PROCEEDINGS
of the
TWO HUNDRED AND FIRST REGULAR MEETING
of
THE COMMERCIAL CLUB OF CHICAGO

Held in the Congress Hotel,
January 25, 1908.

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plan may ultimately be an economic one for the people and for the railroads. It is offered as a suggestion of an ideal plan and not for the purpose of producing or suggesting any radical changes or anything of that kind at once, nor of asking the approval of anyone or committing the Club to anything of that sort.

(The question was called for on the motion) (offered by Mr. Bancroft, and being put to) (a vive voce vote, it prevailed.)

This concluding the business to come before the meeting, on motion it adjourned sine die.
heretofore given?

MR. BANCROFT: The action of the Club when the committees were appointed. Of course, it can only be until the annual meeting; it needs no further reference to it. It furnished to the committee as I understand it, precisely what they want.

(The motion received several seconds.)

PRESIDENT FARWELL: Any further remarks, gentlemen?

MR. MORTON: I would like to say one word on behalf of the Railroad Committee; the theory upon which we worked, as stated in the first paragraph of my report, was that the railroads' relation to this thing depended upon the arrangement of the circulatory arteries and streets of the city. The suggestion we made was not that any railroad should change their present location or anything of that kind, until in the judgment of their management it was an economic thing to do. We do not appeal to the railroad people for anything except that they support us in a plan of the city, and if that plan ultimately results in their choosing to change their railroad stations, it is up to them to do it. We do not insist in any way, that is, our committee does not, that this must be adopted by the railroads, or that they must make any change in the manner of handling freights, or anything of that kind. We only suggest that such an arrangement as is provided by this
convince a great many people first; it would not do to convince only a few people, nor would it do to force a thing through yourself, but you must convince many people.

So, for the present all I would like to do would be to see the committees and the architects thanked for the work they have done, and have them requested to go on on the same line until the next closed meeting of the club, and we could then take up the matter of properly exploiting this plan, and of carrying it forward to completion.

MR. BANCROFT: In the line of these suggestions, I desire to offer the following resolution:

"RESOLVED That the Club express to the various committees that have just reported by their chairmen, and especially to Mr. Daniel H. Burnham, our sincere appreciation and gratitude for the thorough, comprehensive and splendid plans presented. They indicate not only a vast amount of painstaking skill and labor, but a profound study of the problem of the best lines of growth and development for our city. And

"RESOLVED, further, that we approve the general scheme outlined in the reports and plans submitted, and request Mr. Burnham and the several committees to complete their work in accordance with the authority heretofore given."

PRESIDENT FARWELL: What do you mean by the authority
situation?

PRESIDENT FARWELL: Mr. Chalmers withdraws his resolution.
Is that consented to by the second?

(The consent of the second was granted.)

PRESIDENT FARWELL: Will you state your resolution again, Mr. Glessner?

MR. GLESSNER: It was not in the form of a resolution, but it was a suggestion that this resolution was not intended to commit this Club to a specific approval of the plans now prepared, because the committees would find, no doubt, many features that could not be carried out as already planned. They would have to be modified in the process of carrying them out, and what I would like to see done would be to thank the committees, and thank Mr. Burnham for the work they have so ably done, and request them to continue in the same line until the next closed meeting of the club, when we shall decide how we would attempt to bring it before the public, and even then I do not suppose we could decide on all the specific features of the plan.

My only feeling has been every time I looked at the plans, Mr. Burnham, that the best way to influence the public and to make these things permanent, would be to have the drawings exhibited in many places. A good while ago President Eliot said to me that if you ever wanted to do anything in a public way that was of importance, you must
Glessner. Many of us here, I think, except in a very general way, knew nothing about this until tonight, and while I am very much pleased with it, at the same time we must remember that we are committing ourselves to a very important matter. Whereas, under Mr. Glessner's resolution we request the committee to go ahead, and give us more time to consider it. I wish he would make that motion; I would like to second it.

