

TOLEDO MASS TRANSIT RECOMMENDATION

A study of the immediate and long range organization and service needs of mass transit in the Toledo, Ohio, metropolitan area

prepared by MASS TRANSIT COMMITTEE

TOLEDO AREA CHAMBER OF COMMERCE



TOLEDO
MASS TRANSIT
RECOMMENDATION

Conducted By The
TOLEDO AREA CHAMBER OF COMMERCE

FOREWARD

One of the objectives of the 1967 community improvement program of the Toledo Area Chamber of Commerce was to determine what Toledo's mass transit needs are presently, and will be in the 1970's, 1980's and the more distant future.

A further and more detailed objective was to determine what could be done to retain at least the present level of service of the Community Traction Company. The company has stated that it has reached the point of no return. Deterioration of service is occurring, and it is probable that in the near future Toledo could be without a transit system.

Without an adequate transit system and with the additional flow of cars into the central city, the added burden on streets, the need for more parking facilities, more problems of traffic regulation, and added inconvenience to transit customers, incalculable problems would arise.

A good transit system affects the character of the community by influencing the growth and use of the central business district and other centers, it affects the density of settlement, and furnishes the relationship needed between transportation availability and job opportunity.

Results of the committee's study and recommendations are outlined on the following pages.

ESTABLISHMENT OF THE COMMITTEE

The Mass Transit Committee was appointed in April of 1967 after it was determined that Toledo's mass transit system is quickly becoming inadequate, and that something should be done, as rapidly as possible, to eliminate a complete deterioration of the system.

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problem, and if something isn't done, I think we'll be in trouble. Under present trends, we'll find ourselves inadequately equipped to handle the problems of transportation."

THE COMMITTEE

Chairman-	John L. Mason
Everett E. Jones	University of Toledo
Owens-Corning Fiberglas Corp.	College of Business Administration
Secretary-	Rev. John T. Peters
Richard Pohlad	Collingwood Presbyterian Church
Toledo Area Chamber of Commerce	
Clifford C. Brewer	James Proctor
Chevrolet Passenger Transmission	Attorney
Plant, Division of GMC	George J. VanDorp
Erie D. Chapman	Retired
YMCA	Thaddeus N. Walinski
Frank Dick	Vice Mayor, City of Toledo
Toledo Public Schools	Jules L. Vinnedge
Jack W. Firth	The Lamson Brothers Co.
The Kroger Co.	Ad Hoc
Virgil A. Gladieux	Charles H. Stark, III
Gladieux Corporation	Richards, Bauer & Moorhead
Sister Ruth Hickey	Robert H. Mortensen
St. Vincent Hospital	Mortensen & Meyers
	Richard J. Meyers
	Mortensen & Meyers

The three ad hoc members were added by the chairman to obtain their aid in technical areas, and to take advantage of ideas on transport which they presented to the chairman after they knew of the interest of the Chamber in mass transit.

The first assignment was to study and recommend a means to keep city bus service at least at its present level in the immediate future.

The second assignment was to explore and make recommendations on future

metropolitan mass transit needs and systems for the Toledo area in the 1970's and 1980's.

Questions the committee asked itself for study were:

"Where should ownership of the Community Traction Company lie?"

"How are other cities handling similar problems?"

"What state and federal aid is available?"

"What will Toledo's transit needs be in 1970 and 1980?"

The committee set for itself a target date of September 1 for a recommendation to the President of the Chamber of Commerce, using all available studies and financial reports to attain this goal.

MEETINGS OF THE COMMITTEE

Some 25 meetings have been held with either the full committee or representatives of the committee. Trips to other cities were made in seeking a solution to Toledo's mass transit problems, such as Washington, D. C.; Pittsburgh and Philadelphia, Pennsylvania; Atlanta, Georgia; Columbus, Ohio; and Birmingham, Alabama. Approximately 20 informal meetings have been held by members of the committee to establish recommendations given herein.

INVESTIGATIONS OF THE COMMITTEE

Investigations by the committee included:

1. Various types of ownership
2. Financial responsibility
3. Population density
4. Population projections
5. Present transit system facilities
6. School needs
7. Various types of transit oriented vehicles

8. Intra-city movement

9. Inter-city movement

One of the most important investigations concerned the movement of those persons who cannot afford private transportation, and must look to the transit system for transportation, and the elderly citizens who cannot drive their own automobiles, either for physical or financial reasons.

Also investigated were the Federal Aid programs that are available, for technical studies as well as capital grant purposes.

