

John my

History of Portland Park Department

by

Paul C. Keyser

This material was written and furnished to me by Mr. Keyser at my request while I was doing graduate study in Recreation Administration. In appreciation I have compiled it in the hope that it may be useful historical information for the City of Portland and reference for other students of recreation.

Pearl Atkinson

Portland, February 7, 1958

Dear Pearl:

I have been scratching around for data on which to make cogent reply to your quest, which came to me in the mail yesterday. I finally decided to tear out the draft of the first chapter of a sketch history along the lines you have indicated (that I happened to be working on) to give you the general picture of what I myself had seen when I "crossed the Rubicon."

I hope to follow up with an account, not too boastful, of "what I done." For the now I will send along a disseration, a bit whimsical, that will give you some insight. When you have abstracted what you want from the enclosed matter, I should like to have them returned. Then you can tell me what is lacking in the elements of what you will wish to base your thesis on.

I am writing a story on the confuring of the Eastmoreland golf course (how I had to rub the lamp) which will be available anon. This Aladdin project was the subject of a writeup by a student by the name of Parker while at Reed. There is a copy of his account in the Park Bureau files.

For Os West's achievement, I think the most likely source of authentic information would be found in the late Sam Boardman's files in the State Park Superintendent's office in Salem. But Os was still talking, the last I knew; why not ask him?

I have touched on the acquisition of Benson Park, including Multnomah Falls, in an unfinished, early history of the Trails Club. I will get you an excerpt. I hope you can work out what you want in time to beat the deadline.

Will be glad to find more dope, or try to recall a lot of pertinent information as yet unrecorded in any convenient reference.

Yours,

(signed) Paul Keyser

PUBLIC RECREATION IN THE CITY OF PORTLAND

by Charles Paul Keyser, January 1958

A review of progress over the first century of growth of the City of Portland (Oregon) will clearly indicate that a strong supporting sentiment for parks was laid in the foundations and has ever since been consistently sustained. The municipal incorporation was set up in 1851. In 1852, David H. Lownsdale, who had acquired the original townsite of one square mile, recorded an official plat of streets, blocks, and lots in which he dedicated twenty-three blocks to public use for parks. Other parks were established by gift or donation as the town grew, until in 1871, 40 acres which became known as "City Park" was purchased. The price was \$32,624, and it was notable, as really ambitious achievement for a frontier town of 8,293 inhabitants to boast of. Expanded from time to time to comprehend 650 acres, outstanding features are the zoo (which is being moved and rebuilt for the third time since first started in 1885), the international rose test garden and garden theatre, the Shakespeare garden, and Hoyt Arboretum.

The early enthusiasm for parks is the more remarkable considering that at that time one had only to step out of the dooryard to be in the woods, on the river, or in the scenic hills and mountains with which the country round about has been so generously blessed. Surely there could not have been any lack of naturalistic park atmosphere convenient to the citizenry, people of discrimination, and foresight: the same element which has built and carried the Portland standards of excellence in education and culture. Out of this influence, initiating and continuing, has come the urban part of town plan and community life.

A foremost leader in civic achievement was Thomas Lamb Eliot, a pioneer Unitarian clergyman. He was instrumental in founding his church and congregation, the public library, the Portland Art Association, the Boys and Girls Aid Society, the Oregon Humane Society, and he was the father of Portland's modern park system. He also served as County Superintendent of Schools at a time when their standards needed elevating, and he induced Amanda Reed to found and endow Reed College.

About the turn of the century in company with a group of influential citizens, he led a movement to set up a Park Commission by act of the state legislature and served as its chairman for several years until he had produced a comprehensive city wide, really metropolitan, scheme for a park system, and

had successfully campaigned a \$1,000,000 bond issue for parks. The Olmsted Brothers of Brookline Mass., rated as the country's foremost landscape architects and park planners, made the survey and report. They also recommended Emanuel Fillman Mische, a man with years of background with their firm, to build the system and superintend the maintenance and operation of the established Park Department.

The Olmsted report made specific recommendations looking toward supervised playgrounds as an essential feature of recreational facilities, but Mische, along with Dr. Eliot foresaw the essential requirement. The National Recreation Association was founded by Joseph Lee of Boston 1908. The Peoples' Institute had been operating a playground along with its welfare programs. This playground was taken over and equipped by the Park Commission in 1909. There became Portland's first public supervised playground. It was and still is on the North Park Block opposite the U.S. Custom House. We read in old newspaper files that Councilman George Baker proposed to establish a playground for children on a south park block in 1914, and that Harry Corbett, son of Helen Ladd Corbett who was head of the People's Institute in 1908, took underprivileged children for joy rides in his automobile starting from the North Park Blocks. While Eliot's name did not appear conspicuously in connection, it may be assumed that as chairman of the Park Board, he had a hand in furthering the movement in its inception. Mische went on and established 24 playgrounds widely distributed over the city.

Mische also got rid of a municipal bath house that had been previously moved to the foot of Jefferson street, and replaced it with a swimming pool in Sellwood Park in 1910. need photo The floating bath house at Jefferson Street, an enclosure with a slat bottom that seemed to fill a real need, but had to be abandoned along with the Windemuth Baths, a private operation on the north end of Ross Island, when pollution of the river became intolerable. Swimming pools were built in Peninsula Park and it went into commission in 1913. He also negotiated the purchase of the Sellwood Branch YMCA building and started its operation as the second community center. The People's Institute was managed by Mrs. Corbett's private secretary, Miss Valentine Prichard. She employed Miss Carin Degermark, who continued as play director of activities. However, the Park Boards summer schedules were directed by A. M. Grilley on temporary loan from the YMCA, the first year, then by Robert Krohn, physical director of the Portland schools, who was succeeded by Gym Director Thompson of the Multnomah Amateur Athletic Club. Eventually Miss Degermark was put in charge of the entire playground and community house activities and carried on until she joined the American Expeditionary Forces and saw service in

1917-18. The success of the movement which became thus assured was due to Miss Degermark's ability and perception more than to any other influences in the initial stages.

Mische's star went dim when in 1912 and again in 1913 the electorate turned down proposed bond issues for \$2,000,000 to continue his program. The Park Commission was abolished by charter amendment in 1913 also. Mische failed to click with the new regime and in 1915 was superseded by James O'Convill. Mische was exceptionally well informed in all matters pertaining to landscape and gardening, as well as in park design and city planning, to give him a confidence in his line second to none. He set the patterns of Portland's parks and recreation system with the first million noted, and it is unfortunate that the next two million asked for was denied because, as it appeared, the issue was not properly campaigned.

Besides a record of considerable municipal experience including press relation, Convill had a background in various major ports, particularly in football. He understood what adolescents react to and he expanded Miss Degermark's programs and broadened the facilities. He instituted winning programs in the public school gymnasiums in collaboration with a crony of the Multnomah Club, J. Morris Dunne, who got the municipal golf started. Convill went to war in 1917 and after the armistice, elected to promote and shape the institution of the American Legion, and was not to return to the position of Superintendent of Parks and Public Recreation. Later he operated a dairy at Westport, followed by a real job of refinancing the Port and City of Astoria after a devastating fire. He served as City Manager of Astoria with an enviable record for several years, and finished up his municipal career through retirement as city manager of Corvallis. Mische also got into war work (civilian) in architectural planning and thereafter resumed practice of his profession. Miss Degermark returned to duty in the Bureau of Parks after she was mustered out, but like Convill she resigned shortly to engage in her own enterprises--notably a girls camp on Elk Lake, out from Bend.

It might be pertinent to mention here that the Park Department was not set up by Mayor Gates in 1885. He appointed Charles Meyer as the first superintendent. Meyers developed the 40 acres of rough woodland purchased in 1871 into "City Park"--rechristened Washington Park in Mische's regime. Meyers started the zoo in the ravine, since occupied by two main city reservoirs, with a few birds and small mammals plus native deer and bear. The zoo was moved to higher ground in 1893, and again farther back and higher in 1925. At long last it is being rebuilt in commendable scope and design in the site of the Multnomah County Poor Farm of earlier days, now included in what is known as Hoyt Park. Meyers was killed on the street in Albino in 1901, in an accident caused by an unmanageable horse he was driving on

his way home from Columbia Park. The nominal head of the Park Department for the next five years succeeding Meyers was a gardener by the name of Lowitz. He was followed by a civil engineer named Monteith, who functioned for a year or so while Dr. Eliot was casting about for a man of highest qualifications which resulted in the appointment of Mishe.

Charles Paul Keyser, while serving as principal engineer of first the department under the Park Commission and then the Bureau after the charter revision in 1913--said service beginning in March 1909--in twelve years prior to being made head of the Bureau in 1917, had ample opportunity through experience and observation to develop the savvy required to advance the recreational system of the City of Roses. Without Meyers, without Eliot, without Mische, without Degermark, without Convill, and Eliot above all: Portland would not have achieved a notable Recreation System, unless perhaps one might contend that the city's character and destiny have never hinged on the active interest and civic mindedness of any one individual citizen at a given time.

