

TRANSCRIPTION NOTES FOR DANIEL H. BURNHAM'S DRAFT OF *PLAN OF CHICAGO*

This transcription of Daniel H. Burnham's handwritten draft for *Plan of Chicago* is of the original manuscript located in the Daniel H. Burnham Collection (1943.1), Ryerson and Burnham Archives, The Art Institute of Chicago.

The manuscript comprises slightly over 300 pages, including pages numbered more or less sequentially 1-291. The discrepancy between the total and numbered pagination is due to the addition of pages with the same page number but with successive letters of the alphabet (e.g., 217a-217f) or of a new page with a fraction (e.g., 17½); the repetition of one page number; and the lack of three pages in the manuscript. The pagination of the original manuscript is noted at the beginning of each transcription page. No attempt has been made to replicate the physical structure of each page of the manuscript – line breaks and indentations in the original manuscript are not maintained in this transcription; however, paragraph breaks have been maintained.

The manuscript, with the exception of one typescript page, is handwritten in pencil on stationery with at least three different watermarks. The versos of the leaves are blank, except in rare instances when numerical calculations or small sketches appear on them. Aside from some deletions and additions—cross-outs, erasures, insertions, and the addition of supplementary pages—the manuscript shows little evidence of Burnham's editing.

The general principle for this transcription has been to keep editorial intrusions to a minimum and to let the document stand as written. Inconsistent capitalization and punctuation have, for the most part, been retained; however, the correct spelling of key misspelled words such as Halstead have been placed in brackets adjacent to the misspelled word. The terms [begin strikethrough] and [end strikethrough] indicate passages that are legible but that have been crossed-out by Burnham; likewise, underlined passages are indicated by [begin underline] and [end underline]. Bracketed terms [illegible] and [erasure] are used in the pertinent areas; a question mark in brackets signals some uncertainty about the correct word. Comments placed in the margins of the pages are noted in bracketed phrases [start margin] and [end margin]. More complete personal names have been bracketed to facilitate identification or clarification. Three dashes - - - indicate a space Burnham had left blank, awaiting information to be supplied later.

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Transcription of D.H. Burnham's
manuscript draft for PLAN OF CHICAGO

Page 1

History of Movement

The World's Fair 1890 to 1893.

Was it chance or logical outcome?

Why here in Chicago?

The Spirit of the place.

A lily springing from the rich soil of commerce! Commerce the art breeder!

[begin margin] Illustrations [end margin]

Conception of park-way [parkway] out in the lake, Ellsworth's promotion. Shown at his house. the park boards and George Pullman present. Shown at Commercial Club dinner [begin margin] Plan of that time [end margin, circled]

at Metropol Hotel. Pullman and P.D.Armour on their feet approving, and many practical men saying

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that it was a scheme of sure benefit to City, and should be backed up and adopted. Lantern slides [lanternslides] used at this dinner. Paper read afterwards before Woman's Club in the Art Institute Building.

date [in margin]

Lantern slides [lanternslides], a new drawing of lake front park, and illustrative colored pictures shown at dinner of Merchants' Club in Auditorium.

date [in margin, circled]

Ferdinand W.Peck took matter up & gave dinner to over 300 Chicago men.

Place of that time [in margin]

Large scenes covering ends and side of room were made by the design artist.

date [in margin]

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Burnham took laboring oar at all the above meetings, using lantern slides [lanternslides] and many drawings. All the notable tree growths near lake Michigan were specially photographed and made into lantern slides [lanternslides] for the purpose of proving that rich foliage may be cultivated on the margin of the lake.

Show Eastern cottonwood 127 feet high 9 to 11 feet diameter [in margin, circled]

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On --- 1906 Mr. Charles D.Norton then president of the Merchants' Club and Mr. Frederick A. Delano, one of its past-presidents called on me in my offices in the Railway Exchange, to ask if I could undertake for the Club to make a plan for the future development of Chicago. Believing that good order and consequent beauty in the streets of a city have never come about of themselves, but only as a result of carefully devised plans worked out before hand, and seeing clearly that the time had come to begin this study, I consulted, and undertook the task

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under the agreement contained in the following letter.

Quote letter

In order to bring the work near me and because I could not devote my entire time to it, two rooms were built over the roof of the Railway Exchange, where it has gone up to the present time. From the beginning I was joined by Edward H.Bennett, who had taken part with me in the study of the Military Academy at West Point [start margin] Block Plan of W. Point [end margin, circled] and also was associated in the planning for San Francisco, where he lived while that work was in progress, and until a report of it was published. [start margin] Plan of San Francisco [end margin, circled]

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On --- 1907 the Merchants' and Commercial Clubs were merged under the name of the Commercial Club of Chicago, and I now have the honor to report to you as its committee having charge of the planning for the future development of Chicago, as follows.

As soon as this work was undertaken, your officers and committee began to give up their time to it, and I take pleasure in stating to you to the Club as a whole and to the Citizens of Chicago that there has been no hesitation on your

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part to devote yourselves to this undertaking, during the year and a half that has expired since you met and organized. I feel sure that your private interests have been secondary and this public duty first, and I cannot forbear expressing my admiration and gratitude to every one of you for the self-sacrificing spirit that has constantly been shown. There have been --- committee meetings in my room, besides many elsewhere. The attendance has always been full and the interest and enthusiasm has been such as men ordinarily only

Page 8

give to affairs they are privately interested in. Many of the weeks have seen meetings occur every day, and no week has passed in the entire time without one or more. By your invitation the Governor of the state and the Mayor of the city have paid many visits and

have shown the keenest interest in the study of the whole and in parts of the schemes that have been evolved, and they have united with you as citizens to urge forward the execution of such things as are ready for adoption. There have also been present at your meetings many men from the various walks of life, & who live here in Chicago

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as well as in other parts of the country and of Europe. We have had the benefit of their criticisms and the great value of their encouraging words. The public spirit shown in this enterprise has been remarkable, and distinctly shows that it is only necessary to call upon the civic pride of our people to get an instant and most hearty response in the direction of the public good.

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The purpose of the task undertaken by us is, first, the careful study of the physical conditions of Chicago as they exist; second, to discover how and where they can be improved; and, third, to record our decisions in the shape of drawings and texts, that shall become a guide for the future development of the city - in commerce, in health of mind and body and in the enjoyment of life. No one part of the city has been considered exclusively, equal consideration has been given to every part. It is believed that prosperity for each

Page 11

is the surest and ~~[begin strikethrough]~~ most lasting ~~[end strikethrough]~~ prosperity of all. In creating the best ideal arrangement every one who lives here is better accommodated in his business and social activities: in creating better freight and passenger facilities every merchant and manufacturer has helped; in creating a complete park and park-way ~~[parkway]~~ system, the life of the wage earner and of his family is made healthier and pleasanter, which the greater attractiveness thus provided, keeps at home, the people of means, and acts as a magnet to draw ~~[erasure and strikethrough]~~

Page 12

those who work for and purpose to live in the most delightful surroundings they can find. People of means are the money spenders, and we constantly hold in mind the fact that where they gather there is work ~~[erasure]~~ for the wage-earners - things are going on, they are alive, and there is the best chance for an industrious man, while as I said above the very beauty that attracts those who have money, make pleasant the life of those he lives among, while anchoring him and his wealth to the city.

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Story of the purpose of Pericles and the result (See paper read 12 years ago at Metropole Hotel)

Story of Hassenianizing [Hausmannizing?] Paris (same paper as above)

The prosperity aimed at is for all Chicago - that of one class or grade helps every other.

(This whole subject should be wrought into a form that will be telling)

Page 14

History of Planning.

Ancient.

Modern European.

American.

Washington

Cleveland.

Manila.

Baguio

(West Point)

250 plans of cities gathered together before going to the Philippines -

Many other documents.

Reports

Page 15

Deductions applicable to Chicago.

Illustrate by means of plans of other cities - and finally by using Hennard's [Eugene Henard?] ideal diagram (giving credit)

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Chicago's location on the continent of North America. The low flat country of North America bordering on the lake. Its advantage.

[start margin] Map [end margin, circled]

Compare this territory (radius of ? miles) with other like alluvial spaces in world.

Both a gateway and a magnet. All roads lead to Rome.

History of the town.

*Letter of La Salle

When was city incorporated?

Since which time what has been the growth of principal cities in the world.

Italian (2 cities)
Spanish (2 cities)
Austrian (2 cities)
French (2 cities)
German (2 cities)
English (2 cities)

American. 20 cities South, North, and finally on the line of New York, Chicago, San Francisco.

*Footnote. Arnold's figures

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Prediction of Morton's writer in regard to growth of Chicago, and how near did he come to it:

The probable future
Arnold's generalizations

Our own as to future growth.

Causes of growth of cities.

Desire to see life brings in farm boy.

Country does not need as much farm help per acre as formerly because of improvement of agricultural implements.

Better wages & easier life in factories ect.

~~[begin strikethrough] Diagram physical limits [end strikethrough]~~

Page 17 1/2

~~[begin margin and strikethrough] 83 ³/₄ [end margin and strikethrough]~~

POPULATION.

Chicago.

1850 - 29,963

1860 - 109,260

1870 - 298,977

1880 - 503,185

1890 - 1,099,850

1900 - 2,007,695

DHB

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[begin margin] Causes of growth [end margin, circled]

Modern methods of transportation

“	“	“	Telegraphing
“	“	“	Telephoning
“	“	“	Lighting
“	“	“	Heating

Produced by urgent needs of man whom they, in their turn, act as a magnet drawing him
D.H.B [handwritten, in margin]
to the Centers wherein they have been fully developed. Will not the future see still larger
places than the past?

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History of physical development of this city

Low ground in 1857

built up higher grade

Should have been raised 10 ft. more

Grade of cities from time to time.

Rome now 60 ft. higher in places, ect., ect.

San Francisco from Montgomery to the Bay.

Encroachment on water fronts.

It grew from that o to this O

Extension of limits from time to time.

See diagrams

Page 20

[erasure]

No one at any period of the development of this city has looked far enough ahead. We find ourselves often saying “Oh! If only our people just after the fire had realized what the future growth of this city would be and had planned for how different things would be now.” This is a warning. We must see to it that the men of today think comprehensively, realizing that from all past experience we are apt to be too timid whereas we probably cannot go too far in preparation for the future if our conclusions are logical.

Page [20a]

Note

From 21 Page [circled] to 33 Page the paper should be rearranged.

The discussion of road building

The diagram of the state roads

and

The diagram of comprehensive Chicago should be in the following order

1st Discussion of road building (or should this go to appendix?)

2nd Diagram of state roads

3rd Diagram in Chicago

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In view of the last statement what territory ~~erasures~~ should be dealt with in planning for the future development of Chicago?

The following diagram is intended to answer this question. On it are shown not alone the legal limits of the city but, in addition thereto, the surrounding towns whose commercial and social life is intimately knit with that our own, of which they are an essential part. Thousands of us live in these towns while doing business here ~~erasure~~, and thousands of us are interested in the manufacturing and other indus-

Page 22

tries is carried on there while residing here. There are few large undertakings located in the places shown in the diagram that are not controlled, in part at least, by citizens of Chicago itself. While this is true of business the social relations between the people of the various towns is even more intimate.

Page 23

It needs no argument to show that direct highways leading from the outlying towns to the cities are a necessity for both, and it is apparent that all outlying towns should be connected in very best manner. Isolated neighboring communities lack those social and commercial advantages arising from easy communication with each other. This diagram has therefore been drawn as a guide for the use of public bodies in their study of the relations of their town with others, to point out the locations and roads that should be followed. It is not

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put forward as perfect and complete, ~~erasure~~ of every foot of the road, or of every detail of width, crossing or turning of the way, but as a general scheme, the large details of which can be relied on and safely followed. It has been worked out with care by those familiar with all of the existing conditions. The solid black lines ~~erasure~~ are routes already open and in use as public highways, the dotted lines ~~erasure~~ indicate proposed connecting links not yet in existence. It is believed that the building ~~erasure~~ of these roads will not be difficult or very expensive for any given township in which they are located, as

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very little new real estate will have to be acquired the highways as they are mostly sufficing for the purpose, and the burden falling lightly on each each for its part of the work. The method of procedure should be for the public authorities or the improvement associations of each town to confer with those of its contiguous neighbors and agree on [erasure] the route of a connecting highway, upon the width, arrangement of roads, side walks, planting spaces and drainage, and the sort of trees and shrubs to be used for shade & adornment. [begin strikethrough] The improvements should be liberal as possible, remembering that the work is for the future as

Page 26

as well as today. [end strikethrough] In laying out routes [?] no bad kinks or turns should be tolerated. The English roads, though the best as to surface finish and drainage, do not compare with those of France as to trend and direction, because there are so many abrupt and "blind" twistings in the former, which are mostly avoided in the latter. Liberality in road building now will repay many fold in the future; the aim should be to adopt the best roads, the best curves & turns and the most perfect construction known at the present day. Remembering, as was said above, that

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the cost, in any event, can not fall heavily on any one township.

Small pocket pamphlets showing the above diagram and containing hints regarding road building will be furnished by the Commercial Club as their contribution to the general work.

For general information on road building there is no better reference document than the paper read by John Alvord some years ago before the Commercial Club. In general, the conclusion of Mr. Alvord and of others seems to be that there are many specifications any of which will produce good surfaces, but that durability and lasting value in any case

Page 28

must finally depend on maintenance. No road yet invented will stand up without constant care and attention being bestowed upon it, care which should begin almost as soon as the surface is first finished. In the long run, taking a period of two years, it is the opinion of all experts on road building, that a pretty good bed and surface, carefully maintained all the time, will cost less in the aggregate than the very best bed and surface neglected. [begin strikethrough] when left to themselves. [end strikethrough] We need perfect maintenance organization constantly kept sharp and effective, rather than very

Page 29

expensive first construction. The old saying that "Eternal Vigilance is the price ect." applies peculiarly to roads. But, nevertheless, the best original construction will be found to be economical in the end. Automobiles have introduced on the roads a new sort of wear and tear. Their broad pneumatic tires carrying great weights and moving at high speeds press into the softer spots and suck up such loose material as they are composed of. The result of this is pock-marks [pockmarks] or rough

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places which destroy the best of the old method road building in a few weeks. There have been no roads constructed with smooth surfaces that have stood up under heavy automobile travel, except those made of asphaltum and those made like the blocks from -- - to --- on the --- road in Buena Park. The latter has gone through two seasons of very hard usage, and although little has been done to it, seems unchanged as to its

Page 31

surface. In one section of England considerable stretches of the same sort of construction have been in service for some time, [erasure] with the same result as at Buena Park. In France, two years ago, the main road from Versailles to Chartres was in first class condition; going over the same road in June this year it was found to be almost impassable, the wear upon it having come from automobiles; and yet this highway was constructed with care on the best old fashioned macadam formula. Asphaltum roads can be made that will not chip or pock-mark, but the surfacing must be done so that it

Page 32a

incorporate with the mass beneath and not rolled on as an outer layer.

There seems to be one thing thing however that the Club should urge upon the public authorities and that is a very moderate speed limit for automobiles, for it is the speed of these machines that makes them so destructive to road beds. [erasure]

Page 32b

The diagram showing great state highways leading to Chicago should be considered by the Club; every effort should be made to lead the public authorities of the various cities more or less distant from the center to join in a common effort to build them. The value of such highways to the terminal cities is great, but it is greater to the cities through which they pass, and greater still to the farming through which they pass. They will add an element of better living to the agricultural community bringing him more quickly "to town"

Page 32c

making communication between farms more easy and much more pleasant, and, if small inns be built at desirable spots along the route affording ready markets for many sorts of farm produce. [erasure]

These state highways should invariably include a paved work-road for heavy loads and a pleasure drive also. They should be separated by a grass way between them & there should be grass plats at the sides & not less than three rows of trees should be planted.