MR. CHALMERS: I am perfectly willing to withdraw my motion. I had no idea that motion would commit any of the gentlemen to this plan. I thought it was the general idea that the scheme of doing something for Chicago was put before us, not that you adopt in any manner, shape or form any one of the drawings exhibited here tonight. I had no such idea in mind. As a member of the Terminal Committee, I do know that we had no such idea in mind. Isn't that right, Mr. Morton?

MR. MORTON: Yes.

MR. CHALMERS: We had no idea they were going to commit the Club absolutely to this scheme that has been exhibited here tonight; we never thought of such a thing. I can assure Mr. Hughitt and Mr. Harahan of that. I am perfectly willing, however, to withdraw my motion.

MR. SMITH: Why does not Mr. Glessner's motion meet the
gentlemen on these committees that nobody is to be harmed by the plan. What I am saying now is to express my views so that it will not be said to me later that I voted for this plan without qualification. The general scheme is good; I approve of it in some respects but not all. I hope I have not been misunderstood, gentlemen: I am a citizen of Chicago, I have lived here longer than a good many of you and I like this plan, but as I say, it must be modified in some very material features which affect the railway interests.

MR. HARAHAN: I feel also that I should put myself to a certain extent on record, as Mr. Hughitt has. There are things as shown by this plan that would very seriously affect the interests of the Illinois Central Railroad, and for that reason I cannot vote for the plan as it now is. From what I can gather tonight of the plan, it is apparently proposed to take everything away pretty nearly that the Illinois Central has got. We must have some place to do business, naturally, and while I do not think it is the intention of the Committee, or of the Commercial Club, to do a thing of that kind, still the plans indicate that that might be done. Therefore, like Mr. Hughitt, I want to put myself on record at this time; I could not vote for the plans as proposed.

MR. SMITH: I very much prefer the resolution of Mr.
So far the Committee has kept the thing entirely to itself, saying that the Commercial Club was not yet ready to make its report.

A MEMBER: I think all we have to do is to pass this resolution and after that decide how we shall get it before the public, bearing in mind that there will be features in it that may have to be changed.

MR. HUGHITT: Mr. President and gentlemen: I came here without expecting to say anything, but I am sure my position in what I have to say will not be misunderstood: I could not vote for the resolution as it stands. As far as money is concerned I will vote liberally, but in voting for that resolution I do not want to vote the Chicago & Northwestern Railroad into financial suicide which is what the adoption of the report of the committee would mean. This is a tremendous scheme and it affects this entire city which has grown since I came here, 54 years ago. I would vote for a resolution to raise money and would subscribe liberally, but I would refuse to vote for a resolution if it commits the company of which I happen to be president, unless the resolution was modified in some serious respects that affect railway interests.

There is entirely left out here the immense interests that develop around the railroads throughout the city, although it must certainly be present in the minds of the
committee did not want to put the plan out until the Club had approved it. They felt that it would have to be presented in all its details to the Club and then if the Club voted in favor in a general way of adopting a plan like this and the committee going ahead on these lines, the committee would go ahead and give it out as the plan of the Club up to date.
MR. DONNELLY: I would like to know if this motion was in favor of the railroad terminal plan. I personally know nothing about that railroad terminal plan as far as concerns the railroads at the present time. That might not be acceptable to the railroads and I would not like to vote for something that would not be practicable and that would put the Club in the position where we would be advocating something that we could not carry out. Do I understand that we are committing ourselves necessarily to putting all the railroads back of 12th Street?

PRESIDENT FARWELL: No. You heard the report of the committee that that would be left to the time when it might be economical and desirable to do so. The Club does think that to make the plan complete they would like to do that, but it is simply an ideal thing.

MR. WACKER: We have got to work on the railroads.

