Call to Order: Chair Aaron Isaacs called the meeting to order at 10:08 AM. MSM Members in attendance by head-count was 46. As of December 31, 2018, the active membership of MSM was 312. Therefore, a quorum was achieved for this annual meeting.

State of the Museum presentation was made by MSM Board Chair Aaron Isaacs by way of a PowerPoint presentation which is attached to these minutes. Major topics of Isaacs’ report to the members and presentation are as follows.

The year 2018 was a good one for your Museum.

The Minnesota Streetcar Museum had another year of accomplishments in 2018. Winona 10 was formally dedicated, only to suffer a motor failure. Car 1300’s trucks were overhauled, then it too had a motor failure. Streetcar Duluth No. 265 was moved to Excelsior and TCRT No. 1239 to Lake Harriet. The new Lakewood Cemetery waiting platform was built. The Excelsior carbarn store and display area received a makeover. The east side of the Isaacs carbarn was completely fenced off to prevent graffiti. We hired a contractor to clean out the north half of the Linden Hills depot garden so it can be replanted. Our volunteers cleared all the vegetation off the 102-year old retaining wall next to the Isaacs carbarn. Considerable progress was made on the new electric speeder and auxiliary rewiring of cars No. 265 and NO. 1300.

On the personnel front, we graduated 18 new operators and successfully filled several administrative positions. A new Library working group is now meeting on Saturday mornings.

Looking ahead to 2019.

There’s a lot on the table for 2019. The top priority is repairing 1300’s bad motor. Next in line are repairing Winona 10’s motor and rebuilding 1239’s trucks. Here’s the list of the other projects that are likely to be completed, in no particular order.

- The start of the season will see new point of sale and membership computer systems.
- The ESL carbarn should get a video presentation screen.
- Credit cards will be accepted in the ESL carbarn store.
- The new electric speeder will be completed.
- The Linden Hills depot garden will be completely planted.
- Over 500 new historic photos will be available for viewing online.
- The internal rewiring of 1300’s lights will be completed.
- Fargo-Moorhead Birney #28 will be moved to the ESL carbarn.
• A cosmetic restoration of Mesaba No.10 will begin at ESL.
• New basement steps and drainage at Linden Hills depot
• All 3-dimentional artifacts in the library catalogued
• Group sales marketing initiative underway
• Our streetcars will be solar powered by subscribing to community solar.
• New streetcar history signs installed along the 44th Street right of way
Of course, these projects don't happen by themselves. If you want to get involved in any of
them, please contact me at aaronmona@aol.com or Volunteer Coordinator Pat Cosgrove at
pkcosgrove@charter.net.

Share the MSM Facebook page

We're trying to market the museum through Facebook. New Volunteer Brian Long has
been posting historic photos at least weekly. Please share these with your Facebook
friends. Since he started, the number of people following us has increased by 10 percent.

Reports by Museum Officers.

Corporate Secretary’s Report. Corporate Secretary Jim Vaitkunas rendered the
following report.
• MSM Complied with all Federal, State of Minnesota and local statutory/regulatory
  reporting requirements
• Renewed all Insurance Policies – 2018 premiums were as follows.

<table>
<thead>
<tr>
<th>$</th>
<th>Liability</th>
<th>1,052</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,818</td>
<td>Property – buildings at ESL &amp; CHSL</td>
<td></td>
</tr>
<tr>
<td>4,428</td>
<td>Property – streetcars</td>
<td></td>
</tr>
<tr>
<td>1,335</td>
<td>Director &amp; Officers coverage</td>
<td></td>
</tr>
<tr>
<td>300</td>
<td>Volunteer accident insurance</td>
<td></td>
</tr>
<tr>
<td>216</td>
<td>Auto coverage</td>
<td></td>
</tr>
<tr>
<td>134</td>
<td>Miscellaneous fees</td>
<td></td>
</tr>
<tr>
<td>$ 10,283</td>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>

It appears that the premiums for FY 2019 will remain basically the same with a slight increase in
one or two policies.

