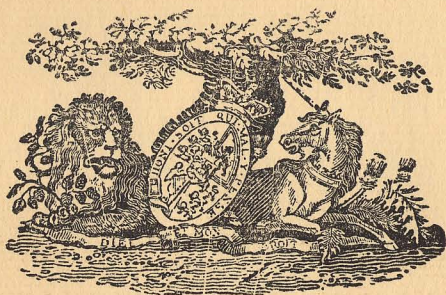


*Cremelling*

The Lackawanna  
*"The Route of Phoebe Snow"*  
1851-1951  
*A Centenary Address*

WM. WHITE





*"Were American Newcomen to do naught else, our work is well done if we succeed in sharing with America a strengthened inspiration to continue the struggle towards a nobler Civilization—through wider knowledge and understanding of the hopes, ambitions, and deeds of leaders in the past who have upheld Civilization's material progress. As we look backward, let us look forward."*

—CHARLES PENROSE

Senior Vice-President for North America  
The Newcomen Society of England



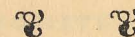
*This statement, crystallizing a broad purpose of the Society, was first read at the Newcomen Meeting at New York World's Fair on August 5, 1939, when American Newcomen were guests of The British Government*

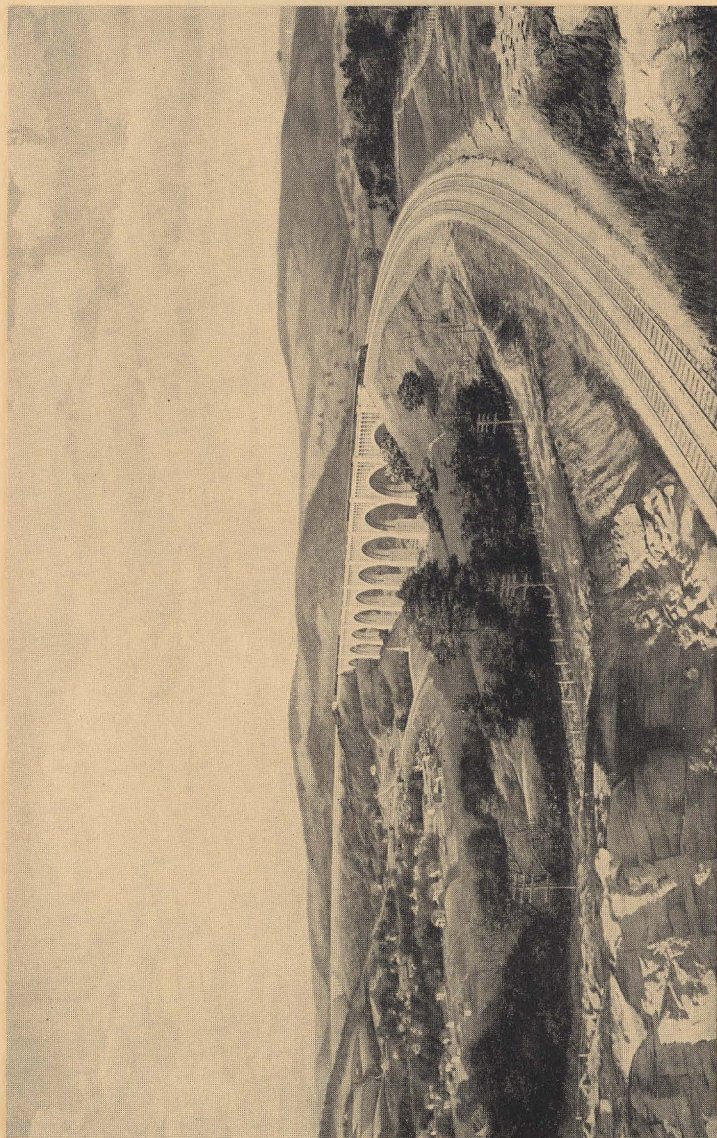
*"Actorum Memores simul affectamus Agenda"*

THE LACKAWANNA—"The Route of Phoebe Snow"  
1851-1951  
A Centenary Address



AMERICAN NEWCOMEN, through the years, has honored numerous leading railroads both in the United States of America and in Canada, and has honored the memories of men whose vision, courage, initiative, resourcefulness, determination, ripened judgment, hard work, and abiding Faith have laid the foundations and continued the existence of what have grown to be great railway systems. Such a Newcomen manuscript is this, dealing with the dramatic and colorful history of an American railroad which, during now a century, has contributed to America's economic and social progress. It is a story well worth the reading by every American!





*"Through Rolling Hills and Across Fertile Valleys"  
The Tunkhannock Viaduct*

# The Lackawanna

## *"The Route of Phoebe Snow"*

1851-1951

### *A Centenary Address*

WILLIAM WHITE

MEMBER OF THE NEWCOMEN SOCIETY

PRESIDENT

THE DELAWARE, LACKAWANNA & WESTERN

RAILROAD COMPANY

NEW YORK



THE NEWCOMEN SOCIETY IN NORTH AMERICA  
NEW YORK    SAN FRANCISCO    MONTREAL

1951

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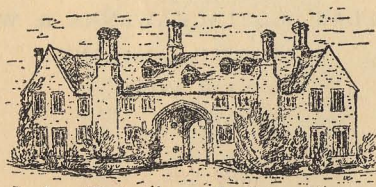
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*The Newcomen Society, as a body,  
is not responsible for opinions  
expressed in the following pages*



*First Printing: October 1951  
Second Printing: October 1951*



*This Newcomen Address, dealing with the  
history of The Delaware, Lackawanna and  
Western Railroad and with the lives and times  
of its founders, was delivered at a National  
Newcomen Luncheon of The Newcomen So-  
ciety of England, celebrating the 100th Anni-  
versary (1851-1951) of the railroad, held in  
Ballroom of The Pierre, at New York, N.Y.,  
U.S.A., when Mr. White was the guest of  
honor, on October 26, 1951*



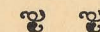
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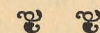
INTRODUCTION OF PRESIDENT WHITE, AT NEW YORK  
ON OCTOBER 26, 1951, BY ROBERT G. FULLER, VICE-  
PRESIDENT OF THE FIRST NATIONAL BANK OF THE  
CITY OF NEW YORK; MEMBER OF THE NEW YORK  
COMMITTEE, IN THE NEWCOMEN SOCIETY OF ENGLAND:

*My fellow members of Newcomen:*

**W**HEN Bill White became President of The Lackawanna  
Railroad in January 1941, he was not yet forty-four—  
at that time, the youngest President of a Class 1 rail-  
road in the United States of America. A railroad man since 1913,  
he had spent twenty-five years with the Erie and knew virtually  
every operating job on that road when he left, in 1938, to become  
Vice-President and General Manager of the Virginian Railway.



As he tells you the Lackawanna's story and describes the early  
years, I hope that he will not pass too lightly over the accomplish-  
ments of the past decade during which dieselization, mechanization,  
and the development of a young and extremely able executive  
group have been carried out with notable success.



Should he mention the recapitalization program which solved  
a difficult financial problem and made it possible to simplify the

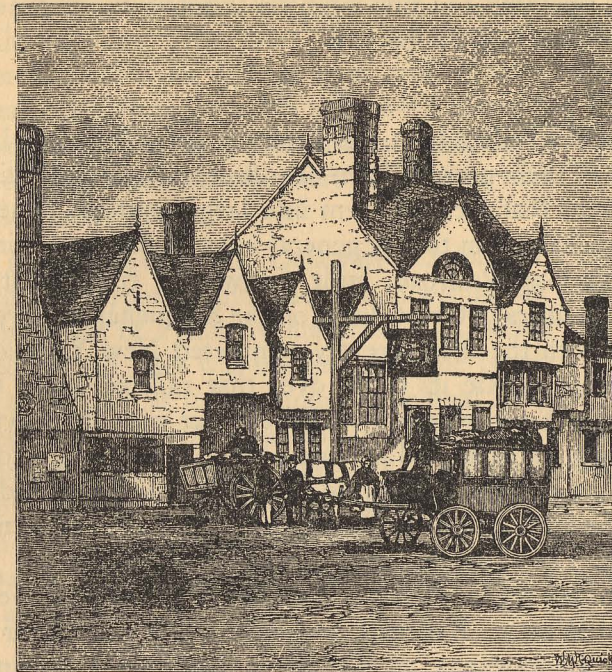
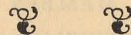
Railroad's corporate and capital structure, he will probably minimize his own part. He was not trained in finance, but his grasp of the intricate legal and financial questions involved was in a very large measure responsible for the exceptionally successful result.



