MINNESOTA STREETCAR MUSEUM

MINUTES

Board of Directors Meeting
7:00 PM – Wednesday – July 22, 2026
Computer Tele-Conference using Zoom Application
Minneapolis, MN

Directors Present:	Katie Barron	John Dillery	Ben Franske
	Dave French	Aaron Isaacs	Andy Jacob
	Karen Kertzman	Jim Vaitkunas	
Directors Absent:	David Downs	Darel Leipold	Elaine Love
Others Present:	Jerry Draeger	Tim Gephart	Bruce Gustafson
	Dick Zawacki		

The meeting was called to order at 7:03 PM.

The agenda was approved with no changes.

Approval of the minutes of the board of directors meeting held on March 26, 2026.

MOTION: Made by Karen Kertzman; Second by Ben Franske
The minutes of the board of directors meeting held on March 26, 2026 are approved as to form and content.
VOTE: Yes 8–No – 0 **Motion Approved.**

Board Chair's Report. Board Chair **Aaron Isaacs** began by stating that he had only a couple of brief comments for this meeting.

Chair **Isaacs** recalled the January 2026 long-range planning session and reported that several of the projects at CHSL are moving forward. This includes contacting SELA roofing to get a quote to install a short section of gutter on the west roof of the Isaacs carbarn to control the run-off from the roof. **Isaacs** then discussed the problem of several small roof leaks on the shop roof. The SELA rep suggested that when there's heavy rain to call him and he can come and identify where the leaks are coming from and recommend fixes for the small leaks.

Jerry Draeger has been working on the pit project in the Isaacs carbarn maintenance bay along with **Dennis Stephens**, **Keith Anderson** and **Isaacs.** Bids on the project have been received, and an interesting situation has developed. Haig Concrete Work' bid was for approximately \$28K but the other two bids were around \$80K. Such a difference makes one wonder whether the low bid is good. A meeting has been set up with Haig for July 28th to determine if they are able to do the work and if the bid is still good after the meeting. The project won't happen until after Labor Day and we'll block out a single week on the operations schedule for the work to be done.

Isaacs then mentioned that **Sarah Dibble**, who has been doing Facebook and website updates, has been doing a fabulous job. She is enthusiastic, very creative and is fun to work with. **Isaacs** thanked **Karen Kertzman** for recommending her for the position. **Kertzman** acknowledged the compliment.

Treasurer's Report. Chair **Isaacs** reported that MSM's Treasurer **Dave Downs** has been ill and could not attend this meeting. **Downs** did provide a PowerPoint presentation with the financial status of MSM for the first six months of FY 2026 (attached to these minutes). This was on the computer screens of all meeting participants.

Isaacs then proceeded to comment on each of the slides in the presentation. The first slide shows the status of checking, investments, savings and the total of the three. Basically, we're doing very well financially with our current balance of approximately $540K. The dip shown on the slide for March and April 2026 was because of the expense for the new Excelsior carbarn doors.

The next slide displayed the status of MSM's investments and it's clear that the increase in value of the museum's portfolio exceeded our expectations. Our financial goal was to invest funds so that we exceeded inflation by 4.5 percent. The current annualized rate is 11.1 percent which exceeds this goal. Recall, we were uneasy about the AI bubble bursting so earlier in 2026, so we adjusted our portfolio to reduce the investment in stocks and increase holdings in bonds.

Isaacs then discussed the budget versus actual results for the first six months of 2026. In the income side of the charts, **Isaacs** directed attention to the lower fare income as possibly attributable to several shifts being cancelled because of the hot weather and smoky conditions this year. On the expense side, no big surprises were noted as the expenses matched what was projected in the 2026 budget. Director **Ben Franske** asked why there a negative number in the last item "other income." Chair **Isaacs** stated that he wasn't sure, but it may be related to interest income credited back to our account but doesn't show up as "other" income.

In the capital projects slide, **Isaacs** discussed the pit project. It appears that if the Haig Concrete bid is valid, then we'll come close to the projected expenses of $35K shown on the slide. Regards the replacement of the ESL carbarn roof, **Karen Kertzman** reported that this project can't proceed until the trees adjacent to the carbarn are removed. One tree will be removed by Excel Energy soon, but the Hennepin County Regional Railroad Authority said recently that the six other trees won't be removed until after Labor Day. The removal of the six trees will take two days because of the difficulty in removing them from their location. **Jerry Draeger** will get three bids on the roofing job soon with the goal of having the roof shingles replaced in October 2026.

Director **John Dillery** asked whether there would be any more insurance bills coming due in 2026. **Isaacs** responded that there would not.

General Superintendent's Report. General Superintendent **Bruce Gustafson** began his presentation by displaying a report which is attached to these minutes.

Gustafson began by comments on volunteer staffing, with the 80-percent participation rate being in line with previous years. Regarding the recent information on the operating personnel who have not volunteered, or who have "underperformed" so far this season, Chair **Isaacs** asked what the follow-up procedures is for these volunteers. **Gustafson** replied that it had typically been general notice to everyone that we expect them to pull two shifts per month during the summer season. **Isaacs** offered that it would be better to contact the individual directly rather than to send a general notice that would likely get ignored. **Gustafson** stated he would follow up on this issue himself and ask Training Superintendent **Bill Pekarna** to follow up with the newly trained Operators who haven't volunteered or who pulled only one or two shifts. Directors **Andy Jacob** and **Katie Barron** then commented that they can help with follow-up e-mails or calls to underperforming volunteers to ask them whether there's an issue that has prohibited them from volunteering to the extent we request that they do.