• Total Membership in good standing
  2018 – 312
  2017 – 313
  2016 – 318
  2015 – 310
  2014 – 299
Membership (as of December 31, 2018)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<td>Household</td>
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<td>Individual</td>
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<td>Honorary</td>
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<tr>
<td>Expired/Deceased</td>
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<tr>
<td>Joined</td>
<td>21</td>
<td>35</td>
<td>25</td>
<td>32</td>
<td>32</td>
</tr>
</tbody>
</table>

Annual Election of Directors
- Notices sent to members on or about January 31, 2019
- No nominations were received from the Museum’s members.
- Two incumbent Directors will be elected at this meeting: Dave French and Aaron Isaacs. Voting will occur later in the meeting.

Members are encouraged to renew their memberships for two years to save our Museum funds spent on printing and postage of renewal notices, reminders, second notices, etc.

Board Meetings held in 2018 – 3
- The Museum’s Bylaws were revised and approved by the Board in June 2018.
- Members can now renew their membership on-line using MSM’s website
- BOD meeting minutes are posted on MSM’s website, usually no later than one week after the meeting. Members are encouraged to view the minutes.
- All members are invited to attend Board meetings.

Treasurer’s Report. Treasurer Chris Heck presented a PowerPoint presentation that depicted key financial data and comments.

Before Heck started his presentation, he made the following comments.
- Much praise to Tim Crain for his extraordinary work as our Museum’s bookkeeper.
- Heck then praised Bill Arends for his great work as MSM’s Chief Cashier.
  (Both comments received extended applause from the assembled members.)
- Heck Reported that the Minnesota sales tax payment was made in February 2019.
- The tax year 2018 federal income tax return is being prepared now by Tim Crain.
  This is a tedious process and Heck again thanked Crain for his work.
- The FY 2019 budget, which will be shown in a few minutes, is a conservative one.
- Heck wanted the members to take note of the income versus expenditures chart which will be a part of his PowerPoint presentation.

Heck then made his report using a PowerPoint presentation, which is attached to these minutes.

At the end of his presentation, Heck answered several questions from the members.

After some other comments, the following motion was offered.

**MOTION:** Made by Rod Eaton; 2nd by Rich Holz
That the MSM Treasurer’s annual report be approved as to form and content.

**VOTE:** Unanimously approved by all members present.
General Superintendent’s Report. General Superintendent, Bruce Gustafson rendered his report in the form of a PowerPoint presentation which is attached to these minutes. There were no significant questions from the members during or after the report.

Member Scott Heiderich commented that we should recognize Muriel and Jerry Olson for the great work they have done and are doing as the managers of the Museum’s streetcar charters. Gustafson agreed with Heiderich’s comment and the members offered the Olson’s a hearty round of applause.

ESL Superintendent’s Report. ESL Superintendent Todd Bender had comments to the PowerPoint slides incorporated into the General Superintendent’s presentation. Bender thanked Karen and Jim Kertzman for the hard work they have done in 2018 to make the car barn and other aspects of ESL’s operations better.

Report from the Chief Mechanical Officer. Dick Zawacki, MSM’s Chief Mechanical Officer reported on the status of the work progress on MSM’s historic streetcars.

TCRT No. 1300
After completing a rebuild of 1300’s trucks and putting it into service at the end of last season, we found that one motor is not operational. The motor was removed from the car and sent to our motor repair shop where they confirmed that the armature needs to be rewound. As part of their inspection, asbestos insulation was found in the motor. The armature has been sent to a subcontractor to remove and safely dispose of the asbestos. At this time, we do not have a date when the armature rewinding will be completed. Nevertheless, the crew will be able to rewire the car so that it can operate on two motors to allow it to operate at the beginning of our season. The interior lighting in the car has been changed to 120v A/C LED to improve safety by reducing the potential for fires.

TCRT No. 1239
As part of the biggest news of the offseason, TCRT 1239 was moved from Excelsior to Como-Harriet. This will allow our guests to be able to see all 3 styles of the TCRT cars that operated in the Twin Cities in one location. We will start rebuilding the trucks on 1239 this year. The expertise that we gained while rebuilding 1300’s trucks will be used in this rebuild. To support this rebuild we purchased five motors from the Halston Museum in Toronto, Canada. These motors are currently at our motor shop for refurbishing.