Although he has been its President for only ten of its hundred years, yet his imagination and leadership have in a very real sense built The Lackawanna of today.



It is my great privilege to introduce the President of The Delaware, Lackawanna & Western Railroad Company, my very dear friend: WILLIAM WHITE of New York.



*My fellow members of Newcomen:*

**I**N 1851, the population of the United States of America was 23,000,000; of what is now New York City was 700,000; the President of the United States was Millard Fillmore, a native of Buffalo, which now is the western terminus of the Lackawanna.



The fact, *Mr. Chairman*, that so many corporations now are observing their first century of service to the American People would indicate that 1851 was a time of great activity in the growth and development of our Country. The Erie, Illinois Central, and Missouri Pacific Railroads, the Singer Sewing Machine Company, Corning Glass Works, and "The New York Times," to name a few, are observing centennials this year. The Delaware, Lackawanna and Western Railroad—"Route of Phoebe Snow"—is observing its centennial this month. It had its small beginning in

1851, and operated the first train on October 15, 1851 over the segment of line first completed.



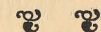
Most of the railroads in this Country grew from small beginnings and in their present form are the result of acquisitions and consolidations that merged them into larger systems. The Lackawanna is no exception to this general rule. It had its beginning as the Ligett's Gap Railroad, built westwardly from what now is Scranton, 56 miles to Great Bend, on the Susquehanna River, there to connect with the then recently completed New York and Erie Railroad and operate its trains over that railroad from there to Owego, New York, where it would connect with the Cayuga and Susquehanna Railroad and operate over it from Owego to Ithaca, on the shores of Lake Cayuga, so that anthracite coal could find an access to the markets which existed along the Lake and in northern New York. The Ligett's Gap Railroad never ran a train! Just before operations began, its name was changed to that of the Lackawanna and Western Railroad, and only a few years later to The Delaware, Lackawanna and Western Railroad Company. The word "Lackawanna" in its name derives from the Lackawanna Valley where Scranton is located and through which the Lackawanna River runs. The "and Western" of course derives from the fact that it was to go West out of the Lackawanna Valley. The word "Delaware" derives from the Delaware River. The name of our Company has never since been changed; there has been no occasion because it is one of the few railroads in the Country that never has passed through receivership or bankruptcy, despite a few narrow escapes.



Before the Ligett's Gap Railroad was completed, the more important subscribers to its stock realized the necessity for reaching the eastern markets with their anthracite coal, and projected the Delaware and Cobb's Gap Railroad, from Scranton east through the Delaware Water Gap, and beyond to a point on the Delaware River near what now is Portland, Pennsylvania. It, like the Ligett's Gap Railroad, never operated a train! Before it was completed it was merged with the Lackawanna and Western, and the

merged companies became The Delaware, Lackawanna and Western Railroad. Some years later, The Delaware, Lackawanna and Western acquired the Lackawanna and Bloomsburg Railroad, which extended from Scranton southward along the Lackawanna and Susquehanna Rivers to Bloomsburg, Pennsylvania; later extended to Northumberland, where it connects with The Pennsylvania Railroad.

It is an oddity that The Delaware, Lackawanna and Western Railroad as a corporate entity remained within the confines of the Commonwealth of Pennsylvania until 1945, when the first of its numerous leased lines was merged with the parent company. Although the system as it exists today took final form in 1882, when it was extended from Binghamton to Buffalo, yet it was not until the 1940's that all its leased lines—18 in number—were acquired either by purchase of stock or by merger, and were consolidated into the parent company, so that today all of the railroad is owned *in the name of* The Delaware, Lackawanna and Western Railroad, as will appear later.



The building of a railroad west from Slocum's Hollow (now Scranton) in the Lackawanna Valley was envisioned as far back as 1831. William Henry, an eminent geologist of that day, became interested in coal lands in the vicinity of Slocum's Hollow and took up options on the land. Henry Drinker, a former Surveyor General of the Commonwealth of Pennsylvania, was the inheritor of some 25,000 acres of wild land of what now is the Pocono Mountains and appears to have been what we call a promoter. Thomas Meredith, a surveyor and promoter who had been interested in several railroad projects, envisioned a railroad from the Lackawanna Valley northwestwardly into the already prosperous agricultural area of Southern and Western New York, with its more than 1,000,000 inhabitants. Meredith went to Drinker with his idea and the plan came to light when a group of New York and Pennsylvania citizens gathered together in a railroad convention held at Ithaca, New York, in May 1831. These citizens agreed to act as missionaries for a railroad line from the Lackawanna Valley coal fields to Owego, New York, *via* Great Bend on the

Susquehanna River. Henry Drinker and William Henry both were present at the Ithaca meeting, and Henry Drinker was authorized to go to New York to raise capital for the railroad project; but without success. William Henry, the geologist, had insufficient money of his own and no financial connections, but he continued to renew options on the coal lands from time to time and never gave up. Out of this Ithaca convention was born a railroad from Ithaca, on Lake Cayuga, to Owego, on the Susquehanna River, which was completed in 1834 and over which cars were hauled by horses. After a few years a steam engine was purchased, but it went through a bridge into a creek, and the Ithaca and Owego went back to being horse-hauled.

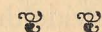


New York State had loaned \$300,000 for the building of this railroad and the purchase of equipment. When the line failed to meet two years' interest charges, the State foreclosed and, in 1842, it was put up at auction and sold for \$18,000. It was reorganized as the Cayuga and Susquehanna Railroad Company and was purchased by George Scranton and William E. Dodge in 1848, for \$50,000. They had by that time become interested in the anthracite coal fields and in the project for a railroad out of the coal fields. Their object in purchasing was to reach a more northern market for the product of the Scranton anthracite coal fields, which they knew was also to be the chief source of revenue of the Ligett's Gap Railroad, promotion and establishment of which then was progressing. George Scranton undertook to get the Cayuga and Susquehanna in working order, which he did in about a year, as a coal carrier that brought in a steady profit and was leased in perpetuity to The Delaware, Lackawanna and Western, in April 1855.

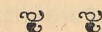


If there is one man who may be called the "father" of The Lackawanna Railroad, it is George Whitfield Scranton, for whose family the City of Scranton is named. It was through William Henry, the geologist, that he became interested in the coal lands around Slocum's Hollow.

George Whitfield Scranton was born in Connecticut in 1811, and died at Scranton, the City he virtually founded, in 1861, at the early age of 50. When only 17 years old, George Scranton went to live in the Village of Belvidere, New Jersey, on the Delaware River, and to take employment in one of the general stores operated by John I. Blair (later to become a railroad pioneer) and his brother. An apprenticeship to a Blair in the mercantile field in those times was equivalent to an offer nowadays of an apprenticeship in Macy's or in Marshall Field's. George Scranton came to be known and appreciated by John Blair, whose home was at Gravel Hill, the name of which later was changed to Blaiirstown, in his honor. The Blairs recognized ability when they saw it, and in order to keep George Scranton at their side gave him a partnership in their business before he was 24 years old. Soon, however, he had sold his interest in the Blair store to take up the cultivation of land, at which he prospered.



George Scranton had a brother, Selden, who took up a store clerkship in Philadelphia. From this he went to an iron foundry, of which he became manager and, thus employed, became acquainted with William Henry, the geologist, and married Henry's daughter.