Gustafson's report continued with discussion on the schedule for 2026. The main issue in 2025 had been the difficulty in filling PCC shifts on Sunday, particularly the second shift. Moving the PCC operating day to Saturday has helped with the staffing issue and having a generic Operator position on the PCC shift has also helped. The other shift schedule change included reducing weekend shift times to three hours per shift to make that second shift on Sunday less of a burden. Changing the schedule has resulted in mixed results so other possible solutions will be explored.

Next area to be discussed was the performance statistics as of June 30th as shown on the tables. Information from the POS system show total revenue of $42,170 is, as expected, driven by ticket sales (Fares and Passes), which account for 63% of total sales, and Merchandise sales (23% of total). Both are ahead of 2025 performance. Special Events are concentrated later in the season and as such are not reflected in the first part of the season. For year-over-year, fares and merchandise sales also had good gains compared to 2025. **Gustafson** emphasized that the statistics shown in the graphs are for the period May to June 30th. The recent high heat and humidity will surely result in lower performance in July. The review of the yearly passenger count bar graphs derived from the daily trip sheets from 2010 through June 30th revealed good results at CHSL and very good results at ESL. Chair **Isaacs** then commented that **John Prestholdt** has done a wonderful job compiling the passenger counts from the trip sheets going back to the start of MSM's operations at CHSL in August 1971. **Gustafson** also praised **Prestholdt's** work in compiling and rendering the reports. **Isaacs** continued that John is more than 80 years old and we need to do some succession planning to identify a person who can assume the statistician duties that **Prestholdt** has been doing so well. We shouldn't allow the continuity of this important data that we've enjoyed to lapse.

Chief Mechanical Officer's Report. Chief Mechanical Officer **Dick Zawacki** reported that this spring the CHSL Maintenance Crew concentrated their time and efforts on cleaning out and preparing the carbarn for the pit extension project. They participated in a Linden Hills neighborhood garage sale to get rid of some items. The CHSL Maintenance Crew completed the annual maintenance checks and adjustments on the streetcars to have them ready in time to support training activities and the regular operational season.

Zawacki continued with an update on the status of several of MSM's streetcars including the rolling stock at ESL. Details of the work that was done on the streetcars is contained in the mechanical section of the General Superintendent's report attached to these minutes. Zawacki reported that one wheel of Duluth No. 78 has a narrow flange that will need to be replaced in the next five years, and Winona No. 10 will be ready for limited service when enough operating personnel have qualified on the streetcar. Also, Mesaba No. 10 is now inside the shop, and the crew is starting work on this interurban car.

Chair Isaacs commented that there are five new volunteers in the CHSL shop: **Scott Brar**, **Scott Benson**, **Ian McCombs**, **Daniel Phillips** and **Ted Tedjasukmana**. They have been well received by the veteran shop personnel and have begun learning the basics of streetcar maintenance. This is a very encouraging development. **Isaacs** went on to report that Overhead Line Foreman **Chris Heck** has returned and worked on the repairs to the two bent bracket arms that were damaged during the recent storm. He also recruited several new volunteers and it's good that the overhead wire maintenance crew is active.

Other Business. Isaacs requested that ESL Superintendent, and MSM Director, **Karen Kertzman** describe the new carbarn docent program at ESL. **Kertzman** stated that Duluth No. 265 provided shuttle service to the carbarn with two to three docents in the carbarn to give visitors brief histories of the streetcars, to ensure the visitors were safe and to answer questions. The visitors could stay as long as they liked as the shuttle service made a trip every 10 to 15 minutes. One positive thing was sales of non-children's items at the store, such as books and maps, increased. There were several visitors who stayed in the barn for 30 minutes or longer. One lesson learned was that there needs to be something to keep the children occupied while their parents enjoyed the visit and to keep the kids from running amok. Plans are to have the next docent event during Excelsior's "Crazy Days" festival in early September. **Kertzman** further reported that Winona No. 10 will be featured in September as an introduction to the public and plans to offer a proposal to **Bruce Gustafson** on providing special charter service with Winona No. 10 in September.

Isaacs asked for any other comments from the directors. **Katie Barron** reported that the Motorette Day at CHSL didn't occur when scheduled, so she is looking to reschedule this event. **Barron** also briefly described plans for several events that will happen in the fall.

Barron asked about providing Owl Service in August and September and **Isaacs** responded that any discussion about events and scheduling should be addressed to the Chief of Operations. **Barron** replied that she would do that, but this event was not yet scheduled so she wanted to bring it up at this meeting.

Director **Andy Jacob** offered thanks to the many museum members who attended the funeral service for his grandfather, **Jerry Olsen**. **Jacob** also reported that the donations to the museum received in memory of Jerry amounted to an even $1, 300 dollars.

Painting of Mural on the Isaacs Carbarn Doors. **Isaacs** began discussing this topic by stating that he had contacted **John Dillery** and asked him to explore the idea of having a mural painted on the Isaacs carbarn doors. The purpose of doing this is to: (1) try to discourage graffiti on the carbarn doors; and (2) to inject some historical context onto the carbarn. **Dillery** followed up with the request and received two proposals, which are attached to these minutes. Both artists are aware that any actual work on the mural won't be done until 2027.