MR. GLESSNER: As I understand, it merely commits us to a general approval of this general plan. We may find hereafter that it is not possible to carry out certain features of the plan. Under this resolution we are not so bound that we cannot change these plans; we simply approve what we have done up to this time and go forward on the same general line.

PRESIDENT FARWELL: Yes, the idea was that if the Club members had any serious objections to these things, that the
policy which will be adhered to.

Not a policy of carrying on actually the committee's plan, but a policy of simply laying the plan before the people, and nothing else, to start with. It having been approved by the Club, it stands to reason that the members of the Club individually and collectively will take it up to the best of their ability.

MR. McVEAGH: I think they all understand it fully, now.

MR. JONES: Do I understand that this resolution is in effect an approval, without further discussion, of the plan?

PRESIDENT FARWELL: Yes, an approval of this plan, the essential and vital features of the plan. Of course, it will be changed in a good many details and no doubt some of its vital features may be changed, but it was brought here tonight so the Club would understand just what the plan is. There is the north and south driveway; if they do not want such a thing worked for by the committee, then they should say so. If they do not want a civic center as well as an ideal city of Chicago, then say so. If they do not want this Lake Shore Park from Jackson Park to Grant Park, then say you do not like that and do not care to have the Club endorse such a plan. But, if the general features of it appeal to the members of the Club as the plan which they wish to stand by, then the committee, I think, wishes to have the Club say so.
then it puts it up to the Club on the general scheme.

PRESIDENT FARWELL: That is covered by the amendment.

MR. JONES: I think the record is in rather an unfortunate position, if it is written down as the motion was originally made and then amended--

MR. MACVEAGH: They accepted the amendment.

MR. JONES: I mean the amendment was worded in such a way that I think it would be a little embarrassing to you hereafter. We do not really have to spend any money that we do not appropriate in the future.

MR. WACKER: The committee could not spend anything that they haven't got.

PRESIDENT FARWELL: Are there no remarks at all on the merits of the plan?

A MEMBER: I want to call attention to the fact that these committees were appointed to prepare a plan, and not to go any farther than the prepared plan. We have submitted a plan and now the question is whether or not the plan itself is satisfactory to the Club. We do not need any finances or anything of that kind, as I understand it; we merely want to know what the policy of the Club is with regard to this plan, as to the future.

If the plan is finally adopted and approved by the Club, then it is a question of how we are to get it before the people. That is a question of having a publicity committee, or whatever the Club may decide, or outlining a
and dollars at this time, that it would not be a very good public act under the existing conditions. I think most people will agree with me that it would not look very well just at this time.

MR. FEVELL: I think in connection with what Mr. Bartlett has said that the committee should be instructed to report at the April meeting a plan, or several plans, for the raising of such money as they will need in the future, whether it will be the entire hundred thousand dollars or a part of that sum. As I understand it, Mr. President, they only require seventy thousand dollars; they require one hundred thousand dollars altogether of which thirty thousand dollars has been raised.

MR. WACKER: And that will spread over a long period.

MR. NORTON: Mr. Chalmers, may I speak for what I believe would be the sentiment of the committee: If you would make a simple motion in which you do not take up the question of finance at all, but merely make a motion that between now and the April closed meeting of our Club, that the committees proceed along the lines on which they are now proceeding, spending no money which they have not in the treasury, I think it would cover the purpose.

MR. CHALMERS: They are going to do that.

PRESIDENT FARWELL: The amendment settles that.

MR. NORTON: Just make a single motion along that line and
are absolutely and diametrically opposed to, and do not want to have the Club go on record as adopting?

MR. NORTON: Mr. Nelson asked me to state categorically what I have stated, namely, that we are entirely financed until April. We do not want any more money before April, and we would not turn another wheel or do another thing if we had the one hundred thousand dollars.