Page 32d

Such highways develop the country through which they pass. They induce residential settlements [?] along their routes and improve the value of the farms themselves, from which later it becomes much easier to deliver all products to market.

The country schools should be on these highways, which ought to be made to serve the farm community in a better manner than has ever before been done in any country. A special public commission should study this subject and prepare instructions to cover all the points indicated above.

Page 32e

[begin strikethrough] The state of [end strikethrough] The government of Illinois is actively promoting road building. It is manufacturing material for the use in all the state. Its public documents on this subject should be carefully read and its purposes should be endorsed and actively supported by this Club and by all the agencies in the commonwealth that *can be brought to bear.

*Foot-note or appendix.

Show documents referred to

Page 32f

A shore level highway should be built extending from Winnetka to Milwaukee, and even where it runs through intermediate cities it should be as close as possible to the edge of the water. A diagram and text should be prepared by this Club to be used by the people along the route. Such a highway should be kept a little back of the sand beaches, and a little above them, a retaining wall being built to separate the road & the beach. The planting should be such trees and evergreens as are as hardy

Page 32g

enough to stand the exposure. There is a sand waste a few miles north of Waukegan on which grows a dwarf juniper, the effect of which, on the sand banks, is that of moss of rich dark green color. This could be used on the shore.

The same treatment should be promoted, for the edge of the water, entirely around Lake Michigan, in order that a park way [parkway] may thus be formed for all the people living

miles back from the shore. A connection of the best kind between towns and a general highway

Page 32h

for all the peoples located around the inland sea. [erasure] While speaking of this highway, it should be understood that the route cannot everywhere pass upon the actual shore itself, but should be kept as near it as possible and pass over it wherever practicable. Much care and thought should be given to a recommendation as to the construction & planting of such a boulevard which cannot be carried out at once, but which may be expected to grow into being if once well started.

Page 32i

In matters pertaining to great public thoroughfares, as in all others of this report, it should be constantly borne in mind that our planning is for the long future, and that we are looking for comparatively few immediate results; that, in short, we are merely recording for the public benefit, those ideas and principles which in time are sure to become the guides of public improvements. And we do it because without a comprehensive general plan, isolated achievements [erasure] of men or communities

Page 32j

are of little effect, are unavailing for public good, and are mostly waste effort and public loss.

Page 32k

An easy method of running highways is, very often, to follow beside the rail roads [railroads], the work road being not the right-of-way as nearly as possible. Where the two, the railroad itself and the boulevard can be planted so as to form a unit, making the expense of maintenance less, and the effect to the eye much better. A uniform system of treatment should be worked out and recommended for this. As a general thing [begin strikethrough] where a railroad runs [end strikethrough] no damage to private property occur (except for cost of land) by putting a carriage road through beside a railway. [begin margin] The right of way of railways should be kept up in a beautiful condition, both for surrounding property and for passengers on the railways themselves [end margin]

Page 32L

As in regard to everything else in this report so here in regard to roads, it is strongly urged that beauty pays and that while the practical must constantly be pushed to the fore and always served first, nevertheless beauty, especially that beauty obviously the result of good order, plays no small part, even when money returns alone are considered. Beautiful highways will make every acre of ground within their influence worth more money. Such

acres, all other things being equal, will sell for a higher price than those far back from the farmers boulevards.

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The outer encircling highway [erasure] beginning at Kenosha on the north and runs through Pleasant Prairie, Trevor & Wilmot to McHenry, thus passing through the lake region. A special public association should study this [erasure] country and further the development of shores, round frontage [?] roadways & view points. Here are the head waters of the Fox River lying in natural scenery of much beauty. A large number of lakes and water ways surrounded by hills, the whole forming an extensive park like territory that will become an

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important adjunct of Chicago life when properly improved.

Beyond McHenry this outer encircling highway continues on through Woodstock, Marengo, Genoa, Sycamore, DeKalb, Cortland, Sandwich, Millington & Morris, thence it runs beside or near the Kankakee River through Willmington, Kankakee, Momence, Shelby and Maysville, the scenery along this route being very interesting and much of it romantically beautiful. From Maysville the highway bends north through Valparaso to Lake Michigan at Michigan City, or by another route

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from Maysville, through La Crosse Wellsboro and LaPorte to Michigan City. The total length from Kenosha around to Michigan City being approximately 200 miles. It is obvious when one glances at the above diagram, that this highway properly built and adorned, will become a strong influence in the development of the social and material prosperity of each of the cities involved & of all the farming country between them, along the entire route.

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The encircling highway next inside the outer one begins at Waukegan and passes through Libertyville to Lake Zurich & thence by two routes one through Barrington to Elgin, the other bending around in order to skirt the Fox River near Algonquin, and Dundee to Elgin from which it still runs beside the same river through St. Charles, Geneva and Batavia to Aurora, a stretch beside this stream of quite 30 miles. From Aurora the highway continues to Plainfield where it crosses a small stream thence through Joliet and by one route through Manhattan, Monee, Eagle Lake, Cedar Lake,

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Crown Point & Hobart to a new town on Lake Michigan and by another route from Joliet through Chicago Heights, Griffith & Tolleston to Gary on the Lake. This highway will be approximately 140 miles long and nearly the whole of the northern part of it is very picturesque. The next highway proposed goes through a fine rolling country west of the Desplaines River; it begins at Winnetka, and runs through Desplaines, Elmhurst, and Hinsdale to Blue Island, whence to route splits into two, one Harvey & Hammond to Gary and the other running from Blue Island to Roby on the lake.

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The fourth and last of the informal encircling highways begins at Evanston and passes through Niles or Desplaines and beside the Desplaines River it runs through several small towns to Riverside, all this part of the way being wooded on the borders of the water and very beautiful without any essential change from present conditions. From Riverside this highway runs through Chicago Ridge to Blue Island, from whence to the Lake the routes are the same as above.

[begin strikethrough] These four encircling highways not only connect the towns on their [end strikethrough]

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It will be noted that this diagram provides not only for encircling highways but also for those running directly to the heart of the city from each and every important town & village. And it will also be noted that nearly every stretch of roadway shown on the diagram already exists as a more or less good country road, the dotted lines indicating proposed changes or links. The system as a whole is complete and meets every known demand of road building, for such

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extensive environs as those of Chicago. It is confidently believed that every mile of these highways will, in the course of years, be improved in the best manner, and that thus Chicago will ultimately possess a net work of surface thoroughfares fully equal to the requirements of future generations.

[begin strikethrough] Before discussing the street scheme devised for the territory within the city limits, and, in order that its relation to the great outside highways and [end strikethrough]

Page 41

[begin underline] Streets within the city limits [end underline]

In studying the street system of Chicago it is recognized that the land and buildings of some central locations are too costly to admit of condemnation for public thoroughfares, and, therefore, no new streets are proposed for the down town [downtown] district which

lies between the River and 12th St. [Street] and between the lake front and the River west of the old city;

[begin margin] Correct [end margin]

and for the same reason very little widening of streets is recommended, except of 12th [begin strikethrough] Street [end strikethrough] Washington & Congress [begin strikethrough] Street [end strikethrough] and of Michigan Avenue, all of which

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can be done at comparatively small cost. It is recognized also, that the above mentioned district is already congested and that it may become [illegible] more so. To widen many of the streets of this part of Chicago would necessitate prohibitive public expenditure, which the people could not bear at the present and probably at no future time. Moreover, the street system of the down town [downtown] district is the outcome of well fixed habits and customs of the people, to change all this would involve an entire revolution of present methods of doing business. It

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is not impossible that the future may bring about such a revolution, so far at least as freight hauling is concerned (this will be discussed later on in this report), but even though no freight were brought into central part of the city save such as is to be consumed therein, nevertheless the "business district" will need expansion and opening up in every possible way in order to give freest access to it from every direction, and for freest circulation within its boundaries. The time is not far off when, through freight [begin strikethrough] to [end strikethrough]

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be kept out of the city proper, the streets in the center will be taxed to the utmost, on the surface, on overhead tramways and under the present sidewalk grades. New York is contemplating passenger tunnels beneath the present ones. While in all probability Lower New York congestion of people moving about the streets is far less than will come [begin strikethrough] about [end strikethrough] here in Chicago at no distant time. Knowing [erasure] this it is important to provide arrangement to [begin strikethrough] we must [end strikethrough] divert, as much we can, the movement of people [erasure]

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around the Center where business or pleasure does not necessitate their passing into or through it. The topography of Chicago is such, that this may be accomplished; because the shore of the lake bending rapidly away toward the north west, north of North Avenue, places the [begin strikethrough] people [end strikethrough] center of population of that section so far west that they can go quite directly to the South-side [Southside] without passing through the "business district" if means be provided as we show while those of the West side can easily reach the North or South side [Southside] south of the business

district directly without passing through the Center. ~~If~~ ~~end~~ ~~strikethrough~~. The streets should be so arranged and improved that this will actually occur

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At the present nearly everyone going from one ~~quarter~~ ~~end~~ ~~strikethrough~~ section of the city lying outside the center, to another section outside the center, does come into the "business district" and passes through it on his way. This movement includes pedestrians, passengers on the elevated and surface cars, and in wheeled vehicles. It also includes teams & trucks of every description*. For fire and police service it is obvious that the most direct and well improved thoroughfares should enable them to pass ~~by the~~ ~~end~~ ~~strikethrough~~ from section to section outside the congested Center.

*Incorporate Bennett's [Edward H. Bennett] note on this

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In making a plan of all the streets the existing ~~radiating~~ ~~end~~ ~~strikethrough~~ diagonal thoroughfares are made use of. ~~They have~~ ~~been compared to arteries without a heart; they need to be extended connected and supplemented by others.~~

[begin margin] Bennett detail [end margin]

(The accompanying diagram shows in red color those that exist, and in black color those proposed & which do not now exist). This diagram shows a completed system, so far as the territory within the ~~city limit~~ ~~end~~ ~~strikethrough~~ present city-limits is concerned. Each of the main trunks may be likened to ~~that~~ ~~of~~ ~~end~~ ~~strikethrough~~

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of a great river into which flow minor ~~the whole~~ ~~covering a wide territory~~ ~~which is connected with the center and with other territories.~~ (See Bennett's diagram A and his remarks on this.)

(Bennetts note that diagonal streets should increase in width toward the center) ~~See Bennett's remark~~ ~~end~~ ~~strikethrough~~

In addition to the diagonals shown on this diagram are those roads existing which run beside the great railway rights-of-way. Some of those already extend far out in the country and also penetrate inside the city. They should, all of them, be improved, and where there are missing links these should be

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opened up. When, at perhaps no distant day, the railroads entering the city are operated by electricity, no better highways can be imagined. They should be broadened, and beautified and made fully to serve as great arteries, which they now are only partially.

[begin strikethrough] They as are generally [end strikethrough] Outside of the city limits and very often inside of them, these highways beside the railroads penetrate the most populous districts where they are of immense and growing importance. They should be drained, paved and planted in the best manner. [begin strikethrough] The viaducts at crossings of the railways and carriage roads should

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let these paralleling highways through underneath and [end strikethrough]
[begin strikethrough] It is of the first [end strikethrough]

It is of first importance that there be no grade crossing of carriage ways & railways. This work is already extensively in operation inside the city and should be [begin strikethrough] extended to over [end strikethrough] completed over every one of these crossings within the territory shown on the main Diagram of Encircling Highways.

(Interpolate Bennett's B paper or such part of it as thought proper)

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The great arc sweeping from Graceland Avenue to 55th Street at Western Avenue. [begin strikethrough] When the day arrives as it will [end strikethrough] The day will come when a dense population will cover the territory lying between the Chicago and Desplaines [Des Plaines] Rivers. It will be built up as solidly as any [begin strikethrough] existing section [end strikethrough] other part of Chicago. A great highway composed of carriage and wide roads of similar tram roads and continuous play grounds [playgrounds] sweeping around the center [begin strikethrough] of this section [end strikethrough] on this route and connecting the dense populations that will inhabit the north and south sides will be of inestimable value. To it any one can come from considerable distances on either side of it and follow its line

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until he reaches a street heading directly to the part of the city to which he is going. [begin strikethrough] But he will find [illegible] [end strikethrough] By this route he will avoid congested [begin strikethrough] avoiding [end strikethrough] business and manufacturing territory & [begin strikethrough] he will [end strikethrough] from it he can very directly penetrate the regions on either side, to his objective point. It will supply the function of many diagonals that [begin strikethrough] will not [end strikethrough] would otherwise be necessary [begin strikethrough] If this arc be built [end strikethrough] As a continuous [begin strikethrough] play ground [playground] [end strikethrough] park it will furnish breathing space and play grounds [playgrounds] for a very large number of people,

and become a most popular avenue for pleasure as well as for [begin strikethrough] cir
[end strikethrough] necessary circulation. It seems to be

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the line most normal to all the great existing reaches and it will be the most economical method of furnishing quick and easy communication. If not adopted, then, in order to obtain a perfect circulating scheme many diagonals not now existing would have to be opened. It expresses in an ideal manner what is aimed at by all the inner [begin strikethrough] loops? [end strikethrough] circuits, which are angular, because of the prohibitive cost of making them follow a continuous curve [begin strikethrough] and of bringing the important intersections [end strikethrough] and because a curve for those inner ones would not develop the necessary articulation with important [illegible] streets.

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The degree of curvature of this parkway will ensure an extremely noble effect along its entire [begin strikethrough] extent [end strikethrough] length and will make many picturesque angles with the intersecting streets. As a whole it [begin strikethrough] That parkway in reality is an encircling illegible [end strikethrough] is intended to be such a noble highway as does not now and never has existed in any city. [begin strikethrough] The circuit is from the entire length of Michigan Ave. [Avenue] across over the River to the north side, thence Graceland [end strikethrough] It would really extend from a park at the intersection of Graceland & Western Avenues, around to Gage Park, thence east on 55th Street Boulevard to Michigan Avenue, and

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thence north to Graceland Avenue at the Lake a distance of nearly 30 miles. This great circuit can be routed in first execution to avoid very well fixed conditions if any such are found to be in the way. [begin strikethrough] If built [end strikethrough] It will normally enhance the value of a wide strip of property through which it passes.

[begin strikethrough] As a center of the street systems the of the city [end strikethrough]

The next circuit inside the grand one [begin strikethrough] already [end strikethrough] almost fully exists, in the form of the Grant Park Boulevard, as follows. Michigan Avenue, 35th Street, South Park Avenue

? [in margin]

to Oakwood Boulevard, Drexel Boulevard to Washington Park, 55th Street to Gage Park thence by the [begin strikethrough] Park [end strikethrough]

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West Park Boulevards through the West Parks ~~and~~ ~~back by Diversy [Diversey] Boulevard~~ ~~back to~~ ~~to the Lake & so north to Michigan Avenue.~~

Another circuit ~~instead~~ is on the same route as the latter

~~?~~

except that it does not go as far south as ~~the South~~ ~~55th Street~~ but goes west to McKinley Park as shown on the diagram.

The next circuit inside the latter

~~Should it go in?~~

Beginning at the Lake, running on Fullerton Ave west of Halsted, thence diagonally south west to Ashland [Ashland] and North Avenue thence south on Ashland and to Division. It thence south west diagonally to Western Ave & Grand Ave thence south on

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Western Ave to 12th St. thence south east diagonally to Ashland Ave & 22nd St, thence south on Ashland to 31st, thence diagonally south east to Halsted St & 39th St, thence easterly to the lake on 39th & Oakwood Boulevard - thence by Cottage Grove Ave to 22nd 22nd to Michigan and so on

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This brings us to the grand inner circuit which is very ~~high~~ ~~great ultimate importance.~~ The Michigan Avenue line (22nd St. to Chicago Ave) is the base thence 22nd to Halstead [Halsted]. Halstead [Halsted] diagonally to corner of Ashland Ave. [Avenue] & 12 [12th Street], thence north on Ashland to Union Park. Union Park diagonally to corner of Chicago Ave & Halstead [Halsted] St. thence east on Chicago Ave to the Lake. This route should be a great thoroughfare, affording every facility for the movement of people on foot, in carriages or in street cars [streetcars], and for teams as well. It should be very wide and beautifully planted.

