



CITY OF PORTLAND
OREGON

THE MAYOR'S ANNUAL REPORT ON THE AFFAIRS OF THE CITY

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The year 1961 has been another period of steady progress for this city and the entire metropolitan area. This is true despite the fact that Portland suffered from the nation-wide recession of 1960; also, the prolonged labor controversy in the building industry with the resultant work stoppage on major construction projects created problems.

In spite of these economic problems, 1961 will be recorded as another year of significant progress for Portland.

The people of these United States and, yes, the entire world, are "discovering" Portland. During 1961 a very healthy growth in our convention business took place and thousands of new people visited our city for the first time and, incidentally left millions of dollars with our merchants, our restaurants, hotels, motels, service stations and garages, and a multitude of other business and service firms in this area. Many of these people will return again to attend our Rose Festival, to vacation in this beautiful air conditioned wonderland, or to live and do business in this growing area. Already 1962 is assured of hosting an even greater number of conventions with more people than 1961. Several national conventions and conferences are already booked for years ahead into 1966 and beyond. Through a coordinated community effort, invitations are being put forth to encourage other regional, national and international organizations to hold their conferences and conventions in Portland.

This new business is made possible by the Memorial Coliseum, the new Sheraton Hotel, the new quarter block addition to the Benson Hotel, the modernization programs of the Multnomah and other hotels, our fine motels and an excellent assortment of outstanding restaurants. Today we are a fine convention city, but with the completion of the new Hilton Hotel and the completion of the Doric Hotel-Motel, now under construction and others planned for early construction, we will be an outstanding convention city, capable of handling the largest meetings, conventions, and trade and industry shows.

JAPAN-AMERICAN CONFERENCE OF MAYORS AND CHAMBER OF
COMMERCE PRESIDENTS

In September of 1961, this city was host to the 6th Japan-American Mayors and Chamber of Commerce Presidents Conference for four days. Through the active cooperation and financial support of the Portland Chamber of Commerce, the Commission of Public Docks, the Port of Portland, Multnomah County, the City of Portland, and a host of business firms and industries, this important international conference was an outstanding success.

For over a year preceding the Conference, a great deal of printed material on Portland was circulated throughout Japan and major industrial, business and governmental leaders were made familiar with our fine harbor facilities and our business and industry. In February, I sent three rose bushes to each of the mayors of the nineteen largest cities of Japan. This presentation was well covered by the Japanese press, TV and radio and resulted in a great deal of favorable publicity for Portland.

Japan sent to Portland the largest delegation ever sent to one of these Conferences in the United States. The delegation was headed by Governor Azuma of the Tokyo Metropolitan area and was made up of mayors and chamber of commerce officials of all the major cities of Japan. Top industrial and governmental leaders were present.

The three Portland newspapers gave this Conference wonderful support and used over twelve hundred and fifty column inches to report it in stories and pictures. Local TV and radio did an outstanding job of reporting the Conference and interviewed many of the distinguished guests present from both Japan and the United States. Many of the stories, pictures and interviews were carried by wire service through the US and overseas. TV and radio tapes were released to other US cities.

The United States Information Agency, which has twelve American Cultural Centers in Japan, covered the Conference with reporters and cameramen and sent countless news stories and pictures to Japanese newspapers, radio and television stations. Over 2600 feet of motion picture films were flown to Japan by jet for use on TV stations and in movie theatres. A documentary film of a little over 21 minutes has since been developed from these films which has been shown on TV and at business and civic meetings throughout Japan.

The Voice of America also covered the Conference and daily beamed a report of the Conference together with interviews to Japan where tapes of these broadcasts

were made available to radio stations throughout Japan and Asia. According to reports received now, these tapes are being used in civic, business, and educational meetings throughout Japan.

All of the printed material was, for the first time, in both Japanese and English. Two top interpreters were flown in from Japan, and they were supplemented by many American interpreters from our Japanese-American community. Business sessions were conducted in both languages, with simultaneous translation via head phones in the opposite language being used by the speaker.

So many prominent Portlanders, both men and women, worked so long and hard on this Conference that it would be impossible to recognize them all in this brief report. Portland can well be proud of the tremendous job that was done in this, really our first international Conference of this nature.

M. J. Frey, President of the Chamber of Commerce, served ably as Co-Chairman of the Conference, and John Fulton served magnificently as Arrangements Chairman.

Many benefits already have accrued to Portland through sponsoring this Conference, and many more will result in the months and years ahead.

Nationally and internationally, this Conference is extremely important in establishing better world understanding between the United States and Japan.

We are proud to have been the host city for such an important international Conference.

WE MOVE AHEAD

1961 saw a continuation of the healthy building program within the city, with some 57 million dollars worth of building permits issued. In May, ground was broken for the beautiful new 16-story Standard Insurance Company building, and in August ground was broken for the Northwest Towers, a \$1,800,000 public housing high rise apartment, primarily for the aged in our community. New additions to the Waterway Terminal are well underway and this huge paper products handling warehouse will soon be the largest and most modern in the world. The bulk unloader, the largest

and fastest on the Pacific Coast, at Municipal Terminal #4 was completed by the Commission of Public Docks and placed in operation. A \$5,000,000, three-year sewer construction plan was announced early in February to be financed through sewer users charges, in order to complete our existing system and help to clean up the Willamette and Columbia Rivers. The chlorination plant is almost complete. Several raw outfalls have been intercepted. Development of the Tryon Creek Interceptor and plant will move rapidly ahead in 1962. A Federal Grant has been authorized for the project.

Planning studies between Multnomah County and Portland are moving forward regarding a new stadium in the metropolitan area. A special committee consisting of City Commissioner Stanley Earl and County Commissioner M. J. Gleason has been set up to develop preliminary plans for a new City-County Building on the City-County owned full block between the City Hall and the County Court House.

In January, the City-County Youth Commission appointed Jack Frost as Executive Director, and they are now moving forward on many fronts. A high school advisory committee of students from all high schools in Multnomah County has been appointed and is now holding regular meetings.

The city is actively cooperating with the Port of Portland and other public agencies for the full development for industrial and recreational purposes, the entire River Gate area in north Portland.

A significant step forward has been taken in the consolidation of the city shops and it is believed that this location will result in savings and increased operating efficiencies in the repair, maintenance and operation of city equipment.

A constant program of publicizing Portland, its harbor and distribution facilities, has been carried constantly forward in order to attract new industry and business to this area. Considerable success has resulted in an increasing diversification of our basic structure in this community. We are becoming better known not only throughout the US but throughout the world. There is so much yet to do.

URBAN RENEWAL AND CONSERVATION

The South Auditorium Urban Renewal project is moving rapidly forward with almost all of the property cleared. Steps are now being taken to vacate many of the

streets in this general area. The finalized land use program has been developed and a general working model of the entire area is being prepared. Early in the Spring of 1962, an intensified selling campaign will take place, so that this project may move forward with new construction at an early date. All of us were thrilled when the Oregon Division of the Pacific Northwest Telephone Company announced their plans to spend over three million dollars on a beautiful new building on this site. This new building will be constructed on such a basis that it can be enlarged as the need arises. It is now anticipated that some five hundred employees will work in the new building, which will be started early this Spring. Other investors and business firms have been in touch with our Portland Development Commission and with your City Council with other proposals for new construction in this area. There have been developers who have requested the privilege of taking over the entire development project, but it has been our feeling that local capital and business firms should be given the first opportunity to become a part of this important new development.

As this project moves forward, millions of dollars of new assessed valuation will go back on the tax rolls of the City of Portland. In addition, it is my feeling that, as this project moves forward, we must immediately start planning for the rehabilitation and the possible realignment of the blocks north of the present project, up to the Steel Bridge area. This is another area that should and must be revitalized. It is entirely possible that, in this general area, we could open up a plaza or series of blocks stretching from Fourth Avenue to the river as a parkway that would be surrounded by fine business offices and medium income high-rise apartments.

I respectfully suggest that the City Council and the City Planning Commission give serious thought to the possibility of acquiring the block directly east of the City Hall as an extension of the park blocks between Third and Fourth Avenues.

One of the most important parts of the fight against blight and substandard dwellings in our city is the Urban Conservation Program. The most outstanding example in our community is the Albina Neighborhood Improvement Program. Here, the residents of some 70 acres have banded together in a civic committee under able leadership from within the area to do something about the problem of deteriorating neighborhoods. Through the cooperation of various city agencies and this local committee, plans are moving forward, and a Federal planning grant has been authorized for the revitalization of this older, but nicer, residential area. It is entirely probable that we will be able, through coordinated efforts, to develop a small park in the area, and to upgrade the housing standards in this section. All city facilities are being mobilized to cooperate with this committee, and it is our hope that through their success and achievements, an example will be set for many other sections, not only adjacent to this particular section, but throughout the city. Interest has been evidenced

in Sellwood, St. Johns, Linnton, and in other sections of Portland. Through such conservation programs, there is a great opportunity of fighting blight within the city and of re-establishing the pride in home ownership. To me, this is truly democracy at work, and I certainly salute all those who have joined this significant program.

MASS TRANSIT

On December 1, 1961, a 23-month operating permit was approved by the City Council and accepted by the Rose City Transit Company. This temporary settlement of a vital problem was reached after prolonged negotiations and threats of work stoppages on the part of both union and management, and after the City Council had agreed to an almost arbitrary fare increase predicated on forecasts of what might happen in the next twenty-three months. This was the only alternative given the City Council in lieu of a 90-day cancellation clause demanded by the Company.

Mass transit is vital to any major city. Across America, cities are being strangled by additional freeways and by an ever-increasing number of private vehicles. In most cities, in spite of serious parking problems and congested traffic, there has been, in most cases, a steady decline in transit customers.

