

DISPATCHER'S MANUAL



This manual contains rules for the Advanced and Solitaire Games. Also included here are examples of play, hints on "The Play," and a history of both railroads complete with train-photos of today and by-gone eras.

We take pride in presenting another in our series of adult games that portray events taken from real life.

It is not necessary for you to read this manual to play the game; we include it in your set to enhance your enjoyment level of the subject matter — railroading in its most realistic form.

Because of the complexities inherent in rules designed to portray realism, you may occasionally find certain sections of the rules unclear. In this event, re-read those sections. Then, if necessary, feel free to consult our question and answer department for clarification of any problems you are not able to solve through logical deduction on your part.

This answering service is FREE — all we ask is that you enclose a self-addressed return envelope containing first-class postage to facilitate handling at The Avalon Hill Company.

ROUTES

For purposes of resolving Route Challenges, movement of trains is as follows:

B&O 53 & 54: via N. Vernon, Cincinnati, Dayton, Toledo

B&O 5-31 & 6-32: via Cumberland, Grafton.

B&O 5-19 & 6-20: via Cumberland, Willard, turn at Fostoria, Toledo

B&O 11 & 12, 88, MHTN, STLN, ACNT, CNTN: via Cumberland, Parkersburg, Cincinnati

B&O NETR: via Cincinnati, Dayton, turn at Deshler to New Castle (NC) just west of Pittsburgh.

B&O TL92, TL94, DI99, 93: via Dayton, Ohio

B&O SWTR: via Deshler, Dayton, Cincinnati

B&O LV97, LV90: via N. Vernon, Indiana

B&O 396: turn at Fostoria, east to Brunswick, Md.

All B&O Washington, Cumberland, Chicago trains: Pittsburgh, Willard, Garrett, Indiana corridor only.*

C&O 1, 2, 3, 4, 91, 92: via Charlottesville, Ashland, C&O tracks to Cincinnati

C&O 1-21, 2-22: via Charlottesville, Ashland, Lexington, Ky.

C&O 1-47, 4-46: via Ashland, Columbus, Toledo

C&O 7, 8, 9, 10, 239, 2/34: via Benton Harbor

C&O 11, 12, 14, 15, 19, 20: via Lansing, Michigan

C&O 391, 392: via Lexington, Ky.

C&O 31, 34, 35, 37, 1/36, 2/36: via Benton Harbor, Lansing, Michigan

C&O 190, 192, 195, 193: straight thru Fostoria, Columbus

C&O 81, 83, 80, 82: via Lansing, Michigan

C&O 1-41, 2-42, 3-43, 90, 95, 93, 94: via Charlottesville

**All passenger trains passing through Pittsburgh must move via the Pittsburgh town section; freights may move either way, through the town section or by-pass it altogether.*

When one player suspects an opponent's train of being on the wrong route he has the *option* to challenge that player. If the challenged opponent's train is indeed on the wrong route the train in question is immediately returned to its starting terminal. If the challenge is made in the turn during which the train in question is picking up freight, the challenger gets credit for the freight pickup. The challenged player incurs no direct penalty although removal of the train penalizes him indirectly in the sense that it loses the advantage of being on time. If the challenger happens to be incorrect play simply proceeds as if nothing happened. Even though a player may suspect his opponent's train of being on a wrong route he is not required to challenge — as it may be in his best interests *not* to do so. If a player happens to notice one of his own trains on a wrong route he may either bluff it through or re-route the train to the correct route. If he decides to re-route the train, he should so announce it; in this manner, he does not suffer the consequences of the challenge.

ROUTE ABBREVIATIONS

ASH — Ashland, Kentucky

BR — Brunswick, Maryland

CV — Charlottesville, Virginia

CHI — Chicago, Illinois

CIN — Cincinnati, Ohio

CF — Clifton Forge, Virginia

CU — Cumberland, Maryland

DET — Detroit, Michigan

GRP — Grand Rapids, Michigan

LOU — Louisville, Kentucky

NC — New Castle, Pennsylvania

NN — Newport News, Virginia

PAR — Parkersburg, W. Virginia

PIT — Pittsburgh, Pennsylvania

RU — Russell-Ashland

SL — St. Louis, Missouri

TOL — Toledo, Ohio

WA — Washington, D.C.

WIL — Willard, Ohio

ADVANCED GAME

The following rules may be added to give variety, depth, and additional realism to the play-mechanics of the game. Any or all may be used at the option of participants.

Special Situations:

Refer to the Special Situations, Bad Fog, Derailments, etc., found on each Situation card. *Ignore, at this time, the card numbers printed at the bottom.* The shuffling of the cards at the beginning of every game insures a random order of appearance of situations, thus a different game every time. All situations apply during the turns specified on the cards. Whenever *old* situations seem to be in conflict with *new* situations, the latest situations preempt the old.

Pre-scheduled freight-pickup:

Players desiring to play a game or two during which freight-loads are to be picked up as in real life should not shuffle the Situation cards at the start of play. Instead, assemble each card according to the numbers printed at the bottom of each card; so that card 1 will turn up in turn 1, card 2 in turn 2, etc. In this manner the scheduling of trains for maximum freight-pickup efficiency would approach that of the real-life movement of freight trains in the C&O/B&O system.

Fast-Speed:

Trains are permitted to make up lost time by moving faster than their normal hourly movement rate (an exception to rule No. 1, under *Train Movement in General*.) Under fast-speed, passenger trains may move 4 sections per turn; freight trains may move 3 sections per turn. Trains may move under fast-speed as often as desirable.

36-Hour Game:

Because it is not possible for all passenger trains to reach their final destinations within the 24-hour time limit, play may be extended beyond turn 24. In this event, re-shuffle all Situation cards after turn 24 and revert to turn 1. Return all freight trains to their starting terminals; flip coin again to see who goes first. Game ends at completion of turn 12 (the second time around.) Actually, players may extend the length of play in accordance with their own endurance; 48 hours, 60 hours, etc., the winner being the player who has accumulated the greatest number of Revenue points at the end of the appointed time-limit.

SOLITAIRE GAMES

Much enjoyment can be derived by playing either of the two solitaire versions; both pitting the player against the "model." To win the player must accumulate a stipulated minimum number of Revenue points by game's end.

SG-1:

Play either as the C&O or B&O dispatcher. Whichever you choose ignore all freight-load and special situation instructions applicable to the remaining system. The mechanics of play follow the usual 2-player manner. A player wins

if he has accumulated 60 revenue points at the end of turn 24.

SG-2:

Same as SG-1 except the player plays *both* systems. He wins if he has accumulated 100 revenue points at the end of turn 24.