MR. BARTLETT: It seems to me, Mr. President, that we might just as well understand to-night if we vote in favor of this plan that we are going to carry it forward, and it does not seem to me that one hundred thousand dollars is going to stagger the Commercial Club of Chicago. It would not have done it a few years ago and if this plan is going to be adopted, we might just as well understand that we are going to spend one hundred thousand dollars; let vote upon it to-night, but if that is the thing to be done, it must be done. It does not seem to me that that is anything which should stand in the way of carrying forward this plan, always bearing in mind that we are going through with it in the future.

MR. BAKER: I want my motion to be understood; when I brought that point out I brought it out with the idea as suggested by Mr. Bancroft, that if it was given out by the press that the Commercial Club had appropriated one hundred thous-
MR. MORDON: Is that resolution intended to apply to this committee or to apply to the committee to be appointed?

PRESIDENT FARWELL: I will read the clause that refers to the matter we are talking about: "Resolved, that we request Mr. Burnham and the Committees to complete these great plans, and make them ready to present to the people and the authorities of the city; and

"Resolved, that it is the sense of the Club that while it may soon become desirable to share its support of the plans and of the movement they involved with other organized bodies, and with individual citizens, it should continue its own support indefinitely and to whatever extent may be necessary."

That is the clause, I think, which is under discussion, "that it should continue its own support indefinitely and to whatever extent may be necessary."

MR. WHEELER: I would inquire whether the mover would accept as an amendment: "Resolved, that no obligations be incurred in excess of the funds already in the hands of the committee for this specific purpose, without further action by the Club."

MR. MORDON: Except by future appropriation.

(The amendment was seconded.)

PRESIDENT FARWELL: Are there any further remarks on the scope of the plan? Anything that the members of the Club
If we could have a discussion to-night not of the financial question which need not come up until April, but merely of the general outlines of the scheme, of the merits of the plan, it would be of great assistance to us because we have from now until next April or May in which to continue this work. If in a general way we have the approval of the Club to-night to continue this work in cooperation with Mr. Burnham along this line, we will be able to perfect some things which are still unfinished and we can make another report in April along this general line.

We have reached these conclusions as a result of much study and it is the merits of the proposition that we would like to have discussed to-night. I think that resolution ought to be made very clear; the question of finance has not necessarily anything to do with it unless you decide to continue in the business, so to speak, and push for the completion of the general plan and perfect the general plan and be on deck ready to assist the Mayor, for instance, two years from now or a year from now if he decides he wants to work out something like the north and south boulevard connection which Chicago ought to have. We ought to have an office with an engineer in it and draftsmen ready to cooperate with the Mayor two years from now just as we have been doing on this plan for the last year.
That is all that I see in the resolution. Of course, the Club cannot go ahead and spend money that has not been raised, or that it does not stand sponsor to appropriate.

MR. NORTON: Mr. Jones has just made a point and he has requested me to say this. I think it is a good one. He says that if the resolution is passed it indirectly commits the Club to the raising of one hundred thousand dollars. We would have said more about the raising of the one hundred thousand dollars if we had felt that that was the topic for discussion by the Club tonight. I am not instructed by the committees to do more than to notify you that if you decide to see this thing through after the close of your Club year,-- we are in existence as committees until your closed meeting in April,-- if we as your committees are expected to turn the matter over to our successors appointed by the President at the closed meeting, we wish to notify you that in our opinion the financing of this work beyond April first or May first will involve the club putting itself in a position where it will have to finance this matter to the extent of one hundred thousand dollars. When we went into this with the Merchants Club we stated frankly that we thought it could be handled for thirty thousand dollars, and it can be, because the finances which we have on hand now are sufficient to carry it over to your next closed meeting in April.
committees will go on along these lines if the Club instructs them so to do.

MR. BAKER: My impression was that if we voted for that resolution it would mean an expense of one hundred thousand dollars and that the Club would be responsible for the raising of that money. I want to know what the motion means if it is adopted, as far as that one hundred thousand dollars is concerned.