Industry's outlook on the present needs as well as the needs of the future were investigated and studied.

THE NEED FOR MASS TRANSIT

The most crucial and immediate problem is domestic transportation; urban mass transportation, simply getting from home to the job, home to the school, airport to the city,--the city is the people; the people must be transported.

Transportation shapes the city as to what it will look like, where its people will live, how well they will live, what its future will be, how far it's going, and how fast it will get there. The city will grow as transportation grows.

Our cities used to be built on rivers and harbors, later at railroad junctions, and now, the four corners of highways.

In the future, they will cluster around mass transit routes. It is estimated that by the year 2000, nearly 90 per cent of a population of 350 million will be city dwellers. The Toledo area could be one of the seven largest. Private transportation has been helped by the billions of dollars spent for the Federal Highway System, while public transportation is in danger of being bogged down.

Mass transportation means planning for the movement of people--for accessibility to shopping areas, schools, hospitals, recreational and cultural facilities.

Everyone in the city needs and requires public mass transit whether they know it or not. Store owners need customers; employers need employees.

A proper transit system can reduce slum areas by providing the necessary transportation for those who use and need private transportation, by allowing them to move outward to new residential areas, where, in many instances, they can buy better housing at the same costs.

Other than the specific personal problems of mass transit, there is another--the crowded highways. There are locations on the to-be-constructed Toledo Interstate Highway System that will carry 103,000 vehicles daily, and many that will carry from 60,000 to 90,000 vehicles daily. In comparison, in certain areas of Monroe Street, the present daily traffic count is over 35,000 vehicles!!

There are over 200,000 cars registered in Lucas County, which has a population of nearly 555,000. The Toledo area comprises approximately 85 per cent of Lucas County. It has been determined that there is an average of 1.5 persons, per automobile, driving to and from the downtown area. Parking is not now adequate, and if the private automobile trend continues, the parking situation can only become worse.

The need is here for a mass transit system that will serve everyone who desires to use it.

OWNERSHIP

The question, "Who should own the transit line?", is probably the most often-asked question in the mass transit field today. Much depends upon the

answer. Federal Aid will not be granted to companies that are privately owned.

It has been long recognized by transit authorities and city planners, and actually was the basic purpose behind the Mass Transit Act of 1964, that small independent companies do not possess adequate capital to make the necessary capital improvements. Such improvements are not possible from the fare boxes, in most cases, and private transit seldom attracts "risk" capital which is required for expansion.

During the committee's investigation of this most important question, Robert H. McManus, Director, Division of Project Development, Urban Transportation Administration, U. S. Department of Housing and Urban Development, Washington, D. C., relayed to them that Toledo's problem is not unlike many other cities in the country, and in the line of ownership, in that it has become unprofitable for private enterprise to operate a transit company, and this is why most cities are going to municipal ownership. He further stated that this was the "usual move" of cities; either county or city ownership.

John Dameron, Executive Director of the Allegheny County Port Authority, Pittsburgh, Pennsylvania, reiterated Mr. McManus' words.

Mr. Dameron said that the Allegheny County Port Authority was formed by the county commissioners after the necessary legislation was approved by the State of Pennsylvania, very similar to the legislation that was approved by the Ohio General Assembly two years ago. In the case of Pittsburgh, 31 transit companies were consolidated into the one authority.

Companies in the cities listed below have all gone to municipal ownership, either city or county or state:

Boston, Mass.

New York, N.Y.

Chicago, Illinois

Oakland, Calif.

Cleveland, Ohio

Pittsburgh, Penna.

Dallas, Texas

Providence, R. I.

Detroit, Mich.

San Antonio, Texas

Erie, Penna.

San Francisco, Calif.

Memphis, Tenn.

Seattle, Wash.

Miami, Florida

St. Louis, Mo.

Many of these cities have contracted a private management company for actual operations after the transition was made.

During the committee's investigation, two of the Lucas County Commissioners, William Gernheuser and Sol Wittenberg, were interviewed, and they released the following:

"While the county is not in competition with the City of Toledo in this matter, the commissioners feel strongly on the mass transit needs to and from the airport, to and from the Spencer Sharples area, and in the Toledo metropolitan area as well as the whole of Lucas County, and realizing that the population of Lucas County will reach 600,000 in the near future, that all other methods failing, it would be incumbent on the county to take care of the mass transit needs of Lucas County and adjacent southern Michigan townships that are in the Toledo metropolitan area."