EXAMPLES OF PLAY

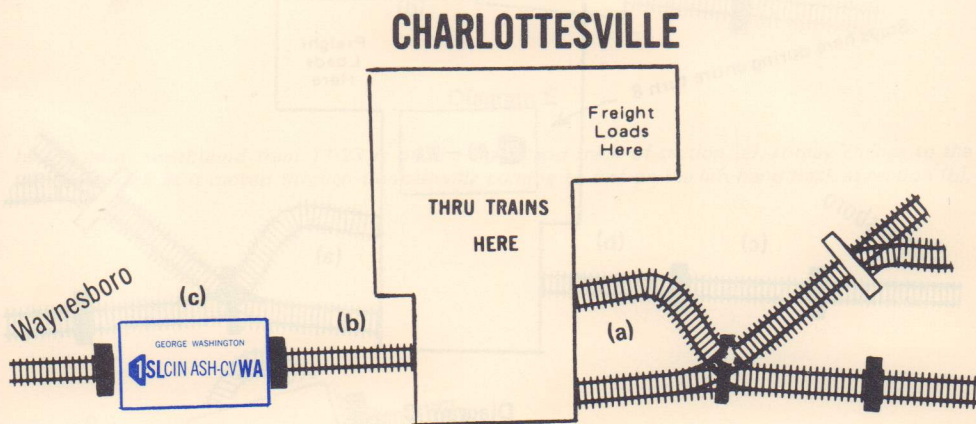


Diagram A

Train 1 reaches section (a) at 7:00 PM where it ends its move in turn 7. It is therefore considered arriving in Charlottesville at 7:00 PM and is moved onto the THRU TRAINS HERE space. As it is scheduled to leave Charlottesville at 7:20 PM, when it moves on to section (b) it is 7:40 PM, and when it moves on to section (c) it is 8:00 PM where it ends its move in turn 8.

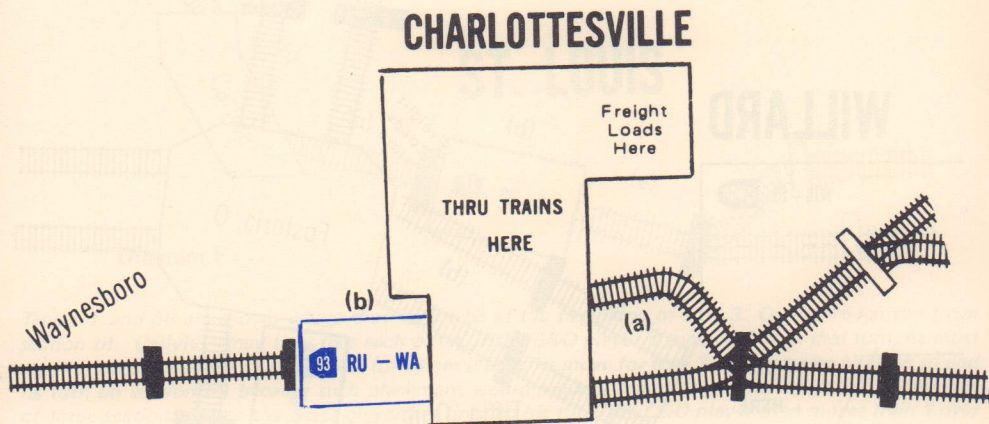


Diagram B

Assuming train 93 reached section (a) at 7:00 PM, when it moves on to the Charlottesville section it is 7:30 PM, and when it moves on to section (b) it is 8:00 PM where it ends its move in turn 8. Note that freights move just two sections per hour. In other words, the distance it takes a freight to cover in 30 minutes is covered in 20 minutes by a passenger train.

CHARLOTTEVILLE

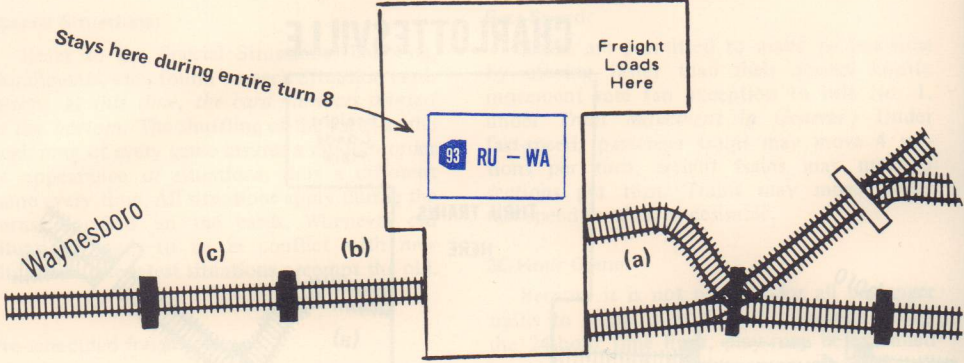


Diagram C

If in example B there happens to be a westbound freight-load at Charlottesville train 93 would not move straight thru as shown. Instead, it would move on to the THRU TRAINS HERE space upon arrival on to section (a) at 7:00 PM where it ends its move in turn 7. On the following turn, turn 8, it cannot move at all (allowing time for "loading" of freight.) On turn 9, it must resume movement, and when it moves on to section (b) it is 8:30 PM, and on to section (c) it is 9:00 PM where it ends its move in turn 9.

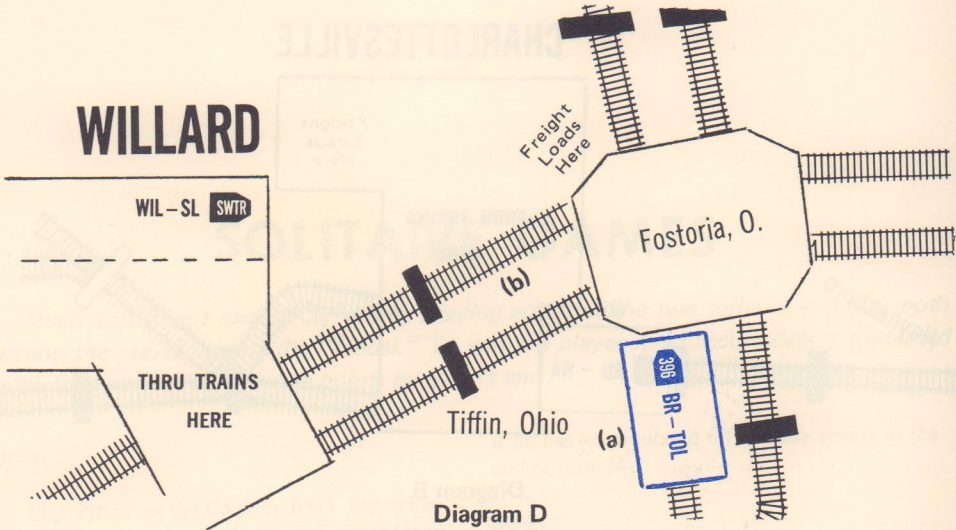


Diagram D

A turning movement through a junction is considered a 1-section move. For example; if train 396 starts turn 5 at section (a), when it moves onto Fostoria turning left toward Willard it is 4:30 PM, and when it moves on to section (b) it is 5:00 PM where it ends its move in turn 5.