PRESIDENT FARWELL: The motion means that we cannot spend the hundred thousand dollars if we haven't got it. There is no suggestion in it to raise one hundred thousand dollars either, but we can go forward with our eight thousand dollars along this line until we have our April meeting. I should like to hear from Mr. MacVeagh; he has had something to do with the motion.

MR. MACVEAGH: There certainly is nothing in the resolution that commits us to any particular sum of money. There is no appropriation mentioned in there. The committees that are now in charge of this work can keep on until the first of April and then it will be the duty of the Club to either appoint new committees or not, as they choose, and of course they will have to appropriate money afterwards as the work goes on. This resolution commits them to the general approval of the ideas and also gives the committees the idea, if it is passed, that the Club wants them to go ahead.
work and have them report at a later meeting. I think it would be a great mistake to drop it just at this time. We have eight thousand dollars left in hand, and that will be sufficient to carry us through until the April meeting, and I did not intend that this resolution should commit us to any fixed sum.

MR. WACKER: That is all I wanted to ask.

PRESIDENT FARWELL: The main object of this meeting, gentlemen, as I understand it, was to commit ourselves to this scheme of the plan of Chicago and to go ahead on this scheme. If the members of the Club in any way object to any vital features of this plan, why it seems to me now is the time for them to say something about it if they do not wish the Club as a club to be committed to such a plan as we have here, but wish something different, because the Club will be made sponsor by the action of this meeting for a plan similar in all its essential features to this plan that has been presented. If that is not what the Club wishes to do, the members should say so to-night. If that is what they wish to have done, they should pass a resolution similar to the resolution that is before us, that this plan in its general features, in all its main, vital parts is the kind of a plan which they wish the committee to go on and develop and complete. That is the object of the resolution, and the
MR. WACKER: Still that resolution directs that we go ahead and complete the Plan. Now, as is stated, it might cost one hundred thousand dollars, and the Club commits itself to furnish that one hundred thousand dollars in some way.

PRESIDENT FARWELL: We can complete the plan as I understand it, with what we have got now up to the April meeting.

MR. WACKER: So this does not cover the money proposition?

PRESIDENT FARWELL: Not for money; we do not need any further action on that.

MR. WACKER: But this resolution does say that we request the committee to complete the plans. What does that mean? Does that mean to go beyond the plans as we have outlined them now? Can that be taken in connection with the additional seventy thousand dollars that may be necessary to raise?

PRESIDENT FARWELL: You will have to ask the maker of the motion as to that.

MR. CHAINERS: I would say this, that I know of some men connected with the Commercial Club who would be willing to start very liberal subscriptions rather than to see the work of the committees or the work of this organization fall down or cease at this time. It might be well to have a committee appointed by the president to see what progress could be made in the way of getting contributions to carry on this
one hundred thousand dollars will ultimately be required so far as our finances are concerned, but we are not raising the financial question to-night. We have financed this Plan already, and it is completed along the line that you see here. I have the treasurer's report. We received, $30,161.76; we have paid out $18,097.65 on account of the Plan. Miscellaneous payments have been made of $3,000, which includes some lawyers' fees, and probably a thousand dollars or two thousand dollars for expenses in the fight at Springfield. That does not include a dollar of the personal expenses of any of the members of the committees, because they paid their own expenses in going to Springfield, and then our lunches down at Mr. Burnham's lunch club have, of course, been paid by the men who had lunch. Altogether there is a total expenditure of some twenty-one thousand dollars and we have a balance of over eight thousand dollars. That will carry us through until after our April closed meeting, and the money question need not be settled until that time, or until such later time as the money will be required.