Isaacs continued that the purpose in discussing the mural at this board meeting is not to select the artist but to gauge the interest of the directors in the project and funding for the project. That is, do we fund the mural out of the museum's general fund or should we find a source of outside funding such as arts grants. Secretary **Vaitkunas** briefly displayed one of the proposals and stated that he felt it was a good idea. **Vaitkunas** continued that the only concern he has is when the mural is completed will a vandal come in and put graffiti over it. **Isaacs** replied that the Park Board has also put up murals in certain locations and the graffiti on those murals hasn't been a problem. **John Dillery** then commented that both artists recognize the graffiti problem and their murals will have a sealant put over the mural that will allow for easy removal of graffiti. **Isaacs** then asked for comments from the attendees and several had questions related to the visibility of the murals (the purpose was for general beautification) and whether the doors might be replaced soon (they are not). All attendees agreed that the murals were a good idea worth pursuing.

Isaacs then proposed that a small committee of board members be appointed to do more research on the mural proposal. Their charter is to work with the artists on the concept and to seek out arts grants to help fund the murals. The directors on the committee are **John Dillery**, **Katie Barron** and **Andy Jacob**.

Adjournment. There being no further business or reports, the meeting adjourned at 7:59 PM.

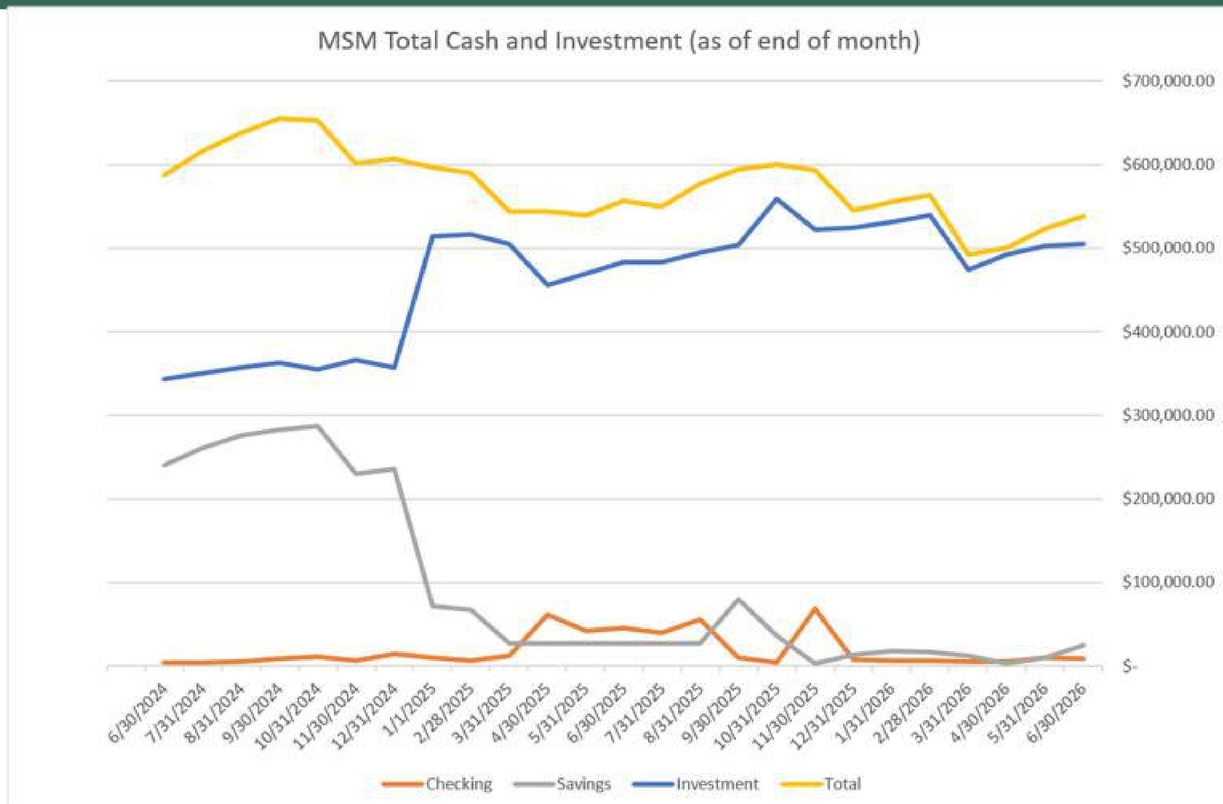
James A. Vaitkunas
James A. Vaitkunas
Corporate Secretary
Minnesota Streetcar Museum

Attachments
1. January-June 2026 Financial Reports
2. General Superintendent's Report
3. Isaacs carbarn mural proposals

MINNESOTA STREETCAR MUSEUM

FINANCIAL REPORT (AS OF 6/30/2026)

TOTAL CASH AND INVESTMENTS (6/30/2026)



INVESTMENT PORTFOLIO PERFORMANCE (6/30/2026)