W. Wallace Brown, President, Community Traction Company, told the committee that he was firmly convinced that mass transit services must become a part of the public utility services by the city or county or a combination of both, and that such an operation should be a separate political entity, such as a Transit Authority. Unless the transit company is subsidized, it cannot survive financially, he said.

He further related that the average age of a Community Traction Company bus is 12½ years, and is written off on an eight year basis. Only federal

aid with the proper capital grants can correct the equipment situation, and the federal government will only grant monies to a municipal-owned transit line.

Section 306.32 of the Ohio Revised Code states, in part, "Any county, or any two or more contiguous counties may create a regional transit authority by the adoption of a resolution by the board of county commissioners of each county to be included in the regional transit authority."

A voter-approved bond issue, which is done by most cities that have gone to municipal ownership, could provide funds.

FEDERAL AID FOR MASS TRANSIT

Public agencies, such as states, cities, public corporations, boards, and commissions established under State law are eligible for Mass Transit Federal Aid. The public agency may operate the system themselves or by a management contract.

Although the federal grant usually is two-thirds of the project amount, comprehensive planning is frequently not sufficiently complete to initially justify the full grant. In these cases an initial grant of one-half is made, with a reserve of an extra one-sixth, making a total grant of two-thirds payable if the comprehensive plan is completed within three years. The remaining one-third must come from non-federal sources.

Eligible projects include the acquisition, construction, or improvement of mass transit facilities and equipment, and the coordination of such service with highway and other transportation in urban areas.

A letter from Congressman Thomas L. Ashley, written to Chamber President Richard S. Cole, reads in part, "Planning is the critical requirement whether application is made for capital improvements funding or a demonstration grant. In this regard a section 701 planning grant has been approved for the Toledo

metropolitan area, which will include urban transportation service, but this plan has not been completed.

In this situation it is possible for a public body (either the City of Toledo or Lucas County) to apply under section 9 of the Urban Mass Transportation Act of 1966 for funding of a feasibility of study relating solely to transit needs. Mr. Leo Cusick, Director of the Urban Transportation Administration, Department of Housing and Urban Development, advises that applications for feasibility studies under this program can be acted upon promptly and are assured of approval. The only requirement is that a public body exhibit enough initiative to make application."

Many cities have completed feasibility studies and received substantial grants for projects designed to meet their transportation needs. Among Ohio cities, Cleveland received \$9,215,000 for mass transit capital improvements; Springfield, \$123,000; and Zanesville, \$110,000.

In Niagara Falls, the city financed the acquisition and ownership of transit equipment and facilities, and purchased fuel and other materials. The city then contracted with a private management corporation to manage this system.

In Englewood, Illinois, there are extensions and improvements of existing service. San Juan, Puerto Rico, purchased 29 new busses this year, their second bus grant. Vallejo, California, replaced its entire fleet of outmoded busses.

Milwaukee found itself much in the same predicament as Toledo, in that they are engaged in comprehensive metropolitan planning under section 701 but in need of a crash transit program. Federal officials were called in for their advice. They reviewed the progress of the 701 plan and determined that the transportation planning requirement could more quickly and effectively be met by the city undertaking a feasibility study under Section 9 of the act. Approval of a two-thirds grant of \$300,000 immediately followed.

With the aforementioned knowledge of other systems and local requirements, the committee makes the following recommendations in two parts:

I Organizational

II Operational

PART I

ORGANIZATIONAL RECOMMENDATIONS

1. It is recommended that a Lucas County Transit Authority be established and maintained on a continuing basis to institute and retain adequate transit for the Toledo metropolitan area.
2. It is recommended that the Transit Authority immediately apply for Federal Aid in order to institute the purchase of the Community Traction Company and bring about its revitalization to assure at least status-quo service on a short-term basis.
3. The Lucas County Transit Authority should make application for Federal funds and should contract and employ the foremost technical and planning consultants available to assist in establishing and maintaining guidelines of the transit system.
4. The Lucas County Transit Authority should guide and direct the technical and planning consultants to the extent that they assist in developing the recommendations of the Committee for the growth of mass transit.
5. The Committee urges adoption of a system wherein a technical member of the Lucas County Transit Authority will be a permanent member of the city and county planning commission.
6. The Committee urges that the technical and planning consultant be maintained on a continuing basis to assist in the many areas of

development, such as :

- a. Computerization
 - b. Population surveys
 - c. Ridership surveys
 - d. Installation of system
 - e. Upgrading of system
7. The Transit Authority obviously should be politically oriented to the extent that it represents the people; however, it should be instructed to enter into a contract with a private management firm to execute the day-to-day operations, which would offer the advantages of operating economics and efficiencies which may not be available otherwise.
 8. The Lucas County Transit Authority should be instructed to make every effort to retain all qualified personnel of the current facility, even if re-training is required.
 9. The Transit Authority should make an exhaustive research for, and ultimate recommendation of, a method of requiring the single auto to pay its portion of the cost of the transit facilities constructed to bring them into the core area of the city.
 10. The function and format of the Transit Authority should be patterned similar to the Allegheny County Port Authority for the Pittsburgh, Pennsylvania, area. There exists enabling legislation in the State of Ohio, and the City of Toledo should find little difficulty in dealing with its current franchise.