THE PLAY

In designing C&O/B&O it was not possible to include every train running throughout the system — to do so would have been to unnecessarily clutter up the trainboard. In this light, we took designer's liberties in an effort to present a playable game that would not get bogged down in detail.

Departure and arrival times of all passenger trains are as close to their real-life schedules as mechanically possible. In real-life, most freight trains also are timetable operated. But in the play of this game the timetable operation of freight trains is left squarely up to the players.

Because of the random nature in which freight appears at various terminals for pickup, it will be impossible for the play of this game to become stereotyped. However, a smart dispatcher will spread out his departures of freights to insure picking up of freight loads which will not appear until the latter part of the game. Players who send out trains from terminals too early, may find themselves in the position of having no trains available for late freight pickup. The 2-point-per-turn penalty all too clearly points up the wisdom of delaying the departure times of freights from certain terminals.

C&O/B&O also adds an element that, of course, is not found in the real-life operation of this railroad — *game competition*.

Some of this *game competition* is in the obvious form of freight-load placement at the three intersecting junctions where freight can be picked up by either player. Another, less obvious form, is presented along routes over which both players have train movement; the St. Louis to Cincinnati corridor for example. Here, the C&O player must move one passenger train each way over B&O tracks. Thus each player has an opportunity to delay movement of opponent's trains by the deft maneuver of forcing collisions. And since the rules forbid the occurrence of an actual collision it is left to each player to think far enough in advance of moves that will best serve his interests. As an example, diagram F under *Examples of Play* shows the steps that must be taken to avoid the impend-

ing collision. Here is an instance where the C&O player, if he happens to be moving first in the turn, can employ a delaying tactic by electing the option of moving train 88 *back one section* instead of forward to the town section. This delaying tactic offers the advantage of delaying train 88's arrival at North Vernon where east-bound freight-loads are awaiting pickup. Such strategy can be a common occurrence especially when incorporating the optional FAST-SPEED rule which allows players to vary the movement of their trains.

Because the rules forbid the slowing down of trains below their normal movement rates, a point of contention between players that may arise is in determining exactly the point of no return relating to impending collisions. This is the reason we allow the player moving first in each turn the option of dictating the movement of an opponent's train as soon as trains approaching from opposite directions are within 4 sections of each other.

Another tactic is purposely routing trains along wrong routes when to do so affords greater freight pickup. The risk in this tactic, of course, is that you may get caught at it. It may often be to a player's advantage to allow an opponent's train to continue along an incorrect route with the plan in mind to challenge him in the turn in which he picks up the freight. In this event, freight pickup is credited to the challenger.

Other areas of strategy, however subtle, abound in the play of this game — we can't tell all here and now. Instead, we now direct your attention to the next chapter which contains a historical commentary on the famed C&O/B&O railroad; from its very beginning, 1828, to the present day.

HISTORY

OF THE B & O

"What time does the Capitol Limited leave for Chicago?" a traveler inquired by phone of the ticket man at Baltimore's Camden Station.

"Well, sir, what time do you think you can get here?" came the reply.

While only an anecdote, the story serves to point up the lament of virtually all of today's passenger railroads; most passenger service is — and has been for a number of years — a losing venture.

The tremendous development of air travel — greatly accelerated by jet aircraft — has hurt the railroads. The services provided by high-speed bus transportation on limited-access, superhighways has cut railroad passenger traffic. But — most of all — it is the private automobile which has doomed the passenger-carrying career of America's railroads. The motorist arranges his own schedule, leaving one point and arriving at another pretty much as he dictates. He can change his mind in a split-second and return home, or he can deviate from his route in any way he wants. If he is tired of travel, he stops. When rested and refreshed, he resumes his trip. On long trips, economy is a vital factor, for SIX may ride as cheaply as ONE in an automobile. Truly, the motor car has been the strongest influence by far in luring passengers away from the railroads.

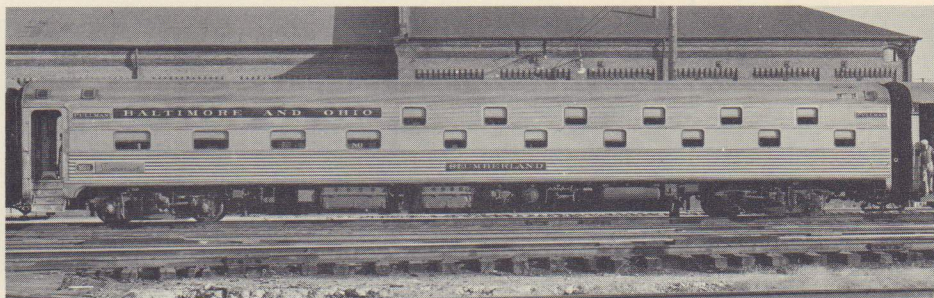
Some railroads have deliberately attempted to discourage passenger service during the past two decades. Yet others have gone to great lengths to encourage travelers back aboard the "rattlers." These lures have included tickets covering both transportation and meals; smoother-riding, welded tracks; immaculate luxury equipment; bargain-rate sleepers; plan-

ned train-hotel vacation trips; and even 95 cent hot dinners. The C&O/B&O inaugurated the Slumbercoach, which is pullman accommodation at slightly-higher-than-coach fare; first-run movies; stratodome coaches on limited runs; they will even haul your automobile to wherever you feel like getting off the train.



TAKE-ME-ALONG: The modern "take-me-along" theme is accentuated by the gondola car auto-track, accomodating passengers who just can't be without their cars.

But times are "a-changing." Scheduled runs of passenger trains have declined from a peak of 20,000 in 1929 to a mere 600 today, a statistic that vividly signifies the passing of an era. Gone are the B&O's sleek luxury trains of yesteryear. Gone are the Royal Blue and the Columbian, among the more memorable. The jet-age has passed them by; the Streamliner is gone forever.



SLUMBERCOACH: The Slumbercoach "Slumberland," providing Pullman accommodations for what virtually amounts to coach fare, is just one of C&O/B&O's many enticements to get passengers "back on the track."

So it is to the typical railroad buff that we dedicate this game, as a historical reminder of the age of the streamliner.

As Gettysburg was to the Civil War, so the sight of the Columbian crossing the historic Thomas Viaduct is to the memory of the true railroad buff.

