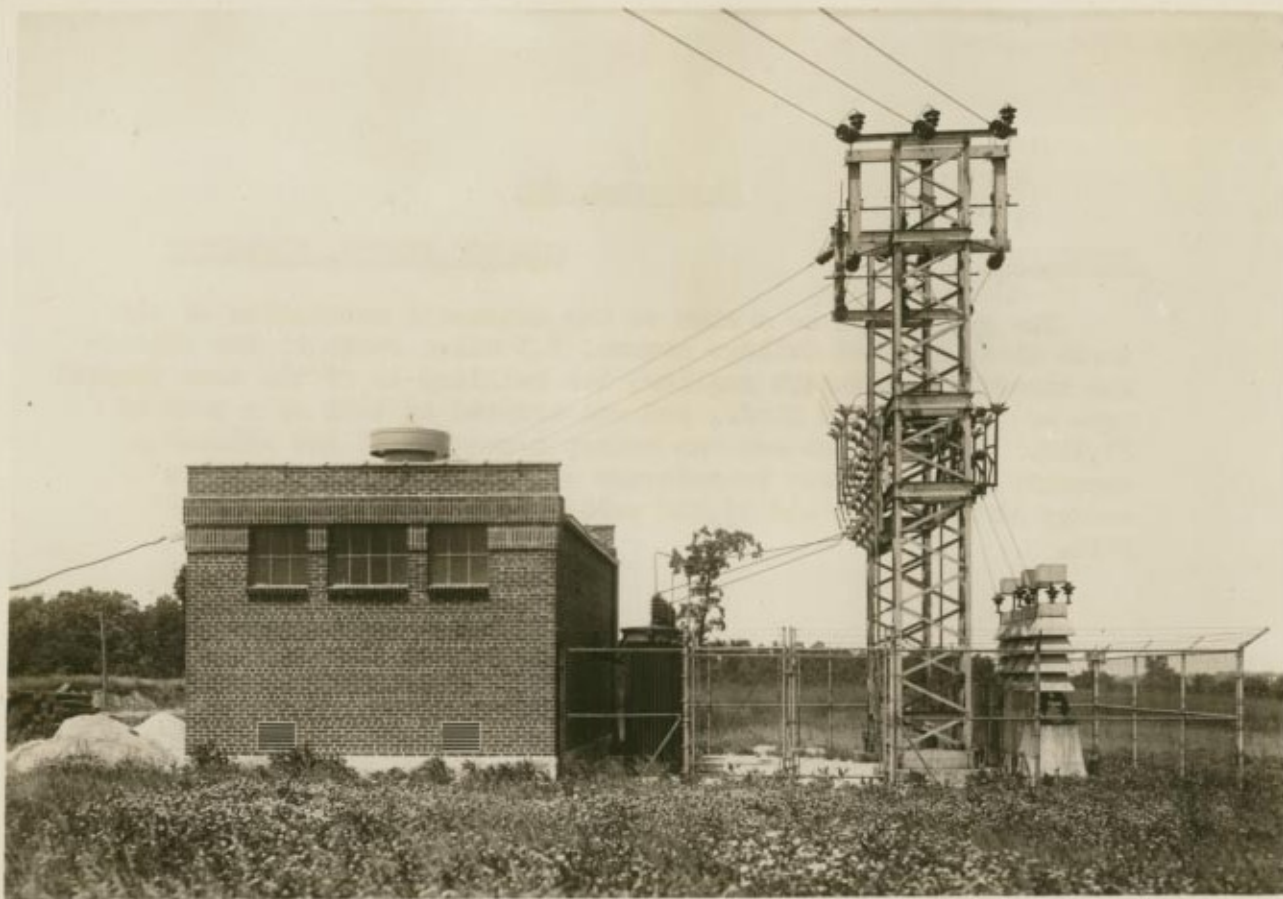
Samuel Insull

Executive Committee

R. Floyd Clinch Samuel Insull John R. Thompson

Mr. Harry L. Stuart resigned February 25, 1921, as a Director and as a member of the Executive Committee.

Harry L. Stuart



North Shore Line substation at College Avenue 7.5 miles south of the Milwaukee Terminal. This substation was erected in 1922 and the photograph was taken July 14, 1924.

This station has one rotary converter of 500 kilowatts capacity with outdoor transformer bank, and receives 3 phase energy at 25 cycles and 33,000 volts.