In many cases, equipment has deteriorated and there has been lack of an orderly replacement program, in both privately owned companies, and, in many cases, publicly owned. In our local situation, the Rose City Transit Company has depreciated their equipment. Consequently is in an extremely fluid position so they can, as they have often threatened, cease business operations on comparatively short notice. I suspect that their affairs are so arranged that through tax write offs and other means they could possibly realize a substantial profit for their stockholders by terminating their operation, even though the public did not buy their existing company.

I have stated many times that I would prefer to see mass transit in the hands of private enterprise, and for some three and one half years I have worked towards maintaining that situation. Commissioner William A. Bowes, was placed in charge of all matters pertaining to mass transit some three and a half years ago. He brought a trained, experienced transportation man to the city staff in order to work more closely with the operating company. Many problems have been resolved. The City Council has been most cooperative in working with the Company to resolve these problems.

For a time many of us thought our city might reverse the national trend. However, it would appear now that this is impossible, and that public ownership offers the only means of continuing this important public service. It is with considerable reluctance that I have come to the conclusion that such public ownership is the only alternative Portland has to an eventual loss of its mass transit system. The matter of authority for the City to operate such a system has been considered by the voters at least twice in recent years, and both times has been defeated. In spite of decreased services and ever-increasing fares the majority of the citizens were not willing to tax or bond themselves for capital investments in such a system or to take the risk of possible necessary public subsidies. Primarily, I suppose, because the buses were still running. Businessmen, and property owners in the congested areas, generally speaking, have not been willing to face up to this problem. Many taxpayers who own automobiles have assumed, erroneously, that they have no interest in mass transit. Our neighbors who live just outside the city boundaries in the congested and densely populated areas, have frequently been quite vocal about the lack of adequate mass transit in this area, and have let it be known that they consider it the responsibility of the City Council to solve this problem. Nevertheless, they have been unwilling to pay their share of any cost in that solution.

Eventually, the solution to the mass transit problem must come through a public agency, encompassing not only the City of Portland, but the entire social and economic unit which constitutes the Portland Metropolitan Area. I have suggested that if the boundaries of the Port of Portland were expanded this would be an agency which could possibly do the job. This suggestion was made because this subject matter was considered by the Oregon State Legislature in 1959 when Representative Beulah Hand and others introduced such a measure. It is also possible the matter can be resolved by a metropolitan mass transit authority, although I hesitate to suggest that another layer of local government be imposed upon the already over 200 such agencies in this metropolitan area. These are matters which will involve time and legislation to resolve. In the meantime, it is important that the City of Portland submit to its voters at the May, 1962 election a measure which will provide authority and finances for the city, if necessary, to go into mass transit operations on a municipal basis, and will provide authority for such municipal operation to be incorporated into a larger unit when and if legislation becomes available.

A special study committee, under the leadership of Commissioner William A. Bowes, has been organized, with representation from many civic organizations. It will be the responsibility of this group to recommend to the City Council a suitable ballot measure for the May election.

It is my feeling that the city should encourage the State Highway Commission and the federal Bureau of Public Roads to give serious thought to the possibility of

providing right of way for mass transportation on our freeways. This could be done in the form of separate bus lanes or special facilities for rail rapid transit. It is entirely probable that within a few years the entire Willamette Valley, and possibly even Southern Washington will be connected by a rapid transit system. Possibly a mono-rail type of operation. Unless we do discover more efficient means than the private automobile for moving people rapidly, we can only look forward to additional stragulations of our cities by freeways, traffic signals and huge off street parking facilities.

STADIUM

For some time it has been apparent that Multnomah Stadium, now owned and operated by the Multnomah Athletic Club, is in trouble, and that the City of Portland could very well lose its present facilities for major football games and professional baseball. Some time ago, an offer, which I considered an unreasonable price, was made to the city by the officers of the Multnomah Athletic Club for the sale of the Civic Stadium to the city. A joint study by the Planning Commissions of the City of Portland and Multnomah County has been carried forward, with the hope that it would be possible to develop a stadium facility which would accommodate collegiate football and professional baseball and eventually professional football. Possibly included would be a new County Fair site and a facility which would be adequate for continuing, in our area, the Pacific International Livestock Exposition.

It is my feeling that these facilities should be developed for the entire metropolitan area, and that the entire metropolitan area should share in financing such a capital improvement.

I believe that any major city must have adequate stadium facilities, both for football and professional baseball. Portland is a good sports city, and if we are to maintain our status, we must have adequate facilities. We should plan and build for the future date when we will have a professional football team and possibly a major league baseball team. Such a major league baseball team might be in cooperation with the City of Seattle, and an arrangement could be developed whereby home games would be divided between the two cities. These opportunities will not arise unless we have adequate facilities. It is my feeling that the facilities must come first and that unless we do provide these facilities we will be passed by in future franchise arrangements.

Adequate stadium facilities are important to the image of any city. Such facilities are of much more importance than just to those who are followers of football

and baseball. They have a direct effect on the economics of a city.

Thousands of dollars are spent each Saturday when we have a major football game here in Portland by people who come early to shop in our retail outlets, who stay in our hotels and motels, and eat in our restaurants. Such facilities and attractions are also important, just as our Memorial Coliseum is important, in attracting major groups and visitors to our area.

In my opinion it would be a tragic mistake for this metropolitan area to be without such facilities. It might be well, as a temporary measure, for the people of Portland to consider acquiring the Multnomah Civic Stadium, in spite of all of its shortcomings, in order to insure the continuation of adequate facilities, until long-range planning and financing can develop what we should have and must have for the future. Should the Multnomah Athletic Club be realistic in their sale price, it is possible that such a facility could be operated temporarily by the City of Portland, and, when newer and larger facilities with better parking has been designed and financed, the real property now occupied by the Multnomah Civic Stadium could be sold for private development. It is possible that the city's total investment could be recovered in this manner.

SISTER CITY PROGRAM

On November 17, 1959, it was my privilege to formalize the sister-city program between Sapporo City on the Island of Hokkaido in Japan, and Portland, the "City of Roses". This program, which has progressed extremely well, enjoyed its finest year in 1961. A great many exchanges were made between various groups in our city and in our sister city. The North Portland Rotary Club carried on a fine program with their counterpart in Sapporo which has resulted in the exchange of speakers, information, and a constant correspondence. Washington High School has carried on an interesting program with their sister school of Minami High School in Sapporo, and in 1961 it was my privilege to participate in a sister city program at Washington High School, along with the Consul of Japan, Mr. Katsuma Urabe. Invitations from other high schools in Sapporo for affiliations with high schools in this metropolitan area have been received, and at the present time Jefferson High School is exploring such a relationship.

A great many distinguished visitors from Japan came to Portland to visit our harbors, our factories, our chamber of commerce, and our city government in

an attempt to understand and know our city, state, and nation. Hundreds of school children in both elementary and secondary schools have been carrying on correspondence, as have many businessmen and housewives. As a result, a much better understanding between our two nations has been created, and we, as individuals and as a city, are contributing materially to the objective of all men and women of good will, that is, to achieve peace in our lifetime, with honor for all concerned. The Camera Clubs of Oregon and Sapporo have exchanged prints and held exhibitions in both of our cities. The school children of Sapporo have forwarded art works to our school children, and in turn, our children have sent many drawings and paintings to Sapporo. During February, the Portland area Campfire Girls sponsored a fine project, and hundreds of girls and their leaders engaged in a program of developing scrap books, games, dolls, and other typical American items which were first exhibited in the Lloyd Center, and then shipped to Sapporo, where, through the Mayor's Office, they are now being distributed to orphanages, schools, and hospitals. The Girl Scouts are in the process of developing a program of providing books and magazines which will stock a Portland Room in some of the schools and libraries in Sapporo. Our colleges have participated by exchanging correspondence, music, and art. The University of Oregon Medical School had a distinguished Doctor, a professor of Dermatology at Hokkaido Medical School, do advance work here in our city for a period of one year. Other distinguished Japanese doctors have visited our city and our school. In turn, doctors from the Portland area have visited medical schools in Sapporo, and quite recently, Dr. Chuinard, one of our distinguished physicians, was privileged to lecture in Sapporo.

Last spring, through the efforts of the Junior Chamber of Commerce, a distinguished Northwest skier participated in the Crown Prince Ski Tournament in Sapporo, and was the first American to participate in such an event on that Island. Negotiations are now going on to bring the National Amateur Hockey Champions of Japan, who will participate in the World Amateur Hockey Tournament at Denver, to Portland to play our own Portland Royals.

Many other programs are moving forward, such as the exchange of films and tape recordings. KGW-TV has sent several films to Sapporo, and just recently, KEX taped a New Year's message from me to the people of Sapporo to be broadcast in that city on New Year's Day.

Immediately following the Japan-American Conference of Mayors and Chamber of Commerce Presidents held here in Portland in September, two days were devoted to Sapporo Day, when a delegation from our sister city, headed by Mayor and Mrs. Harada, were honored. During those two brief days we attempted to show them as much of our city and our area as possible.

During 1962, I expect to see this sister city program move even further forward, and I certainly urge more of our citizens to take the opportunity to be a part of this program.

Mr. Ed Murrow, Director of the USIA, has been most complimentary about the Portland program, and has termed it one of the outstanding sister city programs in the country.

As a result of the progress we have made in this field, we have gained international stature as a city, and we have been privileged to receive many invitations from cities throughout the world to engage in other sister city programs. One of these invitations even came from behind the Iron Curtain. An increasing amount of correspondence is coming to us from South and Central America.

It is my opinion that such programs offer an opportunity for ordinary citizens to do something constructive to create better world understanding and to create the true image of the American people and their deep concern for the general welfare and well-being of all peoples of all races and all religions, throughout the world.