2026 BUDGET VS. ACTUALS (AS OF 6/30/2026)

Income	Budget	Actual	%
Contributions	$24,500	$19,090	78
Fares	$60,300	$27,162	45
Charters	$7,500	$4,155	55
Special Events	$21,062	$1,665	8
Merchandise	$23,900	$8,928	37
Dues	$12,000	$9,340	78
Other	$3,200	$(1099)	(34)
Total	$152,462	$69,241	45

Expenditures	Budget	Actual	%
Repairs/Maintenance	$50,564	$10,675	21
Operations	$1,900	$968	51
Special Events	$5,600	$95	1.7
Insurance	$35,000	$35,778	102
Utilities	$14,040	$6,879	49
Merchandise Cost	$13,500	$8,489	63
Member Publications	$13,000	$6,926	53
Other	$17,733	$6,223	35
Total	$151,337	$75,733	50

2026 PROPOSED CAPITAL IMPROVEMENT PROJECTS (AS OF 6/30/2026)

Project	Budget	Actual	%
CHSL 1239 Truck Replacement	$30,000	$2932	**10**
CHSL Extend Roof Gutter	$500		
CHSL Pit Extension	$35,000	$3440	**9.8**
CHSL Renovate Apron Area	$5,000		
ESL Carbarn Doors	$20,000	$22,804	**114**
ESL Mesaba #10 Restoration	$10,000		
ESL Roof Replacement	$35,000		
ESL Winona #10 Window Shades	$2,000		
Totals	**$137,500**	**$29,176**	**21**

Minnesota Streetcar Museum
General Superintendent's Report – July 2026

I. GENERAL COMMENTS

- Staffing. From a summary perspective we are in a good position and are following historical patterns.
    - Our total number of qualified operators/ station agents is 118, which is well within but at the higher end of the range we have seen over the past decade (excluding COVID).
    - The participation rate (volunteers contributing hours/ total qualified personnel) is slightly lower (80%) than we historically see for the full year but may be due to looking at this metric earlier in the operating season than is typical.
    - The cadre of volunteers who contribute the most hours (I have used the cumulative cutoff of 50% of total hours) continues to evolve as some members age out and are replaced by newer members. We are again fortunate to have this group of dedicated volunteers.
      AS noted previously, one of the reasons the operating hours are so concentrated is that those with the most hours are more planful in scheduling their time further out.
    - Foremen. As a follow-up to the discussion at the last Board meeting, we promoted 2 foremen (CHSL: Scott Benson, Nils Halker). We now have 25 foremen at CHSL and 11 at ESL, which is over 26% of the CHSL operators and 33% of those at ESL.

- Schedule. Closing out 2025 we identified two issues 1) open PCC slots and 2) challenges on filling the second Sunday shift.
    - Open PCC slots. It seems that this has been resolved. The operating leadership team encouraged operators to train on the PCC which was successful in strong recertification and an increase among newer volunteers to qualify for the PCC car. We also added a non-PCC qualified position to PCC shifts which was intended to enable operators to ease into the running of the PCC and to fill out a shift but ended up causing some confusion early in the season. We will not continue this practice in 2027.
    - Sunday second shift. The Sunday second shift has been an ongoing challenge to staff for several years. To address the situation, the Operating Committee reduced the weekend shifts from 4 hours to 3 hours – ending at 7p. The schedule was also adjusted to operate the standard car on Sunday rather than the PCC to increase the number of qualified operators. The changes have had a positive impact but have not solved the problem.

- Training. I believe that the increase in the qualified roster is testament to the effectiveness of the training program led by Superintendent of Training Bill Pekarna and supported by strong teams at CHSL and ESL (led by Karen Kertzman) over the past few years. The increase is due to strong development of recruits in the current year. Of the

29 individuals who started the 2026 training program 22 have qualified as operators available. This compares to 13 graduates in 2025.

- Incident at CHSL – Tree Falling on Overhead Wire. On Tuesday June 9 a tree branch hit the overhead north of the Park Board maintenance building taking out the line. Aaron Issacs was able to contact the Park Board which was impressively responsive in removing the tree limb. As a result operations were able to resume quickly albeit with a shortened run to the north end. Safety protocols were followed and an Operations and Safety Bulletin was issued and communicated. Thanks to the work of Chris Heck, Jerry Betz, Scott Benson, and Scott Brar the issue was repaired on June 24 allowing cars to operate to the north end. What could have been a prolonged impact was quickly resolved but identified an issue of lack of spare parts. This has been addressed.

II. PERFORMANCE (YTD June 30)

The results as captured by the POS system are shown in the following tables. Total revenue of $42,170 is, as expected, driven by ticket sales (Fares and Passes), which account for 63% of total sales, and Merchandise sales (23% of total). Both are ahead of 2025 performance. Special Events are concentrated later in the season and as such are not a material contributor for the first part of the season.