PUBLIC RECREATION IN THE CITY OF PORTLAND

by Charles Paul Keyser

The story of how Portland came to be known as the City of Roses traces to the hobby interest in rose culture and exhibition in two men: first, W. B. Gibson, who built a home at 13th and Salmon Sts. in 1879 with a rose garden as the principal feature of his door yard. Later he developed a rather pretentious rose garden overlooking the river at the southern edge of the city. Mainly through his influence, the first rose show of consequence was held under the auspices of the Women's guild, in Bishop Scott Academy on May 27, 1889. The other man was Frederick V. Holman. In 1900, a movement began toward celebrating the arrival of Lewis and Clark in 1805, by an international exposition. Holman proposed in December 1802 that the city make itself known in a big way as the City of Roses to attract visitors to the Fair held in 1905. Mayor Harry Land stated publicly that the City of Roses should have an annual Rose Fiesta. From this suggestion, the Portland Rose Festival came into being: a custom of the community first held in 1907. The Portland Rose Society had been formally instituted at a meeting called by Holman on February 14, 1902. He organized a city wide campaign by districts, which accomplished mile and miles of Caroline Testent roses on the curbs and at least one rose in every door yard. One of the first show features that Mische worked in was a design for park development when he arrived in 1908 was the rose garden in Peninsula Park.

The International Rose Test Garden was established in Washington Park in 1917. The latter was the brain child of Jesse A. Currey. Mische's garden covered six acres, had 14,000 rose plants with over 400 named varieties. Currey's garden covered 9 acres and embraced not only the Test Garden, but also more extensive beds of display roses in vogue, and displays of Rhododendrons and Camillias, as well as a Shakespearean Garden.

Portland's Zoo situated in Washington Park for 70 years beginning in 1885 never was much to boast of until Mayor Fred Peterson induced Austin Flegel, Minister to Siam, to give the kids of Portland a baby elephant. This gave the papers something to talk about. Ed Miller of the Oregonian became particularly interested and out of the fan fare came a Zoo Commission that swung a \$5,000,000 special tax levy to fetch a modern institution in adjoining Hoyt Park. It is easy to explain why attendance at the zoo exceeds attendance at the rose gardens even in the City of Roses; not so easy to tell

why the City of Roses neglected to get a zoo to boast of during all of seventy years.

Hoyt Park Arboretum and Forest Park were realized stemming from influence on the part of the City Club of Portland, particularly two members who were also active members of the Forestry Committee of the Chamber of Commerce, although Mische, also a member of the City Club who served a year as its president, had pioneered ahead of both Thorton P. Munger and Sinclair A. Wilson, the two above referred to. These two men spark plugged committees that lobbied bills through the state legislature that enabled the County to cancel tax reverted property for the benefit of designated areas and parcels to be devoted to park and recreational uses. At the same time, the city was prevailed upon to cancel its "Dead Horse" account against properties that appeared should be permanently removed from tax rolls and dedicated to park and recreational use. There were still some odd parcels in the jig saw of delinquents that remained to be acquired by direct negotiations.

The original county Poor Farm comprising 212 acres called Hoyt Park had been abandoned by the county. After an abortive attempt to put it back on the tax roll, it had been turned over to the city. Later the sector between the old city park and Hoyt Park and the Canyon Road were annexed as above indicated. The Hoyt Park Arboritum, mainly a naturalistic planting of needle bearing trees, and other gymnosperms covering approximately 60 acres which may be expanded, was developed from seedling specimens supplied from surplus from or through the agency of U.S. forest service, Wind River Experimental tree nursery, with which Munger was closely associated. The development work of replacing a native second growth of forest with specimen arboretum trees was set up as a W.P. A. project circa 1938. This and the development of the West Moreland Athletic Park are the only projects of significance that the Portland Park System got out of the W.P.A. Other New Deal Make-Work projects benefiting the Bureau of Parks are not monumental. The dredging of Laurelhurst Lake, the building of five miles of drives in Mr. Tabor Park, and macadamizing of two miles of Terwilliger Boulevard in 1914 by the city's "Charity" gangs are also worthy of mention. A C.C.C. unit in Benson Park accomplished some extensive improvements: trails, bridges, and a lagoon at the mouth Wahkeena Creek. Afterwards the city transferred its ownership in its Columbia Gorge properties to either the county, the State Parks System, or the U.S. Forest Service with the exception of McLaughlin Park near St. Peter's Dome, for the reason that appropriation for maintenance and operation based on values within the corporate city limits were not easy to allocate in preference to playground needs.

When the city acquired these Columbia Gorge Properties (mostly by gift), there did not exist a state or county recreational authority, and the Government seemed to have all it could administer at Eagle Creek in the way of program devoted to park other than forest use.

The story of how Portland came into possession of Benson Park is interesting. Circa 1910, Samuel Hill, a relative of the Great Northern Hill family, promoted the Columbia River Highway traversing the Columbia River Gorge. Previously there had been only a very inadequate wagon road that came down from the rim back of Latourelle. Simon Benson, a large logging operator from the lower Columbia, had retired and bought Wahkeena Falls intending to build himself a Shangrila. He saw immediately that a scenic highway would invade the privacy of his hide-away. It occurred to him that it was right that this beautiful setting should be enjoyed not by an individual exclusively, but by the entire public. He thereupon decided to deed it for park and recreational purposes. He went further and offered to extend it to include Multnomah Falls. Mische always assumed that a park system should be considered metropolitan in scope. There being no immediate prospect of state or county park system, Mische prevailed on Benson to take in 800 acres all told and present it to the city of Portland. Benson was unable to negotiate the parcel of land that Multnomah Falls belonged to, but he told Mische to file a condemnation suit and he would satisfy the judgement. That took care of the high fall. The Oregon Railway and Navigation Railway owned a 20 acres rectangle that enclosed the lower fall and had complete control of access. The company was not disposed to relinquish it, particularly since there was a lease with five years to run on a refectory concession to the Hazelwood Company. The J. B. Leon, a tellicum of Benson, as a labor of love, superintended the building of the Highway of Multnomah County. In the operation, he and Amos Benson, son of Simon, hired a Port of Portland dredge, towed it to the site, and filled a hollow between the railway and the highway for standing room opposite Multnomah Falls. Fearing that they would have been forbidden, they rushed the job through in an overnight operation of pumping river gravel out of the river. All was lovely, except that the hydraulic fill suddenly placed, bulged the railroad fill and put a stretch of track out of commission for a day or two until it was made safe to resume traffic. Thereafter neither Benson nor Yecn not anyone else connected with the county could talk to the Railway officials. Benson further offered to present Anecnta George, was unable to negotiate it from the owner and proposed to underwrite another condemnation suit that the city bought. When the jury brought in an unconcionable award for the city to satisfy, Benson was absolved and the deal fell through. Years later Amedu Smith, when chairman of the Board of County Commissioners, succeeded in buying it at a fair price from the

widow of the man whose land had been condemned, and the county turned it over to the city. Sometime in the early 20's, Carl Gray, president of the Union Pacific System, was brought by his friend Eo Hauser to Laurelhurst Park to witness the crowning of the Rose Festival Queen. The narrator of this account was present in the capacity of a Director of the Rose Festival, as he had been when Hauser served as President in 1920. There was an awful jam of people and no reserved seats, but Mr. Hauser and Mr. Gray were ushered by a policeman to a place close up that was fixed for them. P. K. got a chance gracefully to tell Hauser that he would like to have Gray consider donating the twenty acres at Multnomah Falls to the city. Not long after P. K. received a letter from Gray asking him to state and explain his request. This was followed by a visit to Portland when P. K. was called to the General Manager's office for a huddle with the G. M., the chief counsel, and Gray. Gray told the G. M. that he proposed to donate the 20 acres piece to the city, reserving only so much as might be required for right of way, which the G. M. stated should be 100 feet in width. Gray asked P. K. if he had in mind any reversionary clause if and when it might be transferred to another use, and suggested that it stipulate that the city build a lodge to cost \$12,500 to replace the Hazelwood concession after the lease should expire. The city complied with this covenant, although in the end, the lodge had cost more than the stipulated amount.

To return to the largess of the New Deal. Prior to World War II, the playground division of the Bureau of Parks had been operating on an annual budget of \$61,000 or thereabouts. Provision had to be made for the sudden influx of war workers both for hurry up housing and provision for leisure time activities. Through the instrumentality of the Lanham Act, a number of new community houses were built and implemented. Miss Dorothea Lansch, Director of the City's Recreational programs, was given the hauling of the Government programs supplementing her own and the two merged into a single systematized operatum with a volume four fold of what it had been prior to influx. After the Lanham Act resource dried up, the city continued the program, eliminating some of the units; but continuing the programs pretty much as they were at the cessation of hostilities.

When the Park Commission was abolished by Charter change in 1913, the Park Department became the Bureau of Parks and was assigned to the Department of Public Affairs under Commissioner W. L. Brewster. A \$2,000,000 bond issue to continue the Park Board program of development had been rejected by the electorate. Brewster thought the policy should be to concentrate on one park somewhere to finish it up, to point to in advocating more bond money. Mische stubbornly wanted to continue to spread what was left on a number of projects that the Park Board had formally authorized. Brewster wanted Mische available for a good part of the day to advise and confer. Mische wanted to

go on drawing plans at night and carrying them out by day in the field. Brewster suggested that Mische hire an assistant to execute plans and supervise operations. Mische declined or neglected to find one and Brewster said then he would get him one.

Brewster was a lawyer and somewhat of a social~~ist~~logist. He saw no advantage to the park system of having built in engineering department. He took the position that all engineering should be handled by the City Engineer. Keyser had gone to work with Mische under the Park Regime in March 1909, and had tried in spite of Brewster's attitude toward engineers and engineering to bridge the widening gap between Brewster and Mische to no avail. James O'Convill had come and gone as a park employe. He came into the City Hall looking for a job. Keyser told Convill how Brewster was looking for a man to appoint to assist Mische and Convill landed the job. Brewster was succeeded by George L. Baker at the end of Brewster's two year term in the middle of 1915.