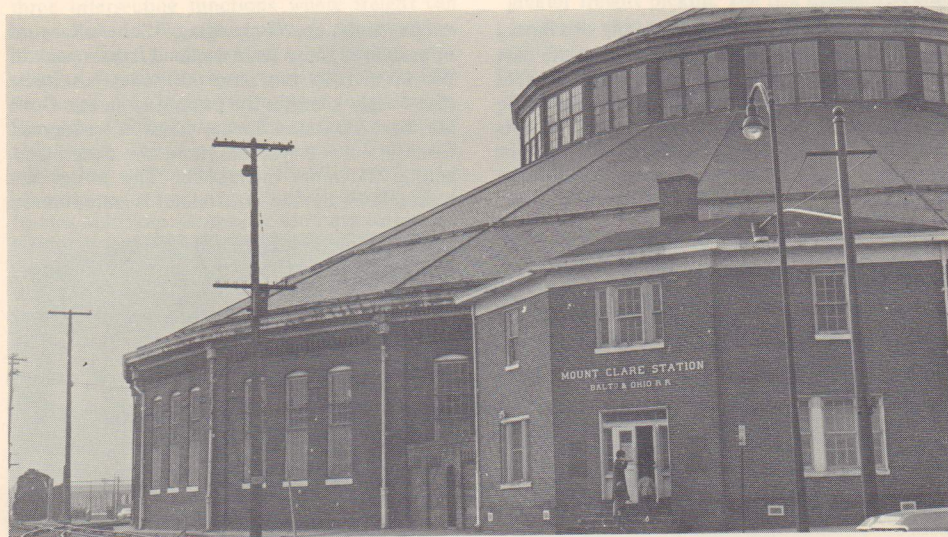


FAMOUS STREAMLINER: The Columbian, shown crossing the Thomas Viaduct, epitomized the finest in streamlined comfort during its day.

Actually railroads were not begun with the passenger in mind. On the contrary, the B&O was built to develop freight revenue for Baltimore. The construction of various canals was siphoning off business that had once been enjoyed by the port on the Patapsco River. Mostly notably, the Chesapeake and Ohio Canal, designed to haul freight between the Ohio River and Washington, D.C. via the

Potomac River, would surely divert much business from Baltimore.

Consequently, the recommendation by men of vision that a double-track railroad be constructed between Baltimore and the Ohio River led to the formation of The Baltimore and Ohio Railroad Company in 1827. The first stone in actual construction was laid on July 4, 1828.



MOUNT CLARE STATION: Baltimore's famous Mount Clare Station is now a railroad museum. Open daily Wednesdays thru Sundays, it is a "must-see" for train buffs.

In January, 1830, the B&O became the first railroad in America to carry revenue passengers, operating excursions between Mt. Clare, the Baltimore terminus, via Carrollton Viaduct to West Baltimore, a fleeting trip of approximately 5 miles. But by May of that year, excursions were extended all the way west to Ellicott City (then Ellicotts Mills), 13½ miles from Mt. Clare.

These trains were horse-drawn, but steam power came soon after. Later in 1830, the Tom Thumb became the first American-built locomotive to operate on an American railroad. While but an experimental model, and impractical at that, the Tom Thumb paved the way for the new era in locomotion.



TOM THUMB: Replica of the first American-built locomotive (1829-30), with "Director's Car."

By April, 1832, the B&O was already in the business of hauling lumber, coal, granite and farm produce out of the Potomac Valley.

By 1834, the road had been extended from Baltimore to Harpers Ferry via Relay and Point-of-Rocks. A link-up at Harpers Ferry with the new Winchester and Potomac Railway opened up a trade channel down through the rich Shenandoah Valley. Though still far from their goal of the Ohio River, the Baltimore-based railroad was making progress, and both passenger and freight income exceeded the wildest expectations of the founders.

In 1835, an important line to Washington, D. C. was added, connecting the main line at Relay just south of Baltimore. The outstanding feature of this new branch was a great granite bridge, built on a curve. It is still standing today as the eight-arch Thomas Viaduct (named after the B&O's first President).

Cumberland was reached on November 5, 1843, and a Pennsylvania charter granted to the Pittsburgh and Connellsville RR added another link in the B&O's route westward, by giving the B&O trackage rights between Cumberland and Pittsburgh.

Meanwhile, with Virginia granting permission for continuation of the B&O lines through territory which now is part of West Virginia, the road reached Wheeling on what was ultimately to be the through line to St. Louis and the Mississippi River. On January 1, 1853 the first passenger train made it from Baltimore to Wheeling — a 16-hour trip by rail that normally took several days by stagecoach. (Because Wheeling has long since given up passenger traffic, we have not shown it on the train board. It would be pinpointed approximately halfway between Pittsburgh and Parkersburg).

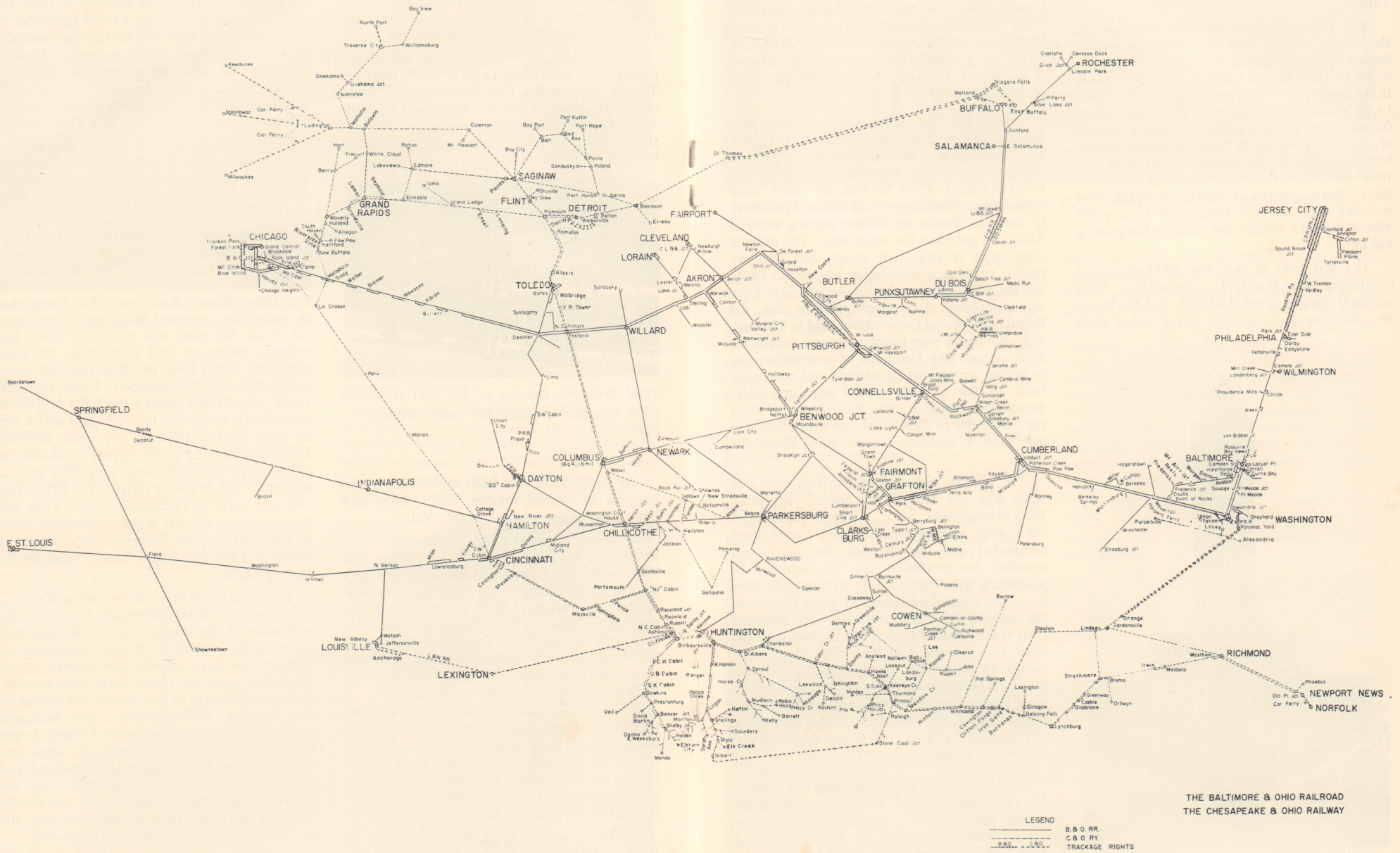
At about this time (1850) the first electric locomotive was developed. It operated between Baltimore and Washington, drawing its power from heavy storage batteries, instead of from overhead wires or "third-rails."