In the vicinity of George Scranton's farmlands there had been operating for a number of years the Oxford Furnace, that had made cannon balls for Washington's Army during the Revolutionary War, and still later for the Union Army in the War between the States. The Oxford Furnace was for sale. Selden Scranton, recognizing the pressing need for nails—plain ordinary nails—decided that if he could acquire the Oxford Furnace he would make nails out of bar iron. In those days nails were scarce; there was no mass production, and there was a good market. Selden Scranton easily convinced his brother George as to the future of nails and together they acquired the Oxford Furnace and a mansion to live in, for \$10,000. George Scranton's interest, however, was not only nails. Railroads were building in the Country, built

largely of strap rail. The crying need was for iron rail—the *T rail*—made then only in England and imported into this Country.

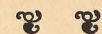


The Scrantons' operation of the Oxford Furnace was successful and their nails became well known. However, times were hard and payments were slow. They needed capital, but the banks would let them have money only if they could be taken in as partners. This the Scrantons would not do; rather, they turned to their friend, John I. Blair, and took him in as a partner, and partners they were in many later ventures.



The charter for the Ligett's Gap Railroad was held by Dr. Andrew Bedford, a country doctor, who renewed it every five years. Dr. Bedford advised William Henry, the geologist, to go to Oxford Furnace and try to persuade the Scranton brothers (one of them his son-in-law) to provide the money to take up the options which Henry held at Slocum's Hollow, and to build a blast furnace. Iron was being made with anthracite coal in Wales and at Pottsville, Pennsylvania, so why not at Slocum's Hollow? Here was an opportunity for George Scranton to make iron rails. The brothers easily were persuaded. Philip H. Mattes, who owned a tract of land not far away from Slocum's Hollow on which were iron ore veins, was invited into a partnership, and thus was organized the firm of Scrantons, Grant & Company to make iron at Slocum's Hollow. In 1842, the operation was successfully launched, but the orders for T-rails which George Scranton had counted on so heavily were not forthcoming. Other people were brought into the venture, including two cousins of the Scranton brothers, also named Scranton, who were businessmen of Augusta, Georgia. They expressed interest in the iron works and were invited to Slocum's Hollow. The stock of the original company was increased to build a rolling mill and to make additional products. George and Selden Scranton became permanent residents of the settlement, the name of which was then changed to "*Scranton*." Joseph C. Platt married a sister of George and Selden Scranton, and he became a partner of the firm and the name was changed to Scrantons-Platt Company.

In earlier days, Henry Drinker and William Henry had tried to interest Anson G. Phelps, one of the partners of Phelps, Dodge & Company, to put money into their venture; but Phelps was not convinced that it was a good investment. In 1846, Phelps, Dodge & Company were financiers, copper and dry goods merchants. William E. Dodge, son-in-law of Anson G. Phelps, was one of the partners; and he was also purchasing agent of the New York and Erie Railroad and one of its directors. He had been buying T-rails from England, but suddenly the source of supply was shut off because England's first great railroad expansion was taking place and the British railroads had secured a priority on iron. The New York State Legislature had passed a bill donating to the New York and Erie Railroad the sum of \$3,000,000 for right-of-way purchase and construction, but there was a condition to the gift. The line had to be completed from Port Jervis to Binghamton by a certain date. One year of that time remained.



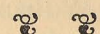
Anson G. Phelps had followed the fortunes of the Scranton brothers and knew they were experimenting with the manufacture of T-rail. When the supply of rail from England was shut off, Phelps suggested to Dodge that he go to Scranton to look over the plant and, if the operations seemed successful, to invite the Scrantons to New York. Mr. Dodge's report was favorable, especially since the Scranton brothers had 2,000 tons of T-rail on hand. A contract was made whereby the Scrantons-Platt Company would furnish 12,000 tons of rail at \$46 a ton, delivered to the Erie rail head as it moved. The order required the building of a second furnace and the Scrantons were broke. But they had 2,000 tons of rail on hand and Mr. Dodge arranged with the Erie to deliver a check for \$100,000 in advance so that the Scrantons-Platt Company could expand. Within a year they had added three more furnaces and their rail business was successfully launched. In another year the capital of the company was increased and, among others, Anson G. Phelps and William E. Dodge climbed aboard the bandwagon, and more orders from the Erie bobbed up. Others who climbed on that same bandwagon at that time were John I. Blair and Benjamin Loder, President of the Erie. The Erie was completed on time!

The Scrantons and their brother-in-law, Joseph C. Platt, now were in fast company, with the biggest rail foundry in the Country and coal and iron deposits spread across 10,000 acres of company land. With weaker men, it is likely that the plant and acreage would have been gobbled up, as were many businesses and industries in those hard and ruthless days. But Phelps and Dodge had measured the Scrantons and realized that they could not do without them.



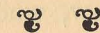
From making rails to building railroads was logical progress so far as George Scranton was concerned. He became interested in mining and transporting coal rather than iron. Geologists had told him that iron ore was exhaustible and that coal seemed to be inexhaustible. Also, digging coal was simpler and easier than puddling iron. There were markets for coal over the rapidly expanding Nation, but it had to be made available easily and there was only one answer—a railroad.

He acquired the charter of the Ligett's Gap Railroad from Dr. Bedford and, at the same time, set out rebuilding the Cayuga and Susquehanna Railroad. At a meeting in Scranton, in March 1849, 5,026 shares of stock were subscribed for at \$50 a share, a total of \$251,300. The Ligett's Gap Railroad was organized. John J. Phelps, a New York financier and distant cousin of Anson G. Phelps, was elected its first president, and William E. Dodge, although a director of the Erie, became also a member of the Board of Managers of the Ligett's Gap Railroad and, as you will recall, was associated with George Scranton in the ownership of the Cayuga and Susquehanna Railroad. George Scranton was general agent and builder of the road. The confidence which the Board of Managers and the stockholders had in George Scranton is exemplified in the early minutes of the Ligett's Gap Railroad, because he was given wide latitude and authority in letting contracts for the building of the road and for purchase of the equipment.



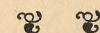
Even before acquisition of the Ligett's Gap charter, George Scranton and William E. Dodge had acquired the right of passage over the Erie tracks between Great Bend and Owego, and this

apparently was not difficult with William E. Dodge sitting as a director of the Erie.

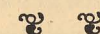


George Scranton's plans now were crystallizing; he and his associates had acquired the Cayuga and Susquehanna; they had trackage rights over the Erie between Owego and Great Bend; and the Ligett's Gap Railroad was building between Great Bend and Scranton. Thus it would be possible to transport anthracite coal out of the Lackawanna Valley to Ithaca, on Lake Cayuga, where it would be dumped on barges for transportation over Lake Cayuga into northern New York.

To the east of Scranton, George Scranton envisioned the Delaware and Cobb's Gap line, the charter of which was covered with mildew, so as to transport coal to the eastern seaboard markets, and he already was working on the Cobb's Gap plan when he began to build the Ligett's Gap road.



Construction of the two railroads, Ligett's Gap and Cobb's Gap, was not easy. The territory presented many physical obstacles, as the country was mountainous. The building of many fills and trestles, and grades up to 80 feet to the mile, were necessary. But despite physical difficulties, building continued apace and, on October 15, 1851, the first train was operated from Great Bend to Scranton. It was run for the accommodation of the New York members of the Board of Managers, who arrived at Great Bend on a regular Erie Railroad train. That first run of 56 miles, with the Managers and well-wishers aboard, took about three hours, including two stops for wood and water. A great crowd of people awaited the arrival of the special at Scranton. President Phelps and George Scranton made speeches, and William E. Dodge offered a prayer of thanks to Almighty God. The road was opened for regular traffic on October 20, 1851, and thus was born what is today The Lackawanna Railroad.