ANNEXATION PROGRAM

A great deal of work has been done by the Portland City Planning Commission in studying areas immediately adjacent to the city in order to provide good factual information both to the citizens outside and inside the city. A great many of meaningful discussions have taken place as a result of these studies, and I am confident that more of the citizens in the entire metropolitan area are giving serious thought to the problems created by a multitude of overlapping special service districts and the lack of well-coordinated planning for the future full development of this entire metropolitan area. I feel confident that from these discussions answers will come that will eventually result in the solution to many of our problems.

The boundaries of this city, like many others across America, tended to remain static in spite of good, healthy growth in the general area. Such problems as water, sewage disposal, health, police, fire and many others must eventually be solved either through the expansion of the city boundary, together with a combination of other cities and special service districts, or through the realignment of county boundaries and the consolidation of city and county government. We cannot long

afford these duplications and sometimes even competitive public services. Neither can Portland's citizens afford for long the subsidization of their neighbors in the unincorporated areas.

Recently, speaking before the League of California Cities, the Mayor of Oakland pointed out that this same problem exists in Alameda County, where 45% of the general fund of Alameda County comes from within incorporated city limits. It is his contention that the county government is utilizing this money, collected within the cities, to subsidize public services in the unincorporated areas.

In Multnomah County, Portland pays about 75% of the total tax bill. In some services rendered by county government such as the assessor's office, tax collector's office, the courts and welfare, the people within the city receive the same services as those outside the city. In other fields such as public health, the county hospital, the county jail, civil defense and others, the people within the city do not receive equal consideration with our neighbors outside our city or even with other cities in Multnomah County.

A good case in point is the county health service rendered to schools outside School District No. 1, which is denied to students within the City of Portland. A recent meeting was called by the Tax Conservation Commission with the School Board and the City and the County represented, to fully explore this matter. It is my position that the people both in and outside the City of Portland are entitled to equal services from our county tax dollars. It just doesn't make sense for the taxpayers of Portland to pay almost 75% of the county's tax bill then turn around and support independent services to provide the citizens within the city with comparable services to that being provided at county expense outside the city.

In addition to the foregoing inequities, the City of Portland has bonded itself to provide many capital improvements that materially assist the entire metropolitan area, such as our new Zoo, the Commission of Public Docks improvements, the new Memorial Coliseum and many others.

Perhaps legislation is needed which would insure that, in computing the county tax levy, that portion assessed within the city limits would only cover the cost of the services actually rendered.

MEMORIAL COLISEUM

It was a year ago last November that the new Memorial Coliseum was first opened for public use. At the time of the opening, many matters were far from completed and many problems of operation and management had to be worked out. Even the parking created considerable problems, primarily due to the lack of familiarity with entrances and exits and also because of the construction on the new Minnesota Freeway which has torn up a considerable area immediately adjacent to the Coliseum.

As the months moved by, many of these problems were resolved or materially improved, and the use of the Coliseum has amazed many. The attendance record set by our Buckaroo hockey team amazed the entire Western Hockey League. The versatility of the Coliseum is shown by the fact that we have staged ice shows, basketball games, lacrosse, two indoor track meets, circuses, trade fairs, home shows, conventions and a host of other special events.

We must continue to move ahead to improve the facilities and to complete the Memorial Court facilities in memory of our war dead. Plans for the completion of the Memorial Court have been approved, and we will soon be moving into the first phase of that program.

RIVER GATE AND HARBOR DEVELOPMENT

The Army Engineers' report recommending the construction of the forty-foot channel to the sea has been forwarded to Washington, D. C. This is an important step forward in the long struggle to provide an adequate channel to handle the major ships which desire to come to our fine facilities here in the City of Portland to discharge and load cargo. As an area, we must press forward for the adoption and the implementation of this report. This certainly is not a problem for the City of Portland alone, as it so vitally effects this entire metropolitan area and our entire state, as well as southwest Washington and the entire Columbia River basin. It shall be my purpose, during the next year to cooperate closely with all agencies interested in this development, as I consider it important not only to the economy of our city, but to the entire area, and an important step forward in the national defense program of this nation.

I am certain that all of you are familiar with the construction program of the new drydock facility now being carried on by the Port of Portland Commission. This is

another important development to aid our fine ship repair facilities and to insure Portland its rightful place as one of the top ports to the world.

The Port of Portland is moving forward on the development of the River Gate area lying between the junctures of the Willamette and the Columbia Rivers. Here some 5000 acres, when properly developed and serviced, will be some of the top industrial land in the country. During the past year, your City of Portland has cooperated with the Commission of Public Docks and the Port of Portland in this program. It has been agreed that the Port of Portland is the proper agency for the development of this land, and I can assure you that the Port will have our complete cooperation in moving this land into a position where adequate transportation facilities, both rail and highway, as well as water-borne, is available. Coupled with this development are some great opportunities for the development of additional recreational areas. Some time ago, the city acquired title to West Vanport, and more recently we have negotiated the acquisition of some 200 acres of state-owned land, as well as the Smith Lake properties. All of these are long-range development programs which have a tremendous import to our area.

I am happy to report to you that there has been excellent cooperation among state, county, and city agencies in moving towards this overall objective.

FREEWAY PROGRAM

Recently, I had the privilege of participating with the Governor, the Chairman of the Board of County Commissioners, the State Highway Commission, and others in the dedication of the Baldock Freeway extension. This beautiful piece of highway brings the limited access road from Eugene directly into the heart of downtown Portland. Contracts are now moving forward for the Markham Bridge, which will divert part of this traffic to the East Bank Freeway and the eastern section of our city. Another important link, now moving near the construction stage, will route some traffic via the Stadium Freeway and across, eventually, the new Fremont Bridge. This is an important link tying the rich Willamette Valley area to the distribution facilities of the City of Portland and to the docks, which open up the markets of the world for the products of the farms and factories of the Willamette Valley.

Yet, as these beautiful new freeways are developed, they also create problems. Additional costs for traffic control rapidly become apparent. Also, thousands of

dollars worth of assessed valuation of real property are removed permanently from our tax rolls. These beautiful roads are not built primarily to serve the citizens of the City of Portland, but rather our neighbors throughout this entire trading area. Many businesses and homes are displaced by such developments as the Minnesota Freeway, the East Bank Freeway, and the Stadium Freeway. Some of these displaced homes and businesses have been forced to move outside the City of Portland. In spite of our very healthy building boom of new homes and hotels, new office buildings, warehouses and plants, we are constantly finding ourselves with fewer acres on the tax rolls. This creates a very real problem for any city, and it is one which should have the serious concern of our best planners, engineers, and business people. This problem indicates the necessity of the unification of this entire social and economic unit.

It is my feeling that we should take a very serious look at future highway construction within the city and carefully weigh the advantages and disadvantages to our city.

The Minnesota Freeway and the East Bank Freeway removed 803 parcels of property from our tax rolls, having an appraised valuation of \$14,566,391. The Stadium Freeway will remove many more, with another loss of tax base.

BATTLE AGAINST OBSCENITY AND FILTH

Sparked by the Mayor's Committee for Decent Literature and Films, various bills were introduced in the 1961 session of the Oregon Legislature dealing with the problem of obscene literature and films. Prominent religious and civic leaders appeared in behalf of the Committee before the Legislature appealing for effective legislation to meet this problem. Hundreds of concerned parents throughout the state joined these efforts by directing letters and making personal calls on the legislators from their respective districts.

The Legislature in the final days of the session passed a measure which was signed by Governor Hatfield and became law. The original legislation that was proposed was amended, and the amendments diluted the effectiveness of the legislation. The weakness of this legislation was apparent when the city acted to use the state statute in a recent case of the State v. Mesher, and it was held by the presiding judge of the Circuit Court to be inapplicable to motion pictures. The state statute permitting the city to initiate civil proceedings in the Circuit Court in the still more recent case

of Portland v. Mesher was held by the presiding judge of the Circuit Court also to be inapplicable to motion pictures--at least until the defendant was first convicted in a Municipal Court of violating the motion picture ordinance.

The Oregon Supreme Court has recently held that our present city ordinance dealing with motion pictures is unconstitutional. It is interesting to note that a similar proceeding in Chicago was held to be constitutional by the U. S. Supreme Court in the case of the Times Film Corporation v. Chicago, but that our State Court has cited the dissenting opinion in this case to support its decision.

Thus, one can readily see that the procedure through the courts on these matters is an extremely difficult one. I am, however, asking our City Attorney to give further study to the Oregon State Supreme Court's recent decision, with the anticipation of drawing up a new ordinance which we hope will be workable in dealing with this problem.

It is my opinion that unless individual responsibility is exercised more on the part of publishers, producers, and the general public, this problem of obscene literature and films will encourage stringent action on state and local levels to improve this blight on our society. Our program in Portland has resulted in focusing more public attention to the problem of obscene literature and films. This in itself is progress. When the public is fully aware of the extent of the problem, alertness in dealing with the problem on both an individual and public basis is effective.

CONCLUSION

Balancing all of the factors, 1961 was a good year for the City of Portland. A great deal of progress was made both in improving our governmental structure and in diversifying our economic base. So many things remain to be accomplished.