SALES - 2026 (Through June 30)

	MSM		CHSL		ESL		Online	Union	MSM	% of
	No.	$	No.	$	No.	$	Sales	Depot	Total	Revenue
Fares	7,807	$ 23,421	6,502	$ 19,506	1,305	$ 3,915	$ -	$ -	$ 23,421	54%
Passes	108	3,777	94	3,308	9	169	300	-	4,077	9%
Charters	36	4,155	22	3,030	12	935	190	-	4,345	10%
Special Events non-ticketed	4	20	0	-	4	20	-	-	20	0%
Special Events ticketed	212	1,060	120	600	92	460	-	-	1,060	2%
Merchandise		9,028		6,556		1,388	880	204	10,112	23%
Donations	55	709	14	192	41	517	-	-	709	2%
Total		$ 42,170		$ 33,192		$ 7,404	$ 1,370	$ 204	$ 43,744	

Year-over-Year Performance

SALES - Year-over-Year (Through June 30)

	MSM		CHSL		ESL		Online	Union	MSM	
	No.	$	No.	$	No.	$	Sales	Depot	Total	YOY
Fares	936	$ 2,808	540	$ 1,620	396	$ 1,188	$ -	$ -	$ 2,808	14%
Passes	-10	(812)	-8	(798)	-3	(74)	60	-	(752)	-16%
Charters	-3	(180)	-8	(380)	6	295	(95)	-	(275)	-6%
Special Events non-ticketed	1	5	0	-	1	5	-		5	33%
Special Events ticketed	-8	(40)	0	-	-8	(40)	-		(40)	-4%
Merchandise		1,571		933		415	19	204	1,794	22%
Donations		119		70		49	-	-	119	20%
Total		$ 3,471		$ 1,445		$ 1,838	$ (16)	$ 204	$ 3,659	9%

III. STAFF (Through June 30)

QUALIFIED OPERATORS

	Total	Operating Volunteers		
	Volunteers			Avg.
Location	2026	2026	2025	2022-25
Como-Harriet	102	97	92	90
Excelsior	35	33	31	30
Total	123	118	116	114

SYSTEM

The preceding chart shows the number of operating volunteers compared to prior years. To make the adjustment, volunteers performing Docent or Helper activities only have been removed. The current roster includes 118 operating volunteers and is comparable to both last year (116) and the average since 2022 (114). YTD through June 30, 94 certified operators (80%) volunteered approximately 1,300 hours. The participation rate is slightly lower than we would expect (which tends to be in the mid-80s), but this may be due in part to evaluating the data earlier in the year than has been the practice. Six operators have worked at both locations.

COMO-HARRIET

- At Como-Harriet we have 97 qualified operating personnel compared to 92 in 2025 and a recent average of 90. 71 operators (73%) have volunteered time. As noted above, the participation rate is lower than we would expect (which tends to be in the mid-80s), but this may be due in part to evaluating the data earlier in the year than has been the practice. At this point the participation rate merits observation but is not yet an issue.
- Similar to prior years a relatively small group of volunteers contributed over 50% of the total operating hours – these include Bill Pekarna, Nick Orbe, Louis Hoffman, Ted Rich, Bruce Allyn, Debra Dylan, Rod Eaton, Pat Cosgrove, Scott Benson, Anja Curiskis, Allan Kohl, Linda Ridlehuber, Katie Barron, Tom May, Dan Odegaard, and Ryan Tedjasukmana. (Note: the hours exclude training, docent, and other similar work).

EXCELSIOR

- At Excelsior we have 33 certified operating personnel compared to 31 in 2025 and a recent average of 30. 26 operators (79%) have volunteered time.
- A small group of volunteers supports more than 50% of the approximately 350 hours. These individuals include Charles Karver, John Knox, Jim Kertzman, Karen Kertzman, Tim Gephart, Marcia Jerdee, and David Buckman. (Note: the hours exclude training, docent, and other similar work).

IV. OPERATIONS

A portion of the Performance table using POS data summarizes the ridership and charter information. As noted in previous reports, the difference between the POS system ridership counts and Trip Sheet counts can be 30%+ different as the POS system does not capture non-paying riders, including those using passes.

Using POS data, the table below shows passengers paying for an individual trip (fares) for the period May-June is 7,807 an increase of 936 (14%) with stronger showings at both locations. Charters in the POS reflect what has been purchased not what has operated. The charter stats on the following table reflect what has operated and what is planned.

SALES - 2026 (Through June 30)						
	MSM		CHSL		ESL	
	No.	$	No.	$	No.	$
Fares	7,807	$ 23,421	6,502	$ 19,506	1,305	$ 3,915
Passes	108	3,777	94	3,308	9	169
Charters	36	4,155	22	3,030	12	935

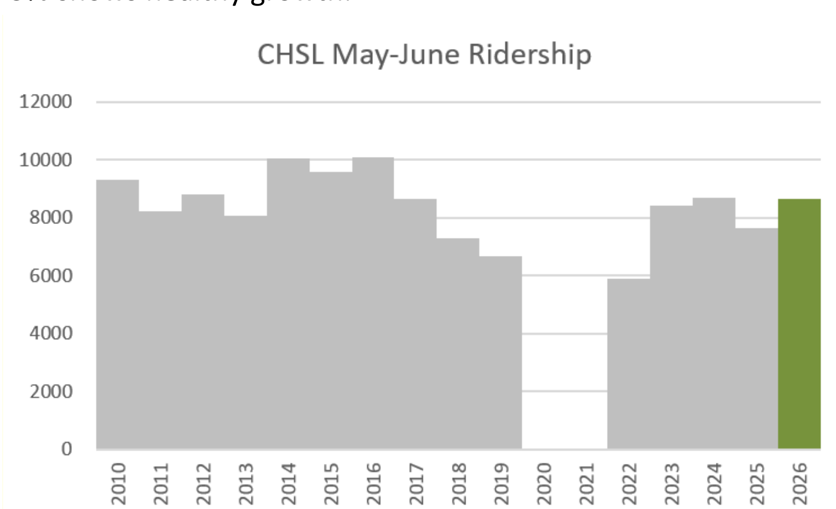
SALES - Year-over-Year (Through June 30)						
	MSM		CHSL		ESL	
	No.	$	No.	$	No.	$
Fares	936	$ 2,808	540	$ 1,620	396	$ 1,188
Year-over-year	*14%*		*9%*		*44%*	
Passes	-10	(812)	-8	(798)	-3	(74)
Charters	-3	(180)	-8	(380)	6	295

TRIP SHEET DATA

Trip Sheet data is shown below for CHSL and ESL since 2010 for regular operations (does not include charter activity).