By this time Mische was pretty much persona non grata and Baker promoted Convill to the position of head of the Bureau and put Mische on a retainer in an advisory capacity. It is understandable that Convill did not want to advise with Mische, but rather teamed up with Keyser. About this time the whole aspect of the use of leisure time was beginning to be profoundly affected by the advent of pleasure use of internal combustion engines, mainly in automobiles but also in small craft motor boats. The gasoline tax was instituted first in the state of Oregon and that supported the good roads movement.

War clouds were gathering and the people were not interested in continuing with a grand boulevard system in the City. They wanted to go joy riding to the ocean or up the scenic Columbia Gorge or to Canada or Mexico. When war was declared by the U.S.A., Convill and Keyser both volunteered for service in the armed forces. Both at first were rejected, Convill got in on a second try, whereas Keyser drew a second rejection. So Keyser carried on alone for the duration. When Convill returned, he elected to engage in other pursuits. Keyser was appointed head of the Bureau permanently. Keyser had sometime prior to the war reached an opinion that a measure designed to fetch widely dispersed neighborhood playgrounds could be successfully campaigned. He browsed around and found that the various community clubs organized for civic betterment were willing to beat the tom tom each for a playground for its own neighborhood. Because, the South Portland Improvement Club was in the van in wanting the squalor of Marquam Gulch transformed into a playground with a swimming pool, they seemed to come first. But in order to get everybody on the band wagon, it would take concerted action. Accordingly a Federation of Community Clubs were organized that campaigned a ballot measure to make a continuing millage levy of 4/10 of a mill annually beginning in 1917 with the agreement that the first yield of something like \$120,000 was to be allocated to the Marquam Gulch project after that no other neighborhood

was content to sit by and wait their turn. The logical move was to advance the program with two companion bond issues in 1919: one for \$500,000 to purchase ten more important sites and the other for \$527,000 to improve and equip them. Many people who did not know which was their pet measure voted for both to make sure, and both carried. This set the pattern which has given the City of Roses one of the best distributed systems of neighborhood playgrounds. In 1934, the Superintendent of Parks recommended to the City Council that the Planning Commission be directed to make a study and report on where parks and playgrounds were lacking. The ensuing report recommended acquisitions estimated to total \$5,000,000. Mayor Carson was averse to increasing the City's bonded indebtedness in existing conditions, but he would father another milage, 4/10 mandatory, limited to ten annual levies. Again the Federated Community Clubs went into action. On this occasion they were reinforced by the sky rocketing Mantle Club, 3,000 strong who carried on a city wide door bell ringing campaign to a successful outcome. When the first ten year authority had expired, another 10 year continuation was voted.

In the City Park system are four defunct race tracks. They are City View now Sellwood Park, Irvington only partially covered by Irving Park, Liverpool Liz's Place now Peninsula Park, and the Rose City Country Club now occupied by the first nine of the Rose City Golf Course. The Rose City property, 94 acres, was bought for the mortgage circa 1923. Commissioner S. C. Pier was averse to spending more than \$50,000 of the 1919 bond money in any one spot. Keyser drove a bargain with the mortgagee for so much as \$50,000 would buy and then inveigled him into deeding the whole place for the face of the mortgage a little excess of the \$50,000 allocated. This was not only a first class one mile race track with a grandstand, but also was provided with stock barns designed to contain the Multnomah County Fair in preference to Gresham. It had been used variously, once for a head on collision of two old locomotives as a spectacle put on by the American Legion. It was the first landing field for an airplane in this vicinity. But the time came when it was no longer a good neighbor to encroaching residential development. The grandstand and barns were razed and sold for salvage value. A small group of nearby residents began to play golf on a nine hole layout of their own. For cups they sunk tomato cans, and they kept the candlelions down with hand lawn mowers brought from home. They put legs on apple boxes at the tees to hold sand and water.

It was not long before the Park Bureau improved their layout into a satisfactory nine hole course and gave it regular maintenance and fee operation. Followed then in 1925 and 26 an extension of some 80 acres and the addition of a second nine holes. The latter and the club house were financed by utility certificates by Eastmoreland. The nine hole golf course laid

out on the site of the abandoned Poor Farm (Hoyt Park) and known as the West Hills Course never required special financing as it was self-supporting from green fees. When it was erased to make way for the new zoo, space was found for an 18 hole pitch-putt course. And to take the place of the West Hill golf course, an old farm property has been acquired at Progress in Washington County which will be developed into an 18 hole course. So far Portland has not done too well in its showing of bowling on the green. But the two greens at Westmoreland are attracting increasing patronage. The City still lacks an ice skating rink which doubtless will be built before too long and indications are that it can be maintained by fees charged.

Although Portland's Park System has two outdoor theatres one in the Washinton Park Rose Garden, and one in the resected cinder cone of the extinct volcano in Mt. Tabor Park, there is another planned in the Hoyt Park Zoo which will accommodate large audiences using ample parking space already serving the zoo, the Museum of Science, and the pitch & putt golf course. Forest Park is to contain over 5,000 acres and be maintained principally as a municipal forest for various nature programs of recreation.

Portland, Feb. 19, 1958

Dear Pearl:

It has taken me a bit longer than I had expected to write up the story of how golf was promoted to become an important part of Portland's recreational system. I am giving you only what I have boiled down out of a lot of scrambled material pertaining to the Eastmoreland achievement. You will observe that what I offer here is rather sketchy, but I suppose you will not need to pin point dates and exact figures that I have glossed over. Another chapter should be written pertaining to the Rose City golf course, to inform one who may be searching, how the City came by a defunct race track 94 acres in extent on which the first nine was laid and then extended to accommodate the second nine and build a club house with the device of utility certificates. I have also an interesting story to relate as to how the City came by the abandoned County Poor Farm and an extension to accommodate the Hoyt Park arboretum, and the West Hills Golf Course. This latter has lately been shrunk to a pitch and putt layout, to make way for the new zoo and the Science museum. I am working on an account of how the City got Forest Park going back to 1915 when the Town of Linnton was annexed and came into the municipal corporation.

Now if you should be interested and there may be time before your dead line, I will be glad to give you some of the high lights of historical data, as you may indicate by direct questions. I could also brief you on some desirable features that I failed to achieve notably an ill skating rink, and a basket ball pavilion with a seating capacity of 35,000. Miss Lursch has doubtless told you how Portland achieved national fame for Charlie Walkir's soft ball program. Since my retirement my successor has got the makings of a yacht harbor just below the Sellwood Bridge. I did persuade Peter Kerr to donate Elk Rock Island opposite Milwaukie where Miss Lursch runs a day camp in the summer reached by a voyage in a cast-off navy whale boat. I know a lot of things to talk about, that I should have recorded all along for future reference. But now I have to scratch my head and sift a lot of disordered clutter for what I wish to compile. Please let me know how I can serve you further while I am in the mood to scratch. It gives point to my effort to sift out causes and particulars.

Best wishes for success of your report.

Paul Keyser

.S. No hurry about return of attached Eastmoreland story. It isn't in the final form I expect to work out, and I won't need to refer to it meanwhile.

Paul Keyser

THE STORY OF THE INSTITUTION OF PUBLIC
LINKS GOLF IN PORTLAND, OREGON

by Charles Paul Keyser February, 1958

Portland, the metropolis of the state of Oregon had been doing right well in developing a public recreation system, but until 1916 had not moved definitely toward achieving public links golf as a leisure time activity. It seemed that such a move was about due, although still commonly regarded as a sport for the "silk stocking" class.

Facilities for the game were as yet confined to three country clubs: Waverly, Portland and Tualatin. There was also the Multnomah Amateur Athletic Club giving expression to a wide variety of amateur indoor and outdoor games and sports and now became ambitious to provide golf toward a wider spread in membership. Directors of the three above mentioned Country Clubs were sold on the idea that public links golf would also help build and sustain their memberships. And so a delegation from the Multnomah club aided and abetted by the silk stocking clubs approached the City Council with an overture looking toward working public links golf into the Parks system, offering, as a core of patronage, to recruit and maintain a group membership of 100 active fee paying players.

The two members representing the athletic Club called together representatives of three Golf Clubs and Chandler Egan, and promotion of what was projected. Out of this huddle came a committee of four who solicited a fund of some \$3,000. The superintendent of Parks worked hand in glove with the committee. Egan who was a competent golf architect as well as a past National Amateur Champion, designed and laid out an 18 hole links on 148 acres of land conveniently situated within five miles of the City Hall, and admirably suited naturally. The land selected was part of a holding of the Ladd Estate Company that was being developed into residential subdivision, and Paul C. Murphy for the Company cottoned to the idea of golf as a selling feature for the real estate development. He tendered the Committee a five year rent free lease and option to purchase at \$1,000 per acre. Murphy asked only that the course be known as the Eastmoreland Golf Course, with no actual attachment to the subdivision of the same name. The scheme was to expect the promoters to develop with solicited funds in the beginning and pay out with anticipated greens fees.

The Mayor who gave initial sanction with no commitment at first to support with appropriation, expected the project would prove out within the tenure of the five year lease, and when a demonstrated going concern, to be taken over by the Bureau of Parks.

That outlines the plot. Now let us present the dramatic characters:
M.D. for F. Morris Dunne of M.A.A.C. father of the scheme.
D.C. for James O. (dad) Convill also of M.A.A.C. Superintendent of Parks and confederate of Dunne.
V.J. is for Virtor A. Johnson. President of Waverly Country Club and chief raiser of promotion money.
P.M. is for Paul C. Murphy Civic minded real estate operator.
G.B. is for George L. Baker. Portland's progressive Mayor
B.B. is for C.A. (Bert) Bigelow. Commissioner of Finance
F.G. is for Frank Grant. City Attorney
F.M. is for Fred Mulky. Controller of Tax levies
B.J. is for Wm. (Bill) Johnson. Corporation lawyer.
K is for the Ali Baba who succeeded Convill in 1917 and found an "open sesame" and made it work.