TCRT No. 322 (PCC)
We completed normal maintenance checks and inspections to allow the car to be ready for the start of the operating season.

DSR No. 265
As part of our car switch activity this offseason, car no. 265 was moved from Como-Harriet to Excelsior, placing all of our Duluth and out-state cars in one location. Some new ads have been placed in the car’s interior. The car is ready for regular operation this season in Excelsior.

DSR No. 78
The car is going through normal operational and maintenance checks and will be ready for the start of the operating season.
Winona No. 10
During operation last season, we found that one of the motors is not operational. This motor was removed from the car over the winter and is now at the motor rebuild shop for refurbishing. In the meantime, the restoration crew is completing details on the car such as adding window bars, window shades, and completing the paint scheme.

Fargo & Moorhead St. Rwy. No. 28
This single-truck Birney car body has been stored for a number of years at Ken Albrecht’s farm in North Mankato. We will be moving it from there to the Twin Cities this spring. Our goal is to move it directly to Excelsior where the restoration crew can start its initial evaluation and plan for the work needed to restore it to operational status.

Mesaba Railway No. 10
This interurban car body, built by Niles, has been stored at Excelsior for many years. The restoration crew plans to clean it out this year, put it on temporary tracks, and get it ready to start some initial restoration. There are no plans at this time to restore it to operational status, but we do want to be able to show our guests what an Interurban car looked like when it was running.

Election of MSM Directors. After a brief description by Chair Aaron Isaacs regarding the process followed to fill the two Board vacancies, Isaacs then called for a motion to elect two Directors for a three-year period.

MOTION: Made by Russ Isbrandt; 2nd by Bill Graham.
That David French and Aaron Isaacs are elected to fill Director positions on MSM’s governing Board of Directors for a term of three years that expire in March 2022.
VOTE: Unanimously approved by all members present.

Adjournment. The MSM 2019 annual meeting adjourned at 11:30 AM.

Video Program. After the formal business meeting was concluded, Chair Isaacs showed a video program of the last day of operations of the Pacific Avenue cable car line in San Francisco, California. He then showed videos of the University of Minnesota’s inter-campus line which was operated on contract by the Twin City Rapid Transit Company until 1954. The line linked the Main campus in Minneapolis with the Agricultural campus in St. Paul.

James A. Vaitkunas
Corporate Secretary

ATTACHMENTS.
Board Chair Isaacs’ State of the Museum report (PowerPoint presentation).
Corporate Secretary’s Report (PowerPoint presentation)
Treasurer’s Report (PowerPoint presentation)
MSM General Superintendent’s Report which includes the ESL Superintendent’s and the Chief Mechanical Officer’s reports
2018 Year in Review
Winona 10 dedicated
Winona 10 dedicated
Winona 10 dedicated
Winona 10 dedicated
1300’s trucks completed--almost
Most of the 1300 crew
ESL car barn store and exhibits upgraded
ESL car barn store and exhibits upgraded
Lakewood Cemetery platform completed
265/1239 Car swap completed
Car swap completed
Car swap completed
Retaining wall cleaned off
More CHSL fencing
Linden Hills Depot garden progress
Library working group started
Increased Facebook presence
Store Closes Saturday at 6 P.M. During July and August

THE SEASONS GREATEST DRESS VALUES

Tremendous Price Reductions on Summer Dresses

Many Weeks of Summer Weather and Vacation Trips Ahead

YOUR CHOICE AT

$5 - $10 - $15

Regular Values Up To $27.50

WELCOME HOME HOOVER!
All Duluth Greets You!

source: Duluth Herald, July 7, 1922
Car cards for Winona 10 and 265

DOWN to $550

First in Comfort
Triplex springs, exclusive with Overland, absorb the bumps and jolts of the road.

First in Economy
Owners report 25 and more miles per gallon.