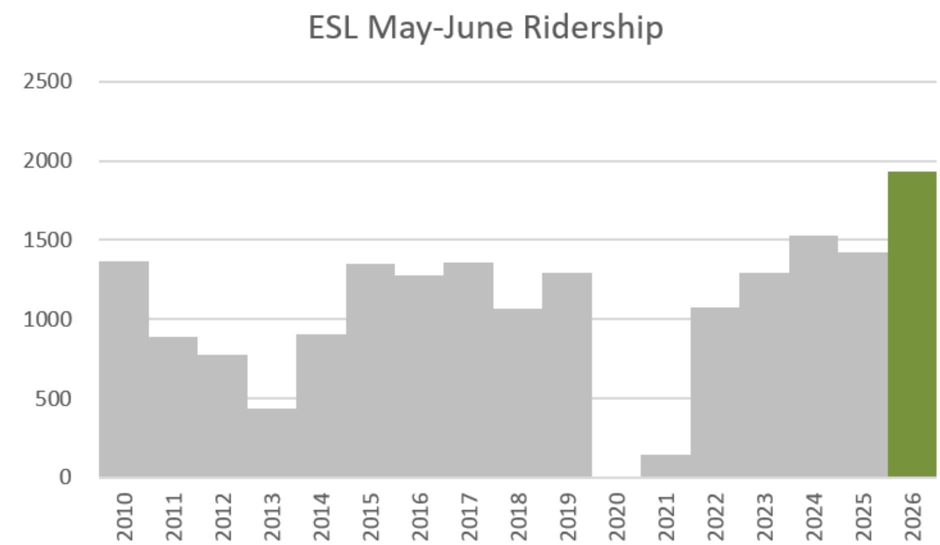
CHSL

YTD 2026, CHSL had 8,657 riders and increase of 1,014 (13%) year-over-year – which like the POS increase of 9% shows healthy growth.



ESL

YTD 2026, ESL had 1,930 riders and increase of 1,421 (36%) year-over-year – which like the POS increase of 44% shows very strong growth.



CHARTERS

The tables below reflect what has moved or what is planned vs. what has been paid for in the POS system in the tables above.

CHSL (Pat Cosgrove)

Completed: 14

Scheduled: 18

2025 FY: 68

ESL (Karen Kertzman)

Completed: 8

Scheduled: 7

2025 FY: 11

SPECIAL EVENTS

CHSL (Katie Barron)

Special events tend to be concentrated later in the operating season, but CHSL has held a few over the last few months and there are several activities scheduled in the next 60 days.

Completed:

- PJ Party

Scheduled

- Motorettes First Hire Date (postponed due to heat)
- PJ Party

- Spirits on a Streetcar
- Streetcar Camps I and II

ESL (Karen Kertzman)

Completed:

- Excelsior Art on the Lakes, 500 riders (vs 319 last year)
- June StoryTime Trolley, while the event sold out, rain cancelled the event which will be rescheduled later in the summer

Scheduled:

- StoryTime Trolley (July, August and the rescheduled event)
- Membership Open House featuring rides on MVPS 10 placing her in public service

Note: Mesaba No. 10 is now in the warm barn for restoration. During the regular carbarn tour, riders can now walk through both MVPS No. 10 and DSR No. 78, giving us the opportunity to showcase the differences between the three operating streetcars.

Minnesota Streetcar Museum
Mechanical Department Report
Dick Zawacki

CHSL CARBARN ACTIVITY AND STREETCAR STATUS

General

This spring the CHSL Maintenance Crew concentrated their time and efforts on cleaning out and preparing the carbarn for the pit extension project. They participated in a Linden Hills neighborhood garage sale to get rid of some items. The CHSL Maintenance Crew completed the annual maintenance checks and adjustments on the cars to have them ready in time to support training activities and the regular operational season.

TCRT 1300

- The roof of our fleet's flagship car received a new coat of paint over the winter. The car's looks are much improved. While completing the painting, the crew found several deteriorated boards underneath the roof canvas. Identifying and replacing these boards and the associated roof canvas is a project that is probably best done after TCRT1239 is back in service. It could easily take longer than our normal winter season to complete repairs to the roof and have the car ready for revenue service the following spring.

TCRT 322

- Bill Wall of Shoreline Trolley Museum personally delivered a new (never in service) anticlimber to replace our damaged one. It is currently mounted temporarily in place on the car to allow the crew to identify fitment issues with the car body. The anticlimber will be modified to better match the car body's geometry. Once this is done, the anticlimber will be painted to match the car's TCRT livery.