As the scene opened in 1916 the time seemed opportune. War work was giving everybody spending money. The river had begun to lose its lure for aquatic sports by reason of pollution. And significantly a generation of caddies had grown up with a skill seeking an outlet. Withing two years there were patrons waiting before day light to get on the 1st tee. Woodrow Wilson kept the U.S.A. out of war in 1916 but in 1917 America was in "the war to end all wars" in dead earnest. For a time recreation generally was supposed to be blacked out by war effort. There was a fever pitch of patriotism that clamored for war gardens, and there were those who would have ploughed up the parks, if it had not already been shown in England especially that healthful leisure time activities are vital to public morale in war even worse than in peace. The Committee continued valiantly in its purposes but eventually it devolved on Convill's successor as Head of the Bureau of Parks to contrive ways and means especially to get the first nine holes extemporized, you might say, in order to produce greens fee revenue.

Play was started on the first nine on July 4, 1918; and thereafter there was no lack of patronage at 25¢ for nine holes, but it had taken some rubbing of the lamp. K sold hay on the undeveloped second nine. He leased ground from Reed College holdings and sublet it to an Italian gardener to produce crops of raspberries. Reed College would have had to account to the Assessor for taxes on the land in question if the lease had been direct to the gardener. He bought and wrecked and salvaged the materials in a R.O.F.C. barracks that Reed College wished to be rid of. He inveigled the Ladd Estate Company into moving a real estate tract office several blocks and fix it up on the first tee to serve as a caddy house, and also into deeding outright a half block of residence lots to build a club house on. Due to the exigencies of war he induced Murphy to extend the term of the original lease an additional year. He allied himself with Johnson and Dunne in a quasi trusteeship to collect and disburse revenues, and more especially to contract the design and construction of a club house estimated to cost \$15000 but ran to \$26,000 before it was furnished and equipped. Incidentally Dunn's 100 group, Multnomah Club, membership got lost in the shuffle as matters chanced. Too many M.A.C. members along with Convill joined up the club house which was provided with 800 lockers for men. The time came when half of these were removed and sold.

By 1921 the entire 18 hole course and club house had been substantially completed-except that fairways were not yet irrigated-with the help of a subsidy of some \$40,000 desootly appropriated from time to time from city coffers. The \$26,000 for club house as noted above come from greens fee revenues. Also greens fees had accounted for the purchase of a two acre tract to accommodate the 3rd green which lay outside of the bounding line of the lease. The trusteeship while it remained in existence, held the fee to the clubhouse land and improvements and the bit of land occupied by the 3rd green.

In 1921 Murphy extended the lease and option to cover an additional year past original termination, on the assurance that the city would budget the land cost and pay up. The City acquired title to the land, occupied by the first nine holes for \$35,000 in round figures and assumed accoused bonded lines and axes to add up to a total cost of \$67,500, leaving a \$95,000 balance due Murphy which he assented to accept in two annual payments, and we thought we were out of the woods. Came time to budget in 1922 and the City authorities living up to this gentlemen's agreement were stopped in their tracks by a newly created governmental gimmick styled the Tax super-

vising and Conservation Commission of which F.W. Mulkey was the Chairman. Credit must be given Mulkey for rendering a yeoman service to the public while he served. In obviating waste and duplication of tax expenditures amongst various otherwise uncoordinated tax levying authorities within Multnomah County. The various departments and Bureaus of the City Administration had their programs raked over and compared toward a really beneficial co-operation. But Mulkey personally was unsympathetic to anything related to supervised playgrounds at public expense. At a hearing when appropriations for playgrounds were being advocated he remarked: "I grew up in Portland when there were no supervised playgrounds; and look at me." This remark was quoted by a new hawk who added the rejoinder, "Yes; look at him."

At all events he had the veto power at the crucial moment on City levies and he exercised it. He refused to sanction any aspect of the whole proceeding ruling that it was not consonant with good public policy. He ruled that golf must be made entirely self sustaining. His ukase not only eliminated the budgeted purchase item but also dictated a reimbursement of \$10,000 to the City treasury out of the rotary greens fees account. This latter stricture worked a hardship in carrying on the service through the slack winter season. But the sting of it served to sharpen the Bureau Chief's wits as we shall see. A year ago we were riding high. Now we were all but sunk.

Here we were: facing a sudden demand for \$95,000 that we were unable to satisfy; in possession of as fine and well appointed a golf course as one might covet, on which \$135,000 of a projected \$230,000 had been expended; a most excellent going concern; a facility for the use and benefit of an appreciative public. Murphy who claimed he would have done better everything considered, had he written off the land as a gift to the City in 1916, rather than paying carrying charges on it over a period of six years, declined to temporize further. In the mean while incidentally he had sold 18 improved acres adjoining, for \$3,000 per acre, which goes to show that his demand for \$1000 per acre was not avaricious. When Mulkey clamped the lid, he demanded \$95,000 in cash or equivalent for the land occupied by the second nine holes of golf that we had built in anticipation of ultimate ownership, or else he would find a buyer for it. The prospect was grim. The City Charter forbade the City Council to engage in deficit spending, and there was a fixed limit on bonded indebtedness even if we could have strolled, along until such time as bonds might have been issued for the purpose.

But there is a key to every lock. This one would also require the working of a combination. Reflecting on Mulkey's dictum that golf should be self-sustaining the superintendent of Parks figured if he had a revenue getting going concern there ought to be a way out, and that the City's credit should be somehow made available in this exigency. Searching through the City charter he came across a brief section in two only paragraphs; this section 155 had theretofore never been marked, and lay as a dead letter, which provided for the taking over of public utilities by the municipal government in the discretion of the City Council in exchange for public utility certificates of indebtedness and they were not to be reckoned as general obligations in the City's debt structure. That is: they would be outside of the municipal corporation's statutory bonded indebtedness limit. The deal could be all tidied up in 90 days by special ordinance, if golf might be construed to constitute a utility and if Murphy would bide a wee and accept the utility certificates in lieu of cash. He first took this Eureka to C.A. Bigelow Commissioner of Finance.

Bigelow was a rather oagy watch dog of the treasury, and also jealous of the credit rating of the City of Roses, and he might not have been persuaded if it had not chanced, like fitted in magic, that he had recently as a ranch amateur in golf made the 10th hole in one shot from the tee.

It had not been altogether by chance that he had been put in the way of being bitten by the bug however. He chimed "That's an idea. Why not? Go sell it to George" (Baker the Mayor) said George "Are you crazy?" K. "No, serious." B. "Well; go take it to Frank." Frank Grant, the City Attorney thought it preposterous and declined to consider it seriously. Again K's hopes were dashed, but he went to work on the combination. He went over to the University Club and sat at luncheon next to his lawyer friend, Bill Johnson and Johnson listened. First he said maybe, then yes, after pondering the question for twenty four hours. Now Grant on his record was as good and able a City Attorney as the City has any need of, but K. happened to know that he felt he was wasting his time and talents in the humdrum of the City Hall. Throughout his never brilliant career he cherished an ambition to be a member of a top flight firm of corporation lawyers, as was Johnson.

Before carrying Johnson's opinion back to the City Hall, K. got in touch with Murphy and acquainted him with Johnson. Murphy reported that he would accept the City's utility certificates at par and further-would undertake on his own account to test in the courts the validity of the postulate that golf was a utility within the meaning of the law. . and K. called on the Mayor. The Mayor called in the City Attorney and the Commissioner of Finance. The upshot was that the City Attorney drafted an ordinance setting up an issue of utility certificates providing retirement in the amount of \$95,000 to exchange for title to the land occupied by the second or north nine holes of the Eastmoreland Golf Course. The certificates bore 6% interest and were scheduled to be retired serially in ten years. The proceeding was adjudicated and the decision was affirmed in the supreme Court of Oregon. Murphy had no trouble in selling the entire issue at better than 102.

Prior to 1916 the Ladd Estate Company had leased the ground occupied by the last nine holes together with 50 acres west of the S.P. Railway to the contiguous Willsburg Dairy for cow pasturage. But a dairy cannot continue indefinitely within the limits of a growing city. The space was somewhat tight at the south end of the links and the city in time became the logical buyer of the dairy which added 18 acres to the original 150. This property was negotiated with a payment of \$2,000 cash and a supplemental utility certificate issue of \$15,000. It was anticipated that the total debt on the Eastmoreland golf course could be amortized as scheduled by 1936. The setup appeared to be sound. The course grossed \$48,500 in 1930, from which revenues declined to \$14,000 at the bottom of the depression.

When the City settled with Murphy as above related the wet nursing chore of the trusteeship had been accomplished. All monies and properties it had controlled were turned over to the City in a final accounting. Through their initiative and perseverance the City had come into full possession of a handsome adjunct to its recreational system, at a cost of a quarter million, and with a realized value of at least a half million. All along it had been the contention of the Head of the Bureau of Parks that as a policy the cost of the land should have been defrayed from general taxation while requiring the golfer because he enjoys a special exclusive privilege on public property to pay the cost of development and of maintenance and operation. He was in friendly disagreement with Earl Riley when Riley became Commissioner of Finance in the tough days of the depression. There was nothing for Riley to do but succeed in recapturing all outstanding utility certificates and holding them against redemption from green fee revenues, principal and interest at 6%. Later K. prevailed on Riley's successor to allocate 2% to the general fund (the rate charged by the banks when the City had occasion to borrow) and to apply 4% to debt reduction. This was the final click of the combination.

