

Mississippi River Logging Company came to the Chippewa and bought timber lands and commenced operations which would have bankrupted the town here, and those manufacturing lumber if we hadn't built the Dells dam to stop the logs to be sorted at the works at the Big Eddy, putting the logs belonging to Eau Claire into side booms and permitting those belonging to the Mississippi River Logging Company to be run down the river. Soon after the Mississippi River Logging Company began operations on the river Mr. Kennedy, my partner, sold his interest in the Ingram-Kennedy Company to the Dulanys and McVeighs of Hannibal, Mo.

CHIPPEWA VALLEY RAILWAY, LIGHT & POWER COMPANY

Another significant event in the development of Eau Claire was the inauguration of our street railway system by A. E. Appleyard which was recently extended by the organization of the Chippewa Valley Railway, Light & Power Company. Mr. Appleyard also built the line to Chippewa Falls, issuing bonds and borrowing money from his wife's family. He later built in Ohio other interurban lines and got into trouble, having spent the money he and his wife's mother and sister had. He got into trouble with a bank in Buffalo by what was supposed to be some crooked work, which put him in a fix, obliging him to raise money to settle some of his pressing claims. A syndicate was formed here to ~~lend~~ ^{lend} him \$25,000 and take his stock in this railway company as collateral, thinking, as he, (Appleyard) supposed, they were hoping they would get the road. Meantime he here talked with me about it. I told him I knew nothing about the street railway business and did not want to do anything that ^{the business} ~~the business~~ might fall into my hands. He said this was the best property he ever owned and he was confident if I would let him have \$25,000 he could clean up what was giving him trouble, retain the property, and save to his wife and her mother and sister the money they had put into it.

He told me of the syndicate formed here, who comprised it, and said he was afraid they were planning to get the road; said he knew from what I had said I did not want the road, and that he would put up all the stock he controlled; said he knew he could get what he had already put up for borrowed money, and would give me the notes of his wife's mother and sister, secured by the stock, for the \$25,000, and said he could get that stock, which was in some bank, and would have his wife's sister and mother and the sister's husband come here and execute the notes, and then turn the stock over to me as collateral, if I would take it. I was about to leave home the next day with Mr. Weyerhauser and his son and my son ^{Frank} ~~Frank~~ for the Pacific coast in a private car furnished us by James J. Hill. I told Mr. Appleyard that my son Charlie, then in my office, would give him a check for the money whenever he brought in the stock and the notes, which he did soon after, and got the money. I was absent nearly three weeks, and when I returned Mr. Appleyard told me he was in just as bad a fix as he was when he got the \$25,000 and wanted me to take the property, and made what seemed to me a low price for it; and after talking with C. T. Bundy and George B. Wheeler, who had been managing the business for Appleyard, I decided it would be a good property for me to take over. I was then obliged to put up some \$85,000 or \$90,000, together with the \$25,000, to get it. We then reorganized, and Messrs. Bundy & Wilcox and Mr. Wheeler took certain amounts of stock and John S. Owen and B. A. Buffington each put \$10,000 in it. Bundy & Wilcox and Wheeler had very little money to put in it, hence I was obliged to carry their stock. After acquiring the property I saw at once the necessity for more power. In the transactions connected with the Dells dam Mr. Appleyard had secured 650 horse-power of the Dells Improvement Company and had put up a building a mile or so from the city, towards Chippewa Falls, with a large engine, boilers and a storage battery, to get power for the interurban road in connection with the city railway.

In the meantime the Knapp, Stout & Co. company had sold its property at Menomonie to Frank Stout, one of its stockholders, and he organized the Chippewa Valley Power Company composed of some young men in Chicago, where Mr. Stout was living, and one from Minneapolis. Soon after we organized here the greater part of the dam at Menomonie was carried out by a flood and was rebuilt by them. It was found by that time that they needed, in order to handle the property, a large amount of money, and the company, outside of Frank Stout, who was the owner of a large part of the stock, had no means to go on with it. I went to Cedar Lake, where Mr. Stout was stopping, at his cottage, and told him that we, the Chippewa Valley, Light & Power Company would buy the water power and franchise on the river. He said I must see the president of the company, who was in Chicago, and if I wanted to negotiate for the property he would go to Chicago with me, saying he thought there was a chance to buy it to good advantage. In Chicago I learned the other men had very little in it; that Mr. Stout, while he was a silent owner, was the real owner. With the help of Mr. Bundy I closed a trade with him for the company's holdings on both the Menomonie and Red Cedar rivers, which included two or three dam sites below Menomonie, a water power and dam and grist mill at Chetek, the dam and grist mill at Rice Lake, as well as all of their holdings or dam sites on the two rivers. Mr. Stout took in part payment one-fifth interest in our Chippewa Valley Railway, Light & Power Company. He let his brother, the late James H. Stout, and the Wilson estate have part of it. I kept a large block of the stock and was made president of the company. It was at once evident to me and others connected with the company that, for the company to do what it ought to, a dam must be built on the Red Cedar, at Cedar Falls. The Knapp, Stout & Co. company had some years before made surveys of the river, showing places to build a number of dams, and the right of flowage at the different places had been acquired in most cases. We found

we had the right of flowage for a dam at Cedar Falls, where we had a sixteen-foot dam which was not being used for power, and we decided, after consulting some of the best engineers in the country, that it would be wise for us to put in a fifty-foot dam at that place, which would enable us to develop 10,000 or 12,000 horse-power, besides what we already had at Menomonie. That meant the expenditure of a large amount of money in addition to what we had already invested and the issuance of a large amount of bonds on the property, or raise the money in some other way. After buying the Menomonie property it seemed advisable for the Chippewa Valley Railway, Light & Power Company to own the lighting plant at Menomonie, which was getting power from the company. It also seemed desirable that we should have the electric light, water-works and gas plants at Chippewa Falls. Those purchases required a considerable amount of money, and made it necessary to issue more bonds. Together with the improvements we found it necessary to make in Eau Claire, we have now a large bonded indebtedness. Notwithstanding the bonded indebtedness we find the property is earning nearly three times the amount of the interest and expense we have incurred. Bonding companies generally feel that a plant that is earning twice the amount of the interest on the bonded indebtedness is doing a good business, and our bonds are worth considerably more than par.

OTHER INTERESTS

Notwithstanding this history of my doings and of some of the propositions in which I have been interested, and connected with, which would seem to be enough for one man, I have had a good many other business interests that have taken much of my time and thought. One investment, made some years ago, in trying to help a son of my old partner, Mr. Kennedy was in a mining property in Arizona, which has required a good deal of thought and attention, and is still on my hands, with no immediate prospect of disposing of it, but I have hoped that I