PRESIDENT FARWELL: I want to mention it so as to bring it out that if we go through with this Plan it will take a long period of years and it will take a large sum of money, but that question is not up now. It is not in the resolution now.
MR. BAKER: The reason I asked that question in that way is this: I have nothing but praise for the energetic work of the Committees and for the magnificent results of the appropriation of thirty thousand dollars, but I did not know but what it might be possible to have the work go on for a year at some estimated price, rather than to go ahead with a large sum. For instance, I attended a meeting two days ago which was called very quickly, it was an emergency call because they had to raise at least one hundred thousand dollars on account of the destitution in the city of Chicago. That money is trying to be raised now. The point I make is I do not presume it will be in the newspapers that the Commercial Club voted one hundred thousand dollars for an ideal Chicago, for what it is going to be in the future, but if it should be published at a time like this it seems to me it would be rather unfortunate and inopportune. Now, cannot something be accomplished by making an estimate of how much it will take to go on for another year? Could that be possible under the circumstances?

MR. NORTON: May I answer that?

PRESIDENT FARWELL: Certainly.

MR. NORTON: I have not read this motion, but I do not think there is anything in it about one hundred thousand dollars whatever. I want to be on record here as agreeing that
perhaps, that you might want to spend twenty thousand dollars on a report from an engineer or several engineers where you want to get at the bottom of the matter and where you want to secure the agreement and cooperation of conflicting interests. I believe myself the time is coming when larger subscriptions will have to be received, and I think it should be easy to secure them; I haven't a doubt that a thousand citizens can be secured who will get back of this Plan of the Commercial Club and stand sponsor for it and give one hundred dollars a piece.

PRESIDENT FARWELL: Some of this money, I suppose, might be given by private individuals. For instance, if there is a plan for the transportation problem, it might come before the railroads themselves outside of the Club and contributions might be secured from them.

MR. NORTON: Possibly the railroads might agree upon employing an engineer themselves.

PRESIDENT FARWELL: Yes.

MR. BAKER: If we vote in support of this resolution, does that mean it binds us to one hundred thousand dollars if necessary?

PRESIDENT FARWELL: Not at the present time, but we understand that is what they may have to contribute if they are going to carry out their plans to its fulfillment.
he will need, and that is something this Club will have to consider. And then there will come the period when just such work as is done here to-night must be carried on, and that is another thing which this Club will have to consider, the employment of men who understand how to deliver stereopticon lectures, Burton Holmes' lectures, so as to carry this work before the people. That is what is meant by financing the Plan.

MR. WACKER: That would cover a long period of years.

MR. NORTON: Yes, that would cover a long period of years.

Of course, the Merchants Club only raised thirty thousand dollars, but they declined to receive any more than one hundred dollars as a subscription. I believe Mr. Delano was an exception, I believe he gave $500 hundred dollars, but they received offers as high as five thousand dollars, and they were declined in every case. For myself, I believe now that we are reaching a stage where if the work is to go be valuable on that larger subscriptions will, for the reason that it is rather difficult to explain perhaps to the ordinary citizen, who gives five dollars or ten dollars or fifteen dollars, or a hundred dollars, that such expensive work must be done as perhaps must be done if the city is to have this kind of a Plan. It is very hard to explain to a man who gives five dollars or ten dollars or even a hundred dollars,
some remark about one hundred thousand dollars. Perhaps the members now would like to hear something about that.

MR. NORTON: One hundred thousand dollars is the smallest amount that the committee feels it would be safe to have to permanently finance the proposition. That is to say, take the committee on railway terminals, they might decide that before they agreed to make a final and definite recommendation upon railway terminals that they would wish to employ a very high grade expert, some such man as I might name two or three of, and a report from such a man would cost probably thousands of dollars.