Because of recognizable patterns of economic and population growth, it soon became evident that Cincinnati, not Wheeling, was the B&O's most desirable western terminus along the Ohio River. And, too, St. Louis was becoming the important Mississippi River terminal. Since Wheeling was not on a direct line between Baltimore and Cincinnati, the B&O purchased rights from shortline railroads along the Parkersburg-Cincinnati-St. Louis corridor. These acquisitions assured the B&O of a route between St. Louis and the east coast which was 52 miles shorter than by any other railroad. This fact remains as important to Baltimore today as it was more than a century ago, as Baltimore still enjoys a freight-rate differential over the ports of Philadelphia, New York and Boston which attracts much midwestern cargo to the port on the Patapsco River. And — a dream of 1827 had finally been consummated in June of 1857.

In concert with many other railroads now in operation, the B&O did much to enrich the well-being of the average citizen. Because railroads could distribute greater quantities of merchandise more quickly, the average American family suddenly found itself living immeasurably better than it had before the advent of the railroad. Unfortunately, this increased wealth and affluence was enjoyed mainly in the North, where the nation's railroads were concentrated. The South was dropping behind, and because the B&O had contributed to the growing wealth-gap between North and South, it might not have been coincidental that the first Civil War victims were B&O employees.

Those casualties occurred at Harpers Ferry, where John Brown's band had surprised the eastbound night express, killing the station master and a station porter and wounding several train crewmen. While this incident oc-

ENTIRE C&O/B&O RAIL SYSTEM



THE BALTIMORE & OHIO RAILROAD
THE CHESAPEAKE & OHIO RAILWAY

curred a full 18 months prior to the firing on Ft. Sumter, it was an indication of the great involvement the B&O was to experience in the occurrences of the Civil War. In few areas did the tide of war flow back and forth so often as it did along the B&O line through the Potomac Valley.

The closing days of the Civil War also saw the advent of steel rails. The first steel rails to be used by a railroad in America were laid down in 1864 by the B&O, as replacements for those destroyed during actions of the Civil War. In all probability, they came from the mighty forges of the world's largest armaments producer, the Krupp works in Essen, Germany. Krupp had pioneered in the production of steel railroad rails, tires (wheels), couplings and "carriage" parts; America's slowly emerging steel industry had not yet progressed to a point where it could supply the nation's burgeoning rail lines.

The war over at last, the B&O set about combating the inevitable competition from railroads farther north. Chicago, and the lucrative shipping ports on the Great Lakes were

beginning to show evidence of economic importance, and the B&O eagerly sought expansion northward. Toward this end, the Central Ohio Railroad was purchased in 1869, carrying the B&O into Sandusky, Ohio, one of the best harbors on Lake Erie. With the B&O and the Central Ohio meeting at Chicago Junction, (later renamed Willard in honor of a B&O President,) the B&O gained access to Chicago in 1874 via Central Ohio trackage. A shorter, more direct line to Chicago was put into operation in 1891.

While this was going on, expansion was being culminated in other areas of the road. Most notable was the completion, in 1868, of the new main line between Washington and Point-of-Rocks. Prior to this, all trains west-bound from Washington had to travel practically back to Baltimore before turning west, at Relay, to get onto the main stem. The original main stem is still used today, but only by freight trains as a Washington by-pass. In 1846, the main line between Baltimore and New York was completed. Two years prior to this, the Republic National Convention, held in Chicago, had stimulated ever-faster passenger schedules. Bent on carrying hundreds of conventioners, including prominent politicians and newsmen, back to the nation's capital with publicity-generating dispatch, the B&O brought them the 784 miles in 22½ hours, covering 6 miles in less than 4 minutes at one point along the route.

"If we can make speed like this with one train, why not with all our trains?" suggested B&O management. So . . . some stretches of track were re-engineered, certain curves were eliminated and all emphasis was placed on speedier transportation for the traveler. In paralleling this improvement in passenger service came a standardization of great import to the nation; until 1883, all railroads operated their trains on schedules that were based on the local time of the principal cities along their routes. In November, the B&O and more than 60 other railroads joined to establish a standard time system which would provide the United States with four different standard time areas, one hour apart. This system was made official by Federal Legislation in 1918.

In 1886, to achieve nationwide flexibility in the rail system, the 23 different railway gauges in use, ranging from 2 to 6 feet, were converted to a standard of 4 feet 8½ inches, the gauge that had been used by the B&O from the very beginning. This made possible the free interchange of freight and passenger cars throughout the nation, effecting obvious economies as well as faster and better service.



THE B&O'S GRAND CENTRAL STATION:
One of seven passenger stations in Chicago today, Grand Central is part of America's finest commuter-train system.



UNION STATION: Union Station, Washington, D. C., where all lines into the nation's capital meet in a single terminal.

The really big improvements in passenger travel began with B&O's inauguration of the Royal Blue Line in 1890. The crack train of this line was the Royal Limited, an all-Pullman parlor-car train which, in 1898, ran between Jersey City and Washington in 5 hours. (In the early 1960's, the Pennsylvania's "Afternoon Congressional" made this run in 3 hours and twenty minutes.)

The turn of the century saw the construction of the great Union Station in Washington, D.C., where trains of every road were served in one terminal. The first train to use this facility was B&O No. 10, rolling in from the West as it still does today. Prior to that, the B&O had completed a magnificent new station in north Baltimore to complement its historic downtown Camden Station; Camden had taken over

where Mt. Clare left off. The new depot was named Mount Royal Station and was featured by a unique Norman-style clock, set in an imposing stone tower. This station no longer handles passenger service, which has been discontinued between Baltimore and the north. When this terminal was closed to passenger traffic, the city was ready to tear it down to make way for urban renewal. However, to preserve it as an historic landmark, it was purchased by the world-renowned Maryland Institute, which now uses Mount Royal as a supplemental classroom, conveniently located adjacent to the school itself.