An interesting sidelight at this juncture is how some of the affairs of The Lackawanna Railroad became the subject of an in-

vestigation by the Presbyterian Church in New York, from 1859 to 1863. I have previously referred to Anson G. Phelps and William E. Dodge, his son-in-law, who were partners in Phelps, Dodge & Company. In fact, quite a number of the early meetings of the Board of Managers of the Lackawanna were held in the offices of Phelps, Dodge & Company, at New York. Associated with Anson G. Phelps in some undertakings were a couple of merchants who belonged to the other side of his family, John J. and George D. Phelps. Both of them were presidents of the Lackawanna in its early days, while William E. Dodge also was a member of the Board. George D. Phelps seems to have been a highly ethical man. Some of his policies were novel. For one thing, he objected to the then accepted practice of buying coal from a subsidiary for less than market price and paying rebates to the subsidiary coal company on freight charges on coal carried by the railroad. In this, of course, he was only following the line of thought by the United States Government, some fifty years later, when rebating was outlawed, but Mr. Phelps appears to have been an unpopular agitator of his time. He was one of a breed, however, which had the strength of its convictions. He shocked the Board by demanding that the bylaws be revised to permit the appointment of an auditor. William E. Dodge, in addition to being his associate on the Board of Managers, was a next-door neighbor and they used a common driveway. Both were devout Presbyterians and Mr. Dodge was an early leader in the cause of temperance. In fact, from 1865 until his death in 1883, he was President of the National Temperance Society. As neighbors, a little trouble arose about Mr. Dodge dumping his coal in the common driveway, but after the matter had gotten into court they agreed to drop it. But Phelps sold his house and moved away.



Phelps got into difficulties with John I. Blair about a loan that Phelps had made to the company, for which he collected a commission. Phelps made certain charges against Dodge and Blair, but the Board of Managers, after appointing a committee to investigate the charges, found against Mr. Phelps. Mr. Phelps did not let the matter rest there; he continued to publish books and pamphlets

about the whole business and, toward the end of 1859, dumped the whole matter into the lap of the Presbyterian Church. The only member of the Railroad's Board of Managers who was also a member of Mr. Phelps's church, where the proceedings had to originate, was the long-suffering William E. Dodge, and he seemed to be made to order. Before a Session of the Madison Square Presbyterian Church, and in subsequent hearings before the Fourth Presbytery of New York, and, finally on appeal to the Synod of New York and New Jersey, these proceedings dragged along from 1859 to 1863, sharing attention with the Battles of Shiloh and Gettysburg. The finding of the Presbyterian Church, however, was "that in view of all the circumstances of the case, and in the exercise of the discretion enjoined upon the Session in our book of discipline, it is inexpedient for the Session to entertain the charges and specifications of Mr. Phelps against Mr. Dodge, and that the same are hereby dismissed. . . ."

This was probably the only time in American history when a church was asked to go into matters having to do with the management of a railroad. Mr. Phelps kept up his campaign until his death, in the 1880's, and the Lackawanna, unsanctified but uncondemned, has continued on its non-ecclesiastical way.



With the building of the Cobb's Gap Railroad east from Scranton to the Delaware River, there still remained the problem of getting anthracite coal to the Eastern Seaboard markets. The Morris and Essex Railroad was operating between Hoboken and Morristown, New Jersey, having been opened for service in November 1836. It had secured an amendment to its charter permitting it to build from Morristown through Dover and Hackettstown to a point on the Delaware River at or near the Town of Belvidere, or the Delaware Water Gap.



John I. Blair was not associated with the Morris and Essex Railroad and he didn't like what he saw. As he saw things, the Morris and Essex would eventually engulf the Lackawanna, or *vice-versa*, and he was after the Morris and Essex; but he played

a cat and mouse game. He secured a charter to build the Warren Railroad from a point of connection with The Delaware, Lackawanna and Western on the Delaware River to a connection with the Central Railroad of New Jersey, at Hampton. Thus he forestalled the Morris and Essex from building to Delaware Water Gap, and the Lackawanna made arrangements with the Central Railroad of New Jersey to handle its coal and other freight from Hampton to Elizabethport, on New York Harbor. The Warren Railroad was leased in perpetuity to the Lackawanna, in 1857, and thus, through the arrangement with the Central of New Jersey, coal could be transported to the eastern market.



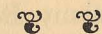
An attempt then was made to merge the Lackawanna and the Central Railroad of New Jersey, but this failed and perhaps not to the detriment of the Lackawanna, because shortly thereafter the Central Railroad of New Jersey went into bankruptcy. Failure of the merger, however, caused the Lackawanna people to become interested in the Morris and Essex, which had been forestalled by John I. Blair from building its line to or near the Delaware Water Gap. In 1868, the Morris and Essex was leased to the Lackawanna in perpetuity and John I. Blair's fears that the Morris and Essex would engulf the Lackawanna did not materialize.



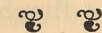
The Lackawanna meanwhile extended its holdings of anthracite coal lands and, in addition to engaging in the railroad business, engaged in the coal mining business, and continued to expand profitably.

In 1870, the line was extended westwardly from a point near the New York-Pennsylvania State line at Hallstead, Pennsylvania, to Binghamton, New York, a distance of 11 miles. The Valley Railroad Company was formed for this purpose and, having been built out of the Company's earnings, its stock was issued to the stockholders of the Lackawanna, and the Valley leased to the Lackawanna in perpetuity. This provided a connection at Binghamton with the Syracuse, Binghamton & New York Railroad, which likewise was leased by the Lackawanna; and, through the

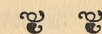
medium of a lease of the Oswego and Syracuse Railroad, the lines of the Lackawanna were extended to Oswego, on Lake Ontario.



For the first time, Lackawanna was able to reach one of the Great Lakes, providing enlarged markets for its anthracite coal. At about the same time there were built the Greene Railroad, and the Utica, Chenango & Susquehanna Valley Railroad, providing a line from Binghamton to Utica, and, as in other cases, these were leased in perpetuity.



Into the picture then moved a man all-powerful in financial circles in New York City. He was Moses Taylor, President of The National City Bank of New York. He was a heavy investor in coal lands in the anthracite region. A year after the completion of the Ligett's Gap Railroad, he had arranged the incorporation and financing of the Lackawanna & Bloomsburg Railroad Company between Scranton and Bloomsburg, tapping the Wyoming Valley coal fields and connecting at Scranton with the Lackawanna, with which it was merged, in 1873.



Moses Taylor became a member of the Lackawanna Board in January 1854, and continued in that capacity until May 1882. He was a powerful influence in the affairs of the Lackawanna and his memory still is revered by its employees, who are the beneficiaries of his generosity in providing for them a hospital at Scranton, which he and succeeding members of his family have endowed. The Moses Taylor Hospital today provides free hospitalization for employees of the Lackawanna Railroad and of the Glen Alden Coal Company at Scranton, and to employees of the Bethlehem Steel Company at its Lackawanna plant at Buffalo, through a branch of the Hospital there.



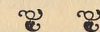
You may remember that earlier I told about the origin of the iron business at Scranton, through Scrantons-Platt Company. Those people also were engaged in the mining of coal, but eventu-

ally the Lackawanna Railroad Company took over both the coal lands and the mining business; and the iron business became the Lackawanna Iron & Coal Company. Because of the lack of ore, that company was moved to Buffalo, in 1902, where it became the Lackawanna Iron & Steel Company, later to become a part of Bethlehem Steel Company.