TCRT 1239

- New bull and pinion gears for both sets of trucks were machined and pressed on the axles by Lyons Industries. Journal boxes and other components related to the axles are now being readied for installation on the frame. We are in process of obtaining the correct upper gear covers for the axles from Halton Radial Railway in Toronto. We originally only received lower gear covers from Halton.

ESL CARBARN ACTIVITY AND STREETCAR STATUS

General

The ESL Shop Crew took advantage of nice spring weather to complete a new storage shed, build a new pit stairway and pit covers, extend the museum display area inside the car barn, and start replacing the crossbuck trim on the lower portion of the carbarn exterior. The ESL Restoration Crew completed the annual maintenance checks and adjustments on the cars to have them ready in time for training activities and the regular operational season.

DSR 265

- This year's annual inspection revealed several seats that were badly in need of recaning. John Prestholt from the CHSL crew worked with members of the ESL crew to teach them how to recane seats. This skill now resides within ESL as well as CHSL. This is a good reminder that, as our shop crew members continue to age, it is crucial to ensure we have as many duplicate skill sets as possible at both locations.

DSR 78

- During this year's annual inspection, the ESL Shop Crew noticed that the flange on one wheel was noticeably thinner than the others, indicating long-term, uneven wear between the wheels. Eventually, the truck will need to be removed from the car and, at a minimum, have new tires put on the wheels. This project will most likely take the car out of service for at least one season. The car's exterior is also in need of a new paint job and the gold leaf is losing some of its luster.

MVPS (Winona) 10

- The brake shoes are now "worn in" to the point that they better match the wheel diameter, which has resulted in improved braking performance. The car has been used at several special events at ESL. The crew is now finalizing the sequence of operations that will be used to train operators on the car. All signs point to having the car available for the 2026 operational season.

Mesaba 10

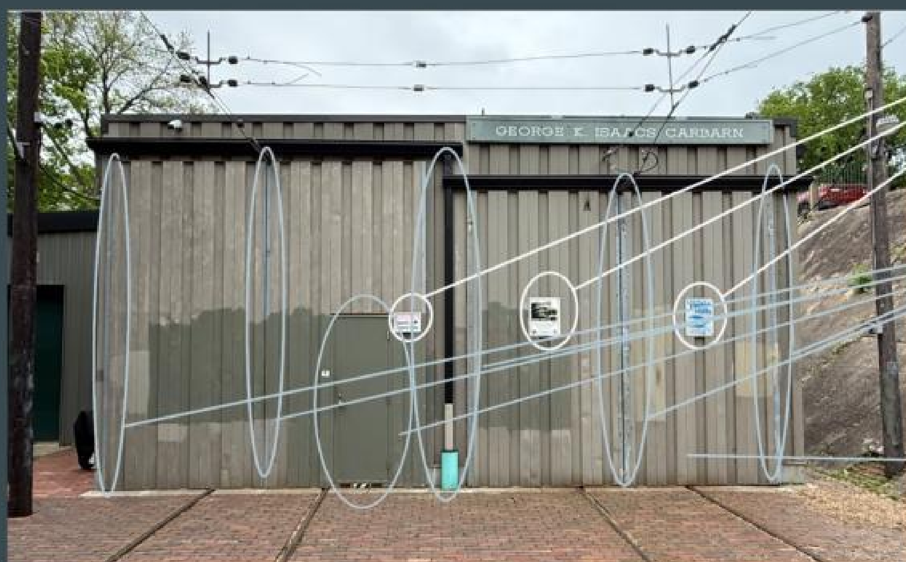
- Mesaba 10 now resides in the warm side of the carbarn for the first time in its 25 years of occupancy at ESL. This means that the restoration crew is now ready to start working on the car. Their first tasks were to make the car safe to access and work on by installing a new ladder and shoring up weak structural work within the car body. The crew is planning its efforts to restore sections of the car as a part of creating a display to show our visitors how our restoration process happens.

Fargo-Moorhead 28

- The car body continues to be stored at a boat storage facility in Watertown, MN. Currently, no work is planned for the car.

Initial preparation for mural installation

1) The Minnesota Streetcar Musuem (MSM) will remove any signs attached to front of garage doors
2) The MSM will pressure wash and clean debris off of garage doors, or any surface to be painted
3) Kada Creative will sand and prime the small entry door, and all edges of garge panels
4) Kada Creative will measure area where panels will be placed and adhered
5) Kada Creative will purchase aluminum panels and prep in studio
6) Before starting to paint, Kada Creative will test the panels on site to make sure they fit



MSM will remove signage

KADA CREATIVE WILL SAND, PRIME AND PAINT ALL EDGES AND SMALL DOOR

MSM WILL CLEAN AND PRESSURE WASH BEFORE PROJECT BEGINS

Second stage of mural process and installation

1) Kada Creative will meet with MSM and do a deep dive into every aspect of the project, which includes, but is not limited to-

-the exact make and model of the streetcar on the right side of doors
-the exact make and model of the streetcar on the left side of doors
-which orientation MSM would like to have (front and back)
-what details need to be included in each streetcar, down to exact sizing of mirrors, signage, etc
-do we need to add silhouettes of people, conductor, etc inside each streetcar
-what elements are on the outside of each Streetcar and why
-do we want the background to be dark or have any elements surrounding the streetcar

2) Please note- the sketch included is NOT a final rendering of what I will do, but a place card until we work out details

3) Kada Creative will make a detailed mock up of both murals after 50% deposit, discussion, and final details have been decided

4) See sketch on next page for overall layout

Third stage- getting all the details and sizes correct.