In 1933 with the active support of the Portland Chamber of Commerce augling for conventions, the National Public Links Championship was staged on the Eastmoreland Course. To get this tournament awarded, the City had to promise a partial swamping of several greens and tees to bring the course up to National Tournament standards particularly on the 1st, 5th, 6th, and 14th holes, and also irrigate all of the fairways. This put the course deeper into the red but at least made it a finished product second to none in class, to serve the golfer who may not belong to a country club.

THE PHILOSOPHY BEHIND THE PORTLAND PARK SYSTEM

Paper by Charles Paul Keyser
Before Convention of
International Northwest Park Association
Portland, Oregon
July 19, 1951

- - - - -

I should like to offer a paragraph or two on the processes of government with respect particularly to the administration of interstitial spaces, both in time and in area, of urban living, what is reflected in the modes and manners of leisure time activities. I mean we are touching on a discussion of our City's own spaces and how come.

I am not going to tell you much of anything that you don't know. Some reflections from my own experience I will offer, hoping you will excuse if my line smacks too much of the first person singular in addressing you more or less intimately. Howsomever, I don't believe I am a singular person. With all due respect to the kind words of my introduction and reference to "brains", I submit that anybody with brains employed in public affairs would be an oddity. I expect if a man have brains, and any common sense, he will employ them in something more remunerative than in the administration of public recreation. That does not say, by any manner of means, that compensations or rewards of merit will not be coming to the man in park and recreation service who has the disposition and cottons to his job. Lots of people would enjoy holding your position, and plenty of them could fill it. I should say that sheer brains is not a prime requisite; but what Solomon referred to as understanding, together with initiative, vigilance vision, humor, are all highly essential native qualities in an administrator who will leave his impress on the life of his community.

He must ever regard timing and showmanship without getting himself rated as a montebank or specious promoter, or a father of extravagant or chimerical chemes. He will not care to account for himself as a reputed genius with the implications, but he must get used to having people expecting him to know all the answers in the many techniques that everybody's interests in the field of leisure will ramify into. He must acquire and beget savvy, which in the City Hall is known as police sense. Over his head he is not expected either by the elected or the electorate to be a super commissioner, or to go out of line on administrative policy. As an executive he cannot do much without the dependable and continual loyalty of his crew. He should use the deft touch of authority without seeming to ride or override anybody. On the inside-out he must "get around."

He must be at once eager and patient--should have the enthusiasm, and the fidelity, and the sporting instincts of a good dog. Economy must ever be his watchword. In Leisure nobody cares a whoop about efficiency. But he must forfend against raids and incursions and misuse of the public's property within his province, sedulously and even vehemently, like nobody's business. He should be a good figurer, but leave it to the cost accountants to publish and declare; especially break-downs and summaries with differences or remainders, the statistical dregs of sweet stories gone sour. Some think the world is made for fun and frolic, and so do we, and so does our not too exacting public.

Then we have our heart's desire to count on. Let me instance briefly a tactical advantage we have that need not be cried from the housetops but kept in mind. I was impressed some twenty-five years ago by an observation of the editor of Engineering News Record. Business was slow at the time, particularly in the construction industry. Commenting on the cost and use value of the arena for the Dempsey-Carpentier fight, which was built in a hurry and cleared away right after, at a cost close to a quarter million dollars, and very scant salvage, he remarked almost enviously that the people had no regard for cost where their pleasure was concerned, a trait that could fetch a building boom if it should be applied in the workaday world. Tex Rickard got his fabulous "gates" on the principle that there was a multitude of people who would pawn their shirts to see a prize fight. A touch of dramatic lure craftily applied will thaw the freezes.

Democratic government is necessarily politically selective, which means that it is a self-promoted organization primarily of and by politicians backed by a majority or a busy minority, ruling in the role of servants of the taxpaying public. In reality they manipulate for, or otherwise represent the active influences of the money makers, the military, and the clergy, and withal contrive to engender a patriotism to provide cohesion and polity of, by and for the people.

Humanity is composed naturally of conflicting elements, fighting for peace and never satisfied. Down through the ages mankind has continued to dwell on earth, tribes to masses, surviving through a coordinating leadership in one form or another, with a control cast over the masses who either will neglect to think for themselves or like to be beguiled by false prophets. This mass control, never complete, is the essence of government. In a democracy it resolves into more or less tranquil compromise, after so much shoving and dragging.

These individuals or groups, the politicians, who assume leadership ostensibly be consent of the governed, say what you will for them or against them, are the keepers of the national faith, the preservers of law and order, the getters of your public gifts. If they are an evil they are a necessary evil, and as history shows in repeat, are not replaced for long by a more idealistic agency.

A politician to maintain his situation must go easy on both idealism and zeal to achieve. He is elected on a platform of issues and his main business must be issues. That would be all right if all issues to be met were clearly open or shut. A vocal minority will want its constitutional representative to take its partisan view. Another vocal minority will demand that a contrary stand be taken. Everybody will expect a piece of political pie, or a special improvement whether he plugged for it or not, and a reduction in his taxes. So the politician, who abhors counteraction, does nothing either way unless and until a more or less neutral or tranquil compromise may result. All of which is by way of leading up to dictum that the preponderance of the body politic, that is, the rank and file of the citizenry, are passively progressive in their attitude toward civic betterment. We have mentioned the active interests. Mostly voters are normally passive. The politician knows that any measure can be successfully campaigned, and that nothing extraordinary will receive a favorable vote unless it is well campaigned.

So I am telling you that our park system has not just happened like mould in patches on the map I am appending. There has been a vocal minority in this town for a hundred years as it grew, that has consistently believed in parks and has on several occasions campaigned for them. Generally

people who are to benefit by a park do not realize the need for it until ten or twenty years too late to get it. Look at our West Side, which is the most densely populated; virtually no recreation facilities, and now and for the last forty years to my knowledge no disposition to controvert reality values in order to provide parks in proper relation to residential areas. Obviously it is not the best section of the city to raise children in. If you don't live with growing children you are not living; you are only growing old day by day. There is perhaps no more valuable land area of equal extent in the world today than Central Park in New York City. It was acquired for public recreation in the 1850's when it was considered waste land. Golden Gate Park in San Francisco likewise was reclaimed waste land when preempted for recreation. Both are invaluable sanctuaries for leisure. Most North American cities have similar cases.

One might expect that a proportion of a platted area would be dedicated to public open space like streets, but as a rule, as stated above, the people who are to become immediately interested do not become aware of their lack until only odd remnants and undesirable patches are left to make parks of. But the sow's ear will make a silk purse. Several of our finest properties, notably Laurelhurst Park, Eastmoreland and Rose City Golf Courses, and Washington Park, were considered unfit for residence occupation when acquired years back by the City for recreation. Mt. Tabor had been platted but had suffered a relapse after a boom, and the City moved in in the opportune time. The City park system embraces four properties that had been race tracks: one type of leisure time activity run dry and succeeded by another of broader appeal.

Portland, celebrating the one-hundredth anniversary of its incorporation this year, made a notable start in establishing parks in its initial platting and early history.

Portland was also in the van of cities in setting up neighborhood playgrounds for supervised play beginning in 1908. It was christened the City of Roses by visitors to an Episcopal Church convention which was held in the city in 1888, when the Portland Rose Society, which, by the way, antedated the American Rose Society, was formed. An annual Rose Show has been staged in June every year since, with never a lapse. We have a famous Municipal Rose Garden--with ambitions to make it a world premier.

Our most notorious edifice is the Forestry Building, which every visitor to the City of Roses should go into. It is the last vestige of the Lewis & Clark Exposition of 1905. Has been maintained as an exhibit of the forest timber of the region ever since the Fair. Visitor attendance was 161,000 in 1950.

About the turn of the century, with a civic awakening, a Parks Commission was instituted, and a grand plan for a system of parks was projected. The scheme in the main proposed a circuit boulevard interlinking generous park areas. Only about three miles of boulevard out of the forty projected had been brought into being up to 1915. Notable progress was made, however, in acquiring park areas according to the plan, out of the first \$1,000,000 issue of Park & Boulevard bonds. By that time the people had become indifferent to boulevards of the Kansas City type. They were interested rather in having public funds spent for scenic highways, up the Columbia Gorge for example, and their own money for automobiles to go joy riding to the mountains and the beaches, to Mexico or to Canada. They were willing, however, to go along on a continuing or

recurring millage program, supplemented by general obligation bonds, to provide neighborhood parks and playgrounds within convenient access of their homes, and the Bureau of Parks was willing to lead them along. That accounts for Portland's widely scattered, well distributed inventory of lesser park properties. There have been two millages, both still in operation, and two one-million dollar bond issues. This capital cost money has been supplemented by utility certificates of indebtedness against anticipated greens fee revenues for the financing of our three municipal golf courses. We have had a zoo ever since 1885, never much to boast of, never out of favor enough to do away with.

Prior to the advent of the popular use of the internal combustion engine for leisure time employment, there had been a great interest in canoeing and sailing on the rivers, which waned and all but disappeared in the new tempo. There was also extensive interest in swimming in the river until unmitigated pollution prevented, as the city's population doubled in twenty years. Although the pollution is being abated, it would seem that times have changed. This condition caused the Bureau of Parks to build eight swimming pools convenient to the different sectors of the city designed to replace the pathogenic swimming holes and reduce the incidence of drownings in the sloughs. Also the operation includes an essential learn-to-swim program.