Just recently, walking out of the front door of the City Hall on the Fifth Avenue side, I could not help but look to the south to check the progress of the beautiful, some two-and-a-half million dollar motel which is under construction directly across the street from the State Office Building, and then to look northward where the tremendous Standard Insurance Building is rapidly taking shape from a tremendous hole in the ground. As I walked up Main to Sixth Avenue, marvelling at the ability of men to conceive and construct such tremendous buildings, I was greeted

by the sight of the Hilton Hotel construction. There again, in its rough form, with all the clutter of construction, a tremendous twenty-three story building of steel and concrete is moving upward. As I stood on the corner of S. W. Sixth and Salmon and viewed this structure, I could not help but attempt to visualize the times I would visit this completed building to welcome major national conventions and conferences and to visualize the important part in the life of this city this new structure will soon play. Walking across the street to the north, I could not help but be interested in the remodeling now taking place in the Public Service Building, where the I. Magnin Department Store will soon open. So it is, as I move about our city, I am constantly thrilled with the new construction and many fine things which are happening. Last spring I was so happy to see so many of our citizens planting new rosebushes, new shrubs, and so many of our businessmen planting beautiful trees in the business area. Truly, Portland is a city of beautiful homes, beautiful gardens, and an area in which people take pride in their buildings and their homes. Truly, it is a city of gracious living. Our wonderful rose show, our chrysanthemum show, our dahlia and rhododendron shows are but a few examples of the attitude and interest of our people that make this city truly great.

As I conclude my fifth year as your Mayor, I cannot help but reflect upon the wonderful opportunity which has been mine to serve a great city. Oh yes, I, like all of us, have had my problems, and in my official duties it has been my responsibility to step on some toes, but fortunately, the vast majority of our people have been understanding, cooperative, and most kind. I appreciate so much the cooperation I have received from the members of the City Council, from the Bureau Heads, and the city employees generally. Almost all of them have been sincere, cooperative, and dedicated and have rendered the people of Portland a very fine job. To all of them who have been so helpful, I would like to express my grateful thanks. To the citizens who have been so helpful and cooperative I would also like to express my thanks.

To all of those who have labored in unpaid positions on important city boards and commissions and gave so much to advance this city, I say a grateful "Thank You". To those who do so much to advance the cultural life of our city in work with the Smyphony Orchestra, the Junior Smyphony, the Art Museum, the Zoological Society, the Museum of Science and Industry, and a host of other wonderful programs, we all owe a vote of gratitude. To my own staff which has been so helpful and understanding, I would like to publicly express my thanks.

Good government is everyone's business, and in 1962, I am looking forward to continuing to work with you towards this objective.

You might gather from the foregoing, that I am a bit fond of the City of Portland, the "City of Roses". That, I am. I hope every citizen is as proud of this city as I am.

RECOMMENDATIONS

I RESPECTFULLY RECOMMEND:

1. That the people of Portland, by the adoption of a measure at the May, 1962 election, authorize the city to engage in Mass Transportation and provide adequate funds to acquire equipment and operate such a system if necessary.
2. That the City of Portland cooperate with other governmental agencies and legislative committees to bring about the eventual establishment of either an existing or new agency to operate mass transit on a metropolitan basis.
3. That the people of Portland and the City Council strongly support the realignment of county boundaries and the reduction of the number of counties in Oregon, even though such a consolidation might result in the abolition of Multnomah County.
4. That the city and county be consolidated to provide a single form of government for the metropolitan area with complete home rule provisions for the entire area.
5. That pending such consolidation the city always cooperate to bring about a consolidation of overlapping public services between Portland and Multnomah County in such fields as public health, civil defense, shops, radio shops and facilities, planning, machine accounting, purchasing, sewers and sewage disposal, insect control, water, fire protection, police services, and others.
6. That the Planning Commission develop a capital improvement program for the next ten years for the City of Portland, including, but not limited to
 - a. Parks, recreation facilities, including all-year swimming pools, boat moorages, and new park developments such as West Vanport and Pioneer Park.
 - b. Zoo enlargement and completion.
 - c. A City-County Building.
 - d. A four-story addition to present two-story Central Police Station to provide adequate jail space and emergency hospital facilities.
 - e. A new east side police station with a traffic court to be located considerably further east of the present location in order to better serve the growing

eastern section of our city. Such location should consider the possibility of areas east of present city limits being annexed to Portland.

- f. A rehabilitation farm and work unit for minimum security prisoners and alcoholic offenders.
- g. Water Bureau facilities.
- h. A new city shops.
- i. A new and relocated Public Works facility.
- j. Traffic signalization program.
- k. Underpasses and overpasses to better control and move traffic at such intersections as 17th & Powell, 12th & Sandy, 39th & Sandy, etc.
- l. A realistic solution of the N. W. Front Avenue traffic problem in order to separate through traffic from local truck and rail traffic for dock area.
- m. A long-range program for the development, protection and use of Forest Park.
- n. Athletic facility for football, baseball and other outdoor events. These should include facilities of not less than 50,000 people for college and professional football with possibilities of being expanded to 100,000, and facilities for major league baseball. Such a project should be developed on a metropolitan basis if possible. Adequate parking is required.

That the Planning Commission then submit such a capital improvement program to the City Council for the establishment of priorities to the various items and develop an orderly long-range financing program either through special levies, bond issues, or a new tax base with additional funds earmarked for improvements or a combination of the above. Some items listed above would be financed from special funds, others through a combination of city-county-state and federal funds.

The City Council and the citizens of Portland should have an overall look at the total needs of Portland in order that we may know and decide what is really needed and how much of these needs we can afford and when.

7. That the City of Portland not only cooperate with the Port of Portland, the Commission of Public Docks and the Chamber of Commerce in urging the early

approval of the 40-foot river channel to the sea, but that we actively push and spend money if necessary to bring about the early approval of this vital project.

8. That the Commission of Public Docks push forward to insure modern efficient cargo handling facilities in Portland and publicize those facilities throughout the world.

9. That Portland continue to cooperate actively with the Port of Portland in the early development of the River Gate area in North Portland for industry, shipping and recreation.

10. That both labor and management involved on our waterfront in ship and cargo handling and ship repair activities take a very realistic attitude in order to continue our efficiency in cargo handling and ship repair. We are in competition with ports and facilities throughout the world. The annual pay of our craftsmen and the total profit to management is predicated on our efficiency. Unrealistic work rules by labor or charges by management can cause our entire economy to suffer.

11. That our annexation program under the Planning Commission, with an active coordinating committee from all city services, continue in order to move forward towards the objective of eliminating duplication and overlapping authorities in public service and planning.

12. That the City of Portland resist in all manners possible these inequities now existing whereby city taxpayers subsidize those in the unincorporated area. We should demand and receive equal services with our neighbors in the unincorporated and incorporated areas of Multnomah County from our county tax dollars.

13. That failing in recommendation number 12, we explore the possibility of a city gross income tax on wages and salaries earned and/or paid within the city limits in order to alleviate the unequal tax burden on the home owners and businesses within the City of Portland. Several cities have already moved in this direction.

14. That a long-range program for highway construction for the City of Portland be developed for use in negotiation with the State and Federal Highway officials.

15. That the opening hours of the City Hall be not earlier than 8:30 a. m. on week days.

16. That the City Council again submit to the voters a plan to capture the hydroelectric power now being wasted at the Bull Run dams. In a growing area there is need for the power that can be generated from this falling water and the revenues so realized would be of great benefit to our taxpayers.

17. That Portland continue to move wherever and however possible against obscene magazines, films and literature. That public resentment against those who profit from such activities be developed to reduce crime in our community. This is not a problem which can be met by laws alone, but must be met by the standards set by the majority of our citizens. We are losing ground in moral standards across America as evidenced by our increasing crime rates. This in turn hurts our prestige throughout the world.

18. That in view of the international tension throughout the world today, I respectfully suggest that the City Council submit to the voters at the May election a measure to insure funds for the continuation and expansion of our Civil Defense program and to provide funds to match Federal and State grants now available, and others which will probably become available.

While Civil Defense throughout this country is far from perfect and cannot guarantee survival in times of war, it is an important part of the strength of these United States and can materially assist in the very survival of our nation.

19. That more public utilities be placed underground in order to eliminate the eyesores of poles crowding our city.

20. That Portland continue its sister city program with Sapporo, Japan and move forward in its Pan-American program in order to create better world understanding.

21. That the City Council fully explore the creation of a city motor pool to better utilize city equipment and to reduce operating costs.

22. That a city-wide community development program be instituted to fully take advantage of Urban Renewal, Urban rehabilitation and conservation programs in order to fight blight and slums. Such programs increase the pride of ownership and insure the beauty and livability of our city. They also hold up real estate value and consequently our tax base.

23. That the City Council urge the Multnomah County delegation to the Oregon Legislature to introduce and press for the passage of a bill to require all new cars, trucks and busses sold in Oregon to be equipped with blow-by devices to destroy crankcase fumes as a step to control and eliminate, as far as possible, the ever-increasing problem of air pollution in congested areas.

24. That the City Council explore fully the possibility of submitting a measure in 1962 to the voters authorizing the city to purchase the Multnomah Stadium provided a reasonable and fair price can be agreed upon in order to insure the continuation of facilities in this area for football and baseball. Such a program to be considered as a temporary measure pending the development of plans and financing for more adequate facilities. At that time the Multnomah Stadium area could be sold by the city for commercial developments.

DEPARTMENT OF PUBLIC SAFETY
BUREAU OF POLICE

Once again it is my pleasure to report to the people of Portland, as the Commissioner in charge of the Department of Public Safety, that the year of 1961 was a period of considerable achievement. One of the more important bureaus within the Department of Public Safety is the Portland Police Bureau.

In July, the most extensive recruitment campaign ever attempted by this Bureau was effectuated. With wholehearted cooperation from all advertising and public information media, the entire West was canvassed. There were 628 applicants. We believe the selection methods were the most comprehensive given by any municipal police service.

Intelligence activity, overt and covert, has been intensive during the year. At the operational level, members of this division, in cooperation with other agencies, conducted a prodigious investigation that recently culminated in the conviction of all principals of a fraudulent auto accident conspiracy ring.