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The innermost circuit is Mich [Michigan] Ave to 12th ~~Halsted~~ ~~& Canal~~, thence diagonally to Halstead [Halsted] & Congress, thence diagonally to Washington & Canal thence on Washington back to the lake. This circuit should have an underground ~~loop for passengers~~ and an overhead loop for passengers, except that the overhead should swing over Wabash Ave instead of Michigan. 12th Street should be elevated from Michigan Avenue to Canal & be at least 180 feet except when the railroads come where it should be much wider.

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[begin strikethrough] Washington St. [Street] and Chicago Avenue should be much widened [end strikethrough]

The following existing east and west streets should be widened and much improved

Graceland Avenue -

Diversy [Diversey]

North Avenue

Grand Avenue

Chicago Avenue

Washington Street

Congress Street extended & very much widened

12th should become a great viaduct beginning at grade at Michigan Ave and extending, elevated over to Canal and should not be less than 180' [feet] as shown on drawings.

16th St. widened

22nd St. " "

It could be wise also to widen every one of the section limit[?] streets running east and west.

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The following north and south streets lying between Graceland Avenue (Irving Park Ave) and 55th Boulevard should be extended & widened. Viz[?]

South Park Ave,

This is the extension of Grand Boulevard & it should be carried over the Illinois Central Right of Way from 22nd Street to [begin strikethrough] the east line of [end strikethrough] Grant Park over which [begin strikethrough] park [end strikethrough] it should pass to the said railroad's north freight yards, over said yards, and the Main branch of the river and so on until it connects with the Lincoln Park Lake Shore Drive on the north side. The result

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of this would [erasure] a continuous outer boulevard connecting the Lincoln Park and South Park systems with the utmost directness, and in the a very fine manner. [begin strikethrough] It would [end strikethrough] This way would enable people to pass by the center when not desiring to enter it & would be an added thoroughfare to and from the center. It must be remembered always that the plan looks to the future, to a time when every possible thoroughfare will be needed for circulation and that all that can be created will not be too many [begin strikethrough] Make these two systems more easily available than by any other routes, both for people coming from outside the business center and especially in case when any one wishes to enter or depart from the center itself. [end strikethrough] Its great usefulness and convenience is obvious. It should be among the first things undertaken by Chicago for immediate realization. It would

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cost comparatively little for condemnation of private property; only enough in fact to effect the necessary widening from Grand Boulevard to 22nd Street and enough to carry through the route on the North Side part. The right of way over the railroad from 22nd to Grant Park and from Grant Park to the river should be acquired without cost.

From the intersection of Michigan Avenue and Randolph the route between the north and south sides should be very much improved; the buildings here between Lower Michigan Ave & Central (or Beaubien) Court should

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be condemned and removed, as should all buildings lying 150 feet west of Pine Street on the north side up as far as the waterworks; and, in place of them should be a boulevard about 125 wide (the present width of the property to be condemned on the South Side). This boulevard should begin to slope up toward the north, ~~beginning~~ beginning at ~~from Randolph St.~~ from Randolph St. and rise at an easy grade, so that when Lake Street is reached it will be enough to allow said street to pass under it. The boulevard should thence extend to the river, allowing Water & River

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Streets to pass under with plenty of head room. At the river should be built a double deck bascule bridge, the lower level to be used for commercial teaming, the upper for carriages and foot passengers. From the north end of the bridge the boulevard should run on, descending to the present street level at Ohio Street. at which point the boulevard should divide into two thoroughfares one being Pine Street as it is, and the other a new narrow street, built on the 150 ft. to be condemned and which above mentioned.

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This improvement would leave Lake Street and Central Court just as they are. It would result in giving up the entire streets from Randolph to the River, to commercial use, thus freeing the latter from carriage traffic which interferes with and hinders free movement. It would make the Illinois Central Yards more ~~available~~ ~~accessible~~ accessible and, there is no reason why, in the future, this region might not be covered with large buildings for storage or the manufacturing ~~or both~~ ~~the railroad tracks running beneath them~~;

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practically where they now do. Such a state of things could not be created, of course, until the railroad companies adopt electricity for operating trains. This boulevard ~~should be~~ ~~improved~~ improved. It ~~will be~~ will be a great high way [highway]. It is sadly needed and should be constructed at once, and in a manner equal to anything known. It is confidently believed that the accomplishment of this work

will have an immediate and very beneficial effect on all the property near it, and an effect on

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every foot of real estate in the city limits. It will be the first decided step forward by this city toward conditions recognized all over the world as proper in a metropolis, and, from the time it is finished we will have ceased to be a village. For our own people's convenience, indeed, for their safety as well, and in order to relieve them from intolerable conditions this undertaking should be urged on by everyone living wherever he may in the city. The opening of this boulevard will also be the opening for a new day for Chicago.

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From the line of Randolph St. southward an open plaza should be made, adorned with a large fountain, and improvements on the east of it. On this the public library will face. The present Randolph Street viaduct should be taken away. It will not be needed in its present shape.

South of the south line of Randolph Street the sidewalk on Michigan Avenue should be widened to 30 at least as far north [*sic*] as 12th Street, and the Michigan Avenue for the same distance should have a 60 foot wide roadway, east of which should be the planting space and refuges, and east of them should be

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a 100 feet wide road, which ultimately (when the present Art Institute becomes too small and is removed) should run from Randolph Street to 12th [Street] passing over the grand plaza which will extend from Jackson St. to Hubbard Court. The inner road way on the present Michigan Avenue line would thus be used in connection with the buildings fronting upon it, and be wide enough [~~begin strikethrough~~] so the [~~end strikethrough~~] to allow vehicles to turn around upon it. The outer 100' driveway would be the great thoroughfare for the vast traffic that will ultimately pass by in front of

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the city.

As a matter of fact, Michigan Avenue should be widened to 30' sidewalks & 60 feet road way [roadway] at least as far south as 22nd Street. If this were done, and both South Park Avenue and Indiana Ave brought to the 12th Street plaza (which is [illegible] at the intersection of 12th Street westward and the 300 foot existing lake front park strip, produced) a competent circulatory system of streets would be developed for the large north & south movement of

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people that is sure to grow up in the course of a few years more; ~~begin strikethrough~~ In short ~~end strikethrough~~ Everything that can should be done to prepare for this. The utmost physically possible will be little enough later on.

This entire broadening will form part of a whole scheme extending, as said above, from Chicago Avenue to 12th St. ~~Street~~, a distance of two miles. It will also form part of the development of the lake front ~~lakefront~~ down town ~~downtown~~ - the vestibule of the city - which will be explained further on under the heading Parks & Parkways

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Lasalle St. and Avenue

It is proposed ultimately to widen LaSalle Street from Van Buren St. south, and LaSalle Avenue from the river north. This will come about when the new arrangement of railway stations comes into being if this should ever occur, - (as will be explained further on in this paper) -, By this means a better thoroughfare and one very much needed can be opened up between the north and south sides. When this accomplished an open plaza should be created at the intersection of LaSalle and Congress around which should then [?]

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the great business exchanges. This should become the financial heart of the city, being directly connected in the best manner with the already builtup banking and office building ~~begin strikethrough~~ many ~~end strikethrough~~ neighborhood. Such an axis as LaSalle St. running from 12th north to Lincoln Park, having no street cars ~~streetcars~~ on its surface would seem to be demanded for that future time (perhaps not so far off) when the inhabitants of the city shall number several times more than today, and when their interests in the heart of the city shall need far more and

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better arranged space than we have at present.

Canal Street should also be widened and extended- but this will be discussed further on when speaking of the passenger & freight lay outs ~~layouts~~ of the railroads.

Halstead ~~Halsted~~ Street should be widened and improved as it will form an important part of the Grand Circuit including ~~begin strikethrough~~ 12th ~~end strikethrough~~ 22nd from the lake to Halstead ~~Halsted~~, and Chicago Avenue from the lake to Halstead ~~Halsted~~. Too much emphasis cannot be placed on the widening and first class improvement of this

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great thoroughfare which begins near the lake two and a half miles north of Lincoln Park and thence runs directly south through the center of population of Chicago to the southern city limits and beyond thus a distance in the city of over 20 miles. This street will inevitably take an immense burden of traffic. It is one of the longest business streets in the world and is bound to become one of the most important ones, from every point of view. Its development should not be delayed. It ~~already~~ ~~needs~~ widening now in order to accommodate the traffic already moving upon it, ~~and~~. Its improvement should be promptly taken up by the city

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authorities ~~without~~ any delay, and the work should not be left to citizens committees formed along its line, but should be laid out and pressed on in a comprehensive manner. It is really of more importance for Chicago's future welfare than even the connection between the north and south sides on the line of Michigan Avenue or the widening of LaSalle St. ~~[Street]~~

With the widening of 22nd 12th Washington Chicago Avenue, South Park Avenue over to the north side Lake Shore Drive, Michigan Avenue, LaSalle, Canal and Halstead ~~[Halsted]~~, and with the diagonal included within this territory a very

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complete inner circulatory system will be established which will fully take care of the future for the heart of city.

Some of the same east and west thoroughfares must, from the nature of things as they are and which cannot be changed, be used in the extension of this circulatory system toward the west; in other words Chicago Avenue and 22nd Street after reaching Halstead ~~[Halsted]~~ going west deflect each on a new diagonal to Ashland Avenue, this circuit being Chicago Avenue to Halstead ~~[Halsted]~~ thence by

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diagonal to Ashland, thence north on Ashland to a diagonal that leads to 22nd Street & Halstead ~~[Halsted]~~ and from this to the lake on 22nd. This great circuit encloses all that for many years will be the so called business ~~center~~ Chicago ~~including the~~ ~~new~~ proposed Civic Center, and to this circuit in as orderly ~~way~~ ~~manner~~ radiate the avenues leading away from this Center.

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The Park System

History parks

What of Babylon is known

“ “ Nineveh “

“ “ Egypt Cleopatra’s day and around the lakes?

What was done in Greece?

“ “ “ “ Grecian colonies?

“ were the parks of Rome? (Caesar’s will)

“ “ “ “ “ Roman provinces?

“ “ “ “ “ of Medieval Cities.

“ “ “ public parks old [circled] London

“ “ “ “ “ “ “ Paris

“ “ “ “ “ “ “ Vienna

What of the above were parks of nobles and monarchs? Where and how did they become parks of the people?

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What was the beginning of modern peoples parks?

“ “ Europe?

“ “ America?

What was the first American “ park?

“ followed as “ “ ?

The growth of sentiment and practice in regard to this subject.

Discussion of the value of parks in their effect on citizenship

Of wooded spaces natural

“ more formally laid out parks including such as the London, Paris, Berlin, Vienna, New York, Boston, Washington, Chicago and other parks.

Note Lycurgus laws compelling the people to live in open view of each other, discouraging hidden life in hidden places.

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The history of small neighborhood parks, and their value to those among whom they are placed.

The remarks “Yes I have learned to wait my turn and Judge mocks boys who got into difficulties among their own crowded surroundings while living innocently in summer when they could go to the lake front [lakefront]

Diagrams & figures showing the areas and distribution of parks.

London

Paris

Vienna

Berlin

New York

Boston &

finally Chicago as it is

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Chicago as it is --- diagram

“ as it should be “

The forest areas that should be taken by the public.

The lake front [lakefront] as it should be The inland sea with its fresh air and its water ever changing. Its constant attraction as an element of greatest beauty.

It should be free to all, as is the air we breathe. No part of the shore should be closed to public use and enjoyment. The unwritten law regarding it. Bar Harbor, Newport, Lake Geneva, lined with villas and

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private estates over which at the edge of the water, everywhere, the people have a path always open to them although passing over private property. The attempts made to stop this illegal trespassing always ending in the kicking aside of barriers and the continued use by the people. Their real right to the privilege, and the strong proof contained in their overcoming all obstacles to approaching the water.

The water, ever, changing an element of life, of delight & health, will not the improvement

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of its borders pay in returns of better citizenship.

The morning after holidays the parks are now littered with lunch papers showing that vast multitudes have been there and which have come from long distances back in the city or in the country.

[begin strikethrough] There can be no better [end strikethrough]

The building of parks on the shore dictated both by above consideration of health and enjoyment, and even more because the refuse of the city seeks a dump which cannot be found [begin strikethrough] except [end strikethrough] anywhere else than in the lake front [lakefront]. There are probably 1,000,000 cubic yards annually wasted from Evanston[?] to South Chicago

[*On verso* –calculations for the cubic yards]

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of this waste matter, per year, enough to fill 20 acres of ground raising it seven feet above the surface in 20 feet deep water. The necessary breakwaters being built [begin

stri~~ke~~through] that waste [end stri~~ke~~through] this constantly growing amount of waste material can be cheaply put in place Therefore it is wise to provide now for the disposition of it, and to design a beautiful and extensive park strips along the entire shore, which will almost build themselves in the course of another generation. Not a cubic yard should be

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wasted, and indeed both health and danger to navigation prohibits the emptying of this material out in the lake as has been done in the past. Who can tell what sickness and death has resulted from it? The time has come to make a proper use of it, which is to build up the noblest park in the world, continuous with the city front, situated just where the results will be the finest & most effective on the life of

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every man woman and child who shall be living here in the future.

The lake park strips should be built [erasure] leaving lagoons behind them, and these lagoons should be continuous from the South to the North end of the city, in order that those may be, all along the shore, quiet, safe waters, for boating, swimming, ect.[sic] These lagoons will be thus protected from the waves of the open lake & sheltered from the wind, by the city on one side, and the park strips on the other. The lagoons will be a powerful attraction toward open air athletics, both summer and winter

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to say nothing of the added charm to city life for all adults; they will afford a course for races for Northwestern University at the north and the Chicago University at the south. House boats [houseboats], launches, rowboats and small sail boats will ply[?] upon them as well as [begin stri~~ke~~through] public craft [end stri~~ke~~through] craft for the public use at small cost per person. They should be lined with restaurants and pleasure pavillions[sic] with public bath houses [bathhouses], beaches will appear on their shores and by careful designing they can be

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made as picturesque as any inland river. The shores should be planted with every variety of shrub or tree that will blossing[sic] in our climate and every charm that can be devised by the brain of man should be employed to make them beautiful. Every mile there should be a fixed stone bridge.

Both shores should be a part of the general design, and together with the lagoon itself both shores should be owned by the park authorities in order that the whole may
[On verso – very simple sketch of several trees in a row]

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effectively policed.

Imagine this supremely beautiful park way [parkway] [begin strikethrough] the illegible strip [end strikethrough] with its frequent stretches of fields forming continuous play ground [playground], avenue and grove and lying along the shore in closest touch with the life of the city along the whole water front [waterfront]. What would it do for us in health and happiness. Would our people of means be so ready to run away and spend their money in other places? Where could they find such delightful conditions as at home. We should no longer loose so much of the cream of our earnings in the shape of money spent in other lands on the contrary our people would

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not only stay here, but others would come and dwell among us, the sort who would spend time and large amounts of money in Paris, in Vienna, and on the Riverara. It would turn the stream of our profits back to us, which have to such a large degree gone away from us. Everyone living here could feel the result of this change. For between prosperity and bad times there is often but a small percentage, and a community which can keep the earnings at home is prosperous in the long run.