In making physical recommendations for our transit, we concern ourselves in three areas:

1. The current system is inadequate and shows no promise of

future expansion and growth.

2. Interim System - Because of our current state of near crisis, we need an interim system to move us from the doldrums of the current system through research planning and actual implementation for the ultimate system.
3. Future System - The goals for the future are a perfect transit system which facilitates intra-area transport and will lead to inter-area or inter-city transit. The basic need to serve the dense portions of our metropolitan area is fast transit. We must face the fact that congestion and competition with automobiles are rapidly strangling the intra-city bus lines. Express lanes, new highways, street widenings, furnishing of more parking facilities and garages, and other stop-gap measures to facilitate the automobile will ultimately force us to pave and repave our central city until a day when Toledo will face 8 to 24-hour traffic jams, which could at times put the day-to-day life of our community at a standstill.

It is recommended that the specifications listed below be included in the establishment of future transit operations:

- a. The system should be capable of conveying commuters in less than 30 minutes from door to door (as we grow larger, perhaps 60 per cent of commuters in less than 30 minutes, and 40 per cent of commuters in 30 to 60 minutes). The further away the person wants to live, the more commuting time he must endure.
- b. The system must adhere to certain standards of passenger comfort and convenience (rate of acceleration and deceleration, interior configuration, air conditioning,

radio transmission for news, etc.)

- c. The minimum safety standards must always be maintained, and the maximum safety standards should be the goal. The fatal accident rate attributable to the system must not exceed 0.1 per cent over 100 million passenger miles.
- d. The system must not exceed stated air pollution tolerance.
- e. Large portions of right-of-way underground, or on rails, or over planned fixed routes as they relate to the master plan of super highways, should be established.
- f. The external design of the vehicles must be of high aesthetic quality, and must have the approval of a predetermined arts committee, or civic commission.
- g. Preventive maintenance must be installed and maintained in order that the maximum fleet is available at all times.
- h. Guidelines of cost control, budgeting, public relations and other controls should be established, maintained and upgraded as required in all areas of operations.
- i. The system should be designed so it will, during the various periods of growth and transition, lend itself to a computerized system.

The system must be designed to serve the central business district while answering the transport problems of the entire metropolis. The metropolis of Toledo involves a central urban core, which is the main location of the work activities of the highest and lowest paid workers of the community. Because of this, as the metropolis increases in size, there is a tendency for the average length of transit trips to increase. For these reasons, we must design our transit system to meet the needs

of the central core while satisfying the needs of the other everyday activities of our citizens.

In considering the present needs and the development of a new system, we find that certain areas of city-wide importance are located almost in a circular manner.

These areas are:

- Bowman Park
- Miracle Mile
- Larchmont Gardens
- Ottawa River
- Industrial Parks
- Riverside Park
- Riverside Hospital
- Downtown Toledo
- Sports Arena
- Union Station
- Toledo Waterfront Park (future)
- Sterling Field
- Scott Park Community College
- Toledo University
- Ottawa Park & Golf Course
- Kenwood Gardens
- Monroe & Central Intersection

We now come to the heart of our recommendation. Our ancestors, whether planned or not, had the vision to leave us a legacy of existing railroad tracks around an area which covers the main service points. The existing Toledo Terminal track is a two-track right-of-way which now operates with one track only, with an existing abandoned roadbed next to it. The

remaining track is operating at a very low percentage of time, and could ultimately fall into disuse with mergers occurring rapidly between railroads, and the establishment of different operating methods resulting from these mergers. The other railroad line rights-of-way connect this terminal track into an inner-city network that serves the previous list of key points in the central parts of Toledo. As we look at this system from the standpoint of immediate feasibility, we see this existing loop of right-of-way connecting the larger residential areas with the downtown and with each other, with the use of the terminal line from Matzinger Road to Dorr Street, the New York Central from Dorr Street to downtown, and the Ann Arbor from downtown to Matzinger Road. We recommend that the future transit system be built around such a loop, and this system could be developed for either a rubber tire or hard tire transit system. We should provide stations along the fast transit loop at key positions to maximize the effectiveness of a central system and minimize the need for an automobile as an integral part of movement of people. The tentative locations of these stations are:

