

How British Cities Manage Public Utilities

Liverpool's Experience as Owner and Operator of Its Street Railways and Electric Lighting and Power Industry

By FREDERICK UPHAM ADAMS

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BYOND all question transportation occupies first place among the municipal problems now commanding attention in Great Britain. Liverpool was one of the pioneers in tramway construction, though it was only recently that the municipality came into full possession of tramway properties. Its experience with the boasted English conservatism is fairly typical. After George Francis Train and other Americans had demonstrated at Birkenhead, a suburb of Liverpool, the practicability of tramways the city authorized a company to use its streets for that purpose. This was in 1869. Four years later the service was so insufficient that the city served notice on the company to remove its tracks. Subsequently a compromise was made by which the city reconstructed the lines at the cost of the company. In 1879 the company entered into an agreement with the city under which the latter purchased the existing lines for \$150,000 and completed various other lines, leasing the whole system to the company at a rental of 7 1/2 per cent on the purchase money from the date of construction, the lines to be maintained at the cost of the city. In 1895 the city made a lease to the company extending until 1915, but reserved the right to purchase under certain conditions.

Two years later the patience of Liverpool was exhausted. The company utterly failed to properly manage its affairs. Its rates were extortionate and its service worse. It absolutely refused to introduce mechanical or electrical power, and after due deliberation the city decided to acquire and operate the undertaking. Parliament granted the power, and in 1897 the entire system passed into the hands of the municipal authorities, the purchase price being about \$2,800,000. The city went about the tramway enterprise in a thorough business way. It proceeded to engage the services of C. R. Bellamy, one of the foremost of English civil and mechanical engineers, a man fully conversant with the science and practice of transportation on both sides of the Atlantic. In two years' time the hundred miles of horse car tracks had been transformed to electrical traction, and in addition there had been laid forty miles of new track.

The citizens were delighted with the change. In the place of filthy, ill lighted and slow moving horse cars, running at long intervals, there was installed a system which in all respects compares favorably with the best modern practice in the United States or on the continent. More than that, the city made a sweeping reduction in the rates of fare.

It reduced the hours of its conductors and motormen from eighty to sixty a week and actually paid them more for the shorter hour day than they had formerly been receiving. The private company sold the men's uniforms and received a tidy profit from the transaction. The city gave uniforms to its men and only insisted that they keep them clean and in good repair, so as to reflect credit on their employer.

The first year of electrical traction and of a trial of all of those radical reforms was 1901, and when all expenses had been paid there remained a profit of more than \$700,000. The best the private company had been able to show with its high fares, low wages and niggardly policy was \$184,000. After paying into the sinking fund, meeting interest charges and setting aside \$175,000 for renewals and depreciation there remained a large sum.

The profits for the second year were \$665,000, an increase over the preceding year of \$165,000. The tramways department contributed \$125,000 of this to the general tax fund.

In addition to its voluntary contribution to the general fund the municipal tramway pays its taxes just as if it were a private corporation. This practice is common with the municipal enterprises of all cities in Great Britain. Municipal tenements and cottages, municipal gas plants and electrical lighting and power stations, tramways, markets and all other revenue seeking institutions pay not only city but also income taxes. Last year Liverpool's tramways paid in taxes a sum exceeding \$65,000. The city owns the electrical power plant, but the tramways department was charged with every unit of power it used. It therefore stands squarely on its own bottom.

Almost simultaneously with its purchase of the tramways Liverpool set about to acquire the electric lighting and power industry. The private company was a fairly prosperous one, but parliament gave Liverpool the right to purchase its plant. After protracted negotiations a price of \$2,000,000 was agreed on. Of this sum \$600,000 was a bonus, while the balance represented the actual value of the plant turned over by the company.

The city did not make this purchase for the sole purpose of generating electricity for its municipal use. It sought and obtained a grant which enabled it to furnish light and power to all users. The advocates of this step urged that numerous benefits would

follow from the installation and operation of a municipality owned and operated plant. The city would obtain its light and power at cost, private users would receive theirs at a minimum advance over the actual cost, and manufacturers and merchants would therefore have an advantage over outside competitors, who were compelled to pay rates which yielded large dividends to private owners of light and power plants. Again, the surplus profits would go to the relief of tax rates, thereby making the circle of economy complete.