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Next to the importance of development of the lake-shore possibilities of this densely populated community is that of the development of forest spaces. The two, the water front [waterfront] and the nearby woodlands should both be brought within easy reaches of all the people and most especially to the wage earners. Natural scenery furnishes the contrasting element of the artificiality of the city; All of us should often run away from the works of men's hands and back into the wilds which restore mind and body to a normal condition and enable us to take up the burden of life

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in our crowded streets and endless stretches of buildings with renewed vigor and hopefulness. Those who have the means [erasure] and are so placed in their daily employment that they can do so, constantly seek the refreshment of the country. Would not the public see to it that every one may enjoy this change of scene, this restorer of bodily and mental vigor. & Will not citizenship be bettered thereby? He who habitually comes in close contact with nature develops saner methods of thought, than can be

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the case when one is habitually shut up in the walls of a city. The poor should be able to enjoy all in this respect that others do. If [begin strikethrough] could [end strikethrough] a census of the purposes and acts of all the people of Chicago, [begin strikethrough] as they [end strikethrough] affect the general good, could be made for this year of grace 1908, and

again for 1933, after building extensive forests [begin strikethrough] easily accessible [end strikethrough] in the suburbs, the percentage of improvement of [illegible] as effecting the whole community would probably be quite surprising.

The public parks already built

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go far in this direction but not far enough. The new spaces we are discussing should be wild forests, filled with lush trees, vines, flowers and shrubs as will grow in this climate, and all in a natural condition. Country roads and a foot path [footpath] should wind through them but not enough to cut them into too small divisions. There should be open glades here and there and other natural features. And the people should be allowed to use them freely.

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The report made by the Commission of which Mr. D.H.Perkins [Dwight H. Perkins] was chairman dealt with this subject of suburban forests, and all that was suggested in his report is endorsed herein. There are also some large additions suggested.

By referring to the diagram it will be seen that no large section of the city has been neglected in the following recommendations.

The north end of Chicago and the neighboring towns can be served by the large development around the Skokie and the North Branch of the Chicago [River]. The north eastern part of Chicago is also served by the above woodland and by the extensive development on the

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banks of the Desplaines [Des Plaines] River. The latter region is, much of it, already planted, and only needs the extensions beginning in Norwood Park and running north west from the latter as shown on the diagram. The banks of this river are picturesque and beautiful and many large trees of great age are to be found along this water-course [watercourse].

The western part of the city should be served by the forest area at [sketch inserted in text] on the line of the extension of Congress Street as shown on the diagram.

In course of time and providing for a generation ahead, all the region directly west of Chicago should be served by the forest west of Proviso.

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All of the Forest spaces already mentioned should be connected by the forest strips running beside the streams as shown on the diagram. And this connection should continue southward, between Downers Grove and Lyons to the great park space lying south east of the Drainage Canal, which space should be connected by a very broad park way [parkway] with Gage Park.

For South Chicago a development of Forest lands is shown at and near Lake Calumet, and following the stream west of the south end of said

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lake.

The Skokie & North Branch Forest is gently rolling and very beautiful. It is partly wooded at present, and only needs some scattered planting. The borders of the Desplaines [Des Plaines] are often beautiful in variety of slopes and gentle hills, and as said above is already planted so far as the grounds adjacent to the streams are concerned.

[begin strikethrough] The lands close to the lower Desplaines [Des Plaines] and [end strikethrough]

Both the great west and [begin strikethrough] the great [end strikethrough] south west regions are very picturesque and [begin strikethrough] they [end strikethrough] possess features of romantic beauty.

The region around the Calumet is quite flat, but interesting on the banks

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of the stream.

Time and our organization don't allow of great accuracy in the mapping of the forests we propose. We are aware that much discrimination will have to be used in finally location the lands to be taken. But there are no expensive acres in the areas shown on the diagram and by excluding a few of the improved things that may be covered by our lay-outs the remainder can be had at very low prices, and they should be purchased without delay and while the prices are low. If this be done, and the planting be undertaken at an early date fifteen or twenty years

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should find this city with rich forests of great value. In 1871 the Bois de Bologne [Boulogne] in Paris was cut down by the Germans who occupied the city. Thirty years afterwards the woods had [begin strikethrough] all [end strikethrough] the appearance of having been there for ages. There are many varieties of trees that will grow rapidly here, and others that take some time. The right method of planting would be to grow both kinds.

But, no matter whether or not a forest becomes interesting [begin strikethrough] as to mere [end strikethrough] in ten or fifteen years of growth, the shrubs and flowers will in five years reach their very peak and, even

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though the trees be not yet fully grown, these lesser things will furnish in themselves a beautiful kind of wildwood for the city.

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The large existing park system of Chicago is connected up by means of formal park ways [parkways] & is an extensive arc. It suffices for public uses except in certain parts of the city. But with improvements already on foot there soon will be no densely populated section of the city not in a measure supplied with park. The parks are owned and controlled by the three Park Commissions, the North - West & South Park. From Lincoln Park around through Humboldt, Garfield, Douglas & Washington

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to Jackson and thence down to Grant Park in front of the business district the parks are well connected by formal boulevards or park ways [parkways]

All park ways [parkways] should be widened where they are not built to furnish playgrounds along their length. If they be made continuous play grounds [playgrounds] they will take care of very large numbers of children. There need be no more larger parks for Chicago, if the wooded spaces be taken as above advised but there should be a very

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large number of neighborhood parks, in addition to those now existing.

The South Park system, besides Grant, Jackson, [begin strikethrough] Lincoln [end strikethrough] Washington and Gage Parks has --- others ranging from --- acres to --- acres in size. [begin strikethrough] The latter [end strikethrough] Lincoln Park board has -- small parks. The West Side Park System has --- small neighborhood parks.

Each of the neighborhood parks should have houses [begin strikethrough] built for [end strikethrough] covering the following functions

Assembly Room

Reading “

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Administration - all under one roof. Under others should be a large swimming bath to be used half the day by men & half the day by women. [begin strikethrough] Wading pools

[end strikethrough] Dressing room, gymnasium with toilets, for men, same for women. administration & café. There should also be children's play grounds [playgrounds] and wading pools. hedged off and if possible next the woman's quarters.

There should also be broad fields for athletic games, including a few golf links when possible.

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The whole park should be [begin strikethrough] beautifully [end strikethrough] planted with trees and flowers, and, where the acreage is sufficient should have water features for boating.

These neighborhood parks bring not only the children and the youth but the adults also into the open. They conduce to association discussion, good manners and moderation on the part of all. in short they have a profound effect on good citizenship. There cannot be too many

[109 omitted in pagination. Text continues on page 110.]

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of these neighborhood parks. The more there are the safer and sounder our democracy will grow because they tend to cultivate those qualities which are the most important for a citizen to possess.

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The Civic Center

Experience in all American cities has been the same as regards public buildings. They have invariable been built in a hap hazard manner, and generally they have been too small for their purpose by the time they were finished.

The United States government [begin strikethrough] Custom [end strikethrough] Post Office Building is too small now, and is very inadequate for its purpose & the [begin strikethrough] new City [end strikethrough] new County Building will soon be. There have been three City Halls in my day in Chicago, the last [begin strikethrough] one [end strikethrough] being the present

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which is soon to come down, although it was finished less than a generation ago. Does not this (and half the story is not told) point to the fact that we should look ahead a little. Our public is becoming an educated people. In another generation there will be very few

among us who do not read and write, and the average of education will be higher than ever before here, although the average here is probably higher than in any previous time anywhere else. Is not the best definition

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of an educated man, one who has learned to appreciate and to demand ~~begin~~ so for ~~end~~ good order, and to get it so far as in him lies. But there has been no order good or bad in our building affairs as conducted by public authorities, that sort of beauty and convenience dependent upon relationship and convenience one thing with another has not even been thought of, and yet it is the higher and from the point of view of the public the most important kind of beauty, the beauty of the general arrangement ~~begin~~ and ~~end~~ Details - that is single buildings

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may often be well designed from an artistic point of view and, yet, because they are out of harmony with their neighbors they become ugly in their place. Ruskin [John Ruskin] and a friend had a discussion once on the question as to "which is the more important thing in design, details or arrangement?" The friend held that detail was, and then made a blot of ink on a piece of paper to prove his position, asking of Ruskin, "How could you get beauty out of that?" In the course of a few days Ruskin sent to the friend a handkerchief ~~begin~~ to the friend ~~end~~ embroidered with series composed of the blot

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as a detail, which the friend acknowledged ~~begin~~ was be ~~end~~ ~~strikerthrough~~ to be a beautiful thing and gave up his contention.

The growing sentiment of this ~~begin~~ commentary ~~end~~ country is undoubtedly toward a strong love of good order, and for our purpose this means that we must plan ~~begin~~ to have it in the future ~~end~~ for it ~~illegible~~ will not come about. This means that a ~~begin~~ open ~~end~~ ~~strikerthrough~~ location should be selected as soon as possible where, within the life of the coming generation can be constructed a Civic Center, fulfilling all that we can now foresee for this important function.

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This Civic Center should involve all public buildings for the Federal, State, County and City Governments. They should be grouped together for greatest convenience of the officials and the citizens, and for the noblest effect as a matter of civic pride. This thing does not involve money cost so much as it does expenditure of brains - thought to be concentrated on the proposition without any delay, and prompt action following thought.

In but a single city has prompt action been taken in regard to this sort of thing. Mayor Johnson [Tom L. Johnson]

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alone has acted. He has bought for the City of Cleveland nearly all the ground involved in the very extensive design of the Grand Court of Honor which is to be the vestibule of the city, and has made possible and actually begun work upon an improvement not equalled [equalled] by anything actually undertaken in any other city in the United States.

The location chosen for this [begin strikethrough] Center [end strikethrough] greatest detail of the city plan is the junction of Congress & Halstead [Halsted] Streets.

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It is chosen because it has the exact relationship the Civic Center should have to the Grand Vestibule with which it should be connected [begin strikethrough] and brought in illegible relation [end strikethrough]. This Vestibule is the Grant Park of the lake-front, a stretch of a mile and a quarter from Randolph to 12th Streets and of 1900 from the buildings on the west side of Michigan Ave to the water, a noble [illegible strikethrough] quadrangle in front of the city in the center of which will sit the Field Museum of white granite on a graceful terrace. This museum will be two

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blocks long the center [begin strikethrough] resting on [end strikethrough] exactly opposite Congress St. It is proposed to open Congress Street clear through as the central thoroughfare of greater business Chicago; to form a small forum where LaSalle & Congress meet, & thence continue Congress to the Civic Center formed around its point of intersection with Halstead [Halsted]; to open up diagonals from the Center in every direction, and to make it the center of circulation as well as

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the center of population.

The scheme presented [begin strikethrough] by [end strikethrough] the accompanying diagram for this Civic Center is one of great beauty as well as of great convenience. If the buildings composing it were of [begin strikethrough] brick the effect would be a noble one because of the plan, but if these buildings, ultimately to be erected are composed of fine stone, and if a simple noble style of design no forum of center of any city in the past [end strikethrough]

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The widened Congress St. [Street] from the LaSalle [begin strikethrough] St. [Street] [end strikethrough] Congress Forum to the Great Center itself should be also used entirely for public or semipublic structures, and the harmony & unity of design should be maintained from the Field Museum to the Federal Government dome that [begin strikethrough] shall [end strikethrough] standing in the midst of the composition and commanding the mass.

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Grant Park and its Surroundings

We have already mentioned Michigan Avenue and described how this thoroughfare is to be extended and improved from the Water Tower at Chicago Avenue to 12th Street.* In front of the building line of Michigan Avenue and extending from Randolph Street to Park Row is an area of 220 acres, through which passes Michigan Avenue itself and the Illinois Central Railway - We have also stated and shown that South Park Avenue extended should pass over the eastern side of this area.

This area is the [begin strikethrough] front yard [end strikethrough] vestibule of Chicago. Its location at the geographic north & south center of the city, and on

*Arrows indicate that the sentence beginning "We have already mentioned..." should be moved to follow the sentence ending "... and the Illinois Central Railway -"

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the margin of the lake [begin strikethrough] which location [end strikethrough] marks it for the noblest treatment that can be devised; every [begin strikethrough] other [end strikethrough] important thoroughfare has more or less relationship to it and the controlling motives of the street scheme [begin strikethrough] of all Chicago [end strikethrough] of the entire city are found here. It is scarcely necessary to mention the fact that the entire area must be treated as one. In order to bring this about, the Illinois Central Railway must be covered up, which can be done at small expense, leaving openings for escape of smoke, until the time comes when [begin strikethrough] this great [end strikethrough] the corporation that controls it is ready to operate its

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property within the city with electricity instead of steam-power. After that the openings can be closed entirely or covered with sidewalk lights. [begin strikethrough] This great On the open space [end strikethrough]

Considered as a whole Grant Park seems to have grown out of an unconscious purpose of the people, working through an entire generation toward a final material expression of their own power and dignity. It should become in fact The Place of the People and its treatment should fully accord with this noble idea. It is a broad terrace, having on one side

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the open waters of the lake stretching away until they seem to touch the sky [begin strikethrough] and the clouds [end strikethrough] and on the other a solid mass of buildings which ultimately will present an even skyline.* The shore line is straight not curved or meandering [begin strikethrough] and the [end strikethrough]. These conditions dictate a formal treatment in harmony with themselves. Here [begin strikethrough] and, whereas for this land lies in the center of a city and is surrounded with artificial [end strikethrough] should be no naturalistic woodlands or casual vistas and emphasizing these formal surroundings the Field Museum is to be located in the center of the composition - a building of severe

*Foot note [Footnote] Great values of the real estate will result in all buildings of this locality being raised for purposes of the utmost revenues to the legal limit.

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classic architecture. This building will be nearly two blocks long and of corresponding width. It will be in scale with the terrace and is designed to appropriately occupy the location that forms the center of it.

Because of its dignity and its place it will be the controlling motive of the entire composition. It is on the main axis of the Great Street Scheme, namely Congress St. [Street], which opens before it, and connects the Palace of the People with the Civic Center, and then passes on to the Central Wooded Park located eight miles back from the lake.

At each end of Grant Park the design shows a group of buildings

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intended to balance the Museum with which they produce a symmetrical effect. One of these groups should be devoted to the fine arts, for which many acres should now be reserved [begin strikethrough] and finally devoted [end strikethrough] for this purpose, and the other should be reserved for letters. Thus the people may finally have great repositories of natural history including that of Man, of all his noblest written thoughts and of all the finest works of his hands. The settings of these buildings are almost as important as are the structures themselves. They should each be elevated on terraces of their own, and these terraces should

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be surrounded by their appropriate ballustrades [balustrades] and broad stairways. The treatment of the surrounding grounds should be formal, as shown in the block plan, and have strict reference to the buildings they frame.

The places of monuments subordinate and but forming a part of the design of the Museum are four in number. The one toward the lake should be in memory of Columbus the Discoverer; the one toward the south should be in memory of Washington the Founder; the one toward the north should be in memory of Lincoln the Liberator and as the lives of these three resulted in Liberty, this may be fitly typified by a monument

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to Commerce, which only thrives where man is free to come and go where 'ere he will.

The front of the Museum is the Public Place, to be paved with rich patterns of various colored granite, and adorned with a central fountain and with many columns and formal lamps. It is to be 1800 feet long and, in the central part of it, 1000 feet wide. On the 300 foot wide strip that now lies beside Michigan Avenue, are to be small gem like structures that together shall form a frame beside the double Michigan Avenue road way [roadway], without shutting

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off the light or screening the views toward the lake; they are intended to lead the eye into the composition of the center, and thus lend a subtle interest to the whole design; they may become monuments to great names or great events, and grow up in the course of time as did those of Athens. On the lake side and the edge of the water should be a paved beach sloping to the water and [erasure] steps at the upper edges, similar to those so successfully built on the lake shore [lakeshore] at Lincoln Park, only they should be much broader in order that they may be used as seats.