1. Downtown
2. Cherry Street-Summit Street
3. Riverside Park-Summit Street
4. Matzinger Road-Industrial Park
5. Laskey Road-Miracle Mile
6. Bowman Park-Tremainsville Road
7. Monroe Street-Central Avenue
8. Toledo University-Ottawa Park
9. Scott Park
10. Hawley Street
11. Central Union Terminal

Based upon the establishment of such a system, we would provide:

1. Mini-bus (10 to 20 passengers) service in the neighborhoods, which then drop passengers at the closest station for transfer to the fast transit loop. These mini-busses will travel neighborhood streets and will require not more than a three-block walk from home.
2. The current system should be replaced with an assortment of new busses to give people short-term service during the transition. After the establishment of the loop, these busses could then be used in outlying areas of the metropolis as an express bus system, having an origin at a convenient parking-lot type terminal, to express to the closest terminal on the fast transit loop.
3. The transit loop itself should have a vehicle system design that could offer 90-to-120-second service in the series of stations but be reduced to any length service when not required.
4. These stations should become a part of the community. They should have individual character and conveniences. They should ultimately contain an all-night restaurant, shopping areas, parking facilities, service stations, Civil Defense and fallout shelters, rest rooms, office space for lease, and maintenance facilities for the system. The area of the Central Union Station lends itself to be the main part of the loop system.
5. The strong points for this system are the rapid implementation and maximum effectiveness. This loop system then lends itself

to an expansion in any area, noticeably the areas of South Toledo, Sylvania, East Toledo, Oregon, Perrysburg, and Maumee. In stages, additional loops could be established and operated in the same manner as the initial loop. Here again, the initial loop is the key to the entire facility. As the other loops are added, they will be geared to feed the initial loop to perform ultimate conveyance of the passengers. This certainly is the time to consider the additional loops, as the right-of-way and real estate for the future could be obtained to be added when the need becomes evident. As the additional loops are added, the express busses would be eliminated and the mini-bus system again set up inside the new loop. Thus we see the continued flexibility of the fast distribution of people. The loop system eliminates any cross-town requirements, as the transit will be rapid enough to use a series of two, three, or four loops to go from an origin to a destination.

With the unheralded growth in population, we will continue to find crippling highway situations. For these reasons, the loop system, through a series of agreements and actual service establishment, should be designed so that inter-city transit can be instituted, ultimately giving a citizen in a given area of Toledo the ability to leave his home and be transported to other population areas, such as Cleveland, Columbus, Detroit, and Chicago. This recommended system of mass transit achieved over a period of years would create for the City of Toledo and Lucas County one of the most effective transit systems in the United States.

The need for transit has been established. The Transit Authority can be instituted. The Authority, under current law, can be funded and also take advantage of financial aid not being used. There are consulting firms available which can take our natural phenomenon and work it into the foremost mass transit system in the United States. We recommend that this be done.