Immediately after the acquiring of this property the tramways also came into the possession of the city, and the question arose whether or not to make one generating system serve for all purposes. The opinions of experts were called for. It was the consensus of opinion that a pressure of 500 volts would enable the same plant to be used for lighting and traction and that there would be a distinct gain as regards first cost, management, economy and surplus power attained by combination. It was therefore decided to erect two large power stations.

Each station has a capacity of 20,000 horsepower, but so great has been the demand made on them that new ones are needed, and some have already been constructed. England has learned to use the refuse swept from the streets for fuel. Several small power stations deriving their power from the burning of the refuse are now in successful operation, and it is expected that the total supply from this source will reach 10,000 horsepower. A few years ago Liverpool spent large sums of money for the purpose of throwing this material and its stored up energy away. When the plant passed from the control of the private company its output was less than 3,000,000 units. It has grown in seven years to ten times that amount.

When the city purchased the undertaking from private interests the rate charged for lighting was 7 1/2 pence per unit and for power 5 pence per unit. At the present time the rates are 4 pence for lighting, 2 pence for street lighting, 2 pence for power up to 3,000 units per quarter and 1 1/2 pence thereafter. The charge to the tramways is 1.2 pence per unit. In other words, the price has been more than cut in half, and this has been done despite the fact that the price of coal, oil and every item of expense has decidedly increased since the city took control of the plant.

Liverpool has invested \$7,500,000 in her electrical plant. The profits for the year ended on Jan. 1, 1903, were in round figures \$500,000. After meeting all charges and setting aside a liberal amount for renewals and depreciation the electrical department made a contribution of \$60,000 to the tax fund. It also paid \$33,000 as its share of the taxes. The amount written off for bad debts was less than \$1,500.

At the present time it is likely that Liverpool's investment in its combined tramway and electrical plant will reach \$20,000,000. Liverpool is an example of what it is possible to accomplish in a short time. It is only seven years ago that the city essayed this stupendous experiment in public ownership. It is only fair to observe that the benefits derived from reduced rates and improved services far outweigh the direct money profits. As the interest charges decrease steadily year by year it is the settled policy of Liverpool to yet further decrease the price of tramway tickets and the rates fixed for light and power. This is rendered obligatory by a clause precluding the payment of more than a certain amount to the relief of taxes.

Liverpool is a rich and a great city, with broad, well paved streets, magnificent public buildings, beautiful parks and a progressive and enterprising administration. It is one of the world's most opulent property owners. Exclusive of its streets, parks and its interest in the miles of docks, it owns property which has a market price of between \$85,000,000 and \$90,000,000.

One may be born in a Liverpool municipal hospital, be educated and trained in its schools and colleges, may earn a living by working for it in a score of capacities; he may live in a house the rent of which goes to the city as his landlord; he may retire on a municipal pension, may die and be cremated at public expense, or his bones may rest in a municipal burial ground. All of this is possible despite the fact that no city in the United Kingdom offers a better field for individual effort nor is there any community where private enterprise is surer of material rewards. The uninquisitive stranger never realizes that so many services are administered by the representatives of the taxpayers and in their behalf.

Liverpool has its "old city" the same as London, and that ancient corporation still has special privileges and derives vast profits from grants and estates which have been handed down for hundreds of years. But, like London, the nominal beneficiaries do not dare to appropriate to themselves more than a modest share of these tithes, and they are awaiting the inevitable time when the scepter of ownership will be taken from them.

Volunteer Fire Department.

A volunteer fire department to work under the direction and in harmony with the paid fire department, has been organized.

The following gentlemen met Friday night to take preliminary steps in organizing the volunteer fire department, viz: H. A. Daniel, H. S. Chambers, Peyton Bailey, John Morris, J. B. Carlisle, jr., George Pindar, Byron Layne, Asher Frank, Nathan Peysér, James Farris, Herace Whiststone, Allan Bridges, Joe White, Watterson Tucker and Joseph Beil.

Mr. Daniel acted as chairman of the meeting and Mr. Beil, secretary. A committee consisting of Messrs. Chambers, Daniel, Beil and White was appointed to draft the necessary by laws and to confer with the city council and do whatever is necessary in order to have the paid department and the volunteer department cooperate.