First in Quality
All-steel body with hard-baked enamel finish. Comes fully equipped - no extras to buy.

Overland, always a good investment - now the greatest automobile value in America.

Mutual Auto Company
DISTRIBUTERS FOR NORTHERN WISCONSIN AND MINNESOTA
302-4-6 East Superior St., Duluth, Minn.
OPEN EVERY EVENING AND SUNDAYS

Source: Duluth Herald March 26, 1922
Car cards for Winona 10 and 265

SAVE the WIFE!
Let us do your weekly wash.

Phone 5892
Prompt Service

WINONA WET WASH
Hugo Trester, Prop.

source: Winona Republican-Herald Dec 15, 1924
Car cards for Winona 10 and 265

Warner’s Safe Remedies
A Constant Boon to Invalids Since 1877

Warner’s Safe Kidney and Liver Remedy
Warner’s Safe Rheumatic Remedy
Warner’s Safe Asthma Remedy
Warner’s Safe Pills (Constipation & Billiousness)
Warner’s Safe Diabetes Remedy
Warner’s Safe Nervine

The Reliable Family Medicines
Sold by leading drugists everywhere. Sample sent on receipt of ten cents.
Warner’s Safe Remedies
Dept. No. 579, Rochester, N.Y.

source: Winona Republican-Herald Dec 10, 1918
2019 coming attractions

• Winona 10 and 1300 motor problems repaired
• 1239 truck overhaul
• Tech upgrades: New accounting, point of sale and membership systems, ESL takes credit cards
• New speeder completed
• CHSL garden planting
• Solar powered streetcars
• 500+ new photos on Minnesota Reflections
• Streetcar internal rewiring
2019 coming attractions

• Vintage video programs on YouTube
• Mesaba 10 cosmetic restoration begins
• Fargo-Moorhead 28 moved to new storage
• Owl car event re-imagined
• 44th Street history signs installed
• All 3-dimensional artifacts catalogued
• New rear steps and drainage for CHSL depot
2019 Annual Members Meeting
Corporate Secretary’s Report

March 23, 2019
General

Compliance

MSM complied with all Federal, state and local statutory/regulatory reporting requirements.

2018 Insurance

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,052</td>
<td>Liability</td>
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</tbody>
</table>
# Membership

## Total Membership

<table>
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<tr>
<th></th>
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<td>187</td>
<td>188</td>
<td>172</td>
<td>163</td>
</tr>
<tr>
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<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Expired/Deceased</td>
<td>26</td>
<td>27</td>
<td>17</td>
<td>32</td>
<td>36</td>
</tr>
<tr>
<td>Joined</td>
<td>21</td>
<td>35</td>
<td>25</td>
<td>32</td>
<td>32</td>
</tr>
</tbody>
</table>

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**Notes:**

- 2018 – 312
- 2017 – 313
- 2016 – 318
- 2015 – 310
- 2014 – 299
Governance

Annual Election of Directors
- Notice of annual meeting and election was sent to all members o/a February 1, 2019
- Two vacancies. No nominees from the members
- Aaron Isaacs and Dave French will be elected at this meeting

Board Meetings
- Board meetings held in 2017 – 3
- Board meeting minutes are posted on the MSM website

Miscellaneous
- Bylaws revised and approved by the Board
- Members can renew using MSM’s website
2019 MSM Annual Meeting
Treasurer’s Report
By Chris Heck
## 2018 Capital Expenses

<table>
<thead>
<tr>
<th>Project</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. 10 restoration</td>
<td>$4,485.24</td>
</tr>
<tr>
<td>Isaacs carbarn east fence</td>
<td>$5,362.00</td>
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<tr>
<td>CHSL new north platform</td>
<td>$20,716.25</td>
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<tr>
<td>No. 1239 truck rebuild</td>
<td>$30,400.00</td>
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</tbody>
</table>
# 2019 Planned Capital Expenses