Portland can point with pride to its traffic record for the first ten months of 1961 with a 13% decrease in traffic fatalities. This is compared to a 9% increase for Oregon and a 47% increase in Seattle. Total Portland accidents were reduced and the level of enforcement heightened to aid the fight against needless deaths.

The community's juvenile problem continues as an area of vital concern. The Juvenile Division processed 2,389 boys during 1961 to date; a 22% rise over the previous year. A portion of this increase is attributable to Bureau efforts at positive action in the early states of delinquent tendencies.

On 16 April, 1961, the Bureau of Police activated the new Police Radio Communication and Dispatch Room. This is the "Emergency Board" system and is regarded as among the most modern in the nation for cities of our size. In 1961, an average of 295 police radio calls were originated daily. Telephone calls were received at an average of 3.55 per minute.

Through the cooperation of Governor Hatfield and Sheriff Lambert, of Multnomah County, State Police and Sheriff deputies will assist Portland Police in policing the freeways now leading into Portland. This will provide more police service for our area and build up our traffic control program.

The Council has approved my recommendation for sending each year, a police officer to either Northwestern University or to the F. B. I. Academy for special training. At the present time, Sergeant John E. Nolan is at Northwestern, and upon his return he will be used as an instructor in our Police Academy. In-service training programs are being intensified in order to assure Portland of a well trained professional Police Bureau to meet the ever-increasing crime rate across America.

Police Chief D. H. Johnson has recommended various organizational changes that will probably be put into operation early in 1962 and will increase the operational efficiency of our Police Bureau.

The Police pistol team continues to earn national recognition by their outstanding displays of marksmanship. Competitive results netted a total of 181 trophies and medals; one of the most successful seasons ever enjoyed by the team members and a credit to their individual and combined effort.

BUREAU OF HEALTH

The Bureau of Health was also very active during the year 1961. The Mental Health Division initiated a new program. The aim of the clinic is to give help early to the emotionally disturbed person in an attempt to reduce the number that may be committed to State Hospitals, also, to help the patient after discharge.

With financial support by School District No. 1 restored, Public Health Nurses are again providing services to the schools. The Hearing Conservation Program was bolstered with the addition of a second audiometrist. Daily clinics for children who have been excluded from school for medical reasons are held in the Bureau's offices.

With an estimated 80,000 Portland residents infected with tubercle bacilli and a predictable number that will annually become active cases of tuberculosis for many years to come, there is no room for relaxation of the overall Tuberculosis Control Program.

Among the more outstanding activities of this division were inspections of hospitals and institutional homes before annual permits were issued and inspection of all hotels and motels before issuance of permits to obtain licenses.

There were 4,484 individuals who completed the Food Handlers' course. There were 1,411 restaurants inspected through October, and a total of 5,186 inspections.

Regular inspection and routine tests of the Portland milk supply has resulted in an almost complete absence of pesticides and antibiotics thus far this year. A mastitis testing program of bulk tank samples of milk from individual dairies was inaugurated earlier this year and is under the direction of one of the Bureau's veterinarians. The Portland Bureau of Health is one of the few governmental agencies conducting such testing.

This division's recommendation that the Portland milk supply be pasteurized has resulted in over 99% pasteurization of all milk sold in Portland.

Successful mosquito control was maintained even though unpredicted high spring floods and above normal temperatures were experienced during the early months of this year. Over 70,000 acres were under surveillance for mosquito control with over 6,000 sources requiring checking and 3,600 requiring spraying. There were 6,146 elm trees found infested with the Elm Leaf beetle, but were controlled early preventing any great damage. There were 2,470 miscellaneous insect infestations, and control measures were performed in 737 cases.

BUREAU OF MUNICIPAL COURT

The Municipal Court operating at a peak case load level and operating out of cramped quarters, handled an excess of 75,000 cases in the Traffic Court alone. These cases along with the other violations considered by the Court produced revenue that will approximate \$1,265,900. Criminal cases (approximately 20,000) produced revenues of close to \$20,000.

These dollar totals do not take into account the human factor which is present in our court operation. This year again there was an increase in the number of persons who were placed on probation and parole. Due to the addition of a new Assistant Parole Officer to the staff of this office, it will be possible to more fully implement the inherent potential in the concept of probation and parole.

BUREAU OF CIVIL DEFENSE

During 1961 there has been a marked increase in all activities of the Disaster Relief and Civil Defense Office as a direct result of the increased awareness

on the part of the general public of the need for civil defense preparations. This can probably be attributed to public pronouncements by the President in May and July and also to continuing communist activities such as the extensive nuclear weapons testing program and the tension in Berlin. This has resulted in a many-fold increase of requests for Civil Defense for speakers for community groups, for Civil Defense literature for individuals and requests for training by individuals and groups. A marked increase was noted in the individual training in First Aid and Home Nursing as well as in rescue.

The Portland Civil Defense Operations Plan was updated and revised to bring it in complete conformity with the Oregon Civil Defense Operations Plan. The Portland Civil Defense program for 1961 was basically an education and training program with minimum maintenance of existing facilities.

DEPARTMENT OF FINANCE

The Department of Finance which functions under the able direction of Commissioner Ormond R. Bean once again had a successful year.

Approximately 29 real estate transactions, involving fee title and having a fair market value of \$559,250, were processed by the Right of Way Agent. He also managed twelve income producing properties with a gross annual revenue of approximately \$15,000 and supervised two contracts of sale with total annual payments amounting to \$3,000. The major transaction was the purchase of 600 acres to the Port of Portland in the Ramsey Lake area for a net gain of 438.8 acres.

The recreational and cultural activities of the Park Bureau were well attended and the swimming program is bursting at the seams. The Wilson pool has already reached a saturation point in usage. Laurelhurst Park, Columbia Park and Mt. Tabor Park served the greatest number of picnickers in that order.

A substantial increase in attendance and income was noted at all golf facilities and the highlight of the year was the construction of the new clubhouse at Eastmoreland and five additional covered automatic tees.

Forest Park is becoming more and more popular for use as an outdoor laboratory for natural sciences at all grade levels. Both Portland School District #1 and the Multnomah County School systems are actively participating in the Portland Area Resource Education Tour.

Major additions to the zoo exhibits were two hippos acquired on a trade. The railroad has had a very good year and the Halloween train ride was very popular. The stork has been most obliging and has been a frequent visitor to the zoo families.

The total budget for 1961-62 is \$60,290,995, including the budgets of the three autonomous commissions (Portland Development Commission, Exposition-Recreation Commission and Dock Commission) and the Autonomous Fire and Police Disability and Retirement Board. This is an increase of \$900,925 over the previous year. The allowable 6% increase in the tax levy for next year will produce \$755,945 of additional revenues for the General Fund.

License fee receipts for the fiscal period ending June 30, 1961, were about 5% less than the previous year.

The Purchasing Bureau has made considerable improvement this year in the procedure and processing of Purchase Orders resulting in faster and better service to the various bureaus. Better than 90% of Purchase Requisitions received are mailed to the vendors the same day or the following day. During a twelve month period ending October 31, 1961, 14,252 purchase orders were issued totaling \$8,614,855.31 or approximately \$2,560,000 more than were handled the previous year.

A comprehensive study by the Employee Relations Office was presented to the Council relating to usage of sick leave, and a recommendation was made and funds provided for a service award program for employees with 25 years or more of service. Highlight of the year was a detailed recommendation for the 1961-62 salary adjustments totaling about \$780,000 and for a new medical and life insurance program for employees.

The operation of the street lighting fund is now in its seventh year of the ten-year street lighting program as provided for by the special street lighting levy. Plans for street lighting in the South Auditorium Urban Renewal area have been completed for 102 lights. Preliminary layouts for mall lighting have also been prepared. Painting of the downtown ornamental standards was completed during the year and renovation of the lighting will begin in January, 1962. This will result in an additional \$30,000 annual expenditure by the Bureau of Lighting and Power.

Checking of electrical service rate schedules by the Bureau of Lighting and Power has continued to show material savings.

This year has been a period of transition for the Bureau of Shops. It now operates the Powell Shops, Police Garage, Stanton Yard and the Municipal Garage and has supervisory control of the Mechanical Maintenance Division of the Water Bureau. These divisions have in excess of 1,000 pieces of equipment to maintain and service. City-owned vehicles log approximately 8,000,000 miles a year and good maintenance and servicing is important from an economic and safety standpoint.

The Bureau of Property Control has set up the procedure of accounting for abandoned properties turned over to it by the Bureau of Police Property Room. These properties have accumulated over many years. All items are now listed and a record made of their disposition. A recent sale netted the General Fund over \$1,500.

As of June 30, 1961, there were 52,032 pieces of inventoried equipment; 2,093 items were purchased and 1,715 were transferred to various bureaus in lieu of new purchases. This was accomplished in part by the operation of the central salvage depot where the inventory crew renovates and repairs equipment at great saving to the city.

DEPARTMENT OF PUBLIC WORKS

Commissioner Wm. A. Bowes once again provided the necessary leadership to allow the Department of Public Works to more than accomplish its many objectives during 1961.

The Director of Transportation has been active in gathering and tabulating factual information which was needed preparatory to granting the traction company an operating permit for the coming two-year period. The continuing decline in patronage amounted in 1961 to seven per cent over 1960. This presented additional problems during the 1961 wage negotiations. Because the company's application for an operating permit hinges upon a successful conclusion of wage and contract agreements, the city was faced with a series of crises during the latter part of October and during November.