Freight trains still rumble through the station — almost invariably during the lecture time leaving behind coal dust and a little nostalgia at each passing.



MOUNT ROYAL: Once Baltimore's uptown station, Mount Royal now handles assorted freight traffic and budding young Picasso's.

Trains heading South from Mount Royal do not see daylight until reaching Camden Station. And for all intents and purposes, Camden Station no longer boasts passenger service which once made the Baltimore-Washington run famous in the annals of railroading. The only B&O passenger service available now between Baltimore and Washington is a shuttle service provided by self-powered, Budd-style coaches, a far cry from the days when "The Columbian" and "The Royal Blue" were famed throughout the land!

Note: The reason for eliminating the passenger line between Baltimore and Washington in the play of this game is that today, only a minor commuter service survives on this once busy inter-city route. A comparison between track-age used for passenger service and total C&O/B&O trackage can be made by studying the layout reproduced on the center pages of this manual. This layout very graphically shows the expansion of the entire system from the early 1900's to the present day.

Bringing the history of the B&O up to the present day can best be capsuled by noting the following B&O "firsts:"

First to use a dining, or "Refectory" car – 1843.

First to operate a streamlined passenger train – 1900.

First to operate an air-conditioned car – 1930.

First to operate a completely air-conditioned train – 1931.

First to operate a Diesel-electric locomotive in long-distance passenger service – 1935.

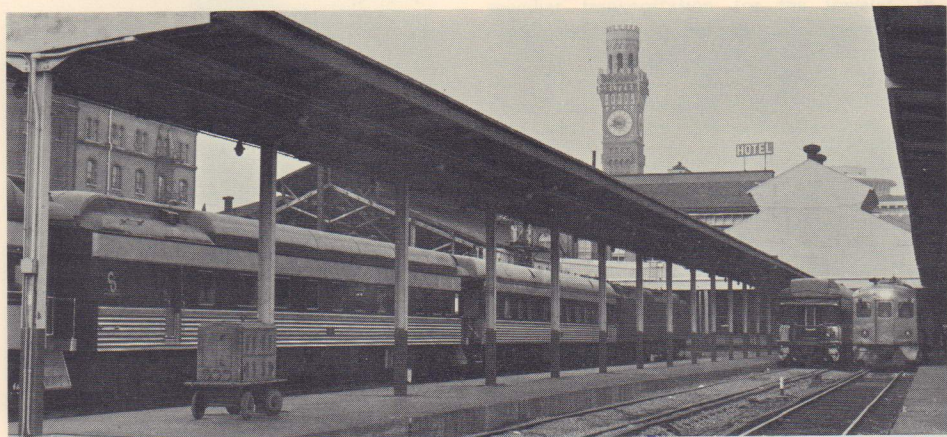
First to provide scheduled door-to-door carload freight service (Sentinel Service) – 1947.

First to provide high-speed, scheduled door-to-door, less-carload freight service (Time Saver Service) – 1950.

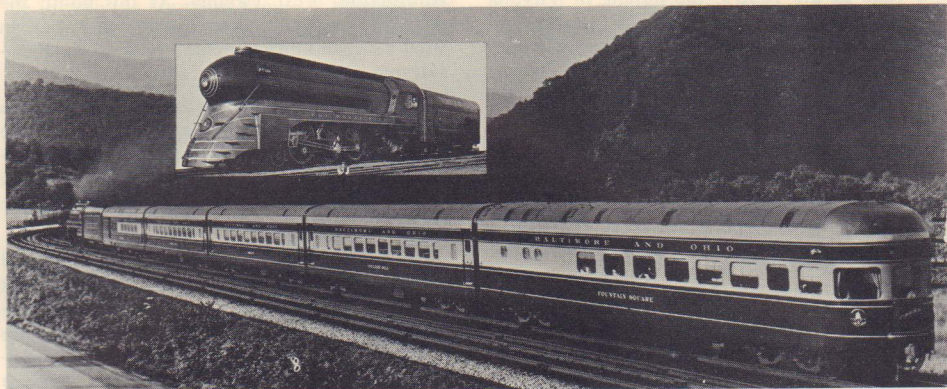
First in the eastern U.S. to install strato-dome coaches and sleepers on its passenger trains – 1949 and 1951.

In looking to the immediate future, what new "first" can we look for from the B&O? Speeded-up schedules? Hardly. Mountainous right-of-ways, mostly in the eastern half of the system, preclude this possibility. It is unfortunate because the major decline in passenger traffic has been attributed to "slowness of delivery" and lack of flexibility one derives from the motor car. It is generally agreed among railroad men that their only hope of getting passengers back on the trains is to get them there faster than they can drive – maybe faster than flying, even.

To this end, the Penn-Central (result of a merger between the Pennsylvania and the New York Central Railroads) inaugurated high-speed service between Washington and New York in early 1969. This "Metroliner", hitting speeds of up to 150 miles per hour in test runs, makes the New York-Washington run, including stops at Newark, Trenton, Philadelphia, Wilmington and Baltimore, in 2 hours and fifty-nine minutes! Undoubtedly, this service will lure many travelers away from the airports; just how many is pure conjecture.



SPEEDLINER AT CAMDEN STATION: This view of Camden Station, Baltimore, shows The Speedliner, on the right, which is operated in a commuter shuttle service between Baltimore and Washington; other cars are "rolling" executive offices of C&O and B&O personnel.



THE CINCINNATIAN: Powered by the engine designed for *The Royal Blue*, *The Cincinnatian* exemplifies the luxurious trains of by-gone days. (Inset) *The Royal Blue* locomotive.

As has been pointed out, the B&O simply cannot make progress in this direction — at least, not in its long-distance scheduling. It might be interesting to note, however, that two of the B&O's freight trains are among the "red ball elite." The Chicagoan, shown in this game as CHGN, reaches 57.1 mph between Willard and Hamler (67 miles). The Manhattan (MHTN) reaches 52.9 mph for the 164 miles between St. Louis and Washington Shops.

We can conclude, therefore, that the day of the *long-distance* luxury train is gone forever. If it returns, it will be in the form, perhaps, of jet-propelled cars riding aloft on overhead guidance systems at 500-plus miles-per-hour.

But for tomorrow, it looks like the era of high-speed, *short-distance* travel will be modus operandi for most railroads. For the B&O, only by flattening out the grades is this solution a *feasible* one. And, it is the *only* solution.

OF THE C & O

Those who conceived the B&O back in 1827 were not the only men of vision. A year later, in the state of Virginia, plans were formulated to lay a 350-mile line from the Potomac River to Staunton, Virginia, and on to the Ohio River, at an estimated cost of \$20,000 per mile. Unfortunately, the General Assembly of Virginia rejected plans for the project, calling them "grandiose dreams."