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The buildings of the Illinois Central Railway at Park Row and those between that street and 12th should be cleared away. A new station should be built by the railway company, preferably over its own tracks, in front of which should be a broad concourse to which the 12th Street Boulevard and Indiana Avenue extended should enter. This may be made one of the finest railway vestibules in the world. The building south of this open place, and facing upon it might well be a magnificent hotel and thus appropriately end the noble vista.

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Illinois Central Right of Way

The Illinois Central right of way south of 12th St. as it is should be covered by a boulevard 200 feet wide, leaving openings for transmission of light down to the tracks. This boulevard should extend south until the place is reached where the elevation of the railroad begins. Under this boulevard the 200 feet might be devoted to freight traffic, thus

removing from view the unsightly freight trains and at the same time muffling the noise. Then outside this 200 feet the railroad company might operate all passenger trains, local stations being built over head [overhead] from which passengers might descend to platforms between the tracks.

[*On verso* – mathematical computation]

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Along the South lagoons freight yards will not be a pleasant sight, though the [begin strikethrough] passing [end strikethrough] trains carrying passengers enhance the view, as they are elements of life relieving what might otherwise be monotony on the water. This boulevard above the tracks should much enhance the value of all real estate near the lake & the buildings fronting upon it being brought up level with it, - the outlook from them and from the boulevard itself, raised as they will be, should be most charming for they will look over the planting between the railroad

[begin margin] Speedways [end margin]

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Harbor in front of down town [downtown] district.

The existing government breakwater extending a mile and a quarter in front of the old city and which is 1900 feet from the shore should be removed; the harbor enclosed by it is much too small. Yachtsmen do not {erasure} find room enough for the larger kind of sailing craft to anchor with sufficiently long cables to make them ride safely in heavy blows.

[begin margin] Should be connected (in the report) with lake-front [lakefront] improvement [end margin]

In front of Grant Park the northern half of the present harbor is crowded all summer with pleasure craft, a few freighters & the Government revenue cutters. If the shore of the Lake from Winnetka

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to South Chicago be improved as shown, these park-ways [parkways] in the lake will enclose lagoons and basins, which being connected up, will form a chain of protected waterways along the entire front of the city, and, in addition, there will be the drainage canal from North Evanston to the North Branch of the Chicago River, and the canal from the waters in Jackson Park along the Midway Plaisance to the small lakes in Washington Park [erasure]

This system will include the yacht harbor in front of the old city, and several minor ones, as shown, along the shore. The use of this Great

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Yacht harbor will therefore include fleets not only of lake going craft which will increase in number and importance as the city grows, but, also large numbers of small craft used for navigating all of the enclosed waters, wherein boats may ply forty miles without going over the same course twice. The Federal Government should take away the present breakwater and build the new one. The latter should a structure worthy of importance of the place. It should be made of masonry side walls, and filled in and made a broad promenade furnished with occasional low

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shelters, and landing places. The entrance to it from the lake should have, as a central feature, in the axis of the dome at the Civic Center and the Museum, a noble architectural feature in the form of a light-house [lighthouse] of the first class. On the same axis, and in the center of the Yacht Harbor should be another light bearing monument the practical use of which at night should be the illumination of the waters around it.

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The great space, from Chicago Avenue to 22nd Street, and outside the Yacht Harbor is to form an Ostium, a common mouth to the River and the Yacht Harbor. The present Government Breakwater is disturbing to the vision, its removal to a distance from the shore of twice the present one will make a quieter effect of the lake view in frony of the City.

Enclosing the Yacht Harbor and the space in front are the great structures to be

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created out in the lake, for the double purpose (as stated above) of making use of the dumpage from the city, and of giving to the city such a glorious development of public parks as will be equal to the requirements of its people for all time to come. The four cross-town boulevards - Chicago Avenue, Washington, 12th and 22nd Streets, which will become the principal arteries from the west side to the water, are to extend far out beyond the present

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shore line [shoreline], Washington and 12th 3000 ft. Chicago Avenue & 22nd about 8000 ft. Under the surface of each of these is to run subways connecting with & forming part of the main system of old town & clear around on the west side under Canal Street & under Michigan Avenue. Surface lines may be added if needed, though this is scarcely probable. By this arrangement shown on the diagrams the great populations of the Center of Chicago, from north of Chicago to south of 22nd Street will find quick & easy access to the peninsula like piers, extending out to sea and

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at very little cost of transportation, a cost within the reach of even the poorest person and of their families. It would be quite possible when these piers and subways are in operation, for a hundred thousand people to run out from the west side and spend half an hour away from their work at noon, and get back on time.

The Great Piers should be laid as formal parks affording easy, comfortable resting-places throughout their length. There should be frequent sheltering pavillions [pavilions] and restaurants

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and baths, the latter free, the former serving at varying prices for food, so that all people may afford to refresh themselves. In the course of time sand beaches will form on the north side of the two long piers.

[erasure] From Halstead [Halsted] Street eastward to the other end of the great piers, and from Chicago Avenue to 22nd Street one symmetrical figure is enclosed through the center of which lies the great axis of the city, passing through the Pharos [possible reference to monumental statue proposed by Burnham for the Chicago Harbor, Charles Moore II: 106-7], the Museum, the Civic Center, and westward to the park created at the intersection of the Great Arc at 52d Avenue.

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At the lake end of Washington St. extended may be docks for excursion steamers plying between this city and the ports around the lake. It can be made accessible from all parts of the city by means of the passenger subway, and its activities and gayity, would add charm to the entire lake front [lakefront] of the old city, an element of life and brightness much needed in so large a composition. The development of conditions conducive to the use of the water help to

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hasten the coming of the time when the people shall become accustomed to constant recreation in the open air.

[begin strikethrough] Around the Yacht Harbor will be the many houses of the boat-clubs kept down close to the water's edge picturesque in themselves and also [end strikethrough]

Around the Yacht Harbor and the basin south of it should be a quay on which the boat-clubs should face their low, broad houses. This should form a delightful way along the margin of the water, especially if the architecture be kept similar & fairly harmonizing.

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The region north of the Yacht Harbor should be devoted to commercial docks connected with the railways that come near them, and with the underground tunnel system. A very large development of docks can be made here for the present inside the lines of the diagram, and ultimately if lake trade demands it, outside of those lines and south of the Great Chicago Avenue Pier.

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A harbor should be developed on the lake-front [lakefront] next to and on the south side of the Calumet River. This, like the one indicated for the mouth of the Chicago River, can be built as needed and extended from time to time to meet any demands made upon it by lake-trade in the future. East of this harbor around the south end of the lake, minor harbors for special purposes will be built by manufacturing plants and combination of plants, as is now being done for The United States Steel Corporation at Gary. While not located in the legal limits of Chicago all these smaller harbors will really be a part of this city.

It is not the place to attempt any detailed study of this region, and

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it is only necessary to urge that a fine connecting boulevard (as already suggested) should be reserved for public use through this territory, and that this should be done at an early date while it is still possible to acquire right-of-way at little cost. The region lies mostly in another state, and therefore, although it will in a few years have a large population it cannot be legally controlled by the authorities of Chicago. It is to the best interests of Gary as well as of Chicago and of the towns east of Gary that a great highway near the lake should be built at once. Every

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effort should be made to bring this about.

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Illumination of the Waters.

As said above, the great downtown basin should be illuminated at night. This should be done from the pharos within it, not only to enable shipping to move about safely, but also because these waters should be policed in the best manner, and this cannot be done unless there is plenty of light over the surface during the night. While doing this for reasons purely practical the results as a whole should be also used to enhance the natural charm of the scene, and add beauty to its other attractions. Lines of lights on the shores and the piers, and

[begin margin] Buoys in the harbors should be beautiful objects day & night. [end margin]

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the breakwaters will be necessary. The lagoons should be illuminated as well and for the same purposes of safety to craft on the water, of good policing, and [erasure] of beauty. A general scheme of lighting cannot be worked out within the scope of our present undertaking, but later on this essential detail of the Plan of Chicago should receive most careful consideration.

[begin margin] The shores and breakwaters should be decorated with flag staffs [flagstaffs] and rostral columns. [end margin]
(Mention Detroit effects)

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Schools

The public school houses [schoolhouses] of Chicago have been located in districts where most needed, but aside from selecting those lots nearest the center of the population to be served in each case, too little consideration has been given to the shape of the plans, and to the play grounds [playgrounds]. It may be broadly said that the experience of the last few years has shown that children brought up in sun-lit rooms have some percentage of better health and better moral

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tone, everything else being equal, than those who have lived the majority of their school lives in north rooms. This fact should be recognized and acted upon. Oftener than may be supposed, perhaps, a life is successful both from the standpoint of the individual and of the State, because its vitality and moral tone is slightly above that of the average. Does it not therefore behoove the State to create conditions conducive to strength of body and mind? And, surely the sunlight is the first and most

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effective agent to be used for this end. Any boy or girl habitually living in south rooms is stronger and better than would be the case if the same boy or girl habitually lived in north ones. The State ought to see that every child while under its care, in the public schools, shall have the advantage of sunlight. It is not only the direct effect of sunshine on the animal, but its effect on the air of the room even out of school hours that should be considered. Every school room [schoolroom]

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should face south, and could this be brought about there is little doubt that some percentage of added bodily strength and of moral tone would be apparent in the community within a generation, and due to this improved condition. This discussion is not a new one but the facts cannot be too often urged upon us, as they were urged twenty-five years ago in the town of Lake and the then Village of Evanston when in both these places large school buildings were erected on the above mentioned principle.

[begin margin] diagram [end margin, circled]

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It is evident to everyone that all school houses [schoolhouses] should be fire proof [fireproof]. The walls and floors should be masonry either very hard bricks, hollow tiles, or reinforced concrete. The floors should be of concrete covered with washable rugs. The architraves of the doors and windows should be cast concrete or cement. The doors and all of the furniture should be of metal. There should be a large assembly room where all the children of that school could assemble at recess, leaving their regular room untenanted, and while they were out of them, these rooms should be thrown wide

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open to the outer air, and, before the return of the pupils the air should be entirely ample. In order to do this effectually [efficiently?] the windows of the school-rooms [schoolrooms] should be carried down to the floor so that the lower stratum of heavy vitiated air might pass out. A renewed supply of sun lit [sunlit] air is the thing. A good ventilating system does all this in part, but not with the comprehensive thoroughness of the natural method indicated above.

It is also believed that, for the sake of cheerfulness which it will pay the State to culti-

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vate open fireplaces in each school room [schoolroom] will pay in the long run. Habitual cheerfulness is of immense value in the community and it should be cultivated.

It has long been the opinion of the best architects that public schools should be built with the simplest materials, and that their appearance should be modest and quiet. They are generally built in residential neighborhoods where an imposing or [erasure] presumptuous structure breaks up the aspect of domestic repose.

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They should never contain more than two stories of school rooms [schoolrooms], for the double reason that even three stories makes a building too dominant in mass for the surrounding residences, overbearing them all and very disturbing to the conditions around them, and, also because of the very much increased danger to young children in case of

panic arising from any cause. Most often maiming of body and destruction of life in school and theater panics has occurred on stair cases [staircases]. Even one flight up adds to

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the danger as compared with that where children attend school on the ground floor - which the addition of another flight, namely, to the third floor quadruples the danger, unless indeed the flight to the third floor be continuous to the ground, and not simply a continuation of the flight from the 2nd floor to the ground.

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Another important thing in the school life is the play ground [playground]. Indeed, so much of the training of a child toward good citizen-ship [citizenship] occurs here, the State would be almost warranted in giving it first importance, as Lycurgus did.

The theory of school life is that the teacher has no control beyond the walls of the building or on the small yard surrounding it. And yet, how can the teacher do that full duty to the future citizen by merely observing him under close control, when his voice is silenced and every natural thing within him suppressed? There are teachers who follow youngsters up and do [underlined] know

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about them; these realize the great importance of watching a pupil when at play and in his "off hours." Why not make it easy for the teachers to really know their pupils, by the simple method of furnishing large play grounds [playgrounds] close to the school buildings. It is the purpose, already nobly carried out in part, by the South Park Board, and by other park boards, to occupy many areas located in many places throughout the city for neighborhood play parks. Those

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already in use vary from 10 acres to 60 acres in size. Should not school houses [schoolhouses] be located on these splendid play grounds [playgrounds], would not this tend to advance the work that each is intended to do for the community? And, if, in addition, good quarters for teachers (at any rate for principals), be furnished facing on these great play parks and within sight of the activities therein of the young, it will be easier and more direct

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for a teacher, charged as he or she is, with the most important [erasure] function of all public service, the moulding of the bodies and minds of us all, in our plastic period toward good citizenship to do full duty to this sacred trust.

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Regarding police-stations and the prisons.

Still on the true theory of Lycurgus that the safety of the community is enhanced by keeping the activities of the citizens open to the public gaze, it would be beneficial to good police service to open up the stations to observation. Where men are hidden from public gaze they do not exercise the same control over themselves as when their actions can be seen. In their stations the police are always subjected to conditions trying to the temper and calling for unusual

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self control. When it is our duty to keep calm and clearheaded, and to act from motives of justice we restrain ourselves more thoroughly if the eyes of others are on us. Charged with complete, and, for the moment, unlimited control over the persons and lives of others, we are more likely to be moderate and deliberate if others see us. What the community wants and expects of its police officers is the ~~entire~~ absence of passion and the exercise of judgment and only such use of physical force as is absolutely necessary. To surround the police with conditions

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conducive to such a state of things is to gain some percentage of betterment for the whole community and also for the individual officer. To sum up, the stations should be so arranged that the policeman can do nothing to any prisoner while hidden from view. I do not think it practicable to make this observation of the men absolute and for all the hours of the day, but it can be and surely ought to be approximated. So much depends on the police they should live in conditions that will be helpful toward the most thorough discharge of duty, and the very best discipline.

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The Postal Service.

There seems to be no other method of meeting the demands of the public of this intensely congested business city for quick postal service, than by a special circulatory system. The custom has grown up of distributing his mail to everyone, without delay. To start out the gathered mail from one central station to which it is laboriously carried, and to actually place it in the hands of him to whom it is sent has become a gigantic task. It

[begin margin] Note, I again speak of Postal Service later on - bring every thing on this subject into one statement. [end margin]

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is evident that this work can only be kept up to its present state of efficiency, to say nothing of improvement, by some thorough and comprehensive [illegible] system of circulation. It is doubtful if all that can be done on the street surface plus the underground tunnels can long handle mail in a manner satisfactory to the citizens of Chicago; the more bulky articles may be so carried perhaps, but the impatient demand of our people for ever quicker and even more exact and accurately conducted service must if fairly met, result in a large number of stations connected with the mail receiving & distributing centers by

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a special system of conductors in the form of tubes of trollies [trolleys] or of other contrivances and devoted exclusively to the mail service alone. We shall never be satisfied with less sharp, prompt service than now, and, when the volume of matter to be handled on the [begin strikethrough] old [end strikethrough] territory called old Chicago shall have doubled or quadrupled, as is sure to occur, it will not be possible to receive it or to distribute it in the manner now in vogue.

This is one of the serious matters to be consid-

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ered and provided for when the comprehensive improvement is made under all the streets of Chicago, of which comprehensive improvement we shall speak later.

[begin underline] Public Comfort [end underline].

In a civilized community the calls of nature are publicly recognized, and no foolish attempt is made to ignore the physical facts of our every-day [everyday] life. In the same communities provisions are frankly made for the necessities of the body, and we should follow in the footsteps of Paris in this regard. When the time comes

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of which we will speak hereinafter, when the streets are to be opened and all circulating systems arranged below the present roadways, these public stations should be provided liberally, nor should they be for men alone, or for the minor functions of his need, but should for both sexes provide for all those emergencies so apt to overcome even the strongest of us. These functions may be placed underground, and should never be without attendants, the attendants uniformed & organized in the best manner. The success of these

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public comfort stations rests on their publicity, and their perfect sweetness. The stations should be placed at every other corner both ways so that any one familiar with City will know he has but a block to go to find one. The habit of using these public places openly and with no false shame is another thing conducive to good citizenship: for a delicacy

founded on hypocrisy [hypocrisy] is not healthful, as Lycurgus justly appreciated, but on the contrary leads to something quite the contrary.