Joe White was named as assistant fire chief, James Farris, foreman, H. S. Chambers, fire marshal, James Carlisle, assistant fire marshal, H. A. Daniel, secretary and treasurer and Peyton Bailey to look after the wagons and other paraphernalia during fires.

The volunteer fire department hopes to be sustained by our citizens and we trust that this will be done. The paid department is entirely inadequate to serve the needs of a city the size of Ocala and is absolutely dependent on the services of the volunteer citizens and the two working together with one recognized head will be capable of doing an immense amount of good and this movement should be encouraged in every way.

Ocala On A Cash Basis

Saturday afternoon the Central National Bank of Ocala was notified that the purchase money for \$45,000 of Ocala five per cent. bonds with the premium amounting to \$15,702.13 has been paid and placed to the credit of the city.

This will enable the city to liquidate all liabilities and outstanding obligations of every kind, including script, past due road and fire bonds, the Barnett judgment, etc.

These obligations will of course be paid off at once and the city placed on a cash basis.

The bonds were sold to the First National Bank, of Columbus, Ohio, and for the issue and sale of the same the city is largely indebted to the efforts of Alderman Herbert A. Ford, chairman of the finance committee, who has devoted a large part of his time in getting the finances of the city in shape.

If the new electric light plant, which has already been contracted for, proves a profitable investment, Mr. Ford's next effort will be to issue additional bonds for the purchase of the water works and have the city own and operate same.

Ocala's prospects are certainly very bright.

Cheated Death.

Kidney trouble often ends fatally, but by choosing the right medicine E. H. Wolfe, of Bear Grove, Ia., cheated death. He says: "Two years ago I had kidney trouble, which caused me great pain, suffering and anxiety, but I took Electric Bitters, which effected a complete cure. I have also found them of great benefit in general debility and nerve trouble, and keep them constantly on hand, since, as I find they have no equal." Tydings & Company guarantee them at 50c.

The Midnight Oil.

"Burn the midnight oil" is the advice of Dr. John M. Scott, professor of Greek in the Northwestern University, just outside of Chicago. He says:

"At night the brain is clear and all nature palpitates to inspire great thoughts. This daybreak business runs for Sweeney nowadays. In the morning the eyes are gummy with the sleep you don't get, your mouth is full of the flavor of the dead past, and your head is as big as a barrel. You have an uncontrollable yearning for cocktails, and it is simply out of the question to try and put yourself in close communion with the great minds of other days. Burn the midnight oil. I do it. The great scholars do it."

Ocala on a Building Boom.

It almost looks as though Ocala is about to have a building boom. It may at least be stated as a fact that her mechanics are kept busy, and if a person has any work to be done he is compelled to make arrangements ahead in order to get it done.

There is just now being constructed the new Episcopal church on Wautula street, and a fine residence for Mr. C. S. Culen on Fort King Avenue, a brick building for Mr. Jerry Burnett, which he will use as a merchant tailoring establishment; a brick warehouse on Magnolia street for the T. W. Smith Hardware Company, and other smaller buildings are being erected in the different wards of the city.

As soon as special legislation is enacted, work on the new court house will begin and the government building, to be occupied by the United States court and city post office, will soon begin to take definite shape.

Ocala has buildings enough in sight to justify the prediction that the good old summer time, from a business standpoint, will be the best she has had in many years.

Straw Ride Friday Night.

Friday night Mrs. W. J. Lohrig gave a straw ride to quite a number of her young friends in compliment to her charming guest, Mrs. Julia D. Peiham, of Fulton, Ky., who leaves for her home in a few days.

The party drove out to the Golden Acre orange grove, where they were very delightfully entertained by Mrs. C. H. Schneider, whose hospitality is unequalled.

A very pleasant evening was spent at Mrs. Schneider's with amusements of various kinds and the return drive was also thoroughly enjoyable.

"I have used Chamberlain's Stomach and Liver Tablets with most satisfactory results," says Mrs. F. L. Phelps, Houston, Texas. For indigestion, biliousness and constipation these tablets are most excellent, sold by Anti-monopoly drug store, m.

No Case of Pneumonia on Record

There is no case on record of a cold resulting in Pneumonia, or other serious lung trouble, after

FOLEY'S HONEY and TAR

had been taken.