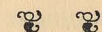


Had it not been for Moses Taylor the Lackawanna may never have gotten farther West than Binghamton. During the Depression in the 1870's the market price of Lackawanna stock dropped severely and Jay Gould, of Erie renown, bought heavily of Lackawanna stock. While he was on his buying spree, working under cover as much as possible, Moses Taylor heard of it and went out into the market to pick up everything still loose. He secured a controlling interest and thus checkmated Gould, but Gould became a member of the Lackawanna Board, in February 1881, and remained on the Board for seven years. A railroad, to Jay Gould, was always something on a chessboard. He was in control of the Wabash, Missouri Pacific, and other railroads. The Wabash came into Buffalo and Gould sought an outlet at Buffalo for Wabash business. Some historians of the Gould railroad era have referred to the Lackawanna as a "Gould property." This never was the case, but things might have been different had Moses Taylor not been so energetic. The story is that Gould inspired the building of the line from Binghamton to Buffalo, but that it was born of a desire to be avenged over the dismissal of himself and Jim Fisk from the Board of the Erie, in 1872, when he and Fisk had been compelled to make restitution of some \$5,000,000 gathered in from the fraudulent sale of Erie stock. It developed that Gould's objectives were somewhat different than that of other managers of the Lackawanna. It was his idea that the separately-incorporated New York, Lackawanna and Western, built from Binghamton to Buffalo, should be leased to the Wabash instead of to the Lackawanna, but he met frustration through the foresightedness of Moses Taylor and Samuel Sloan, who was by then the Lackawanna's President. They were able to prevent it.

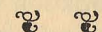
Thus, in 1882, when the New York, Lackawanna and Western was leased to the Lackawanna, the system was complete, with the shortest line from New York to Buffalo and with its principal branches extending southward from Scranton through the anthracite coal fields to Northumberland, Pennsylvania, and from Binghamton northwardly *via* one line to Syracuse and Oswego, on Lake Ontario, and *via* another line northeasterly to Utica, connecting with The New York Central.



Thereafter began a golden era for the Lackawanna, which lasted from the middle 1880's until 1930. Its emergence from just a coal carrier was rapid. In just a few years its passenger revenues doubled and its general merchandise revenue more than doubled, while its coal revenue continued to increase. Earnings were plowed back into the property and were charged against income, instead of being charged to investment account and thus building up the latter.



Moses Taylor was instrumental in bringing Samuel Sloan in as a member of the Board of Managers, in 1864, and as its president, in 1867. He continued as president for 32 years, until March 1899; and, on the Ferry Plaza at Hoboken, is a statue erected in his honor, which he well deserved. He had to give up his formal schooling at the age of fourteen because of the sudden death of his father, and went to work for a linen importing firm, of which he later became a partner; and his success was such that his name became known to important merchants and financial men in New York. He invested heavily in rail securities and, in 1855, owned enough stock of the Hudson River Railroad (now a part of The New York Central) to get himself elected to the Board of Managers, and shortly thereafter its President.



His tenure lasted for only three years, however, until Commodore Vanderbilt got control of the Hudson River line. Sloan was offered the presidency of Vanderbilt's Harlem Railroad, but he declined. For a few years Mr. Sloan acted as arbitrator and com-

missioner of the trunk lines—the Erie, Pennsylvania, Baltimore and Ohio, and New York Central—which were operating on a policy of dog-eat-dog; and, during those years, he formed a connection with The National City Bank, of which he became a director. Thus he was thrown into contact with Moses Taylor.



With the advent of Samuel Sloan, all hit-and-miss operations went into the discard. The new policy was to run trains on time, keep roadbed and rolling stock in repair, and to observe to the letter contracts with shippers of freight and buyers of coal. The depression years following the War between the States were difficult ones. The rate wars among the railroads and rebates to shippers made for chaos. Sloan secured an agreement between the railroads and the coal shippers with respect to freight rates and coal prices, which helped for a time. But these finally were broken and it was the breaking of that agreement that caused most of the anthracite roads to get into trouble, in the 1870's.

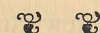


The extension of the Lackawanna to Buffalo, in 1882, put it in position to compete with trunk line railroads for general traffic. But the Lackawanna was not without its enemies. The Erie didn't forget the building of the line through to Buffalo, and the Central Railroad of New Jersey was still irked by John I. Blair's tactics which resulted in the construction of the Warren Railroad and the lease of the Morris and Essex. Matters were even worse in the coal business than they were in the railroad business. Despite all of the difficulties, Samuel Sloan guided its affairs with great foresight.



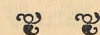
One of the handicaps suffered by the Lackawanna was its broad gauge of 6 feet. During its association with the Central Railroad of New Jersey, it had to lay a third rail, as it had to do also with some of its smaller leased lines which had been built to standard gauge of 4 feet 8½ inches. In March 1876, a twenty-four hour holiday was called on all traffic. The Lackawanna proceeded with a gigantic army of tracklayers to change from broad gauge to standard

gauge; and accomplished it in a forty-eight hour period. It was an amazing feat and cost a million and a quarter dollars; but then the Lackawanna became a standard gauge railroad. Its position in the coal trade was enviable, not only as a carrier for hire but as owner of some of the best deposits of anthracite.

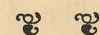


Samuel Sloan, like many of his contemporaries, was a good Presbyterian, and one of the oddities of his administration was that no trains ran on Sundays, until after he resigned in 1899.

During his incumbency Mr. Sloan also was president of the Michigan Central for two years, beginning in June 1876. For several years he also was president of the Pere Marquette Railroad of Michigan; of the Fort Wayne and Jackson Railroad of Indiana; the Rome, Watertown & Ogdensburg Railroad of New York; and of the International-Great Northern Railroad of Texas. To us of the present day, accustomed as we are to prohibition against interlocking directorates, this is a strange paradox. It is evidence, however, of the acumen and ability of Samuel Sloan, whose imprint upon the Lackawanna will forever remain. He completed its building and established it as a highly profitable concern.



William H. Truesdale became President in March 1899, succeeding Mr. Sloan. He was the first Lackawanna president not to have been an importer, banker, or engaged in some other business. He had been in the railroad business for 30 years: in the mid-West as President of the Minneapolis & St. Louis, and Vice-President of the Chicago, Rock Island & Pacific, from which latter he came to the Lackawanna.



Mr. Truesdale foresaw the need of a great rebuilding job. Parts of the line were not adapted to fast freight or fast passenger service. It had too many adverse grades and too many curves. If the Lackawanna was to compete in point of service, a vast program of expenditure had to be undertaken. The line from Buffalo to Binghamton had been well built; but the old Ligett's Gap Rail-

road from Scranton to Great Bend was a crooked piece, and the line from the Delaware River to a point near Dover, New Jersey, was crooked, lengthy, and hilly.

That part of the line from Clarks Summit (7 miles west of Scranton) to Hallstead, a distance of 39 miles, had to be virtually rebuilt on a new grade, with new cuts, new fills, viaducts, and a tunnel. It was a job of tremendous magnitude, through rugged mountainous country, but it was carried to completion between 1912 and 1915.



A magnificent feat of engineering was involved in this reconstruction, known as The Tunkhannock Viaduct. It not only is the largest concrete railroad bridge ever built, but one of the most graceful structures in the world.

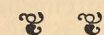
The Tunkhannock is reminiscent of the old bridge Pont du Gard, which was built nineteen centuries ago by the Romans, and is one of the finest examples of Roman masonry, and probably never will be duplicated. The bridge fills the eye as it fills the Gard Valley, in France, and sightseers stop a quarter of a mile away to gaze up at it.

The Pont du Gard gets its altitude through three tiers of arches of diminishing size. Tunkhannock has two tiers, but the effect is the same. They give the impression of being afloat in the air. Pont du Gard is 870 feet long; but Tunkhannock is nearly three times that. Pont du Gard is nearly 160 feet high; but Tunkhannock is 240 feet. It was designed by George J. Ray and built under his supervision as Chief Engineer, when he was still a young man. Mr. Ray had charge also of the building of what is known as the New Jersey Cutoff, and to him must be given great credit for two splendid engineering jobs, the like of which come to few men. He retired as vice-president in charge of operations in March 1946, and the monuments that he has constructed will leave his imprint upon the Lackawanna for many years to come.