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Creche. The Foundling Home. The Juvenile Home

Were it possible to regulate the birth of children to those able to care for them there would be little need of foundlings homes or crèches. As it is both are needed and should be publicly fostered. It is not only the criminal, the shiftless and irresponsible citizens that must be dealt with, but with those industrious parents who suddenly meet misfortune and are not able to take care of their offspring. The State owes a duty to the worthy unfortunates. In regard to the foundlings there should be in the cities no hospitals for them, but only receiving and emergency stations [begin strikethrough] and will [end strikethrough]. Their real

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lives should be in the country where [begin strikethrough] every [end strikethrough] they can be surrounded by conditions conducive to [begin strikethrough] healthy [end strikethrough] health of body and mind where, from the very beginning they can learn to work and love work. The homes for boys and girls should be in the country, and [begin strikethrough] far enough [end strikethrough] removed from the public roads. The creche is of very urgent importance, it has ultimately to do with the self respect of great numbers of women, women who are willing to and do work, and who cannot do it and take care of young children at the same time. To preserve [begin strikethrough] their [end strikethrough] self respect

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of these working citizens, and help keep them from dependence is in itself to create a valuable asset for the State. Despair and hopelessness in the citizen is a danger to the public [begin strikethrough] danger [end strikethrough] & it will pay the community [begin strikethrough] well [end strikethrough] to foster the creche.

In all these matters the attitude of the people may be made to tell on the quality of Citizenship, which if improved, no matter how little, helps the whole body of the nation.

We are saying nothing new in regard to public buildings and functions, but in a report of this sort it is well to again mention the conclusions the wisest [begin strikethrough] among us [end strikethrough]

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Hospitals.

Among us in America the hospital service has grown up piecemeal and often from mere differences of opinion of the schools or no schools of medicine. In a sense and to a certain degree the vast amounts of money that hospitals and their equipments have cost have been frittered away; there has been no concentration of effort and no well defined general scheme connected either with their erection or their operation. Jealousies [Jealousies] have excluded and included, making a combined effort in part of all sincere medical and public officers [begin strikethrough] has so far been possible [end strikethrough] impossible. Has the time come for the State to

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take up this matter as a whole and deal with it in a comprehensive manner. The health and efficiency of the individual is as important to the State as is the safety of his life, limb or property, and in no direction can wise direction and control count more in returns of good citizenship [citizenship], as in the hospital work. For the schools themselves are dependent upon and ultimately connected with the hospitals, in fact the professors of the Schools and the doctors in charge

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of the hospitals are generally the same men. To eliminate badly built and conducted hospitals and to bring the entire service into a highly effective system can be the work of no private men or committee of men; it should be the work of the [begin strikethrough] public [end strikethrough] people themselves through the devoted efforts of public officials selected for their known ability and training, and no man should be allowed to act on such a board [board?] regarding whom there is the slightest suspicion of self interest.

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We need and should have at once an organization such as has not before existed for the sincere and thorough study of disease. A laboratory in a building built especially for it, equipped with every possible thing that may be needed. In this service should be a staff working under strict and daily control of the ablest men in the medical profession. A staff large enough and highly trained to take up, push through and finish up investigations entrusted to it by the medical

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board. This board and the members of its staff should have the right to study and, under proper restrictions, to direct the treatment of all the patients in all the hospitals. Why? Because of the public good; and because, no personal purpose or wishes of individuals should stand in the way of it. In short the "Hospital" [begin strikethrough] as public [end strikethrough] especially as now publicly maintained [begin strikethrough] is not [end strikethrough] should not be only alleviating individual suffering, but still more for the general ad-

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vancement of man's knowledge of his own body and of the cure of his weaknesses and ills. The hospital service should have ever in view the betterment of citizenship [begin strikethrough] and while doing what it can for a man or woman should use every illegible the knowledge [end strikethrough] A few private individuals have from time to time put up money for this noble purpose, but even with all the money they might furnish, yet their institutions cannot be in the position to control all the cases and generalize from them in a

Page 181

thorough manner. This power the State alone has and it should take advantage of it. If private individuals wish to put up millions for this purpose, let them fund the money illegible let the State with its entire power and control over all the hospitals, use it.

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Cemeteries

Early Christians buried their dead in catacombs, caves beneath surface of the earth, where mortal remains were laid away on shelves in the walls. Later ones buried them in open spaces, having little arrangement of plan, and much haphazard placing of lots and bodies. These latter were examples of disorder, and alas, they still exist all over the Christian world. But the last generation has seen great improvement in the general design and control of burial places, resulting in two types: first, that found in several Italian towns, of which the Campo Santo at Genoa is an example, and, second, that found

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in the United States, of which our own Graceland is the best example. The Italian cemeteries to which I referred are quadrangles of masonry, treated architecturally, the quadrangle being surrounded by open arcades or colonnades [colonnades], backed by the outer walls of the enclosure, within which walls are recesses or niches, often both, which serve the same purpose as do our "family-lots," there are placed the statues, urns, tablets and sarcophagus subordinated in design to the general effect of the whole treatment of the quadrangle. In each space or opening between the columns of the

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collonade [colonnade] or the arcade, as the case may be, are low flat, oblong mortuary monuments, having the effect, when several of them are seen at once, of a continuous design binding the plinths of the columns together. The center of the quadrangle is designed in a formal arrangement of broad walks and fountains and other artistic objects, [erasure] being expressive of the general use of the ground as a whole. A chapel and the necessary conservatones [conservatories?] and receiving vaults are included in the design. But the effects of

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the whole composition as seen in Italy is cold and, to our minds, unsympathetic.

Graceland Cemetery has the reposeful beauty of the natural landscape; at the end of May the newer parts of it are a paradise; the monuments are more or less marked by the plantations, they are not allowed to conflict with each other in the perspective, even when their forms and masses do not harmonize. Individualism is kept without as much loss of harmony in the ensemble, as in other older cemeteries. Too

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much praise cannot be bestowed on the artistic management of this cemetery.

But why should not the distinctive elements of the best modern Italian and American cemeteries be united in one design, the formality of the older country with the naturalistic treatment restrained, of the newer? A large [erasure] area having the Italian architectural treatment around it - a high wall with a wide covered ambulatory facing inward through a stone arcade. & the

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space enclosed treated with grass, tree avenues and shrubs, the whole a model of formal arrangement. In such a composition the designing and arranging of graves, and monuments could be controlled and great beauty could be maintained. There does not seem to be any real reason why in cemeteries an individual should be allowed to do any thing out of harmony with its surrounds and which conflict with them.

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In addition to the uses of our cemeteries as they have been, is the one made necessary by the growing custom of cremation. Should not provision be made for the care of urns containing ashes of the dead, as well as for the burial of bodies.

From time to time as a city grows the cemeteries of earlier days are incorporated within the habited parts of the cities and they become objectionable features to the living, and as a result there is nearly

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always a desolate condition near them. This has become so marked in many instances as to compel public authorities to remove them altogether. But, where this is not done, should they not be surrounded by high walls, as in Italy. Perhaps, if they were designed in the manner suggested above they would never become objectionable, and consequently

they would not have to be removed. At any rate, necessities as they are, everything possible should be done to make them unobjectionable and even beautiful.

Page 190
Smoke.

For a generation past the public authorities of the city have, from time to time attempted to do away with the smoke nuisance, but, so far, with comparatively little success; There seems to be little hope of entirely removing it. It is not only the furnaces under the stores, the warehouses, the hotels and office-buildings that contribute. These indeed are comparatively under control, although the very best automatic stokers, installed in what the best engineers consider ideal conditions, do not give perfect results

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all the time. But, in addition to the above mentioned buildings with their smoke stacks [smokestacks], are the many hundred locomotives operating day and night in the very center of the city, on the 22 trunk lines that penetrate it. For them no appliance has yet been discovered that will do away with smoke, without very much increasing the cost of the service. We are speaking of the use of soft coal of course. Should all the furnaces in the city be compelled to burn anthracite coal the nuisance would at once disappear but

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with it would disappear the business of the city, which must be done at the lowest possible cost per ton moved per unit of manufactured produce or per person carried. Successful competition [competition] with other centers means that we must burn soft coal in this city in the manner most economical under conditions as they are at present. There is of course one way out of the difficulty and no doubt it will be opened up in time, [begin strikethrough] which is the making [end strikethrough] namely burning coal at the mines and transmitting [?] current for all

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purposes to the railroads, the manufacturers and other customers[?] in the city - when the railroads come to electrical operation in Chicago, as they have done in [begin strikethrough] Chicago [end strikethrough] N. Y [New York], it is safe to say that practically all their coal burning will be at the mines in Indiana and Illinois, and at that time, the same electric service for the railroads will be used for the necessary operations of everyone else.

To sum up.
[Lower third of this page has been cut off.]

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1st We cannot afford to use hard coal exclusively or to any great extent because we would thereby raise our manufacturing and transportation costs and thus place ourselves out of competition with other commercial centers.

2nd We cannot afford to increase the cost of using soft coal, and thus of manufacturing and freight carrying, for the same reason adduced above.

3rd We must for the present expect some continuance of the smoke nuisance - which should be modified as closely as possible, without actual detriment to trade and commerce, and which will come to an end permanently

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when soft coal is burned at the mines and power of all sorts transmitted where needed. This will leave but one serious necessity to be met by using soft coal [begin underscore] in the city [end underscore], namely for low pressure heating boilers. But even this heating may ultimately be economically done by electric currents.

The two great systems of railways the so called Vanderbilt and the Pennsylvania, have already arranged to operate into New York by means of electric locomotives. The president of one of these roads recently said in his judgment the time is not distant when his system will be operated electrically from New York to Chicago,

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all of which points plainly to a time not so very far off when the skies and air of Chicago will be smokeless; meantime we must be patient and, while insisting upon every possible improvement, we must not look for perfection at once; we must not "kill the goose that lays the golden egg."

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Manufacturing.

Manufacturing in Chicago must be protected and encouraged in every way. As a center for this purpose Chicago is fast coming to be regarded as the most important location in the world. Here iron, lead and copper ore economically meet coal. The decision of the United States Steel Corporation to build its principal plant at Chicago and to expend \$100,000,000 in its establishment is most significant.

Following this great work, and affiliated with it, will at once come many other large plants, all seeking advantageous location near the center of gravity of all the railroads entering Chicago. It will be a great advantage to the

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manufacturing establishments to be connected by underground tunnels with the great central freight storage and distributing yard, as well as with every freight station in the city. A very considerable saving per ton handled may be brought about by the Great General Freight Machine of the City, which will be gone into in detail further on, and this saving of so much per ton for handling will give the manufacturer here a distinct advantage in competing with manufacturers of other points wherein no such Freight Machine exists.

Districts Ect.

Relations of “ Ect. to other things
[begin underline] diagram [end underline]

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Work under streets.

The following circulating systems must be provided for under the roadways and the sidewalks of the city streets.

Sewers

Electric light

“ power

Telephone

Telegraph

Pneumatic Tubes, Asstd Press

“ “ U.S. Post. O. [Office]

Traction lines

Freight tunnels

Steam heating system

Refrigeration “

Trunk Ry. Lines

Water mains of all sorts

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It is evident to everyone that in the future no one of these systems should be installed singly and by itself under a single street or block of the city. It is also evident that a comprehensive plan and section including every one of them should be adopted and made official and final once for all and at an early date either that of Mr. Arnold, or some other. The cost of doing the work piecemeal has been enormous, and besides this haphazard method has entailed untold expense and annoyance on all the citizens in the business district of Chicago. No sooner is a pavement finished than it is torn up again to the hindrance of traffic and it is always left

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so that the pavement of the block opened is practically destroyed. No private individual or corporation could subscribe to such a reckless and unbusiness like method as has always obtained here in Chicago in respect to street work. It is principally a question of brains that is needed in this matter, and of adoption of the recommendations already made. Not another stroke of work should be allowed on any block of the city from 22nd Street to Chicago Avenue and from Michigan Avenue to the Main Branch of the River, until a general plan has become the official

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one, and thus it should be rigidly adhered to. A city administration may gain the praise of its own party by good politics, it can gain the lasting gratitude of the whole people by backing up & insisting upon a perfect scheme for underneath road ways [roadways] & sidewalks of the City of Chicago. It will cost money but it should be done without hesitation, and done at once.

It is not the place to discuss the sewerage [sewage] system of this city, any more than to say that henceforth no sewerage [sewage] should enter the lake, either

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from this city or any other town or city around it. Our proper public authorities should join with those of other municipalities bordering on Lake Michigan to prohibit it. For in the course of time the shores will be silted[?] all around it, and the law to govern health for all should be established now. ¶ The suggestion made by Mr. Jackson on the drainage of streets should be adopted. [erasure]

?
?
?
?

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As said above, electric currents will probably generated at or near the coal mines [coalmines] at no distant day, the layout for the future use should be made now as far as it is possible to do so, and the conduits installed through which the actual conductors may be drawn. The same for the entire telegraph and telephone systems. And the tubes for Pneumatics can be provided for if not installed, a place being left for them in the underground section. The same may be said in regard to steam heating and ice cooling

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pipes.

In considering this comprehensive underground work, arrangements should be studied for below grade tracks and crossing of passenger & freight railways [begin strikethrough] and

trolleys ~~], in short, the aim should be to so thoroughly anticipate the future that the streets of Chicago, once finished, shall not have to be cut up or disturbed for a generation to come.~~

[*On verso* – calculations]

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Water.

When we have a north-east or east storm blowing on the coast, the water in the pipes of Chicago is riled, and, sometimes very much so. This trouble can be completely cured by the simple process of extending the tunnels under the lake out to clear blue water, and it should be done. Why should we not have ~~all the time~~ the purest & most beautiful element in the world under ideal conditions instead of as frequently happens, a muddy liquid one hardly likes to touch much less drink? For the renown of the city & the health of its people let this change come soon.

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Next to spending money for ~~always~~ pure water is the advisability of a high pressure system. Nothing is more needed than this. The city government has always held a dog-in-the-manger attitude regarding this question. There have been men in the city who have sought a franchise to build, at their own expense, a complete high pressure system of water works and generate it at a very low price per gallon, so low indeed as to save money to every user of a water pump in the city, which means to every one occupying anything above our usual second stories.

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And it is justly claimed that such a system, while saving money to every user of water, and making good profits for the operating company can also afford to pay the city a large percentage on gross receipts.

In addition to added income over and above present receipts the city would profit by the reduction of the cost of its fire department. For if the proper pressure were maintained in fire-pipes in every building fewer fire-engines and crews would be needed. From the point of view of citizens owning

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buildings, from the point of view of the profit and advantage of the city government, from the point of view of better fire security & from the view of greater cleanliness due to ease of cleaning exteriors and to burning less coal in individual buildings, this high pressure system is desirable. Yet no city government has yet been found ~~with~~ illegible ~~to either make a lease to a corporation of the privilege, or to do the work itself.~~ The work

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can be inaugurated within a year if the permits can be obtained, even with the agreement to turn the whole over to the city at the end of a given number of years.

Were this system adopted, the smoke caused by office and mercantile houses, and most of that caused by manufacturers would disappear at once, and this alone, this saving arising from cleanliness instead of grime would be interest on many millions

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of dollars lost every year because of depreciation and destruction of goods, and the tremendous extra cost of keeping buildings and streets clean. to say nothing of the health of the community. Should not the city either build this system at once or sell a franchise [franchise] to those who will?

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Future business districts.

Retail

Wholesale

Manufacturing

Diagrams.