<table>
<thead>
<tr>
<th>Project</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nos. 10 &amp; 1300 motor repair</td>
<td>$24,000.00</td>
</tr>
<tr>
<td>New CHSL tower car</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>No. 1239 Baker heater</td>
<td>$8,500.00</td>
</tr>
<tr>
<td>Nos. 1239 &amp; 1300 electrical upgrades</td>
<td>$3,600</td>
</tr>
<tr>
<td>No. 1239 truck rebuild</td>
<td>$120,000.00</td>
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Year-end cash balances

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash Balance</th>
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</thead>
<tbody>
<tr>
<td>2015</td>
<td>$131,577.00</td>
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<tr>
<td>2016</td>
<td>$334,459.00</td>
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<tr>
<td>2017</td>
<td>$312,107.72</td>
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<tr>
<td>2018</td>
<td>$352,398.79</td>
</tr>
<tr>
<td>2019*</td>
<td>$257,093.53</td>
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</table>
Operational income history

Donations
Fares
Charters
Special events
Merchandise sales
Member dues

$300,000.00
$240,000.00
$180,000.00
$120,000.00
$60,000.00
$0.00

2015 2016 2017 2018 2019*
Operational income history

<table>
<thead>
<tr>
<th>Year</th>
<th>Donations</th>
<th>Fares</th>
<th>Charters</th>
<th>Special events</th>
<th>Merchandise sales</th>
<th>Member dues</th>
<th>Other</th>
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<tbody>
<tr>
<td>2015</td>
<td>$0.00</td>
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<td>$0.00</td>
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<tr>
<td>2019*</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>
Operational expenses history

2015 2016 2017 2018 2019*

Repairs/maintenance  Operations  Special events
Insurance  Utilities  Other

$0.00 $20,000.00 $40,000.00 $60,000.00 $80,000.00 $100,000.00 $120,000.00
Operational expenses history

- Repairs/maintenance
- Special events
- Utilities

Year:
- 2015
- 2016
- 2017
- 2018
- 2019*
Income vs Expenses by site

- CHSL Income
- CHSL Expenses
- ESL Income
- ESL Expenses

- 2015
- 2016
- 2017
- 2018
- 2019*

Income and expenses are represented for each year (2015 to 2019, with 2019* indicating an estimate) for both CHSL and ESL sites. The graph shows the fluctuation in income and expenses over the years.
2019 Annual Members Meeting
General Superintendent Report

March 2019
2018 Highlights

General

- 113 active operators who contributed hours in 2018 at CHSL and/or ESL. Comparable to last few years.

- Operating hours worked:
  - CHSL 2,619 hours (87 volunteers); For comparison, 2017 had 2,740 hours
  - ESL 989 hours (34 volunteers); For comparison 2017 had 1,030 hours

- Training
  - 26 started
  - Graduated 18 new operators (14 CHSL, 4 ESL); (Graduated 16 in 2017)
  - New operators contributed ~370 hours (10% of total)
    - John Knox, Brian Long, Gordy Moore, Vito Borgiomo, Barb Gacek, Mary Amsden

- Buildings
  - CHSL
    - Car barn. Fencing, roof repairs
    - Depot. Garden expanded, repainting safety strip, replacement of rotted wood

  - ESL
    - Roof repairs fixing a problem between the cold barn and the warm area.
    - Electrical and lighting upgrades
2018 Highlights

2018 Performance - CHSL

- Served slightly under 27k riders
  - Total down 18% from prior year
  - Charter up 4% from prior year
  - Strong performance for special events

- Weather
  - Slightly more rain days (9) than prior years (average 6-7). Impacted Memorial Day, July 4th, Vinternatt
  - April snow → 2nd lowest May since 2010
2018 Highlights

2018 Performance - ESL

- Served slightly under 7k riders
  - Total down 8% from prior year
  - Strong performance for special events

- 2018 was an off year. Almost every major event experienced rainy days and cancellations. Some recovery was made during the Ghost Trolley and Christkindlsmarkt events.