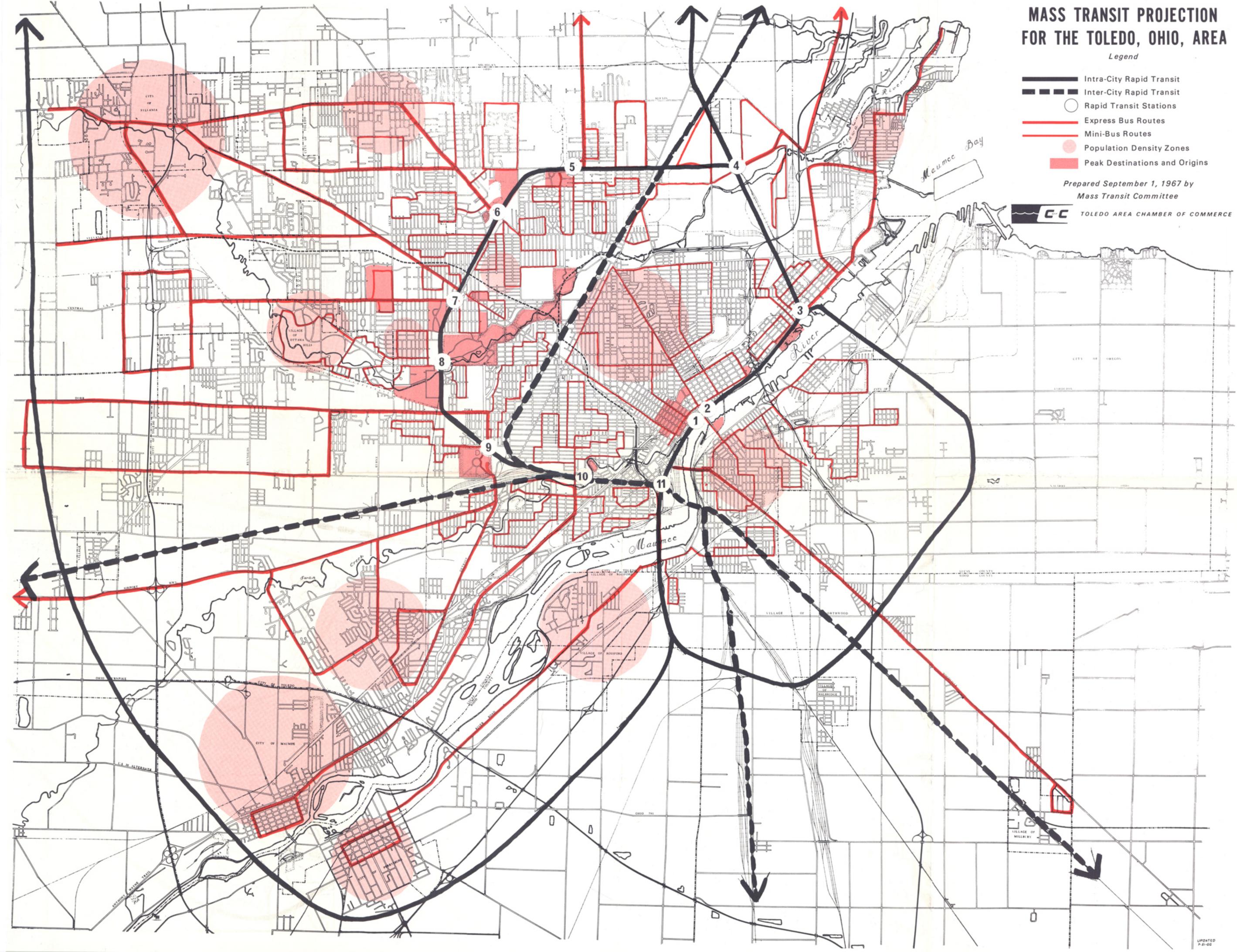
MASS TRANSIT PROJECTION FOR THE TOLEDO, OHIO, AREA

Legend

-  Intra-City Rapid Transit
-  Inter-City Rapid Transit
-  Rapid Transit Stations
-  Express Bus Routes
-  Mini-Bus Routes
-  Population Density Zones
-  Peak Destinations and Origins