The Park Commission was abolished by Charter revision in 1913, since which time all public recreation in the immediate vicinity is administered by the bureau of Parks and Public Recreation under the City's Commission form of Charter. There is no local county system of recreation.

We don't say we have too many parks and playgrounds in our City but will admit that we would like to enlarge quite a few that are too small. Since the sizable acquisition under the Park Commission regime referred to above, it is only in recent years that we have been making consistent gains on a program of realizing larger areas. A notable one now in the making comprehends 5,000 acres in a municipal forest partly outside of the corporate city limits in the northwest sector.

We made one exceptional deal involving what might be construed as excess condemnation, and sold back ten acres out of 40 to the School District for a site for a high school. And as mentioned above, we have financed our golf courses by the extraordinary device of utility certificates of indebtedness to be amortized from golf greens fee revenues. We have never got so far as to levy direct assessments against specially benefited areas. We got one good park out of the aegis of W.P.A. The impact of war workers has left us ten years later with a recreational activities program, which bulked to four-fold of what it was theretofore. Portland has a superior well planned system of school houses and grounds on a standard 5 acre minimum for grammar schools and 10 acres for the existing eight high schools; several are next to park properties. Our annual budgetary disbursement for a population of 400,000 is running a million dollars in round figures.

That is the picture. Now let us go into the philosophy.

Remembering that whatever is right or it would not prevail in God's entire scheme of things--still and all possibly we can improve conditions toward happiness in the Valley of Tears. That also belongs in our special endeavor.

Perhaps it would be well to spell out a few maxims pertaining to humal living that might be called basic.

1. Man is a creature of the surface of the earth shepherded principally by Dame Nature.
2. While human life goes in cycles of tension and relaxation, variety will still be the flavor of living. That gives for fun and flowers.
3. God made man acquisitive and self-seeking for survival, yet everybody has a God-given natural urge to justify his existence above and beyond his baser acquisitive appetites.
4. We assume that the end or purpose of living is the true enjoyment of it, but we must recognize that the majority of the fickle public drift, and lack definite ideas of the sort of lives they may realize; and yet joy must have its own wellspring.
5. Because the pleasure of anticipation by and large exceeds the measure of gladness in the satisfaction of fulfillment, the majority of pleasure-seekers will gladly put at least as much into the pursuit of happiness as they expect to get out of it.
6. The people make the City or Community, and with a sense of proprietorship, like to take pride in belonging to it. They glory in its prosperity and enjoy its attractive or advantageous features.
7. The destiny of a City is cast in the works of its influential citizens.
8. There will ever be tides, and storms alternating with calms, and a general level of humanity that remains constant.

There are golden peices-of-eight to refer our philosophy to, or to go to work with to fetch and carry a public recreation system in anybody's darling city. Call it darling and devote your talents to keep it so. You will be making it your own darling project. You won't do very much for your darling public without supporting appropriations, and appropriations will not be forthcoming unless they are conceived by somebody and demanded by individuals or groups that become aware of the need for them. That means more or less campaigning. Bear in mind that any political issue can be successfully campaigned. Acquisition and development, while a respectable undertaking, is relatively easy of accomplishment when properly approached. On the contrary, money for maintenance and operation is always and continually hard to get in adequate proportion. The people say use tax money for the more obviously pressing needs first. After you have raised the teachers' salaries, doll up the school grounds with what is left is a typical mandate of the sovereign electorate. With a show of logic they will be content with the thought that anybody can play anywhere. Bear in mind, also, that the same public will condone, even like, high first cost, but will never forgive makeshift or shoddy construction. And so we are apt to get ourselves magnificent edifices and gardens, and find ourselves dreaming, I say dreaming, of ways and means of keeping them from appearing shabby and neglected. Your public expects you to do things and do them well.

You, a civil servant--the hired man--are rated as the exponent and keeper of the City Beautiful; then why isn't it your chore to keep it tidy? You can't duck, nor should you have the disposition to let George do it. The Bureau of Parks and Recreation should comprehend all forms of public or semi-public, non-commercial leisure time activities and care for the bric-a-brac. Street trees, for instance. The public expects the City Hall to take meticulous care of the city's ornamentals and rout the bugs.

No other department of the civil government has the taste for it, nor either the money to do it with. I could write a chapter on that topic and explain how it isn't done, but a wise man never explains. He looks ahead. What will you use for money? You will wangle, or conjure if the are an adept. Consider the lilies; and yet Solomon in all his glory was not bothered with florist bills or table decorations for conventions. You understand: things that grow don't cost anything; ergo, you must produce by magic. I have long since learned to accept the compliment and wangle as best I may in little things. Many's the time it has paid off in public favor of the right order, in support of appropriations for more essential items.

I hold that parks should be justified on economic grounds solely, ignoring for the nonce considerations of aesthetics or welfare so-called. I have found a few city planners who will give research consideration to the importance of providing for adequate open spaces convenient to the public. Mostly, while they expatiate on long range planning, they are absorbed totally in proximate studies and guesses on zoning for various land uses and for transportation as affecting the busy living of the populace, and incidentally their regulation, with scant consideration for facilities for the off-time or leisure pursuits. Rarely have I observed that a park, no matter how come by, did not become precious to the people who have grown up with it, causing it to become more and more appreciated and actually indispensable. Can you recall, off hand, any such clinging sentiment for a school or a school ground? How many times have we all found the public right back of us in resisting aggressions and encroachments. As indicated above, the people drift and are more or less indifferent to cold or distant issues. But the abiding force is there and can be aligned for a worthwhile purpose toward the public weal. Many less meritorious schemes than park promotions are successfully campaigned.

Another thing I have noticed is that administration of parks seems to become a stewardship, and the steward liking the brand of service rendered, seems to endear himself to the public rather more than executives in other municipal services, which enables him to formulate and carry out a continuing policy. I mean to say a promoter of projects in this line cannot expect to avoid squabbles and duck issues altogether, but the squabblers will not persist for long as the sands run. I still believe the answer to the question of funds will be found in a formula for a special levy or assessment to supplement or match nest-egg appropriations from general taxation, more generally than heretofore.

I hold also that the aims and objectives of a functioning recreation system in the modern order should be supported in a substantial way from revenues derived from fees and charges. But of course there must always be generous free services in some major categories.

I believe that public recreation should be administered as a Bureau with broad lines of influence in all leisure time activities of young and old that cannot or should not be commercialized.

I believe that the public expects it and the Bureau should have a care for the City Beautiful, and the City Enjoyable and Orderly, the City Hospitable, above and beyond routine function that pertains specifically to operations of the system.

Recreation systems can lend a helping hand to related amateur civic enterprises such as flower shows, amateur theatricals, and other non-profit affairs that lend interest to groups, and make the town go. They should

be good friends with character building organizations. Because you are not gauged by the profit motive measure of success, your public relations will be of a special order. They must regard the political motive, but that is no sign that they should be off color or venal. In fact, your public relations must keep you respectable, and the only way I know to do it is to cultivate confidence with the men and women of influence about town, they who lift and/or sit on the lids, the while keeping away from the ruts of the machines.

The question of interrelation of educational and recreational systems and combined use of facilities covers more of a scope than can be taken in on this spot in the program. I am all for it insofar as practicable, but until I see dude ranch outfits occupying dairy barns while the cows are out to pasture, I will be unwilling to concede that both services which are special and divergent can be shoehorned into or shooflied out of school properties beyond a limited degree. Neither service wants to be altogether emulsified or fractionated.

I also want to recognize in a line the profound influence that the gas tax, giving roads to go places, has had on urban recreation systems. Even so, there is plenty of freight for our barge.

Your park administrator will need the "fine Italian hand" in dish-ing out the news, and never let it wait long enough to go stale. His stuff is good news mostly, and the reporters and editors want it; at the same time he should contrive a control that will keep controversies such as the papers are keen for, from breaking into print for the wrong kind of stimulation of interest. He must expect to be pretty much or even altogether to blame when things break wrong. Credit belongs to the administration, not to the hired man--always.

Cities have their individual characteristics and their destinies in which climate, topography, strategic situation and other natural or commercial attributes factor. A city is also an agglomeration of wealth, and as a corollary is a nucleus of political influences. No concentration of population and wealth which becomes orderly in due course with its municipal government and municipal works in the modern day will be merely a place to grub and eat and sleep. It has to be a place to rear children; and it will be a place of social communion and culture. It must provide facility for leisure time activities.

A park is a preserve--was in the day of Robin Hood, and still is. Then it was reserved for noblemen to sport in. Now it weapons and discordant elements barred.

Expounding a philosophy now, as a number on a convention program, has struck me as at least unusual. I will endeavor to make an orientation by giving Webster's definition: "Philosophy: literally the love of wisdom; in actual usage, the knowledge of phenomena as explained by and resolved into causes and reasons, powers and laws." An honest-to-goodness philosopher must be a constant and certain sort of a cuss. My own philosophy, which seems to be here the case in point, is simple. I take the world, including my city, and all that therein is and has come to pass, as I find it all in all; and although mine be a good city as cities go, I do my best to make it so better, as an abiding place for its people. I seem to get along better if I regard my city, and most anybody else's for that matter, like Topsy who just grewed and was a creature of circumstances and polyphase human influences rather than a wishful thinking. Patrick Henry said he knew of no way of judging the future but by

the past. I submit that dictum will do for us day in and day out far better than by trying to keep the dust off of the long range plans that we all have collaborated with the idealists on, time and again. History in the making has its traditional way. One thing I am sure of: you cannot succeed ultimately on a policy of giving or getting something for nothing. What a man wants he will naturally either take or swap, but he will condemn charity without price, as such. Further: he will have no significant appreciation of any benefit, bauble, or boon that he does not toil or sacrifice or cheat for--in brief, win. Our sphere is not in the agonies and tensions. Rather it is in the foibles and pleasant places, and there we have our special part in making joy abound. But leisure, which in its nature is individual and free, must be also educative and constructive, and what is called soul-satisfying. Sheer time killing is stagnating.