It stops the cough and heals the lungs and prevents serious results from a cold.

Do not take chances on a cold wearing away or experiment with some unknown preparation that costs you the same as Foley's Honey and Tar. Remember the name and get the genuine.

A Severe Cold for Three Months.

The following letter from A. J. Neubaum, of Batesville, Ind., tells its own story: "I suffered for three months with a severe cold. A druggist prepared me some medicine, and a physician prescribed for me, yet I did not improve. I then tried Foley's Honey and Tar, and eight doses cured me."

Three sizes—25c, 50c, \$1.00. The 50 cent size contains two and one-half times as much as the small size and the \$1.00 bottle almost six times as much.

SOLE AND RECOMMENDED BY
Postoffice Drug Store

MIGHT AND WILL VS "GRIP"

Let us illustrate vividly the difference in meaning of the words might and will—the child might live; the child will live. Might implies doubt; will means certainty. Might live means might die; will live means will not die.

These two words aptly illustrate the difference between Johnson's Tonic and the horde of commercial remedies on the market, and that vast horde of inert professional remedies which only bear the sanction of the High Priests of medicine.

USE JOHNSON'S TONIC
in a bad case of Grip and you will live!
Use inert, or commercial products, and you might live.

Johnson's Tonic quickly drives out every trace and taint of Grip. It is not simply good, it is supremely good—not good as anything, but better than everything—a genuine life-saver. Those who believe in it are safe—doubtters are in danger and jeopardize their lives. Summed up, Johnson's Chill and Fever Tonic is the best Grip medicine on earth. This is the sober, serious, earnest truth.

JOHNSON'S CHILL & FEVER TONIC CO.
At all druggists. Savannah, Ga. Take no substitutes.

GRIP GERMS MAGNIFIED 1000 TIMES

THE CHAMBERS SHOE COMPANY.

We have just received a complete line of

Trunks $\frac{A}{T}$ \$2 $\frac{T}{O}$ \$25.00

Suit Cases $\frac{A}{T}$ \$3.00 $\frac{T}{O}$ \$15.00

Hand Satchels $\frac{A}{T}$ \$1.25 $\frac{T}{O}$ \$15.00

Come in and see them,

THE CHAMBERS SHOE COMPANY.

Opera House Block. Ocala, Fla.

Strauss' Royal Reserve.

OCALA MINING LABORATORY.
F. T. SCHREIBER.
Consulting and Analytical Chemist. Member of the Society of Chemical Industry, London, Eng. Member of the American Chemical Society.
P. O. Box 763.

OCALA, FLA., Oct. 22, 1904.

Messrs. Strauss & Co, Wholesale Whisky Merchants, Ocala, Fla.,
Gentlemen.— In accordance with your instructions, I visited your warehouse on the 19th, instant, and personally selected from your stock a sample of

"Strauss' Royal Reserve"

whisky, the analysis of which shows it to contain:

| | |
|---|-------|
| Alcohol (by weight), per cent..... | 36.66 |
| Alcohol (by volume), per cent..... | 43.61 |
| Degree proof, per cent..... | 87.10 |
| Residue on evaporation, p cent..... | 0.660 |
| Ash, per cent..... | 0.011 |
| Reducing sugar, per cent..... | 0.225 |
| Volatile acids, per cent..... | 0.027 |
| Amyl alcohol (fusel oil), per cent..... | 0.073 |

The above results show the whisky to be a carefully blended brand of high grade and that it has been distilled from a clean, pure grain mash. The amount of fusel oil and of volatile acids is very low.

Respectfully,
F. T. SCHREIBER, Chemist.



FOUR FULL QUARTS \$3.50 EXPRESS PREPAID.

STRAUSS & CO.

Sole Owners and Distributors.

OCALA, FLORIDA.

THE VEHICLE AND HARNESS CO.

Cor. Forsyth and Cedar St. JACKSONVILLE, FLORIDA.

Everything Used by the Carriage and Wagonmaker and Blacksmith.

Celebrated Davis Wagons for Sale.

Our Specialties: Log Cart Wagons, Buggies, Surries, Delivery Wagons, Saddlery, Harness, Etc. We solicit your business and Guarantee Satisfactory Service.