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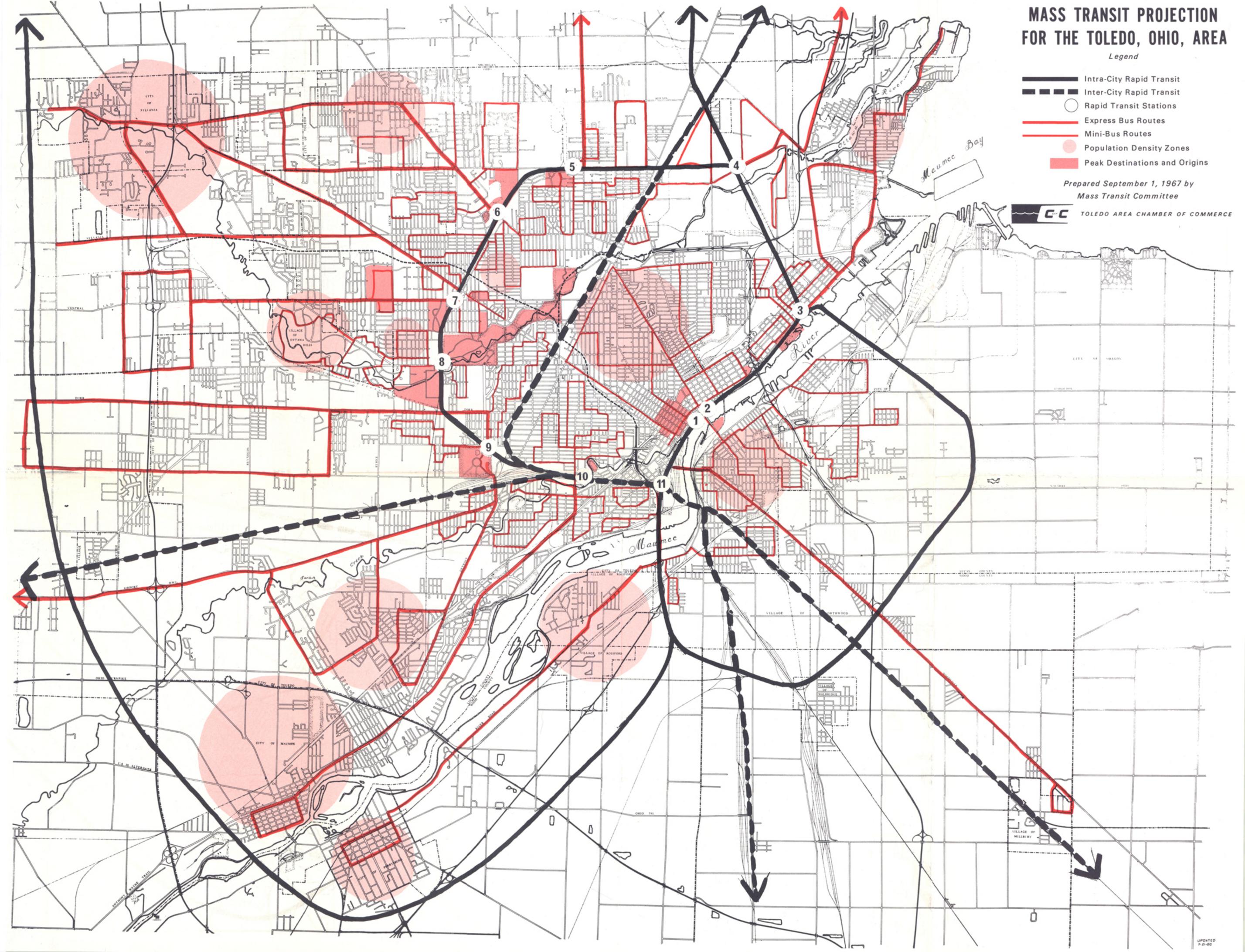
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County-Wide Transit Authority Is Discussed in Toledo Study

TOLEDO, OHIO—Establishment of a Lucas County Transit Authority to purchase and improve the equipment and services of the Community Traction Co. has been recommended by the Toledo Area Chamber of Commerce.

The conclusions of a five-month Chamber study of Toledo's transit problems were contained in a 20-page book report and two accompanying maps presented to city and county officials.

The report also recommended immediate application for federal aid, the hiring of planning consultants, formation of an interim transit system utilizing new buses on a test basis, and a unique high speed rapid transit loop system of the downtown area built along existing railroad rights-of-way.

The loop system, fed by express and small coaches, would eliminate the need for cross-town transit routes, and place no person farther than a three-block walk from the public transit system.

Door to Door Service

Initial goal of the proposed system would be door-to-door commuter service in less than 30 minutes.

The report calls its recommendations realistic, financially feasible and obtainable in a reasonable amount of time. It says that necessary federal aid, up to two-thirds the cost of the project, is readily available.

The Chamber study was started last April with formation of a 14-member committee under the chairmanship of Everett E. Jones, Owens-Corning Fiberglass Corp.

Committee Seeks Answers

The unit and its subcommittees held some 25 meetings and visited such cities as Washington, Pittsburgh, Philadelphia,

Atlanta, Columbus and Birmingham. Discussions were held with some of the foremost transit planners in the nation.

One of the study recommendations is that the Lucas County Authority be patterned after the Allegheny County (Pittsburgh) system.

Goals of the Chamber unit were to recommend immediate steps to at least maintain the present level of transit service and then devise a means of creating a new system in line with projected growth needs.

Private Ownership Out

The committee found no hope for continuation of the presently privately owned municipally franchised system which is deteriorating for want of capital replacement funds. It found the average age of CTC buses at 12.5 years in comparison to a normal bus write-off period of eight years. It found no government money available to restore privately owned transit systems.

It noted what appears to be a natural evolution of cities in America, first developing along rivers and harbors, then rail junctions, then principal highway intersections—and now mass transit routes.

The committee noted that by the Year 2,000, some 90 percent of America's expected 350,000,000 population will live in cities. It concluded that metropolitan Toledo, with its central geographic location, and with adequate mass transit facilities, could well become the core of the nation's seventh largest metropolitan area.