Mark Twain tells how his hero Tom Sawyer cleverly made an art of whitewashing a fence and had all of the boys in the village coveting the brush. He makes the point that the attitude toward the job or the stunt makes all the difference in the world between what will be irksome and what will be gladsome. Why, in other words, climbing Mont Blanc is pleasure instead of jading hard work. Here is the touchstone of recreation: ZEST, with a touch of dramatic interest, of rivalry, or individual self-satisfaction in achievement. The spaces of leisure will afford the opportunity.

A park system like nothing else in massed populating forms a chain of prized sanctuaries, delectable isles, dedicated to freedom of the individual to enjoy--a privilege to all and sundry--leisure and make its city a better place to be native to or to enjoy as a sojourner.

MORAL

After all, playing in a dream world, are we not fabulous? I guess so. Then let us speak in fable style, speaking of philosophy.

Columbus was a prophet in his own right, but was a prophet without honor in his own country. He had a big idea, but it would appear that the Italians whence he came had geographers but no one at the moment, with such venture capital as he yearned for. So he went to Portugal--no luck--and on to Spain. Ferdinand was broke, too, but they talked Isabella into pawning her jewels, which strictly speaking she had no business to do. It turned out all right though, when Cortez, Pizarro, et al brought home the loot from Spain's new world--discovered, conquered and held.

Of course Columbus had no power with which to propel his fleet other than the breath of Dame Nature, A' caprice. But he had an abiding faith that the winds blew all around the round world; and he knew how to steer; and he had a self-assurance that recked not at all of being sunk. No defeatist that is, but a rugged individual with the ZEST of the spirit of adventure. And he could command a crew. He succeeded after many days in finding some islands, and anon got credit for putting two continents on Vespucci's new global map, which this Amerigo named after himself. Altogether, our hero got himself misunderstood or something, not being self-effacing like the Norsemen, whose people claimed afterwards that they had got there before, and he came to an unhappy ending in a cruel world. Too bad: in sooth, your prospector for gold with his burro, both schooled in disappointment, will be more philosophical than your scholar or freebooter.

CONCERNING THE FIELD OF LEISURE

"WHAT ARE ITS POSSIBILITIES AS A GAINFUL OCCUPATION?"

(Talk by C. P. Keyser, before Reed College Forum, March 31, 1933)

By way of introduction, in order that you may have a gage on how your speaker has come by a knowledge of his subject, perhaps you would be interested to have him trace briefly the development of the system with which he has been identified during the years in which it has grown with our City.

The more notable training schools for physical education in the early days were conducted by the Young Mens Christian Association. Your speaker came into leisure activities from a different approach. Trained as an engineer and engaged in development of parks and playgraounds, he was, as it were, annexed. Like Dana before the mast, with all his imperfections on his head, he joined the crew. Note particularly however, that his experience has been in Recreation, as differentiated from Physical Education. That joining the crew was close to the time of institution of the Playground and Recreation Association of America, and was in the days of the Park Board, which body was abolished in Portland by the adoption of the Commission form of City Charter in 1913.

Portland has never had a playground commission, not even one of ephemeral character. The Park Board working with the Peoples Institute took definite action toward establishing a public playground in 1906 and our first public playground was opened where it still functions, in the North Park Blocks down by the Custom House, in May 1907. One of the features of the opening exercises was giving children, some 2000, according to the newspaper account, what was then called a "joy ride" in automobiles, a rare treat. In 1913, we opened our first Community House, located in Peninsula Park. Our first swimming pool was built in Sellwood Park in 1910. Portland was slower in providing tennis courts than other cities, but rapid progress was shown after the start was made.

Our system is notable because of the distribution of many comparatively small units, featuring playgrounds convenient to the people whom they serve, in contra-distinction to large and few, all-inclusive parks. The same scheme characterizes our chain of swimming pools. We now have 24 supervised playgrounds, 27 swimming pools, 60 hard-surface tennis courts, 2 community houses, and 2 lesser recreation centers, 13 baseball diamonds, and 3 municipal golf courses, a zoo of sorts, and dives and sundry recreational facilities.

All public recreation in Portland is administered by the Bureau of Parks on a policy designed to render a public service to the normal citizen and only incidentally working toward the care of the three great social evils: poverty, sickness, and crime. In other words. our program does not include specialized social work. Our city has not any slums worthy of the name, and its citizens rate high as a home-owning people. We are not a boulevard city, but do not miss that feature of civic pride, doubtless because of scenic drives in all directions in the city environs. It is notable that with our two magnificent rivers we do not make more recreational use of our natural advantage in aquatic sports.

The human sporting disposition, having veins of gold that we have heard tell about, is as constant and variable as the wind, but like the winds that waited Columbus, it is a force to conjure with, while the winds may even whisper hope.

Need I point a moral? There never was money, the medium of exchange, that is, to finance anything at the dream stage, but there will always be Isabellas. Hoist sail to catch the wind you want when it is not so much so. Fare forth on the great sea of leisure and you will come to many delectable isles of pastimes and pleasures and playthings that your constituency dearly loves.

The City has issued two million dollars in bonds, and since 1917 has annually levied, with a miss or two, \$100,000.00 for acquisition and development of parks and playgrounds. The annual budget until last year has run to a half-million dollars. Of this half-million disbursement, \$300,000 is for maintenance and operation, of which 20% is devoted to the operation of the Playground Division of the bureau. Municipal Golf disbursing \$100,000 per year is self-sustaining, and outside and beyond the said 20% devoted to supervised play and recreation programs. Altogether, we do not lack recreational interest or facility in any main aspect; at least we have every potential advantage for recreational service. Our County has one of the best library systems in the country. It is significant that we have held a Rose Show annually and invariably since 1888, and have celebrated it with a pretentious fete since 1907. So much for the setting....Now let us see who is here.

Mark Twain drew a character of an American Boy and named him Tom Sawyer. If you are not acquainted with Tom, you have missed knowing an interesting chap. Like all boys of a former generation, he could play or engage in exploits when he wasn't in school, or when there wasn't something regular or special to do around home. Once he was sentenced to white-wash a fence. When he finally had no escape and had actually set to work to get the job done, his comrades who were free arrived on the scene. To gloss over his ignominy, he pretended to be absorbed in his painting, fairly wrapt in his art. Soon one, the others, began to covet possession of that white-wash brush. In the end, he got the fence cover-three times over, and for the privilege of painting, he had annexed in exchange about all the boy-wealth in the village. Besides, he got his work done easily, and a good time was had by all. Mark Twain makes the point that how that job was handled made all the difference in the world between what is irksome and what is gladsome. Why in other words, climbing Mont Blanc is pleasure instead of work. Here is the touchstone of recreation.

Let us set down at the outset that the characteristic of recreation which differentiates it from drudgery is the zest for it. The zest is normally automatic; sometimes it is induced or contrived, as in the case of Tom Sawyer which I have just recalled. Such contriving is what makes an avocation of recreation leadership.

The term play is so commonly-used in any consideration of recreation that perhaps we should definitely state what it is. Play is essentially the outlet, the dissipation of superabundant or unapplied energy. We have some play or lost motion in the parts of a machine; we speak of the play of a jet of water or of a sunbeam; or of exuberant young animals such as lambs or children. Play is not indolence nor idleness. nor does it translate into achievement. Play is natural, while sheer idleness is abhorrent and intolerable to anything alive. Rests, we must have; but we cannot abide fruitless time-killing. Play is an outward expression of the revel of the imagination, an emotional release. It also affords and conduces to social intercourse more extensively perhaps than any other space in our living time.

An authority on the subject of play has split its molecule into three innate elements: Rivalry, Rhythm, and Emulation. Our sense of rivalry makes us desire to win; hence all forms of games and sports. Our sense of rhythm engages us in music and dancing. Emulation causes us to imitate, to romance, to dramatize. Tom Sawyer wanted to play because, primarily, playing he would be free; and, secondarily, he would have the pleasure and benefit of companionship. Hooey was a heap of living to him.

Leisure gives opportunity for self-expression immeasurably greater than does unremitting toil, which is all too apt to be a lump without leaven.

Play, however vital, however beneficial, will not entirely satisfy any normal specimen of homo-sapiens, young or old. In us, besides the three well-springs that cause us to play, we have a constant urge to achieve. To prove ourselves to our inner selves and also to our fellows, who might otherwise fail to credit our achievement, we cherish and flaunt the symbol of achievement, - that is, a something to show - something to take pride in - work performed - an evidence of a conception realized, a dream come true. Besides play, our recreation includes a world of amateur activities, skills, and crafts that the individual incorporates into his personal living. Things like hobbies at which he is good, and to which he will devote himself with a zest. Broader still, and including play and recreation, are the lines of the zone of leisure. It comprehends reading and travel and commercialized amusements. Ever the machine age is dumping on us more and more blank leisure time. There will be plenty to do to fill up the blank both for yourself and for your fellows.