A more modest beginning occurred with the charter of the first Virginia rail line, a 13-mile road between Chesterfield and Richmond. It was called the Chesterfield Coalfield Railroad and was later consolidated with the Danville Railroad Company.

Like the B&O, the C&O boasts many "firsts." Being the *first* Virginia Railroad, however, was not one of them. It wasn't until 1836 that the initial section of what was to be the C&O was chartered. The charter, in the name of the Louisa Railroad, was held by the people of

Louisa County, Virginia. The first section was a 22-mile line extending between Doswell and Frederick Hall. But by this date, many similar shortline railroads had already been chartered. The best of these charters gave the Richmond, Fredericksburg & Potomac (still in operation today) a 30-year "exclusive" whereby no other railroad could be chartered to run between Washington, D. C. and Richmond. Naturally, the Louisa RR contested the charter, which was ultimately rendered unlawful.

In 1850, the Louisa RR became the Virginia Central Railroad and was the first to extend its trackage *west*, through central Virginia. Service by this time had been extended from Richmond to the Jackson River, 10 miles west of Clifton Forge.

Meanwhile, the Covington and Ohio Railroad had been chartered specifically to build right-of-ways between Clifton Forge and the Ohio River, with the expectation that this railroad would ultimately be taken over by the more prosperous Virginia Central.

Also in the 1850's, the joining of Virginia Central's trackage to that of the Orange and Alexandria Railroad added lucrative Northern Virginia trade. This addition placed the Virginia Central on much better competitive terms with the R.F.&P. and led to many legal battles of a hotly-contested nature between these two lines.

The Civil War seriously effected growth, as would be expected. Because of Union ravages, only the Virginia Central's Richmond to Staunton runs were kept in operation productively. The lines west of Staunton were so disrupted that it was impossible to meet any very regular schedules.

As the B&O was to the North, the Virginia Central had become the South's most valuable line for transporting supplies and men of the Confederate Army. Various lines ran through most of the state's battlefields throughout the valley of Virginia, and these were General Lee's supply arteries. As such, the road was termed by Union forces as the one great line of the enemy communications between Richmond and northern Virginia.

When the War finally ended, the 3-R's became the watchword of the farsighted: Reconstruction, Recovery, and Reform. This challenge was taken up actively by the management of the Virginia Central at a special session just after the close of the war. The company's stockholders vowed in 1867 to continue on to the Ohio River, under a charter changing the company name to The Chesapeake and Ohio Railroad.

At this pronouncement, The New York Herald said that the new road was destined to become the major line across the Alleghenies, while providing the shortest route to St. Louis. "With the fewest curves of any East-West line, Norfolk would become the New York of the South."

Robert E. Lee, then President of Washington College (later Washington & Lee University) announced, in 1868, "... greatly pleased to learn of the formation of the C&O for the extension of the line to the Ohio River. The C&O has a great advantage over northern routes in distance, in grade, and in freedom of interruption by severity of climate. It has another important advantage in affording a more direct route from St. Louis to the eastern branches of the Pacific railroads. Products of the East consigned to San Francisco across the continent, will naturally follow the most favorable channels to the sea."

So, picking up where the Covington & Ohio left off, The Chesapeake & Ohio reached its goal in 1873. Thus, by that year the line had been extended 419 miles from Richmond to

Huntington, West Virginia. At this point, the state of Virginia ranked 6th in the nation in total railroad mileage behind New York, Pennsylvania, Ohio, Indiana and Illinois.

In constructing the right-of-way on as level a plane as possible, much tunnelling through the Blue Ridge and Allegheny mountains was necessary. One such Allegheny tunnel, Big Bend, is where John Henry supposedly drilled in the legendary folksong of the same name.

The "panic of '73" - a great financial depression - disabled many a railroad. But through intricate and inspired financing, the C&O weathered the storm. Call it "expansion power" or just plain far-sightedness; their optimistic approach was enough to secure them the necessary funds to continue in three directions. 1. Already under construction was the "straight-shoot" between Richmond and Clifton Forge via Lynchburg (not shown in the game because it is only a freight line). Because of its shorter route, considerable savings would be effected for freight customers. 2. An Extension from Richmond to Newport News was in the projection stage. 3. Planned was the continuation of the westward line from Huntington to Cincinnati, with a fork to Memphis, Tennessee, via Kentucky.

Such optimism was justified by reports in 1875 that freight revenues were more than double that of passenger income. And because of the many spur lines built into mining areas, coal had become the chief source of freight revenue. Thus, these added revenues enabled the C&O to open the Richmond-to-Newport News line by 1883 and to purchase an interest in the Kentucky Central Railroad, thus extending service to Cincinnati by 1889.

"King Coal" continued to contribute the major portion of freight income to the C&O, and in large part, this staple commodity accounts for the fact that the C&O has reported an unbroken string of profitable years since 1889.

Internally, however, the C&O has had a nervous time of it. Reorganizations, mergers, takeovers, and other financial and organizational spasms have seemed to be analogous with the operation of the C&O since its very beginning.

While all of this business and financial legerdemain cannot be included in this manual, a reorganization of note occurred in 1884 with the incorporation of the Newport News & Mississippi Valley line; made up of the C&O, the E.L.&B.S. and the Chesapeake & Ohio and Southeastern lines, which extended the total system 1,039 miles between Newport News and Memphis. The aim of this incorporation was to

tie in with the Southern Pacific at Memphis and thus be the first to provide coast-to-coast rail service.

However, the "track-leasing" agreement was voided by the courts in 1888 and the new corporation was dissolved. Bringing order out of chaos, another complete reorganization took place, this time with the J.P. Morgan and Vanderbilt interests in control.

The very next year, 1889, saw a major breakthrough in passenger service improvement. The F.F.V. was inaugurated; it was the first entirely steam-heated and electrically-lighted passenger train. Named F.F.V. for "Fast Flying Virginian," the "moniker" has taken on a different meaning since it was originated. Many travelers were so impressed with the train's elaborateness that they associated the "vestibuled" cars with the home of a "First Family of Virginia." The latter name seems to have stuck, although to this day, no one is sure what to call the train; not even the C&O people themselves, who have simply used the initials FFV on their schedules. With today's schedules really contradicting the soubriquet, "Fast Flying Virginian," and in favor of the more glamorous name, we have called it "First Family of Virginia" (Train No. 3) in the play of the game.

In 1890, the C&O secured trackage rights to Washington, D. C., and travelers could enjoy first class splendor all the way from the nation's

capital to Cincinnati, Ohio. With the line extended to Louisville, Kentucky via Lexington in 1895, the way was paved for the most ambitious program of expansion ever undertaken in the C&O's hectic history.

It began with control passing into the hands of the New York Central and Pennsylvania Railroad lines at the turn of the century, as these roads purchased large blocks of stock in the C&O. (Interesting enough, these two lines were themselves to merge in the late 1960's, thus forming the largest single company rail complex in the United States). In 1905, the first extension into the "northwest" was effected by a working arrangement with the Hocking Valley line. This gave the C&O important trackage rights between Charleston, West Virginia and Toledo, Ohio via Columbus, Ohio. (This original trackage still exists, although the more direct route, shown on the game board, was constructed later).