During the year the Planning Commission has undertaken major studies as follows: Ash Street Ramp, West Burnside interchange, Brooklyn scattered shop housing sites, South Auditorium urban renewal, proposed Skidmore Fountain design control zone, stadium project, community renewal program, and annexation. During the year the Planning Commission and its sub-committees have held 81 formal meetings. The office processed 461 zoning variance cases, 169 zone change applications, 56 conditional use and home occupation cases, seven setback appeals, 24 street vacations and dedications, and nine sub-division applications.

The Municipal Paving Plant, during the year made pavement repairs totaling 1,047,253 square feet in small repairs, and 364,905 square yards of major repairs.

The Sewer Design Division has concentrated on the problems of sewer relocation which are brought about by the increasing changes in the use to which land is put, which has necessitated sewer relocation with a view of increasing capacity of existing sewers and replacing or repairing damaged or outmoded sections. Final design work is in progress for the urban renewal area. Relocation of the Marquam Gulch sewer, now in private property, will be necessary. This sewer is to be moved to S. W. Arthur Street and S. W. Front Avenue. The Balch Gulch sewer outfall has been relocated during the year, making it possible to utilize a larger parcel of land for commercial development. The re-platting of the Fir Court war housing area near Roosevelt High School required the installation of a modern sewer system of a cost of approximately \$15,000. Other sewer systems are under study and design.

The Research and Planning Division has been assisting in the design of the Tryon Creek Sewage System and Sewage Treatment Plant. Studies have been made of the Tri-County Master Plan of sewage disposal. Studies have also been made in the Mt. Scott, Happy Valley, Milwaukie and Johnson Creek areas in order to prepare for the future extension of sewage disposal projects. An application was made to the State Sanitary Authority for funds and a priority number for construction of interceptors and a sewage treatment plant to serve the "Northeast Area."

In the face of public interest aimed at a clean-up of our natural water resources the River Pollution Control Section has become very active. Many studies have been made and plans and specifications prepared to increase the pumping capacity of existing sewage pump stations. Contracts have been awarded for construction of additional diversion sewers and a contract has been let for the modernization of the Ankeny Pumping Station at an estimated cost of \$245,000. A Federal Grant in the sum of \$250,000 is being requested for the Tryon Creek Interceptor Sewer Treatment Plant. It is hoped that bids will be opened for the construction of Unit No. 1 of this project during January, 1962. Stevens and Thompson Consulting Engineers under contract from the City has prepared plans and specifications for the addition of chlorination facilities at the Columbia Boulevard Treatment Plant. A Federal Grant which will finance 30% of the final cost was accepted by the City. It is expected that these facilities will be placed in operation early in 1962.

The Bureau of Maintenance has continued its unceasing work of maintaining streets, sewers, viaducts and traffic installations.

A new storage building has been erected at the Sewage Disposal Plant and chlorination facility construction is progressing. Considerable repairs have been made to digester pipes and valves which have been damaged by large amounts of sand and silt which is carried into the system by high floods of sewage.

During 1961 the Refuse Disposal Division received a total of 1,509,000 cubic yards of mixed refuse, disposing of it at the St. Johns Fill and the St. Johns Incinerator. This is the largest disposal in the history of this Bureau.

During the year the Bureau of Traffic Engineering conducted studies in conjunction with four new shopping areas, among which were those on N.E. Glisan Street, S.E. 82nd Avenue and S.W. Barbur Boulevard. These involved channelization to control the altered traffic patterns. Studies are being made in the northwest area which point to an extension of the one-way grid system.

N. W. Front Avenue is being studied in connection with the Portland Dock Commission in an effort to eliminate some of the traffic encountered by truckers and others. The Bureau has worked closely with the State Highway Department in fitting the Foothills and Stadium Freeways into the city's street pattern. Work has also been done in designing channelization and traffic controls within the Urban Renewal Area and the Bureau has been engaged in the Metropolitan Transportation Survey and Central Business District Study. New signals have been installed at 15 intersections and pedestrian signals and overhead illuminated signs have been installed at other locations.

The Meter Maid Division will be four years old on January 6, 1962. During 1961, the Division issued approximately 189,000 parking citations of all types, and approximately 5,000 visitors courtesy tags.

The Portland Traffic Safety Commission carried on its accident prevention program during the year. Following the principal policy recommended by the National Safety Council, the staff of the Commission has carried on safety projects by means of public meetings, the use of film, the distribution of safety literature and the use of awards in recognition of safety achievements. It has worked in harmony with the Bureau of Police, the Bureau of Traffic Engineering, the Municipal Court and with public and private school administrators. The Commission emphasizes the necessity for support in securing needed traffic safety legislation. As the year ends, two new weekly TV programs indicate success of stepped up emphasis in programming through all phases of news media.

DEPARTMENT OF PUBLIC AFFAIRS

BUREAU OF FIRE

Thanks to the untiring efforts of Commissioner Stanley Earl, we are happy to be able to report a successful year for the Department of Public Affairs in 1961.

The Portland Fire Bureau's \$3,000,000 modernization program is progressing according to schedule. During the calendar year, construction has been started on three new fire stations. Two of them, one at S. W. 5th and College Street and one at S. E. 13th Place and Gideon Street will possibly be occupied by the end of the year. These are both multiple company stations and also Battalion District Headquarters. The third station at S. W. 6th and Gaines Street in the Marquam Hill medical facilities area will be completed in early spring, 1962. This then will complete 12 of the 13 projected new stations.

Fire boat 3's floating station has been completely remodeled and is being relocated at Terminal 4, Pier 6. This station will go back into operation on January 1, 1962. Stations at N. W. 14th and Glisan Street and N. Lombard and Hereford Street have had major remodeling during the year.

Modernization of the Fire Alarm system is now 50% complete. During the year, 90% of 42 miles of projected new cable has been laid, 1240 new Gamewell fire alarm boxes have been received and 260 of them already installed. During the year, new automatic repeating equipment was received and installed in the four new Alarm Substations. These are located in existing fire stations and are part of the new concept in decentralization of alarm facilities. A new fire alarm operator's console is now being installed at the N. E. 21st and Pacific Street Fire Alarm Headquarters. The operations room there has been remodeled with improved lighting and acoustics and new steel fireproof furnishings.

As part of the modernization program the Fire Bureau's three 87 foot fireboats were completely overhauled and modernized this year at a cost of about \$50,000 each. Each boat now has four 550 HP engines, two for propulsion and two for pumping and each has two new 3500 GPM pumps. With all four pumps in operation each boat now has a total pumping capacity of 12,500 GPM compared to the previous capacity of 10,000 GPM. On each boat the main midship turret has been converted to operate pneumatically instead of manually. Steering is now also pneumatically powered, increasing the steering speed three times over that of the old system. Each boat has been equipped

with new 3-blade propellers. The new propellers and propulsion engines have increased the speed of each boat to 11 1/2 knots compared to the old speed of 9 1/2 knots. Each boat has a new steel 30 foot aerial ladder that will raise to a height of 43 feet above water level. Each ladder mounts a new 850 GPM portable water turret at the top. The ladders are electrically and hydraulically operated and were built locally to Portland Fire Bureau specifications. The use of aerial ladders on fireboats is quite unique and Portland is possibly the first to use this innovation.

Although not a part of the modernization program, the Fire Bureau this year has completely equipped all its automobiles, trucks, and fire apparatus with 348 seat belts, in a program to insure greater safety to its employees. Sixty-seven of these belts are used by firemen riding in a standing position on fire apparatus.

BUREAU OF BUILDINGS

There were over 33,000 building, electrical, plumbing, heating, and electrical sign permits issued with a total valuation of \$57,000,000. Dwelling construction, consisting of single family residences, duplexes and apartments, totalled 964 family units with a total valuation of over \$10,000,000. We expect 1962 to show an increase over 1961 as property in the Urban Renewal area becomes available.

BUREAU OF COMMUNICATIONS AND ELECTRONICS

The Bureau of Communications and Electronics completed the new Police Radio Dispatching room and equipped it with the new call board system. During the year they also completed the change-over of all solo-cycles to transistorized radio units. These accomplishments were completed along with our general maintenance of all city two-way radio equipment of approximately 700 units.

BUREAU OF CITY HALL

There were two major accomplishments during the year, 1961, in the Bureau of City Hall. The first was the installation of a new tar and gravel roof on the City Hall, and the second was changing the steam heating system in the Council Chambers to make it independent of the rest of the City Hall. This should make for more pleasant conditions during Council sessions.

DEPARTMENT OF PUBLIC UTILITIES

Commissioner Mark Grayson's dynamic leadership gave impetus to the fine program of the Department of Public Utilities in 1961.

Improvement and expansion of Portland's water system to care for the need of a growing community continued this year to be the primary objective of Commissioner Grayson. It has been a productive year.

Bull Run Dam No. 2, designed to hold back more than 6 billion gallons of water as added reserves to the Portland watershed, was completed. Some work remains to be done on the spillway approach canal and the spillway structure, and additional grouting is contemplated, but the dam itself is ready for reservoir storage.

This winter it is planned that the reservoir level will be raised and lowered to various elevations several times to clean up the area and stabilize excavated areas and the spoil banks.

The accumulation of water for additional supplies next summer will be undertaken in the spring.

Improvement made at Bull Run Lake, high in the reserve, also helps assure Portland and its environs of adequate water supplies for years to come. Bureau of Water Works forces have constructed facilities to tap the lake at a lower level to provide an additional billion gallons of water.

Plans to extend the Southeast Supply Line across the Willamette River were ordered into effect to afford better service to the West Side and to avoid shortages during extreme hot spells. To further improve West Side service, a 1,000,000-gallon reservoir on S. W. Westwood Drive is under construction.

A 3,000,000-gallon elevated tank at N Denver Avenue and Going Street has been erected to improve service in the North section. This is the biggest storage of its type in the city and ranks with the largest in the country.