John Maynard Keynes is quoted as predicting that in 100 years we will have no economic problem, which I presume means this problem of distribution right now pressing for solution will have been solved. Well, if we are to be sure of bread and cheese somehow, and if we may also assume that the question of raiment is mainly a matter of luxury and style, we might take bodily sustenance and protection for granted and proceed to contrast our own manner of man with the folk of, say, an island paradise where striving is no significant part of living. It is interesting to speculate where our social trends, recently explored and catalogued by a Hoover committee, will lead us; but perhaps it would be better to delimit this expedition to the range of a closer view. I am content to allow the professors to pilot you through the deep waters of sociology and economics, but, with your indulgence, will quote from C. Delisle Burns's recent book on Leisure in the Modern World: "Civilization may depend for its roots upon the way in which work is done; but it depends for its finest flower upon the use of leisure -- The place of leisure in the life of those who work for a living is the problem of the modern world, which is fundamental in discussing the future of civilization. Leisure for such people is, is, first, a relief - a standing aside and an escape. It is not only a rest for recovering energy in order to do more work; it has its own values as a time for free growth or development, in entertainment or in enjoying oneself. But now the argument must go further than that. What a man does in his leisure changes the tone of atmosphere of the whole of the society in which he lives; and it may change the whole current of human experience. To want to do something is the result of education. If your education in school or after leaves you with nothing you want to do apart from what you have to do, then it has failed in fitting you for life."

Let us turn for the moment to education, which, we might say, is a cultural, rather than a gainful, occupation, therefore itself in the realm of leisure. We will arbitrarily label learning as the improvement in living which one gets out of life experiences, the reflected genius of others; and then put recreation down as the improvement in living one realizes from within himself. The one, a process of absorption; the other regeneration. Both improvements are comprehended in education. I deduce that recreation is a part of education. Further, I will hazard an opinion that recreation may come to be regarded as a major part of education when its scope and function in a modern white man's world shall have been designated. William James says of education: "In the last analysis it consists in organizing the resources in the human being, of powers of conduct which shall fit him to his social and physical world."

Then later in the chapter he goes on to say: "The most colossal improvement which recent years has seen in secondary education lies in the introduction of the manual training schools; not because they will give us a people more handy and practical for domestic life and better-skilled in the trades, but because they will give us citizens with an entirely different intellectual fiber. Laboratory work and shop work engender a habit of observation, a knowledge of the difference between accuracy and vagueness, and an insight into nature's complexity and into the inadequacy of all abstract verbal accounts of real phenomena, which once wrought into the mind remain there as lifelong possessions. They confer precision because if you are doing a thing, you must do it definitely right or definitely wrong. They give honesty; for when you express yourself by making things, and not by using words, it becomes impossible to dissimulate your vagueness or ignorance by ambiguity. They beget a habit of self-reliance."

"Keep the faculty of effort alive in you by a little gratuitous exercise every day. That is, be systematically heroic in little unnecessary points, do every day or two something for no other reason than its difficulty, so that, when the hour of dire need draws nigh, it may not find you unnerved and untrained to stand the test--Inure yourself daily to habits of concentrated attention, and self-denial in unnecessary things."

Observe that both above quotations from William James touch on recreative activities that you want to do, but do not have to do.

The machine age has been cheating us out of our handicrafts. Play is a false blossom that brings no solid fruit, of which, as we have intimated, we are easily surfeited. We find ourselves with the energy to deliver eight hours of work; with the will and urge to make progress and to achieve; with the work of our hands being done by multifold super power in quantity production; and withal, our lives to live, our homes to make, and no assured escape from empty-handedness. I insist we cannot do with voids. I am not prepared to believe that any paternalistic system of subsisting, such as Uncle Sam accords to the poor Indian, would make for a strengthening of character. Regardless of machine output, and how and whereby the market for it; regardless of subsistence, there must be supplied broadly, an anodyne for unrest, a wholesome filler for the empty space in our days. There must be provided for the individual some "wisdom of the serpent, harmlessness of the dove" activity; something more constructive than a time-killer or a safety-valve; in order that Mr. Average Whiteman may do something, be somebody, and may progress, not stagnate. And I am of the opinion that it will be for every man, according to his personal equation, to work out his own salvation. Also, if he is to be propelled by the zest I have spoken of, rather than drawn by a mercenary reward, or prodded by the gad of necessity, it will take a cumulative spreading devotion, somewhat akin to a religion, to make him tread on air. In a cold-blooded analysis, I must admit I cannot tell you the degree of it now, although I rather expect it will be told. But as this discourse is not to be didactical, I will turn aside from ecstasy and talk about happiness which I like to think the taxpayer hires me to disseminate.

Right here, let me digress to tell you that I am as utilitarian as Gradgrind in my justification of spending tax money for public recreation. Ignoring all consideration for humanitarian aspects, I hold that three or more cents of the tax dollar can be spent with true economy to provide amelioration in city living. Whatever makes for a better city to live in, makes for a lessening of unrest and discontent, and a corresponding reduction in costs of irregularity and crime.

More and more breathing spaces in our cities are becoming available by a natural process. Ground for recreation may be found in and about anybody's city on land that has fallen into virtual disuse. Such land, when put to recreational use, may be depended upon, other things equal, to enhance values of surrounding territory, thereby reflecting a positive credit balance to the wealth of the city.

But to get back to happiness, and with our feet still on the ground... Elihu Root has said "The greatest happiness in life comes from things not material. It comes from the elevation of character, from the love of beauty gratified, from the many influences that ennoble mankind;" and I will assure you that Mr. Ordinary Whiteman can get a lot of genuine happiness out of that secondary education that William James referred to, which I have cited above, that is handicrafts, and other concrete experience in doing. You have doubtless observed that most of us, although only ordinary people, may do something excellently well, and that is the thing we like to do. It is easy to intrigue interest where one is apt. Most of us can be lifted out of the ruck by the inner resources of the human spirit, and when we realize the thrill of our own success, we are on the handiest stepping-stone to happiness.

If you set out to fetch happiness from this approach, you will find yourself in a big field with plenty to do, and you may find pleasant compensating work in the vineyard of recreation. Let us glance over the field. There are plenty of springs and fertile spots. In fact, it is not entirely vapid anywhere. There are good pickings here and there, and beneath the surface there are mines of real gold. I should say the cached treasure that Ali Baba discovered was in this field. (If I may class robbery as a leisure time activity). Incidentally, you will note that Ali Baba did not attain happiness ultimately, for he lost the sesame, which, as was directly demonstrated, was eminently more valuable than the treasure to which it was a key. That was long ago. Since then, the knowledge of applied psychology has become much more general. In this ancient and never-failing field are the burrows, the tents, the temples of cults. Some near at hand, brilliant examples of devotee-attractors are Bernarr McFadden, Aimee the Great, Mrs. Eddy; and you can name many more, - actors, mystics, mountebanks. Then we have plain honest (more or less) diversifications. Huge fortunes have been made in the field of leisure time activities by showmen of various kinds and calibres. Again there are mentors and managers of sports, serving for hire, who are better-paid than workers in the vineyard. There are so-called pastimes that yield good revenues to those who retail them to the multitude.

Teachers of physical education are a drug on the market right now, and the demand will not increase while budgets are being balanced. For instance, you may have noticed in an article in a recent "Saturday Evening Post" that the budget for recreation in Minneapolis had been reduced this year by 43%. There is not now, nor in my opinion will there be, any spreading demand for recreation workers at so much per week. But I believe everyday recreation will be carried on, on a broad scale; and I have hinted at the cause. If William James is sound in his deduction of what one's education will do for him, it should fit him for leadership in this great prospect that leisure is opening to us. Quoting further, he says: "One who is educated is able practically to extricate himself by means of the examples with which his memory is stored and of the abstract conceptions which he has acquired, from circumstances in which he never was placed before." In other words, an education should lift one out of the aforesaid ruck. And, believe me, you will find yourself in unaccustomed circumstances many times, and suddenly, when you fare forth as an exponent of recreation. One must have or develop a particular faculty of leadership that is not easily specified. He would better have a line of some

kind to draw with, a bit of talent, skill or mystery, some quirk or special wrinkle. It is a common fault even of capable recreation leaders to be too serious and to lose their sense of humor while working.

Look around and you do not see many practitioners of recreation declared on a professional shingle. In that regard, it is of lower order than the calling of beauty doctors. But the profession is young yet... Besides, schools, colleges, and public recreation organizations, there is a sizable personnel engaged by character-building organizations such as the Y.M.C.A summer camps, etc. During the Great War, many exponents of recreation were proving themselves invaluable as morale sustainers. This use of intertainers, elevators of spirit and conjuror of fervor, has not disappeared from the earth, as witness many large industrial concerns have adopted them permanently. Is it a bizarre notion that shortening of hours of labor together with growing obsolescence of plants will give laboratory space for the sideline development of leisure stuff?

Taken all in all, in the language of the street, recreation is no business. Its main characteristic is embodied in the word "amateur." An amateur, according to the definityon of the word, is one who does something for the love of it. There are some gainful occupations in the field of leisure as indicated above, but the great preponderance of workers in the field probably will more and more be devoting themselves mainly to a labor of love.

As far back as 1926 when there was complaint of dull times in industry any construction, speaking to a particular point, "Engineering News Record" observed editorially that people will not deny themselves where their pleasure is involved; and that if such an interest might be translated to the benefit of workaday programs then lagging, there would be a sudden change from slack to flush that would set industry humming.

Speaking further of the engineer who was introduced at the beginning of this discourse, he had early tasted of the bitter "if" reflected by by editorial of "Engineering News Record," causing him to digress towards the pursuit of happiness. For near a quarter of a century he has been neglecting engineering while riding a carrier wave of the continual interest in pleasure, an abundant force which engineering, beautiful but soulless, cannot harness.

I believe I can assure you that you will never lack opportunity for service in the field of recreation which we set out to survey. What you may get out of it, like any other endeavor in life, will be measured by what you put into it.

CFK/es
5/2/51