State Laws Clear Path

The Chamber study says that all elements of a Lucas County Transit Authority are present for development. The

Ohio Legislature passed the enabling law several years ago, and the federal aid is ready. It notes that a local bond issue or other form of public revenue would be necessary to supplement federal assistance in initial stages. Cleveland, it says, has already received \$9.2 million for mass transit capital improvements and such smaller cities as Springfield and Zanesville in Ohio have received over \$100,000 each.

A new Lucas County Transit Authority, after receiving a federal planning grant, should employ the foremost planning consultants in the nation, the Chamber says. A member of the authority should become a permanent member of the city-county planning commission. A private management firm should be employed to run the day-to-day operations of the system to insure maximum economies and eliminate any political overtones. All qualified personnel of CTC should be retained.

New equipment should be purchased and tested on an interim transit system, the report says.

Committee Sets Criteria

The committee, in its report, sets ideal guidelines for the proposed "fast transit" system. The criteria includes passenger comfort, a fatal accident rate not exceeding .1 percent over 100,000,000 passenger miles, air pollution tolerances, aesthetic qualities of the appearance of vehicles, coordinated rights-of-way with expressways, maintenance, computerized dispatching and other items of management and public relations.

In addition to the core city, the Chamber report names 17 high traffic areas that should be served by its proposed loop system. It says that a "legacy of ancestors" has amazingly left a perfect loop to serve these areas in the form of existing railroad rights-of-way, including a little-used section of Toledo Terminal System roadbed.

Eleven loop stations, fed by express and 10 to 20 passenger small coaches, complete with stores, restaurants and other conveniences, would be constructed downtown.

Loop System Envisaged

The fast loop system, using either hard or soft tire vehicles could offer 90 to 120 second boarding speeds at peak periods, and additional loops could be added later to serve fast developing areas of the city. Express buses would load at large parking lots in suburban areas and transfer people at the loop stations. Minimal bus service would be available within the loop perimeter to serve resi-

dents and businesses.

The Chamber study said that the loop system, while eliminating the need for cross-town bus routes, would lend itself to future implementation into an inter-city rapid transit system in which a Toledo resident could walk three blocks to a small coach route, get on, be transported to the loop, and board fast transit vehicles bound for Detroit, Cleveland and Columbus.

The time for buying rights-of-way for suburban loops is now, the study says.

Sherwood Swan Leaves Board After 15 Years

SAN FRANCISCO, CALIF.—Sherwood Swan of Oakland has retired from the Board of Directors of the San Francisco Bay Area Rapid Transit District.

One of the District's founding directors, he has been active in development of the regional transit program for more than 15 years. He was serving his third consecutive four-year term on the board as a representative of Alameda County.

A longtime Oakland civic and business leader, Swan, 79, said his decision to resign was reluctantly made because of ill health. His successor will be appointed by the Alameda County Board of Supervisors.

BART President Adrien J. Falk said Swan's retirement was extremely regretful and added that "no one has done more to attain such success as we have achieved to this date."

Gov. Warren Makes Appointment

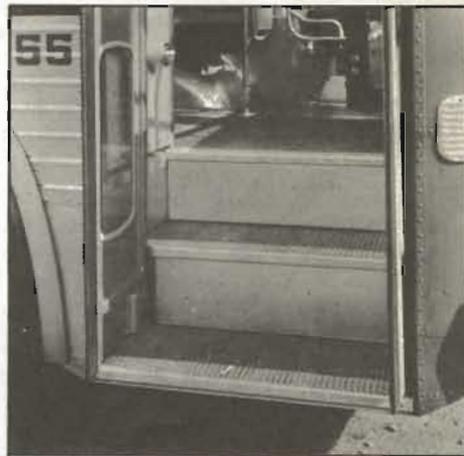
Governor Earl Warren first appointed Swan to the original Bay Area Rapid Transit Commission, predecessor study organization of the District, in 1952. Only one other member of that commission, H. L. Cummings of Contra Costa County, still remains on the BART board. Swan, together with 15 other directors representing the original five counties of the District, was appointed to the BART board upon its creation in 1957.

Since that time he has served on all of the board's standing committees.

Swan is former president of the Oakland Downtown Property Owners Association, the Downtown Merchants Parking Association and Athens Athletic Club. He is past director of the Oakland Chamber of Commerce and past president of the Oakland Better Business Bureau.

He is owner of Swan's Department Store in Oakland.

**ATTENTION
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