Work also got under way on a 6,000,000-gallon combination stand-pipe and elevated tank in the Vernon area at N. E. 19th Avenue and Prescott Street. This unit is designed to serve a broad area of the North and Northeast sections of the city.

Looking to the day that the Bureau of Water Works shops at 1900 N Interstate Avenue will have to be expanded, a program of land acquisition to the south of the existing buildings was initiated. This program is virtually complete. A tentative plan for the orderly expansion of the shops has been drawn jointly by the supervisors of the engineering, revenue and operations divisions.

A long-range engineering program for the further development of the Bull Run watershed, undertaken in conjunction with engineers of the Mount Hood National Forest, also was completed. This study, projecting development of the watershed to the year 2000, will be published shortly.

After comprehensive studies were completed showing that the various outlying water districts and companies were receiving Bull Run water at less than the over-all cost to the city, a demand charge on each meter outside the city limits was put into effect. The annual revenue from this charge is designed to apportion Water Bureau costs fairly so that suburban residents and businesses will have a proper share in paying for the cost of operating and expanding the water system.

Billing operations of the revenue division were changed to punched card accounting for better control of accounting procedures and to provide for orderly expansion.

The Bureau's goal in safety work is to achieve longer and longer periods without disabling injuries. A significant reduction in the number of lost-time accidents amounting to more than 55 per cent was made in 1961.

OFFICE OF CITY AUDITOR

Once again City Auditor Ray Smith handled the difficult duties of the Auditor's Office with great competence and foresight in 1961.

The Auditor is the accounting and clerical officer of the City. He receives and preserves in his office all accounts, books, vouchers, and documents pertaining to city business. This requires the auditing of all demands upon the city and accounting of all moneys paid into and out of the Treasury, based on an operating budget of approximately \$50,000,000, exclusive of the Commission of Public Docks and Urban Renewal Commission. A bi-weekly payroll is prepared for 4,000 employees who receive in wages every two weeks approximately \$850,000. This includes many details such as payroll deductions and reports to governmental agencies.

General accounting and budgetary control include the accounting functions necessary to budget preparation, accounts payable, receipts and disbursements and other accounting reports. Data Processing equipment is used for nearly all of the accounting functions of the city. However, the city is expanding and our equipment is already programed for a complete 8-hour day. To meet the increasing demands upon this office, the Auditor is considering more advanced methods of data processing.

A very important part of the Auditor's duties is auditing financial accounts and records of the bureaus of city service. His official examination and verification of accounts and records of city departments makes possible a uniform system of accounts.

The Auditor serves as Clerk of the Council and prepares the Council Calendar. During the year 1961, calendars were made up for 110 meetings and over 4000 documents which appeared on the calendar for Council consideration were processed. This entailed notifying hundreds of people regarding public hearings and other matters of interest to them before the Council. Verbatim minutes of Council meetings required over 1521 pages of 11 x 17 inch paper.

A record is kept of the ownership of all real property within the corporate limits of Portland and daily changes are made according to recordings in the County Clerk's office. Likewise, a record is kept of all property owned by the City of Portland.

Over fifty local improvements, such as street improvements, construction of sewers and ornamental street lighting systems were processed through the Auditor's office and the cost of \$355,000 apportioned, according to special benefits received to more than 1050 individually owned parcels of land. All this required close cooperation with Department of Public Works and many personal contacts, letters and phone calls with property owners.

Primary, General and Special Annexation Elections are conducted by the Auditor requiring printing and delivery of ballots, tally sheets and statements for over 800 precincts.

The Auditor must provide safe keeping for documents entrusted to his care. An important part of his office is the microfilming division. Microphotographs have been made of over 7,359,000 city records requiring 2,268 reels of 35 mm and 16 mm microfilm thus making any record available in a matter of minutes. Former storage space has been released for other city uses.

The Auditor serves as Secretary of the Fire and Police Disability and Retirement Fund and other boards and committees, such as the Sewer Charge Equalization Board, the Committee on Doubtful Claims, and the Committee on Proposed Improvements. As Secretary of the Fire and Police Disability and Retirement Fund, he supervised the expenditure of \$1,500,000 for medical claims, funeral benefits, benefits to minor children, benefits to widows, and special services, as well as the general administration of the Fund. At present, there are 1390 active members and 571 on pension. As in the case of the Council meetings, verbatim minutes were prepared for all meetings of the Fund requiring 500 pages of transcript.

The Auditor has other important duties, such as conducting bond sales. Rendering exacting information to prospective bidders and to the bond attorney are prerequisite to their success. The recent sale of \$3,500,000 Water Bonds dated December 1, 1961, for the City received a very favorable net interest rate of 3.00777%.

The Debt Statement mailed to over 400 brokers, banks and trust companies throughout the United States, has been favorably received and is responsible for the splendid interest rate the city obtained on their bonds.

OTHER BOARDS AND COMMISSIONS

PORTLAND DEVELOPMENT COMMISSION

For the Portland Development Commission 1961 was a momentous year of achievement. Not only was the entire South Auditorium urban renewal project cleared of all buildings to be removed and all residents and businesses relocated to other parts of the city, but the first parcel was committed to a major redeveloper.

A \$2,800,000 office building will be erected by Pacific Northwest Bell Telephone Company, which plans to purchase three acres of the project area. The Development Commission will receive \$784,670 for the telephone building site. Plans call for construction to begin during the second quarter of 1962. Approximately 700 employees will be accommodated on the site and adequate off-street parking will be provided.

A major advertising and promotion program is underway to sell the remainder of the project area to private enterprise. The 83.5 acre project includes sites for commercial office buildings, high-rise apartments, service commercial structures, motel facilities, and a small neighborhood shopping center. A sizeable section of land at the southern end of the project area will be sold to the State of Oregon for the Foothills Freeway, which will provide excellent highway access to the project.

The principal idea behind the project is to create a modern, active urban environment which will enhance the economic development of Portland while preserving the amenities of open space and architectural beauty. As this project develops it will become a source of pride for all Portlanders.

Work continues on a second important phase of Urban Renewal - the Albina Neighborhood Improvement Project. As an example to other neighborhoods in our city, the first coordinated Neighborhood Improvement Project is now in the official planning stage. After two years of work on the part of the Albina Neighborhood Council and the Albina Neighborhood Improvement Committee, the Portland Development Commission has received Federal funds to assist the residents of the area bounded by Fremont, Vancouver, Skidmore and the north-south alley between Albina and Mississippi Avenues, to develop an official Neighborhood Improvement Plan. The area includes 509 residential and 7 non-residential structures. The Albina Neighborhood Improvement Information Center has been established at 3726 North Kerby Avenue. The Information Center staff is gathering information and otherwise assisting the Albina Neighborhood Improvement Committee and individual Block Groups to

carry out an active program to encourage and assist property owners to make home improvements and to gain needed public improvements, such as a park and street lights.

It is expected that the Plan will be submitted to the City Council and the Federal Government early this year so that our first urban renewal conservation project can be under way before the end of the year.

A third project is under consideration which would, if approved, rebuild the Linnton shopping area, half of which is destined to be partially removed by State Highway widening. An economic survey has been completed to determine the feasibility of demolishing present structures and rebuilding a shopping center to house the present merchants. Early in the coming year it will be determined whether or not Portland will have a third urban renewal project going on within the city.

CIVIL SERVICE BOARD

Employment opportunities in the city service continued to attract job applicants in record-breaking turnouts during 1961. Over 6000 applications for examinations were received as the result of the thousands of job inquiries by letter, phone and office interview.

Selection tests involving written job knowledge and aptitude examinations, personal interviews, skill demonstration tests, physical agility tests, and training and experience evaluations were conducted daily, and when necessary, in the evenings and on weekends. Examinations were given for a variety of entry and career promotional positions including Park Operations Foreman, Probation and Parole Officer, Policewoman, Administrative Accountant, Chief Clerk, Chief Building Inspector, Water Operations Foreman, and City Photographer. Forty regular group examinations and 14 open continuous tests were scheduled. To help attract better qualified candidates, test appointments were scheduled for the open examinations at the convenience of the applicant. As the result of more careful and thorough screening, the number of successful candidates was unusually small for some of the examinations that drew a large group of applicants.

A study of the causes for employee disciplinary actions, criticism of employee performance and the rejection of eligibles considered for appointment indicates that a comparable effort should be made to improve the selection of personnel for other

positions in the city service. A lack of desirable personal traits (job interest, reliability, ability to work effectively with fellow employees, supervisors, and the public, etc) rather than a lack of specific job skills and knowledges is the most frequently cited cause.

The Board and its staff devote a large share of their time to the development and explanation of personnel procedures and policies. Questions from the general public, special groups, job applicants, city employees and officials about job openings and qualifications, application and examination procedures, job classifications, promotion and transfer opportunities, and employment status problems, among many others, are received and answered continually. This year, new policies were adopted or reviewed concerning the personnel status of employees who are transferred and assigned to newly created bureaus, and for new personnel who may enter the city service as employees of annexed special districts.

Personnel records were audited and the many and varied personnel transactions recorded, indexed and filed for the city's 3800 employees. Two thousand successful candidates were placed on eligible registers for consideration for appointment to the city service. Ninety promotional appointments, 300 permanent entry appointments, and 500 part-time and seasonal appointments were reported during the year. For a total work force of 3800 employees, the monthly average of 15 resignations was remarkably low. In 70 separate classification actions approved by the Board, 190 positions were classified or reclassified. An overall review of city positions revealed that comprehensive classification surveys should be made that were, at present, precluded by staff and budgetary limitations.

PORTLAND HOUSING AUTHORITY

On August 26 of this year, the Housing Authority of Portland "broke ground" for its 180-unit Northwest Tower project, the first high-rise, public-housing project on the Pacific Coast for senior citizens of low income.