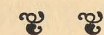


What was the old line of the Lackawanna west of Scranton was sold to the Commonwealth of Pennsylvania for \$1.00 as a high-

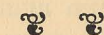
way. Now it is a concrete highway following the old railroad line on what for an automobile are easy grades and wide curves. Over this road, in 1916, came Theodore Dreiser on his "*Hoosier Holiday*." In his book he wrote: "North of Factoryville a little way, we encountered one of those amazing works of man which, if they become numerous enough, eventually make a country a great memory. . . . We were coming around a curve near Nicholson, Pennsylvania, approaching a stream which traverses this great valley, when across it from ridge's edge to ridge's edge suddenly appeared a great white stone or concrete viaduct or bridge—we could not tell at once, which—a thing so colossal and impressive that we instantly stopped the car so that we might remain and gaze at it. . . . Here at Nicholson, in a valley celebrated for nothing in particular and at the edge of a town of no size, we stood before this vast structure, gazing in a sort of awe. Those arches! How really beautiful they were! How symmetrically planned! And the smaller arches above, how delicate and lightsomely graceful! How could they carry a heavy train so high in the air? We learned it was the work of a great railroad corporation. It is rather odd to stand in the presence of so great a thing in the making and realize that you are looking at one of the true wonders of the world. . . ."



Another viaduct, of similar design but smaller, was built at Kingsley.



While the new line was only three miles shorter than the old, hundreds of feet of rise and fall were eliminated, and eleven full circles were cut down to four; and the job was well worth the \$12,000,000 that it cost.



Between 1908 and 1911, an entirely new line of railroad was built from Lake Hopatcong to the Delaware River, now known as the Jersey Cutoff. This shortened the line by 11 miles and eliminated the use of helper engines on freight trains. This 29 mile line required building two concrete viaducts of a design similar to those on the Pennsylvania line, numerous deep cuts, and one fill which, so

far as is known, is the largest in the world, being over three miles long with a maximum height of 110 feet. The total amount of earth moved in the building of this line would be the equivalent to that of digging a canal 16 feet wide, 8 feet deep, and 550 miles long. This was an expensive construction, costing almost \$400,000 per mile, but the savings and improved service made possible by its construction were well worth the money.

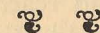


An interesting item in connection with the construction of both the New Jersey and Pennsylvania Cutoffs was the matter of constructing the four viaducts of *concrete* instead of steel. In some quarters there was alarm expressed that this was going to be a mistake. The Board of Managers was told by the management of the various doubts that were being expressed and asked the Board to employ the best known bridge engineers that the Board could find, without any suggestion from management as to who they might be, for the purpose of advising the Board on two questions: (1) was reinforced concrete suitable for viaducts of such size; and (2) if so, was the design proper? The Board proceeded accordingly and received two independent reports from two eminent bridge engineers. Both of these bridge engineers reported that the concrete construction was suitable. Both recommended only minor changes in the design. These viaducts now have been in service for 40 years, and it has only been in the last five years that some work has been necessary on them. They have shown no weakness whatever and the work that has been necessary was additional waterproofing and patching up some spots where a water drip had caused slight erosion.

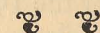


The Lackawanna cannot claim many so-called "*firsts*," but it can claim the distinction of having been the first railroad to experiment with the use of wireless communication between land stations and moving trains. Marconi had transmitted wireless messages across the Atlantic Ocean, but it was not known whether wireless would be practicable across land areas in mountainous country and between land stations and moving trains. People associated with Marconi came to the Lackawanna to secure assistance in this phase

of wireless communication. The possibilities appealed to the Lackawanna and it built wireless towers at Hoboken, Scranton, and Binghamton. After a year or two of preparation, it was found that communication between the land stations through mountainous country was entirely feasible, and finally, on November 27, 1913, the first written message from a moving train to a land station was transmitted. General David Sarnoff, now Chairman of the Radio Corporation of America, was employed by the Marconi Company at that time and participated in all of these experiments. They were not sufficiently reliable for regular communication for dispatching purposes, but the use of wireless communication between Hoboken and Scranton and Binghamton continued for a number of years. In 1921, a voice broadcast of the Dempsey-Carpentier Fight from the Hoboken land station was attempted, although not very successfully.



In 1906, there was passed what is known as the Hepburn Act, as an amendment to the Interstate Commerce Act. This amendment today is known as the Commodities Clause. It prohibits a railroad from transporting goods in which it has a direct or indirect ownership. The amendment was directed principally at the anthracite roads which mined, sold, and transported their own coal. Various steps were taken to comply with the Act, but years of litigation followed. Finally, in 1921, the Lackawanna was required to divest itself of its coal properties, which it did on favorable terms to its stockholders. But the Company thereafter was deprived of the earnings from the mining and sale of coal. However, the general business prosperity of the 1920's did not cause the loss of these earnings to be felt seriously until the beginning of the Depression in the 1930's.



No account of the Lackawanna's history would be complete without reference to "*Phoebe Snow*." At the turn of the Century, when railroad travel was "in plush," although less refined than the service of today, an auburn-haired maiden, garbed in immaculate white and adorned by a dainty corsage of violets, made her bow on the American scene. She was Phoebe Snow; and her sparkling

white dress and hat symbolized cleanliness of travel on The Lackawanna Railroad. In those days the Lackawanna was one of the few railroads whose locomotives took the "sin" out of cinders by burning *hard* instead of soft coal. Penrhyn Stanlaus and other celebrated artists glorified Phoebe Snow with palette and canvas. Vaudeville vocalists sang her praises. Poets and wags contributed rhymes, and advertisements containing the jingles, illustrated with pictures of Phoebe Snow, appeared with profusion in newspapers, magazines, and street cars. Typical of these verses was that in which Phoebe admitted:

*"I won my fame and wide acclaim  
For Lackawanna's splendid name  
By keeping bright and snowy white  
Upon the Road of Anthracite."*

But when Phoebe Snow had reached her peak of popularity someone started the First World War. Then the United States Government took over the railroads and ordered them to burn soft coal, and that order brought about the disappearance of Phoebe Snow and her garb of dainty white, for many years.

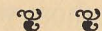


Now Phoebe has come out of retirement; gowned once more in snowy white, she symbolizes the cleanliness of travel on cinder-free Diesel-powered trains. More than that, she has *a train of her own*, because today she lends her "name and splendid fame" to Lackawanna's streamliner the PHOEBE SNOW. Moreover, *her name* appears on all Lackawanna box-cars; as does THE ROAD OF ANTHRACITE on all of its coal cars.



Just before the Depression of the 1930's and during the administration of J. M. Davis as President, that part of the Morris and Essex known as the Morristown line was electrified between Hoboken and Dover, with branches to Montclair and Gladstone, at a cost of \$16,000,000. On some parts of the line, grades of 80 feet to the mile exist and operation of steam locomotives was very difficult and costly. The project required electrification of 160 track miles, which carry heavy commuting traffic to and from New York

City. It improves the speed and comfort of the commuters' journey; it relieves overloaded conditions in Hoboken terminal; eliminates smoke nuisance through tunnels, improves the economy and reliability of operation, and has been a great boon to the communities through which it operates. The use of multiple-units, with every other car motorized, permits high acceleration, flexible train grouping, and minimum switching. These multiple-unit cars were the first to use the 3,000 volt direct-current system.



The Depression of the 1930's hit the Lackawanna hard. After paying dividends from 1880 to 1931, it was forced to suspend payment of dividends to its stockholders. It had been deprived of its earnings from coal business by the segregation of 1921, previously mentioned. Guaranteed dividends on leased line stocks, which, together with interest on bonds of the leased lines, constituted rental for their use, were particularly burdensome. Bonded indebtedness was considerably increased and, in fact, resort to borrowing from the Reconstruction Finance Corporation was necessary. The road narrowly escaped financial disaster. Taxes owed to the State of New Jersey were unpaid for a number of years and were the subject of litigation. Federal Income Taxes of the lessor companies were not paid after 1934 by reason of a court decision involving a Western Union leased company, which decision counsel advised would apply to the Lackawanna, and that Lackawanna was not liable for the Federal Income Tax of these lessor companies. The United States Government sued for these taxes. The result of that litigation was favorable to the Company, and provided an instrumentality whereby a merger of the leased lines into the Lackawanna might be possible. A plan was devised; new Boards of Managers of all the lessor companies were elected, and negotiations entered into. When this plan was undertaken, the Lackawanna had 18 leased line companies. In some cases, mergers were effected through exchange of leased line stock for Lackawanna bonds secured by the leased line properties. In the case of a number of shorter lines, the outstanding stock was purchased.