Page 213

[begin margin] Another way of saying it. Insert [end margin]

Commerce and manufactures are the sure basis of prosperity, foster them and a community grows rich in goods and finally in art. Therefore, when one plans, he must do what will promote them. With the means so gained he can add the attractiveness of beauty, [begin strikethrough] beauty [end strikethrough] to the senses. And should he succeed beyond others in producing this beauty, then the final and largest returns will flow in upon his people; for the spenders of money will go where beauty calls. So that beauty pays more than does any other commodity in the world. And this is true

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especially of beauty more than of any other commodity because a man's attitude when trading for it is always different from that when trading for the usual staples and produce of the world. Paris charges you what she will and you do not murmur, you [begin underline] pay [end underline].

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Transportation.

Chicago has been made by the railroads & her future prosperity is in their hands; as servants of the public they should be made efficient to the highest degree. Looking forward to the time when commercial and manufacturing competition between cities will become sharp and severe, it is obvious that the outcome as regards any one place will depend on the degree of perfection of terminal facilities for both passenger and freight, but especially the latter. The

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time is not far off when even a fraction of a cent per ton handled will determine for Chicago or against her the placing of orders for goods to be bought in or carried away from this market. Looking at the question in this light, the city cannot long delay working out a comprehensive plan for the best development of its transportation facilities. Such a plan will first consider the separate railroads as they are, and if the highest efficiency can be found in their remaining entirely separate then separateness will continue: but if it becomes apparent that Chicago as a great trade and manufacturing center cannot get

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its goods and peopled handled to the very best advantage as regards time, directness and cheapness per unit, unless the individual railroads use common facilities, then no doubt the railroads will unite in common terminals both for freight and passengers.

[begin margin] Insert [page] 217a to f [end margin]

The separate railroads deal with their own rights of way between this and other markets: What is done at the terminals or stations in other cities is of minor importance to us. But might it not be of some value to have these [erasure] looked into in the light of our general welfare, of transportation between other markets and our own. It will be conceded that we should use every effort looking to the improvement of

Page 217a

Mr. James J. Hill, in an address before the Chicago Commercial Association in the winter of 1906-7 laid the utmost stress on railway terminals. At that time a cry was going up for cars which did not seem to be numerous enough to do the business of the country. Every one was delayed and the railways were utterly unable promptly to handle the freight offered to them. Mr. Hill pointed out that the main difficulty was not an insufficiency of cars, but of proper terminal facilities, and it was a fact that hundreds, even thousands of loaded cars were at that very moment standing [begin strikethrough] loaded [end strikethrough] on the tracks out in the yards of every one of the great truck lines which, with their utmost efforts they

Page 217b

[begin strikethrough] the roads [end strikethrough] could not bring in & place at the sides of the receiving platforms in the city. It is not an extreme statement to say that business was almost paralyzed on account of the inability of the roads to handle at the terminals the freight traffic of the country. On all the two-track lines continuous trains could have been handled from one terminal to another, if the cars could have been rescued from the disorderly conditions in which they were [begin strikethrough] for the time being lost [end strikethrough] involved & lost to use. The railroad companies were unable to make proper use of

Page 217c

their own rolling stock and main lines, because of the condition of their terminals, in which there were tracks enough, but tracks so badly placed and arranged as to deprive the roads of the full benefit of their aggregate mileage. But the bad arrangement of terminal tracks was not alone responsible for the congested condition which prevailed at Chicago, New York, Pittsburgh and many other points at that time. In

Page 217d

an equal or [begin strikethrough] and [end strikethrough] perhaps greater degree the habit of hauling all the freight into the heart of the city and then hauling most of it out again was the cause of the trouble, a cause that should be speedily removed, as it can be. Whether or not the freight terminals as they are, that is to say the freight stations & yards of each of the roads located at or close to the center of the business district, will be adequate when the next wave of prosperity tests them, we know they cannot be under the conditions that obtained in the

Page 217e

winter 1906-7. If they could not do the work at that time what will be the result at the next test which will surely be a more severe one? The conclusion is inevitable. Either nearly every one of the great railroads must extensively increase and improve both its main line and each of its freight houses and yards as are now located in the heart of the city or they must cease to bring all of it into the congested business centers; separate roads, operating

Page 217f

separate and independent rights of way to the separate and independent freight houses located as they are cannot do the work.

[The text on the previous pages 217a-217f was to be inserted into the text on page 217. Following is the repeated text from page 217, which will lead into the text on page 218: The separate railroads deal with their own rights of way between this and other markets: What is done at the terminals or stations in other cities is of minor importance to us. But might it not be of some value to have these [erasure] looked into in the light of our general

welfare, of transportation between other markets and our own. It will be conceded that we should use every effort looking to the improvement of]

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which terminals in or near this city, but are not those of other places important; if by suggesting some improvements in them, goods to or from us can be reduced even a very few cents in cost of carriage, we will be that much benefited. We know, of course, that some of the Great Manufacturing Companies have long ago recognized the importance to them of securing the best facilities in Chicago for shipping goods away from this point, and also the very best facilities in the principal towns to which they send goods and from which they distribute them. It must be kept in mind that this report does not attempt to dictate, or to show

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much or any practical knowledge of railroading. Its aim in respect to Transportation is the same as in regard to all other matters of Chicago's welfare, namely to incorporate such generalizations as are obviously true and logical, and helpful for the long run in the time to come. The public needs and depends on the railroads, and they should be helped in every possible way both by legislation and by the sentiment and hearty backing of the people, to perfect their terminals, their rights of way and their operation.

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Every grade reduced or curve broadened, every viaduct strengthened or road bed [roadbed] and rail made more secure, on any road leading into Chicago is a direct benefit to the city as a whole. And it should be our boast, not only that we have the best stations and depots, but the smoothest, straightest and best kept [begin strikethrough] roadways [end strikethrough] railroads in the world leading into this city from all sides. Let the public authorities of the city and all the people stand shoulder to shoulder on this proposition, [begin strikethrough] namely to own and maintain [end strikethrough]

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[begin strikethrough] ideal carriage work and railroads [end strikethrough] not as regards railroads alone but as regards work and carriage roads. Perfect highways are money and time savers, as well as delightful elements contributing to satisfaction of living in a place from reasons other than business ones. No city can be at its best unless all roads iron and other are perfected as far as possible.

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[begin underline] Freight [end underline]

In general, to obtain the greatest economy per ton handled for the community as a whole, no goods should be carried in and out of the congested business center, except those [erasure] needed for construction, for retailing and for consumption in that territory; all others, that is, all intended to be stored in Chicago as a center, and from thence sold and distributed to the country outside of Chicago should be deposited where most convenient for the purpose

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most convenient for depositing and convenient for reloading and carrying away to other points. It is obvious that the most convenient spot should be that most convenient for the shipping public as a whole; and therefore if common ground for such a great general depot can be found for all the roads it will best answer the purposes of quick handling and of lowest cost per ton. The central depot and common track facilities which must form a part of it bring about other time and money saving besides those to the shipping public namely

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[begin strikethrough] those [end strikethrough] to the railroads themselves. Of course their economy really is economy for the shipping public, the latter benefits through them. For the sake, therefore, of the best interests of all the citizens of Chicago it is proposed that a great machine be created to handle all of its freight business, and the following diagram is intended to illustrate this general purpose [begins strikethrough] in view but [end strikethrough] without going into details.

Freight Diagram

A careful analysis of the entire freight traffic of this commercial center shows that 95% of it, in and out, is done by the railroads & only 5%

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of it by water. It is the opinion of the leading merchants and manufacturers of this city, as well as of the traffic managers of both the rail and the water transportation, that this average 70 [?] percentage of tonnage will not change in the future. This being the case the location of a great common freight depositing & reloading station for [begin underline] all the roads [end underline] should be where most economical for them as a whole, or namely, at the center of gravity of them all. This center of gravity is at

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or near the location shown on the diagram. Here should be trackage capable of handling in the best manner all freight trains coming into or departing from Chicago, which are intended to do business other than local and suburban. It should be so arranged that individual incoming cars can be promptly placed beside the intended unloading platform

or warehouse, where the goods will be handled with dispatch, and, as much as possible by machinery. The car so unloaded, should at once be

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placed at the platform from which it is to take its new load and then be entrained and started away to its next destination.

At this freight-center should be the great warehouses of the city, arranged in reference to the tracks [begin strikethrough] arrangements [end strikethrough] and service, and, again it should be said, then mutual relations should be used to produce economy of handling goods, economy of the closest sort. Manufactories should also be established here, especially those making goods for use outside of Chicago. If the great commercial and manufacturing establishments be here and the car and track service

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be perfected from the freight train stand point, Chicago will have an advantage [begin strikethrough] in the world of trade not [end strikethrough] not possessed by any other [begin strikethrough] great [end strikethrough] trade center of the World, and her equipment [begin strikethrough] and to be [end strikethrough] will be fully equal to her destiny. The [begin strikethrough] two [end strikethrough] principal results would be the quick handling of freight trains by all the roads, their rapid unloading & reloading & their exemption [begin strikethrough] from hauling [end strikethrough] passing into or through the crowded city. A saving to each of them of an enormous amount per annum & 2d The direct method and small cost at Chicago of handling goods for the

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merchant or manufacturer. 3d The [begin strikethrough] entire [end strikethrough] relief of congestion in the town caused by bringing in and carrying out goods not to be used [begin strikethrough] here [end strikethrough] there, which means not only [begin strikethrough] saving of space [end strikethrough] less crowding in the city, but also saving of its pavements, [begin strikethrough] and [end strikethrough] much less dirt, and, finally, mitigation of the smoke nuisance because of the removal of manufacturing to the new freight handling locally.

In connection with this freight-handling center should be a harbor at the mouth of each of

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the two rivers, the Chicago and the Calumet which, as said above, can be small at first and expanded as needs grow in the future. These two harbors should be connected underground, by freight subways operated electrically & also with the Freight-Handling Center. The four elements, namely Freight Center, two harbors and the underground system will form one complete machine for doing all the transportation of goods for

Page 231

Chicago for all time. No doubt the present tunnel railway system should be tied up with and form [begin strikethrough] as a [end strikethrough] part of this machine; in which case any merchant or manufacturer, located wherever he may be could, in the shortest space of time and at lowest cost per ton, receive goods from the Great Depository (the Freight Center) or send them to it for entraining.

[begin strikethrough] The entire machine should be under one company acting under having a franchise from the city and owned and operated jointly by all the railroads & it should [end strikethrough]

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LACKING

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that their facilities are ample to handle all the freight business of the center of Chicago, excluding that which is not intended for home consumption in the city. It is also claimed that these tunnels, if found deficient can easily be enlarged without interfering with traffic within them.

The freight handling center should, as said above, become a perfect machine in itself. All trains of freight cars coming or going to the city should run onto this system, where their individual cars

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shall be placed as the destined warehouse, unloaded, replaced at the next warehouse from which goods are to come, and from these cars the new trains should be made up in station order.

No considerable car supply should be kept on hand in the freight yard. In the course of time when the freight business of Chicago shall have greatly increased, the present freight car yards will be need for storage of cars and holding of those needing repairs or rebuilding. They will

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then perform an important function & when more cars are needed at the great Central freight machine, they can be sent to same from each of the separate yards, and should a surplus of cars exist at the Center of any road, this surplus can be withdrawn to said roads own yard above mentioned.

One of the large retail merchants of Chicago, when in need of a fresh case of goods, now telephones to its own storehouse situated far from its shop, and through the underground tunnel receives same in a sealed car in a few minutes. This method of

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supplying this merchants needs, illustrates what will [~~begin strikethrough~~] occur when the great central warehousing & shipping Center is [~~end strikethrough~~] happen with all other merchants when the Central Freight Depot above explained shall have come fully into existence. A method that will work with precision, quickness and close economy; which will relieve the down town [downtown] streets of freight traffic now hauled over them, & therefore make the said streets cleaner and most lasting. Will not this great general facilities

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profoundly affect for the better, the material prosperity of Chicago as a whole. Given this system carefully put into operation, the better street plan, and the enlargement and improvements suggested for the parks, park ways [parkways] - and the lake front [lakefront] - and the city will be permanently and highly prosperous.

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In connection with the above Freight Diagram the following one[?] marked () should be considered. The first shows the radical change in warehousing and perhaps manufacturing, which will take time and cannot be put into effect abruptly. It is undoubtedly the logical outcome, and ultimately must prevail. But the latter () shows the present tendency of growth of both manufacturing and warehousing which seem to follow and cling to belt lines of railroads, especially where some run beside the river or canal, where every sort of freighting economy

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now in vogue can be made us of. It is evident that, present methods still being used, and until the great Freight Diagram can be put into operation, there must be some common facility railroad highways introduced in order to improve the handling of freight in the direction of quickness and cost. This diagram () shows what these freight common facilities should be, namely:

1st A loop A connected at both ends, with.

2d Loop B, connected as shown with the inner and outside loop & finally

3d Loop C.

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If these three loops can be wide and many tracked and operated for the benefit of all railroads then the movement of freight can be increased in efficiency, and, as

manufacturers and warehouse men build up against them, they can be accommodated with everything they need to carry on their individual activities. Many freight stations can be located on these loops, wherever required, and each one sure of quick and cheap service, the common facilities being operated at cost by the railroads.

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It is not proposed by ~~means of~~ this diagram to do more than point out very generally, possible lines to be used for general-facilities & ~~its incompleteness and even vagueness is~~ recognized. But, as the subject must come up for ~~solution~~ settlement in Chicago, and because her best interest demands an early solution of the problem the suggestions shown on this diagram are put forward, as a basis for the discussion.

It is proposed to extend the freight lines out to the lake front ~~lakefront~~ piers & harbors, and, as said above to keep

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them underground. The excursion-boat piers as well as the long ones, and those at the harbors are to be thus connected.

It is probable that many of the present freight houses of the railroads will remain, and carry on their ~~present~~ functions as at present except as to goods now hauled into and out of the Chicago though intended solely for outside trade. As they are connected with tunnel already they can be and will be used for the city ~~consumption~~ trade, and to supply the great number of smaller retailers

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and others who cannot afford to operate separate individual freight elevators from their shops to the said tunnel railroad below them.

At the present time much of the nearby farm stuff for housekeepers, hotels and restaurants is brought in on wagons, which load late in the afternoon and travel at night reaching the general market at South Water or West Market at dawn. Much if not all of this freightage can be done cheaper to the truck farmer, and more satisfactorily to the consumer, by car attached to the

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night trolley ~~trolley~~ cars which run very close to ~~all of~~ the grounds on which all the ~~garden greens~~ kitchen garden stuff is grown. Between 1 and 7 P.M. there can be no reason why the surface traction roads should not do this important service, especially when it is

remembered that these small truck farms are a part of Chicago, and that their interests and welfare should be as carefully considered as those of any other class of citizens. And again we urge, for this accommodation as well as for others already

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made above, that the saving of wear and tear on road-beds [roadbeds] due to the elimination of heavy teaming[?] is, all by itself, enough to recommend the adoption of the above suggestion. On the lives of many worthy citizens this change could bring much benefit. [begin strikethrough] It would relieve them of the long night journeys as well as of the cost of wagons, harnesses and horses they now have to keep for the purpose. [end strikethrough] And it could save them money. Would not all these considerations tend to cheapen the cost of provis-

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ions to the customer.

Passenger Traffic

This topic will be considered under the following headings

Trunk Line Railway through traffic

“ “ “ Suburban “
“ ‘ “ Passenger Stations

Intramural Roads

- a. Surface.
- b. Subway
- c. Elevated.

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As a general principle the passenger lines entering the densely inhabited parts of the city should not cross each other or carriage roads at grade. Much has been done and much more is proposed to remedy this condition where it exists. This principle is recognized and no doubt all the crossings will, in time, be made satisfactory in this respect.