Located on Northwest 19th between Everett and Flanders, this project has been revised to provide a 13-story concrete structure with 150 units for the elderly, an adjacent 3-story building for 30 small families of low income with pre-school children, and a 2-story addition to the main building for a Golden Age Community Center.

Northwest Tower is scheduled for completion in the late fall of 1962, but applications from eligible prospective tenants already total double the number of units in the project when completed.

Portland's low-rent, public-housing program is regarded primarily as one of providing shelter for families of low income, including single elderly persons, who, otherwise, would be forced by circumstances to live under substandard conditions with resulting ill-effects not only upon themselves, but upon the community as a whole.

The Housing Authority of Portland presently operates four separate low-rent, public-housing projects: Columbia Villa, with 440 units; Dekum Court, with 86 units; Iris Court, with 54 units; and Maple-Mallory Court, with 48 units. Under development, in addition to the 180-unit Northwest Tower project, are 218 units for which sites are now being selected and acquired as permitted under the Housing Authority's "Cooperation Agreement" with the City of Portland and for which a "program reservation" has been guaranteed by the Public Housing Administration. When its present approved development program is completed, the Housing Authority will have in operation a total of 1,026 units of permanent, low-rent, public housing.

METROPOLITAN YOUTH COMMISSION

The Metropolitan Youth Commission, jointly sponsored by the City of Portland and Multnomah County, started a comprehensive program of planning and research with the employment of Mr. A. L. Frost as Executive Director early in 1961.

The Commission has conducted an action oriented workshop on the high school dropout and youth employment in general which resulted in the Commission pursuing as its number one objective the establishment of a youth employment service in the metropolitan area by the State of Oregon.

A Youth Advisory Council, with representatives from each high school in Portland and Multnomah County has also been established and has completed a poll of their respective student bodies on what they feel are the most pressing problems facing youth in our community. They will pursue the interpretation of these problems with the eventual goal of presenting recommendations.

In May of this year the Executive Director spent two weeks in New York City at the expense of the Ford Foundation, studying some of the research programs underway in that city. When he returned it was with the assurance that if the Commission can establish a youth employment service, Ford Foundation will be willing

to invest monies in some area designated as a research area by the Commission.

Letters have been directed to the Attorney General, the Secretary of Health, Education and Welfare and some Congressmen requesting that the Commission be considered as an agency which could utilize some of the monies which are being allocated for the delinquency prevention by the Federal Government. They are also examining several areas in agency activities for youth, psychiatric services for youth in the community and will be working in coordination with the Oregon Council on Crime and Delinquency to study the juvenile court procedure.

PORTLAND ART COMMISSION

For the Art Commission 1961 was a year of considerable promise, some accomplishment, and a good deal of frustration. The press appears to have become interested in the aims and objectives of the Commission as evidenced by the many examples of news and editorial coverage. It cannot yet be said that the City Council is unanimously sympathetic with the Commission's purposes, although two or three of its members observe some good in its projects.

The Commission recommended that a study be made looking to the beautification of the 5th Avenue court area of the City Hall block. A study was made by the landscape architect of the Park Bureau, whose treatment was approved by the Art Commission and by Commissioner Stanley Earl who has charge of the City Hall. Consideration is being given by the Council to making this improvement.

The Commission has, for some time, urged the reactivation of the decorative fountain in Peninsula Park, and has asked for an estimate of cost with the hope that private capital might be obtained to again have the beauty of what was once one of Portland's scenic attractions. A reconstruction drawing has been made by the Park Bureau which promises an estimate of cost soon.

The David Campbell Memorial Fountain at the intersection of S. W. 18th and Burnside has deteriorated shockingly. Plans for its reconstruction are being prepared by both the Park Bureau and an architect member of the Advisory Committee.

After months of delay the Council finally provided the funds for constructing a scale model of the Goose Hollow Fountain, which model now sits in the Mayor's Office. A study of the hydraulic and mechanical engineering problems involved plus

an estimate of the cost is now being provided through the generous cooperation of the Consulting Engineer's Association.

East Bank Freeway Esplanade

During the year there have been several meetings concerned with landscaping the esplanade between the East Bank Freeway and the Willamette River between the Hawthorne and Burnside Bridges. At one of these meetings the State Highway Landscape Engineer, the City's Traffic Coordinator, and the Superintendent of Parks were present and part of the discussion. One of the architects from the Advisory Committee is preparing a somewhat more imaginative planting scheme for submission to the State Highway Department.

Billboards

The Commission has been disturbed that at the present time permits issued by the Bureau of Buildings for billboards carry no terminal date. This seems unrealistic in view of the changing status and property use in sections of the city, so a request was made to Mayor Schrunk to request a survey of the way in which this matter is handled by other cities of the United States having populations of over 250,000. The Municipal Research Bureau has recently delivered their study on this subject, a study which shows an encouraging trend toward term permits.

Pioneer Post Office

The Commission continues to study the possible acquisition and use of this area, and will make its recommendation early in the new year.

Downtown Street Lighting

The City Council on November 30 approved the report of Commissioner Bean on downtown lighting. This report incorporates the recommendations made by the Art Commission for increasing the foot candles of lighting, and the retention of the handsome standards as a colorful feature of the core area. The present painting scheme determined for the standards was worked out by Art Commissioners James Haseltine and Lewis Crutcher.

COMMISSION OF PUBLIC DOCKS

An expanded sales solicitation program was developed, emphasizing nationwide and overseas promotion of the Commission's new high-speed bulk unloading tower, and seeking large volumes in these categories.

New U. S. Territories in the northern half of the United States were added to sales solicitation activities along with increased efforts in other selected U. S. cities.

The Commission originated a program to increase exports to foreign markets and received the ready and enthusiastic cooperation of the U. S. Department of Commerce, the Oregon Bankers' Association, the Independent Bankers' Association, and the Export Expansion Committee to formulate a program for increasing exports to foreign markets.

(Program includes a weekly newsletter listing trade opportunities, staff appearances on television, before clinics, and trade groups, and personal calls on potential exporters throughout the state.)

Cooperation has continued with such agencies as the Portland Freight Traffic Association, Inland Empire Waterways Association, American Association of Port Authorities, Northwest Rivers and Harbors Congress, National Rivers and Harbors Congress, Pacific Coast Association of Port Authorities, etc., to further Portland's rate advantages, to press for continued development and expansion of direct services between Portland and foreign ports, to obtain necessary and vital navigation improvements on the Columbia River and its tributaries, and to obtain increases in military and other types of Government-controlled cargo.

Continued growth in the Trade and Economic Research Department of the Commission has provided greater knowledge of prospective cargo movements and valuable data on Portland's position in foreign trade and reports on how this position can be strengthened and expanded. This will provide an analysis of our markets through which we can focus and direct our sales program with the greatest effect.

MEMORIAL COLISEUM

The burden of selling the Coliseum and its 50,000 square foot Exhibit Hall falls principally with the staff under Manager Don Jewell. Considerable assistance

is received from the Chamber of Commerce, the Greater Portland Convention Association, the City Council and many other organizations and individuals in attracting users for the structure. We naturally are hopeful that the support of these groups and individuals will continue, as we have neither the financial resources nor manpower to do the job alone.

An audit of the Commission's records and books for the fiscal year ending June 30, 1961, was made by Arthur Young & Company, certified public accountants, and showed that in the first eight months of operation, the Commission netted \$325,201 from all sources, such as building rental, concessions, etc.

This has been accomplished in line with the Commission's established policy of making desired improvements as funds become available. We will continue to follow such a policy, and can only hope that through good management and continued patronage the returns will be sufficient to warrant further improvements.

We are unashamedly proud of this impressive earning record, which we are told is very well above the national norm for such structures in their first year of operation. However, we are aware that the months ahead are not apt to see such great earnings and you can be sure we are watching the balance sheets closely, ever alert to our "built-in governor".

In the past few months many of the "desirable" but "not absolutely necessary" things have been accomplished through earnings. These include such things as finishing the kitchen, enlarging the box office, painting the cement columns, adding light standards in the parking area, purchasing additional land for more parking and better access and egress to the parking area (particularly from N. E. Broadway) and adding equipment such as driers in the dressing rooms.

Experience has proved beyond a doubt that the close-in location of the Coliseum is one of the basic reasons it has proved successful, particularly in respect to conventions. It is interesting to note that some national convention directors have observed that even this location is dangerously close to being too far away from the city's main service facilities, such as hotels and restaurants.

When designs for the structure were submitted, the Commission had a basic decision to make, namely: Should they construct a less expensive building and use the remaining funds to purchase additional land for parking, or should they construct a first class building and acquire additional land at a later date.

It was the decision of the Commission to obtain the best possible structure within the limitations of the funds available and with the idea of adding more parking

at a later date. The Commission's philosophy was that while it's always possible to obtain land, it's either extremely costly or impossible to bring a second rate building up to first class standards after construction has been completed.

A recent report from the Convention Bureau of the Portland Chamber of Commerce revealed that in 1961 there will have been 323 conventions in the city, including 37 national, 179 regional and 107 state conventions. They will have attracted 121,985 delegates who will have spent \$13,258,549.

Any person familiar with the requirements of such national meetings would quickly admit that Portland could not host such events without the Memorial Coliseum.

In addition to the new dollars the facility has brought to the City of Portland, it also has provided the people of the area with entertainment which otherwise would have been denied them: professional ice hockey, circuses, lacrosse, collegiate and professional basketball, ice shows such as Holiday on Ice and Shipstad & Johnson Ice Follies, a sports show and many other things. That the people have enjoyed these colorful events is evidenced by the attendance records.