SUGGESTED PANEL LAYOUT, THE SEAMS WILL BE VERY TIGHT.

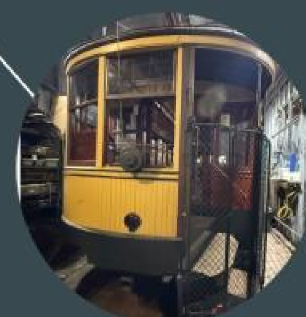
ALL OTHER AREAS WILL BE SANDED, PRIMED AND PAINTED AS PREVIOUSLY STATED

GENERAL LAYOUT OF STREETCARS

— WE WILL MAKE SURE EXACT SIZE, MAKE, MODEL, DETAILS, BACKGROUND, COLOR, SIGNAGE, LOCATION ON TRACK, ANY SMALL DETAIL IS ACCURATE BEFORE STARTING

Fourth Stage of mural process- rendering

- ONCE WE HAVE DECIDED ON WHAT STREETCAR, FRONT AND BACK. KADA CREATIVE WILL MAKE A FULLY RENDERED MOCK-UP.



Pricing

Panel purchase, panel cutting, panel installation- $3800
Sanding, priming, painting all areas not covered by panels- $1800
Mural created for two realistic streetcars at actual size- $12,600
Anti-graffiti Coating-$780

Total amount- $18,980

Process

General overview-
1) deposit to Kada Creative so I can purchase materials and start process.
2) Kada Crearive works with MSM to narrow down exactly what they want
3) Kada Creative and team will measure, cut, and install panels for exact fit
4) Kada Creative create EXACT renderings of both streetcars for approval from MSM
5) once approved and any changes made, Kada Creative will execute painting
6) Kada Creative and team will install panels
7) Final amount due of payment after install

Minnesota Streetcar Museum Mural

Project includes:

- Concept development with museum
- Custom design options
- Revisions
- Mural installation, with high quality paint for long-lasting art, installation assistance, and graffiti coating
- optional community engagement components

my background

Before we get into it, a little about me!
I have been painting murals since I was 16, and have been trained in painting both formally and informally throughout my career.
Alongside my artistic practice, hold a degree in Science Communication and have worked as an environmental educator, something I bring into my practice to create art as an interpretive and engagement tool for various organizations

why murals

As a buisness person, it makes sense to want to know what the return on your investment will be! Besides just looking pretty, here are some ways that a mural will benefit Minnesota Streetcar Museum:

- Graffiti prevention: studies show murals to be one of the most effective ways to prevent tagging
- Attracts new visitors
- Social media photo opportunity: youth engagement
- Murals serve as an interpretive resource, for volunteers to talk about and to educate passing community members even when museum is closed
- Community engagement: beyond the mural, I can use my experience as an educator to turn the mural design files into coloring sheets, postcards, or other resources to help people engage with MSM

inspiration and mood board

Here are some works by others to inspire the style of this mural. I will paint in a realism style, inspired by artwork of the era. I will use bright yellows and metallic highlights for the front and back of chosen streetcars, with disappearing rails and cables, and a dark green shadowy background. I am also envisioning a conductor and possibly passengers embarking or disembarking

sketch

While detailed designing does not happen until proposal is selected, attached is a quick, rough sketch from your photos to show how the mural could look and what the panel layout would be.

process

Research: I take reference photos of selected streetcars, research reference material in MSM library, and talk with MSM members to ensure a complete and accurate portrayal

Design: I create a digital design for approval, and go through revision process until design is complete

Material prep: I source aluminum panels, sand/scuff the finish, clean with isopropyl alcohol, and apply a bonding primer.

Painting: In a studio, I paint the panels with UV resistant exterior latex paint (panels can also be installed first and painted on site, up to the preference of MSM)

Installation: Panels are installed (by MSM with assistance from myself) onto doors, any touch ups are done to fix alignment and cover screws, painting is continued onto door, and graffiti coating is applied

pricing

Panels:
BeBond Solid Core Aluminum Panels, sourced from Glantz in Plymoth.
$70.71 /panel x 10 panels = $707

Mural:
~240 sq ft of painting at my standard rate of **$35/square foot = $8,300**
*This includes design time, revisions, paint, primer, prep, liability insurance, etc.

Train Grandpa Discount = -$1,000 (my grandpa is a HUGE train/historical transportation enthusiast, and I would be so excited to show him that I worked on this project)

Total: $8,000

50% paid upfront for deposit, 50% upon completion. Payment plans available

next steps

- **Let me know if you have any questions!**
- If you would like to move forward, I will send a **contract and an invoice for 50%**, which covers design process, materials, rentals, etc.
- **Design Process:** I will create a design to send based on stakeholder conversations and ideas, which we then will revise to make sure there is an idea you are excited about and happy with
- **Painting:** Once the design is set, I will paint in the timeframe that we have decided upon.
- **Celebrate!** We enjoy the new art in the neighborhood and feel proud of creating something beautiful together


Thank You!