The outcome of the attempt was successful in every case. No litigation whatever developed and stockholders of each leased line were treated exactly alike. Thus the Lackawanna today is the owner of its entire line; and its fixed charges have been reduced some 30 percent.



The Lackawanna has been most fortunate throughout its history in the members of its Board of Managers, who were renowned in business and finance. Many of those who served in earlier days I already have mentioned, such as: George W. Scranton, John I. Blair, William E. Dodge, and Moses Taylor. There also was Christopher R. Robert, who served for a short time as President, and who is best known as founder of Robert College in Constantinople, which has trained many of the leaders of the nations in the Middle East and is generally regarded as one of America's most successful cultural outposts.



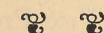
In 1890, the Standard Oil interests gained control of The National City Bank of New York and became heavily interested in the Lackawanna. The Rockefellers and their associates began to make their appearance on the Lackawanna Board, including William Rockefeller, who served 31 years as a member of the Board, from February 1890 to December 1921; John D. Rockefeller, Jr., who served from 1898 to 1915.



In the 1890's, The Philadelphia & Reading sought to form a combine of all anthracite and northern New England systems, which plan was financed by the Vanderbilt interests, spearheaded by William K. Vanderbilt. Although the plan was not successful, Vanderbilt interests had obtained 80,000 shares of Lackawanna stock and attempted, unsuccessfully, to wrest control of the Lackawanna from the Rockefellers, The National City Bank, and the Baker interests. However, Frederick W. Vanderbilt was a member of the Board from February 1895 to February 1916; and Harold S. Vanderbilt from 1913 to 1921.

A tower of strength on the Lackawanna and a man highly devoted to its interests was George F. Baker, Sr., who served as a member of the Board from February 1892 to December 1921; and his son, George F. Baker, Jr., who served from 1910 to 1931. The Bakers are well remembered as guiding forces of The First National Bank of the City of New York, during their lifetimes.

Also were such well known men as Percy R. Pyne, Moses Taylor Pyne, Russell Sage, William W. Astor, Edgar S. Auchincloss, Beekman Winthrop, William Fahnestock, Eugene Higgins, James Stillman, Hamilton McK. Twombly, Jackson E. Reynolds, and Henry S. Sturgis.



We come now to the present! I wish to pay tribute to those men who constitute the Board of Managers *today* and give so much of their time and their conscientious effort to the affairs of the Company. No management could be blessed with a Board of Managers more devoted to the interests of the Company's stockholders. For almost eleven years, during which I have been President of the Company, there have been no dissensions among the Board, no cliques, and never any action taken that has not met with unanimous approval of the Board. I would like to call the roster of those gentlemen, all of them Newcomen members, who serve so well today. They are:

M. Hartley Dodge, a great-grandson of Anson G. Phelps, grandson of the William E. Dodge who was one of the early founders, and also a son-in-law of William Rockefeller. Mr. Dodge is Chairman of the Board of the Remington Arms Company and has served on the Lackawanna Board since December 1914.

Roy C. Gasser, senior partner of the law firm of Gasser and Hayes, who, among other things, has been personal counsel for the Vanderbilts and the Ogden Mills Family for a number of years. Mr. Gasser came on the Board in February 1922, and is a member of the Executive Committee.

Paul Moore, who succeeded his father, Judge William H. Moore. Judge Moore had served on the Board of Managers from

February 1907 to January 1923. It was he who organized the American Can Company and the National Biscuit Company. Paul Moore today looks after the family interests in those two companies. Paul came on the Board as a member in February 1923, and, in addition, has been a member of the Executive Committee for a good many years.

Roy E. Tomlinson, Chairman of the Board of National Biscuit Company, who has served since February 1930.

Arthur A. Houghton, Jr., President of Steuben Glass Company, and a Director of Corning Glass Works, who became a member in September 1935.

Willard F. Place, Financial Vice-President, New York Central System, who became a member in February 1939, and serves on the Executive Committee.

Robert W. Lea, who recently retired as President of Johns-Manville Corporation, became a member in February 1940.

Robert G. Fuller, Vice-President of The First National Bank of the City of New York, a member since November 1941, and who also serves on the Executive Committee.

Lewis G. Harriman, President of The Manufacturers and Traders Trust Company of Buffalo, a member since December 1943.

Lee P. Stack, Financial Vice-President of the John Hancock Mutual Life Insurance Company at Boston, who, during the negotiations covering mergers of leased lines, was President of the New York, Lackawanna & Western, became a member of the Board in December 1945.

Ralph D. Jennison, Chairman of the New York State Electric & Gas Corporation, at Binghamton, N.Y., a member since May 1947.

William H. Moore, Assistant Vice-President of Bankers Trust Company at New York, a son of Paul Moore and grandson of Judge Moore, a member since September 1947.

W. Paul Stillman, Chairman of the Mutual Benefit Life Insurance Company, and President of The National State Bank of Newark, New Jersey, a member since November 1948.

Of the employees of the Lackawanna who always have taken such great pride in being Lackawanna men and in being good neighbors to the people they serve, neither time nor space permits mentioning more than *a few* who are heads of departments. They are:

Perry M. Shoemaker, Vice-President—Operations

Clyde F. Farmer, Vice-President—Traffic

David I. Mackie, Vice-President & General Counsel

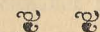
George A. Phillips, Chief Engineer

Philip D. Jonas, Comptroller

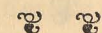
John G. Enderlin, Secretary and Treasurer

E. B. Moffatt, Assistant to President.

They all are able men, giving unsparingly of their time and effort to the affairs of the Lackawanna, and who, I am happy to say, enjoy utmost confidence of the Board of Managers.



A great *century* is behind us! In the course of history that is not a long interval; but it has witnessed two World Wars, the advent of the telephone, the electric light, automobile, wireless communication and its adjuncts, radio and television, electric refrigeration, air-conditioning, the moving picture, the airplane, the Diesel locomotive, and the atomic bomb.



During *all* of the centuries since the wheel was first invented and men transferred their burdens from their backs to the wheelbarrow, no period has seen such progress *as this last century*. Men have learned to put the wheel to use *as the great carrier* of goods and people!



While the railroads have no monopoly in the broad field of transportation, yet they still are the cheapest prime movers of goods in quantity. As our forefathers in 1851 could not have foreseen inventions that were to be forthcoming during the next 100 years, neither could they have foreseen improvements in the art of

transportation and communication, nor improved standard of living that were to come forth from the minds of men.



We dare not, therefore, attempt prophesy as to the future, for we know not what men's minds may devise. I believe we may reasonably be sure, however, that the greatest invention known to Man—the wheel—will continue to be of importance in the lives of people; and, as long as that is so, we may expect transportation *on rails* to be of prime importance.

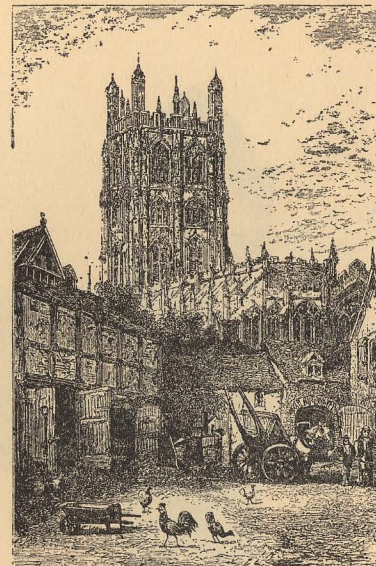


We have been endowed, *Mr. Chairman*, with a great heritage; and it is incumbent upon us and upon those who follow us during *these second 100 years* of the Lackawanna's history, to *preserve* that of which we are trustees; to improve it, and do everything within our power to keep the Railroad Industry privately owned and privately operated, because with government ownership come only deficits and ever further nationalization, as our fellow members of The British Newcomen abundantly can testify!