In European cities and in some of our own the railroad managements have taken great pains to beautify their rights of way. This is very important to the roads themselves to individual passengers and to the community. Cleanliness

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[erasure] and pleasing treatment of the roadways, the embankments, the drainage channels, the fences, the yards and the stations large and small ensure better service of the railroad employees, who take more pride in their work when surrounded by orderly conditions rather neglected ones. While the appearance of the city is immensely improved.

[erasure] A railroad that contributes in this respect to the enjoyment of life of all who use it cannot

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but profit thereby. The sort of beauty that rests on good-order carefully maintained results in economy in the long run, and the steady good will [goodwill] of the public. In Japan all railway officials are required by the government to be polite, attentive and serviceable in every way within their power to the public with whom they deal. This trait adds much to the satisfaction of passengers.

[begin strikethrough] It would be an asset of great value to the City of Chicago, to have the most beautifully adorned and maintained railway [end strikethrough]

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Could we justly claim that the roadways entering our city, both carriage and rail, were the most beautiful and best kept in the world. it would be an asset of immense value to us, especially if we could add that all public service rendered on them was perfect in every respect; also, the sort of civic pride engendered by such a state of things would conduce to better citizenship.

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What has been said above applies both to through and suburban passenger service. The terminal stations in the city should be above or below the street levels. They should be centrally located, but always arranged to avoid the closing of streets & in no case will it be necessary to block a single one going through on its present grade.

The two best locations for permanent passenger stations for all the roads are

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1st Between Canal and Clinton Streets from Lake to 12th Streets. If necessary the tracks either under or over street grades, may be allowed to extend out to the street curb lines, and possibly further. Whether under or over the grade the railroads [erasure] should be allowed to occupy this entire space [begin strikethrough] except that at Congress Street there should be an open plaza not covered by the tracks but allowing say two tracks. [end strikethrough]

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If the overhead system be adopted then [begin strikethrough] and [end strikethrough] in that case there should be two open plazas, one preferably at Washington and one at Congress Street, have no tracks above them except passovers on each side the plazas as shown on the diagrams.

In case of overhead installation the roads can, for the present, burn coal in their locomotives; in case of depressing the railroads this cannot be done unless the spaces from street to street under which

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they pass be kept open. But in the long run it will be very costly to do this because all this space ~~space~~ not needed for railroad use ~~space~~ from street to street so long as not needed by the railroads could be used for markets and commercial booths and warehouses, the rents therefore reducing the cost of operation to the road of these passenger termini ~~termini~~.

In case of elevation the viaducts over the streets should have sidewalk lights between the rails, and these viaducts should be freed of many posts, deep girders being used; the walls and pavements should be as near white as possible - the 8th Street

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viaduct under the Union Station Yard at Washington being the good example of what such a structure should be. There is no reason why these viaducts should not be very attractive and brilliantly lighted. Each should have a handsome police house in the center with ~~the~~ with windows arranged to give a clear view of all of entire space included under the tracks.

And there is no reason why this ~~system~~ system of a mile and a half long even if elevated~~?~~ should not

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present a very pleasing appearance as seen from Canal or Clinton Streets. Whether there are buildings or only unoccupied spaces beneath, they can be enclosed by masonry walls extending high enough above track level to effectually screen the trains from view. Such a structure would have something like the general effect of the great Roman ~~viadu~~ aqueducts ~~viadu~~ aqueducts. It might be made not only of practical value, but at the

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same time a highly interesting grand architectural detail in this city lending a kind of orderly distinction to that part of the city.

2nd From State Street west to the South Branch of the Chicago River, straightened as shown on the diagram. This is according to the design for the passenger station of Chicago which was made and published years ago by F. [Frederic] A. Delano, Esq. [Esq.]

Here the purpose is to care for all passenger service of every

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sort for all roads not coming in on the west side system (1st above mentioned).

These stations would open on the great Twelfth Street boulevard which, in front of them would be 250 feet wide; and east & west of the stations 180 feet wide. This boulevard begins to rise at Michigan Avenue, and at the final elevation which is at the level of the Main floor of the stations, it passes over the river on a double bascule bridge and comes to the present street level at Canal Street

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where there is to be a round-point from which radiates a new street to the Civic Center. As an 180 foot wide boulevard Twelfth Street will continue on west until it joins the West Park boulevard [~~begin strikethrough~~] on the [~~end strikethrough~~] now existing on the same line west of Ashland Avenue.

The present rights of way of the railroads passing under Twelfth Street can go into business use to the enormous profit of the corporations that own them. The freight stations & trackage for

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each and all of these roads to be underneath the proposed passenger stations and their yards.

No more modern or perfect machine could possibly be devised for both passenger and freight in a great city's heart, than that included in the two schemes above shown and explained. Of course they must have an ideal street car [~~streetcar~~] connection with all parts of the city. To accomplish this it is proposed

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1st To carry the elevated loop along the side, and east of the West side passenger system; along the side and north of the Twelfth Street Passenger System, thence over to the alley L [~~L-shaped symbol~~] as at present, around by Lake Street and across to the West Side Passenger Station forming a complete overhead circuit.

2nd There should be a surface street car [~~streetcar~~] circuit following the same route with minor circuits within it.

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3rd There should be an underground street car [streetcar] system following substantially the same route as above mentioned under Caption 1st but extending under the main branch of the river and running east and west under Michigan Street.

This entire system of stations and street car [streetcar] routes is shown on diagram marked ? [circled]

If carried out many times the present number of people can be handled in the

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Center of Chicago, all streets being kept open on their present level north and south, east and west, giving every possible opportunity for circulation on foot in wagons, and carriages, all surfaces being made available for carrying people, below and above the present grades.

But the better circulation of people on the streets and handling them on street car [streetcar] systems is not all or even the principal gain looked forward to: of equal importance is the restoration of general business

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This underground system of tunnels already extends under all of the streets in the old business district of Chicago and is extending on the north, south & west sides. It is connected with all of the railway freight stations and with the principal coal yards. Its floor is about 40 feet from the street surface and is connected at that level with chambers under many of the leading commercial and manufacturing establishments, office bldgs [buildings], ect. of the city, from each of which freight elevators deliver goods from the shipping rooms above. It is claimed by the management of this tunnel system

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of all the territory from State Street to the South Branch of the River and from Van Buren St. south to Twelfth Street. This area is almost as large as all our present old business Chicago, in which there can be no extension of such of our great industries as can only be made successful when operated in the very center. We are crowding out enterprising men and vast capital, we [begin underline] must [end underline] have this new area added to the old, and by

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no other means can it be done. The regions north of the Main River & west of the South Branch are filling up solidly and very rapidly with business such as is not and never will be done on the old stand Van Buren to Water. Meanwhile there is the most urgent necessity of extending the space for the kind of business that is and always will be done over here. If this is the case now what will be the case in ten years more?

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We cannot act too promptly or too radically in regard to creating and maintaining perfect street circulation, car circulation and extension [?] of area for the heart of Chicago. No means of perfecting these things ought to be neglected a year longer. We cannot get ready too soon for the enormous extension of all these facilities that is already pressing upon us.

Paris is "way ahead" of us she has kept very quiet knowing

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what a supreme magnet she is, attracting men to her [~~begin strikethrough~~] in spite [~~end strikethrough~~] almost in spite of themselves and attracting the gold out of their pockets. She has deliberately intended to be and to continue to be [~~begin underline~~] the [~~end underline~~] city above all others, [~~begin underline~~] the Supreme Thing [~~end underline~~]. Now that we have suddenly found out her secret and begin to talk about following in her footsteps, she has again aroused herself, and the Department of The Seine has within a few weeks asked the municipality to appropriate

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one hundred millions of dollars for immediate use in magnificent improvements. Why? Would the Prefect of The Seine dare to do this for mere civic pride [~~begin strikethrough~~] when everyone foresaw its [~~end strikethrough~~] every one [everyone] pointing at him & his foolish extravagance? He would not, but he [~~begin underline~~] does [~~end underline~~] urge the expenditure because he knows that Beauty pays, and pays better than [~~erasure~~] any other commodity; he knows in short as does every other Frenchman that the fifty years of expenditure in developing the Haussemanin [Hausmann] Plan of Paris, the four hundred million already spent, brings

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to that city continuous and most abundant prosperity, and what is better, [~~begin underline~~] lasting [~~end underline~~] prosperity. Paris has no patent on the principle, we can fully operate it, she has proved that it is the "Pearl of Price." let us profit by her example. No stinted draught should we pour out of the Goddess of Fortune. We are in better condition than Paris was in 1854, when her plans were made & our future is more assured than hers is today. If we only have the wisdom to put ourselves

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in magnificent order, for that is what it all amounts to.

A highly trained foreign artistic friend looked at our drawings for Chicago recently. Many years ago he was in this country much, since then little until now when he has been making a tour of the entire country. He says that he is struck with the change in the beauty of cities, all brought about since the World's Fair. That many of them [~~begin~~

stri~~ke~~through] that [end stri~~ke~~through] which used to be ugly have now a high degree of beauty.

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Much of this beautification is around the suburban railway stations. I remember, at the time of the World's Fair taking a journey over the Pennsylvania Railway in Pennsylvania itself and sitting on the rear platform and the daylight and the pleasure the beautifully kept road bed [roadbed] and right-of-way gave me and my friends.

The beautification of stations and station grounds of railroads first began in this country on the Boston and Albany and the Pennsylvania roads.

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it now is a feature all over the country; it adds immensely to the pleasure and comfort of travel, and especially for suburban stations everything should be done by the Commercial Club and other organizations to bring about the highest condition of good order and consequent beauty; So strong is this sort of attraction every owner of large subdivisions in the suburbs not only recognizes it, but puts into practice at & near the stations

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all the arts of landscaping at his command. In a very few places especial pains has been taken to plant for winter effects as well as for those depending on full foliage and blossoming shrubs. The winter effects should be studied in the parks, boulevards, playgrounds [playgrounds] and all for stations. It generally calls for expenditure of thought and very little, if any extra expenditure of money is involved in procuring very charming results. Color and form belong to the winter and well as the

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summer landscape, and the cultivation of the people's appreciation of nature's charm, & which does so much for the community in the long run, can just as well as not go on throughout the year.

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The general aspect of our suburban stations is not pleasant as a rule. The very best thought of our strongest men should be given to this matter. In a few years more not a dreary suburban station should exist. They should be bright, cheery and inviting in a high degree. More brains not more money is needed for this work. Let the architectural schools and societies take up this topic; it demands delicate artistic imagination as well as skill. Let the man who studies this problem think of the hundreds or even

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thousands of people who must habitually use the given station [erasure] and let him do his very utmost to bring into being for these people something that shall ever be a joy to them. A delightful station conduces to cheerfulness as a man goes to work and as he comes home, while a mournful neglected station produces an opposite effect. It has some influence on him, let that influence be the best.

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By the arrangement of passenger stations at Canal and 12th Streets, the business center is convenient for pedestrians, and, with the addition of the underground and overhead loops the [begin underline] entire [end underline] business district is within easy and comfortable reach. This applies to both through and suburban passenger traffic.

No attempt is made in this report to go into details of the road ways [roadways] and stations, either trunk or intramural. Routes are suggested which seem to be the natural and logical

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ones. The expert engineers who have been and still are dealing with the methods of construction will find the best solutions of the constructive and mechanical problems as they arise. But the Commercial Club, like other bodies of citizens, are interested to see that the best and most comprehensive general schemes [begin underline] shall [end underline] be adopted, and that in carrying out of any one or all of them, every detail shall be designed and executed with regard to its

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effect on the senses of sight, hearing & touch and smell, as well as on the basis of mere mechanical or constructive excellence; too much study cannot be given to this point. A million people habitually using these facilities, will possess a high average of good citizenship when the irritation of the bodily nerves is reduced to the minimum. a, within a few years, most of the waking hours of a million Americans will be spent in the business Center of Chicago where unpleasant sights

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and sounds should be abolished. The community will get far more out its 1,000,000 workers under such improved conditions. We want better nerves not worse.

The sound of the wheels of surface and elevated road cars is often excruciating [excruciating] Every one will recall nights in this and other cities when sleep was impossible, and in many locations in the city when ordinary conversation was impossible, because of the din of the street cars [streetcars]. It is not denied that this evil can be largely removed, although it is claimed

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that the cost of doing it would be prohibitive. But, let us ask, what is the daily cost to the hundreds and thousands of men and women whose nerves are severely tried. What is the cost each day, and how much does it actually shorten their serviceability? These conditions actually do cause misery to a large majority of people who are subjected to the constant strain, and in addition they undoubtedly cause a heavy aggregate loss of money to the business community, the

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employers who do not get the cool, sustained service they are entitled to and which their people are desirous of rendering because of the partial loss of energy which is used up by the strain on the nerves of the ear. In short, the citizen should, for the sake of the State, be at his best, and it is the business of the State to maintain conditions conducive to his bodily welfare. Ugly noises, sights and smells, as well as dirty streets and work shops [workshops] or offices tend to lower average efficiency. It does not pay the State to let

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them continue to exist. All this has to do with the physical side of the question. How about the spiritual? Will not individuals, and therefore the State, have more pride and loyalty to a city that is quiet, clean, free from bad smells & generally beautiful than to one that is otherwise?

It is not believed that "business" demands that our present annoying conditions be continued. In a state of good order all business should be done better and more profitably. With things as they should be, every business man [businessman] in Chicago should make more money than he does now.

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LACKING

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The mail service of Chicago is one with which this report can have little to say. No one except expert public officials trained in this service are capable of discussing it, and apart from a pneumatic tube or other circulating system it does not affect our special problem. Probably from motives of economy the Federal Government has incorporated post offices in the same buildings with United States courts and other public functions. The time has come for a

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change in this respect and it is to be hoped that such a building or buildings as this service will need in order to do its great and fast growing business will be located where it or they should be and designs made exactly fitting to the functions and for their exclusive use made.

We are making these plans for the future development of Chicago not because we are now unable to get along with conditions as they are, but because we foresee that this future development is going to be far beyond anything existing before in the world, and that the results

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of it will bring about paralysing congestion and confusion unless we prepare the city for it now. For the same reason the Federal Government ought to work out a complete scheme for all time for handling the mail matter of Chicago. The location of the central and sub-stations [?] should be determined for receiving and distribution, all having reference
1st To the railway mail stations in the city and suburbs.
2nd To each other.

If it be possible to determine the future routes of over head [overhead], surface & elevated

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street car [streetcar] systems they should be brought into the consideration of the Chicago mail service scheme. Strict economy and quick collection and delivery are all involved in this study.

The Federal Courts should have a building devoted to them the number and importance of them will grow as fast as the city does, faster in fact, if the present tendency toward centralizing administrative control in the Federal authority [~~begin strikethrough~~] grows or continues [~~end strikethrough~~] increases.

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Could all the heating, lighting & power work of the business district be done from central plants it should be a gain to individuals and the city. Central plants could do all this work cheaper than the individual plants of separate buildings. The individual buildings could, in such a case, cost less initially, by leaving out much of the mechanical work they now install, and by greater cleanliness, due to improved atmospheric conditions. For it stands to reason, that the

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abolition of a large majority of the smoke stacks of the down town [downtown] district would improve the air we breathe and relieve us of much of the cost of cleaning buildings inside and out and of protecting goods.

[begin underline] Public utilities [end underline]

All of them for every purpose should be operated by private corporations, under supervision of the Government. The Government should not only supervise but encourage and foster them.

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in order that they may:

1st Do their work perfectly as servants of the public, and

2nd That their securities issued under strict government supervision may become and for ever continue to be absolutely reliable moderate dividend payers

[begin strikethrough] The government should govern, leaving all other activities to the people, but promoting and protecting all their activities, encouraging them to work and to save, and then should see to it that the [end strikethrough]

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and that thus the people shall be able to invest their savings where they will be secure beyond any chance of loss, and so that they can depend on always receiving sure & steady dividends.