Then in 1910, the longest individual trackage acquisition in the road's history was consummated with the purchase of controlling interest in the Chicago, Cincinnati & Louisville Railroad. This gave the C&O a route to Chicago between Cincinnati and Hammond, Indiana (a Chicago suburb). Trackage rights for the remaining 24 miles from Hammond into Chicago was obtained at the same time; outright acquisition was made in 1934.



THE GEORGE WASHINGTON: This was the first long-distance, air-conditioned sleeping car train. Here it idles at Virginia's White Sulphur Springs resort station.



UNION STATION: Union Station in Detroit, Michigan, the home of the Pere Marquette's.

The period between 1910 and 1929 was monumental from a growth standpoint. The New York Central and Pennsylvania Railroad firms were forced to divest themselves of controlling interest in the C&O. Immediately, a myriad of big-monied financiers stepped in to try to create huge conglomerates through indiscriminate mergers among the railroad elite. Several attempts to weld the C&O with other lines, mostly serving the Northwest, failed because the courts felt that such actions were attempted more for enriching the coffers of "the Wallstreeters" than for the best interests of railroading itself.

The C&O company even found itself making profits with the buying and selling of control of many shortline railroads during this tumultuous

period of high-finance. Such profits were put to good use, not the least notable being the purchase of White Sulphur Springs, Inc. in 1918. The Springs (approximately halfway between Clifton Forge and Hinton on the game board) were known as a convention center, and also as an American spa where royalty, presidents, financiers and other notables often came to partake of the healing waters. Another notable advance came with construction of the C&O Northern Railroad, a wholly-owned branch line which provided access to the Great Lakes area.

While various attempts by the C&O to merge with the great Nickle Plate Road were denied, ultimate control of the Erie and Pere Marquette Railroads solidified the C&O's northern strength by linking the major ports of the Great Lakes with both Chicago and the southern coal mining regions.

(Players will note that trains No. 8 and No. 9 are named "Pere Marquette," being the only limited trains still operating over this system.)

Then came 1929 and the Great Depression. Fortunes tumbled; some of the mightiest of the Wall Street empires faded into oblivion. But things weren't all that bad for the C&O. Thanks to "king coal," the depression period of 1929 thru 1933 saw the acquisition of twelve additional shortline railroads. And the increase in West Virginia coal production (bulk-hauled by the C&O) over Pennsylvania coal production found the C&O's depression income but 29% below normal. Compared to a 50% drop in the railroad industry as a whole, it is easy to understand why the C&O emerged from this period covered with "financial roses."



UNION STATION: Cincinnati's Union Station, built during the Great Depression, cost \$41,000,000.00.



MARTHA WASHINGTON DINER: This handsome car of a bygone era was the first air-conditioned diner in America; it was among the deluxe equipment of The Royal Blue Line.

Some of these "roses" were spent on improvements to the passenger system. In 1930, their second great plush train was introduced: The Sportsman, which boasted lounge chairs modeled after those of the Ritz Carlton Hotel in New York. The Salon Car, with individual arm rest seats in pairs on one side of the train, and singly on the opposite side, was first introduced on The Sportsman. Appearing 41 years after the FFV "vestibule" limited, The Sportsman inaugurated the first through pullman service between New York and Cincinnati.

The Sportsman's success was quickly followed up, in 1932, with the addition of The George Washington. Labeled by the press, "the most wonderful train in the world," The George Washington was fully-air-conditioned and was equipped with humidifiers and de-humidifiers. This train, alone, accounted for a 25% increase in passenger revenue for that year.

To handle the increased load of "people-traffic," the C&O unveiled a great Union Passenger Station in Cincinnati in 1933. Owned jointly by the C&O, the B&O, the New York Central, the Louisville & Nashville, the Northern & Western, the Pennsylvania, and the Southern railroads, its construction cost \$41,000,000.

By 1937, the C&O held the distinction of being the only line with 100% fully-air-conditioned passenger service, a feature thought to be the chief reason for the sharp increase in passenger traffic.

Meanwhile, back at White Sulphur Springs, C&O management felt that it was time for "public relations." The first public relations conference was held in 1930 at the famous Greenbrier resort hotel at the Springs. Subject matter ranged from "Selling Public Relations to

Woman's Clubs" to "The Human Element in Railroading" and "The Position of the Railway as a Taxpayer in State and Local Governments."

At this point, the PR department began publishing *The Chesapeake & Ohio Lines Magazine*, later changed to "The Rail," even later, to "Tracks." And in 1934, the roads PR department developed the logo of the cat, Chessie, with the accompanying slogan, "Sleep Like a Kitten", which is still in use today.

The turning point in passenger travel occurred during the '40's. The advent of the super-highway and the tremendous increase in air traffic spelled doom for long-distance train travel. The decline began around 1945.

The C&O fought against the odds with all manner of travel innovations. They provided hostesses on board the limiteds, credit card plans were offered. Slumbercoaches (providing pullman service for practically coach fare) were added. Reduced fares and group plans were introduced. A 40-page brochure was distributed, pointing out scenic interests along the "Chessie Corridor," with chapters labeled, "Here American History Began," "King Coal's Capital" and "Horse Heaven," to name a few. Even a comic book illustrating the C&O's history was distributed.

Despite the inevitable evolution which end-

ed the dominance of the "iron horse" as the nation's leading form of passenger transportation, historians will look back on the C&O Railroad as one of the most progressive in the country. Indeed, on its 100th anniversary in 1936, the C&O was adjudged financially to be the 4th strongest railroad in the United States.

To quote from *Railway Age*, "The C&O has the distinction of hauling the greatest volume of bituminous coal — direct from the mines — of any American railroad. Its fleet of passenger trains, operating over its well-maintained roadbeds, are recognized as among the finest in the country."

This brings us to their most recent, and certainly the largest, acquisition of a railroad company. An affiliation agreement in February, 1963 handed control of the country's first — hence, oldest railroad, the B&O, to the C&O.

At this writing, the line is referred to as the C&O/B&O. However, if and when a complete merger occurs, one of these famous railroad names will more than likely be dropped altogether. Sentimentally, we hope they come up with something like, "Chesapeake, Baltimore & Ohio," thus preserving at least a remnant of the title of each historic road.

Regardless, the affiliation makes for an excellent "game."



THE ASTRODOME CAR: The Moonlight Dome, from which passengers can scan the splendor of the scenic Eastern U. S. in all its varied glory.



THE CAPITOL LIMITED: Today's Capitol Limited provides first-class passenger service between Washington and Chicago. (Note the cars making up this train. They are from many railroads, illustrating the flexibility engendered by the standardization of rail gauges in 1886.)



THE AVALON HILL COMPANY

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