THE END



*"Actorum Memores simul  
affectamus Agenda!"*



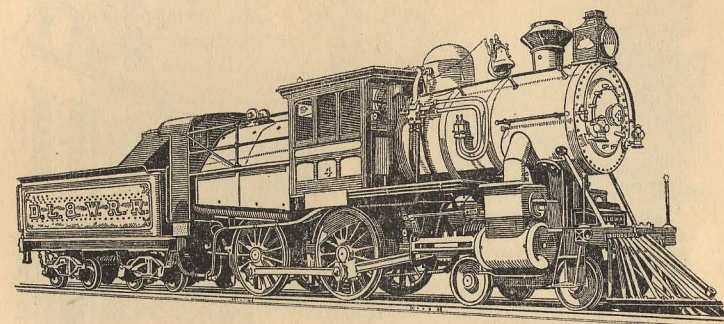
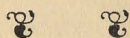
WESTMINSTER

THIS NEWCOMEN ADDRESS, *dealing with the history of The Delaware, Lackawanna and Western Railroad Company and celebrating its 100th Anniversary (1851-1951)*, was delivered at a National Newcomen Luncheon of The Newcomen Society of England, held at New York, N.Y., U.S.A., on October 26, 1951. MR. WHITE, the guest of honor, was introduced by ROBERT G. FULLER, Vice-President of The First National Bank of the City of New York; member of the New York Committee, in American Newcomen. The luncheon was presided over by the SENIOR VICE-PRESIDENT FOR NORTH AMERICA, in this international Society, whose headquarters are at London.



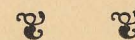


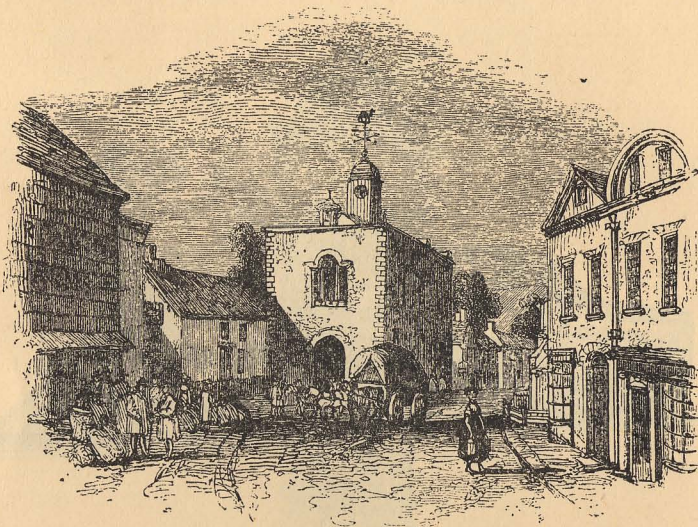
*"The President's Clock"—a cherished heirloom—still ticks out, with meticulous accuracy, Eastern Standard Time. It adorns and enlivens the Lackawanna President's active "Workshop" at New York!*



"During *all* of the centuries since the wheel was first invented and men transferred their burdens from their backs to the wheelbarrow, no period has seen such progress *as this last century*. Men have learned to put the wheel to use *as the great carrier* of goods and people!"

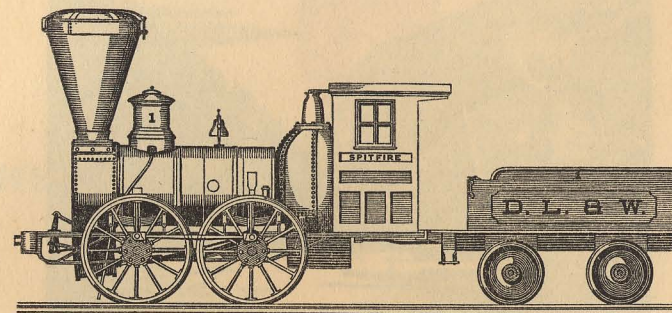
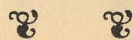
—WM. WHITE





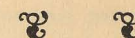
"A great *century* is behind us! In the course of history that is not a long interval; but it has witnessed two World Wars, the advent of the telephone, the electric light, automobile, wireless communication and its adjuncts, radio and television, electric refrigeration, air-conditioning, the moving picture, the airplane, the Diesel locomotive, and the atomic bomb."

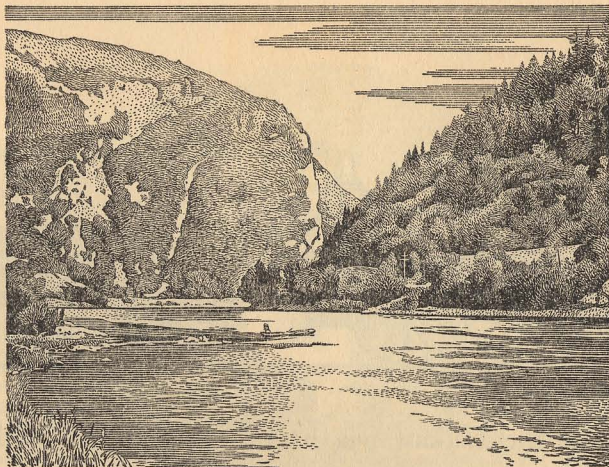
—WM. WHITE



"We of the Lackawanna have been endowed with a great heritage; and it is incumbent upon us and upon those who follow us during *these second 100 years* of the Lackawanna's history, to *preserve* that of which we are trustees; to improve it, and do everything within our power to keep the Railroad Industry privately owned and privately operated, because with government ownership come only deficits and ever further nationalization, as our fellow members of The British Newcomen abundantly can testify!"

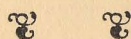
—WM. WHITE





AMERICAN NEWCOMEN, *interested always in transportation history, takes satisfaction in this colorful and very human recital of the beginnings and growth of The Delaware, Lackawanna and Western Railroad Company, on the happy occasion of its 100th Anniversary (1851-1951). It is a Newcomen manuscript that weaves into the story the lives and ambitions, the struggles and achievements, the failures and successes of those men who conceived and built and operated The Lackawanna Railroad—and of those who have continued its existence. What these pages have disclosed forms another and dramatic chapter in the History of Rail*

*Transportation in America!*



## THE NEWCOMEN SOCIETY OF ENGLAND IN NORTH AMERICA

**B**ROADLY, *this British Society has as its purposes: to increase an appreciation of American-British traditions and ideals in the Arts and Sciences, especially in that bond of sympathy for the cultural and spiritual forces which are common to the two countries; and, secondly, to serve as another link in the intimately friendly relations existing between Great Britain and the United States of America.*

*The Newcomen Society centers its work in the history of Material Civilization, the history of: Industry, Invention, Engineering, Transportation, the Utilities, Communication, Mining, Agriculture, Finance, Banking, Economics, Education, and the Law—these and correlated historical fields. In short, the background of those factors which have contributed or are contributing to the progress of Mankind.*

*The best of British traditions, British scholarship, and British ideals stand back of this honorary society, whose headquarters are at London. Its name perpetuates the life and work of Thomas Newcomen (1663-1729), the British pioneer, whose valuable contributions in improvements to the newly invented Steam Engine brought him lasting fame in the field of the Mechanic Arts. The Newcomen Engines, whose period of use was from 1712 to 1775, paved a way for the Industrial Revolution. Newcomen's inventive genius preceded by more than 50 years the brilliant work in Steam by the world-famous James Watt.*





*"The roads you travel so briskly  
lead out of dim antiquity,  
and you study the past chiefly because  
of its bearing on the living present  
and its promise for the future."*

—LIEUTENANT GENERAL JAMES G. HARBORD,  
K.C.M.G., D.S.M., LL.D., U.S. ARMY (RET.)

(1866-1947)

*Late American Member of Council at London  
The Newcomen Society of England*