<table>
<thead>
<tr>
<th></th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
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<td>763</td>
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<td>961</td>
<td>825</td>
<td>896</td>
<td>1831</td>
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<td>1513</td>
<td>976</td>
<td>1071</td>
<td>670</td>
<td>1857</td>
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<td>909</td>
<td>887</td>
<td>1151</td>
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<td>7093</td>
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<td>632</td>
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<td>976</td>
<td>841</td>
<td>795</td>
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<td>6461</td>
</tr>
<tr>
<td>2014</td>
<td>421</td>
<td>481</td>
<td>1100</td>
<td>767</td>
<td>799</td>
<td>1641</td>
<td>1186</td>
<td>6395</td>
</tr>
<tr>
<td>2013</td>
<td>434</td>
<td>654</td>
<td>1152</td>
<td>1012</td>
<td>553</td>
<td>1471</td>
<td>1266</td>
<td>6542</td>
</tr>
</tbody>
</table>

Green indicates record ridership for the month, Yellow second, and Red third.
2019 - Operations

Schedule

CHSL
- No change. PCC will continue to operate Thursday night and 1st shift on Sunday

ESL
- Sunday shift has been changed to 12:30p – 3:00p

Non-Operating Activities

Special Events Coordinator
- Thank you Rod!!!!

Building Maintenance Foreman
- Steve McCulloch has volunteered to replace Pat Kriske

Open Positions – Periodic work looking for additional help:
- Car cleaning crew (CHSL – Jerry Peterson; ESL – Tom Dulebohn)
- Grounds crew (CHSL – Steve McCulloch)
- Car maintenance (Dick Zawacki)
- Other Pat Cosgrove – Volunteer Coordinator
### Training Plan

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Foremen Discussion</td>
<td>Mid-April</td>
<td>Training, Safety, Idea discussion</td>
</tr>
<tr>
<td>Recertification (test)</td>
<td>Early April</td>
<td>Exploring online option</td>
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<tr>
<td>Recertification (Check-Rides)</td>
<td>Mid-April to end of May</td>
<td>CHSL: All 2nd year operators; anyone with less than 10 hours of operation in 2018</td>
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<tr>
<td></td>
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<td>ESL: All operators</td>
</tr>
<tr>
<td>New Operator</td>
<td>Early April</td>
<td>Dave Higgins lead trainer</td>
</tr>
<tr>
<td>PCC Training</td>
<td>May</td>
<td>Chris Heck lead trainer</td>
</tr>
</tbody>
</table>
ESL car barn store and exhibits upgraded
Mechanical

General

Off-season movement of equipment has all three Twin City Line cars at CHSL and all non-Twin City cars at ESL

CHSL

- TCRT 1300
  - Truck rebuild – one motor not operational
  - Car will be available for the 2019 season
  - New LED lighting
- TCRT 1239
  - Car will be taken out of service for truck rebuild
- TCRT 322
  - Completed normal maintenance and inspections
  - Car will be available for the 2019 season
Mechanical

**ESL**

- DSR 265
  - Car will be available for the 2019 season
  - New LED lighting
- DSR 78
  - Completed normal maintenance and inspections
  - Car will be available for 2019 season
- Winona 10
  - One of the motors is not operational
  - Restoration crew is completing details
- Mesabi 10
  - Plan is to clean up car and have it as a display of the restoration process

**Other - Storage**

- Fargo-Moorhead 28
  - Car body needs to be moved from current location
  - Plan is to move it directly to ESL where a detailed evaluation and restoration plan can be done
Special Events
Como-Harriet Streetcar Line Presents

Spotlight on MURDER
A Streetcar Murder Mystery

Special Benefit Performance
Saturday, August 3

Fri, Sat & Sun - July 27-29 & Aug 3-5
Tickets at TrolleyRide.org
Como-Harriet Streetcar Line Presents

Spotlight on MURDER
A Streetcar Murder Mystery

Fri, Sat & Sun - July 27-29 & Aug 3-5
Tickets at TrolleyRide.org
It's a different ride in the dark!

OWL SERVICE
When streetcars ran all night
Be a Gandy Dancer
A great family adventure!
Streetcar Saturday
blueprint for family fun
learn
explore
experiment
discover
create
share