On the question of harbors, we have received a good deal of free advice from the engineers at San Francisco. A man who had spent a year or more in that work for San Francisco stopped off in Chicago and gave us the benefit of his advice for nothing, and it is entirely possible that we might not have heavy expenditures along that line, but there might be heavy expenditures entailed. There will be the necessary rental for quarters, one office at least and probably three or four while active work is going on. There will be no expense, of course, for Mr. Burnham other than his own time which he has freely given, but if an agreement is reached by this Club, there will come the question of help for Mr. Burnham in all such work as is shown here to-night by which must be carried on by draftsmen and other assistants whom
ment of plans for the present and future building and improvement of the city and of its present and future suburbs, hereby express their appreciation of the unstinted work and time given to this important undertaking by the Committees; its gratitude that the plans so far presented are so entitled to adoption; and its profound gratitude to Mr. Burnham for the unselfish dedication of his great talents to this far-reaching public service, and

Resolved, that we request Mr. Burnham and the Committees to complete these great plans and make them ready to present to the people and the authorities of the city; and,

Resolved, that it is the sense of the Club that while it may soon become desirable to share its support of the plans and of the movement they involve with other organized bodies, and individual citizens, it should continue its own support indefinitely and to whatever extent may be necessary.

I beg to offer that resolution and to move its adoption, Mr. President.

PRESIDENT FARWELL: You have heard the motion. Is there a second to it?

(The motion received several seconds.)

PRESIDENT FARWELL: The motion has been made and seconded and it is now open for discussion. Mr. Norton, you made
PRESIDENT FARWELL: Gentlemen, you have heard the report of the committees, and now it is necessary to take some action upon this matter, and before we come to any discussion I would ask if there is any one who has any motion to present?

MR. W. J. CHALMERS: Mr. President; I beg to offer the following resolution:

Resolved, that the members of the Commercial Club, having listened with great interest to the various reports and speeches on the results already accomplished through Mr. Burnham and the Committees of the club in the development of plans for the present
without a comprehensive plan. This is why we have engaged in this enterprise. (Applause.)
merchants and manufacturers, and to bring about those conditions which will make it possible to get our goods to us and from us quicker than other places, and with less cost per ton. At the same time we must pay strict attention to the attractiveness of Chicago as a place of residence.

There is no reason why we should not do it. We possess conditions here which only need to be developed to make this place intensely attractive, and when we bring these things about in the course of time (and nobody supposes we can do it tomorrow or next week, or next year) we want to be in the position of the wise man who planned for the long future, who weighs as nearly as he can what must inevitably come. It cannot be done, however,
This is the Calumet River at South Chicago. This spot (Pointing.) is the real center of all the railways that come into the city. They cross, as you see, here, and here, and in every direction. And these spokes are close to the economical neutral point we have in mind. The scheme would be to have no goods sent into the city except those that are to be consumed there; to keep everything else here and build up the machines in the form of warehouses, manufacturing establishments, and railway tracks to take care of all the goods coming to Chicago for distribution, or going through Chicago to other places. The north or the south harbor could be connected up by an underground tunnel, as indicated.

What we are after is to make this the best and most economical city in this country for
you tonight in the way of results that would occur. It shows the value of the diagonals themselves.

These are diagrams showing the theoretically good arrangement of railway stations. The railway stations should point inward, and not cross circuits.

This is a small diagram showing the possibilities of harbors on the lake-front; one at the mouth of the river, one at the mouth of the Calumet River here. Time alone can establish which is best. The discussion is on in the city and the whole thing will be threshed out to a conclusion by the Commission appointed for the purpose.

This diagram shows an ideal method of handling freight.
development of the parks outside, and of the harbor; if it should be the same along the line of the shore. In here, the whole thing worked out symmetrically. We have the connecting highways. This is another picture looking west. I need not give you an explanation of that. You see the Civic Center in its true relation to all other points.

This is a bird's-eye view on a larger scale of a part of the latter slide. There is the government group location, here again is the park, with the Field Museum, and the proposed extension, and here the harbor for small boats, and here the diagonals.

This is a most satisfactory diagram. It realizes more than anything we have here for
with him about this matter. Mr. Ream says that what passed between them led him to the conclusion that Mr. Field intended to build the structure as shown.

It is a design with a dome and shows such a building as we think Chicago ought to have. It is noble architecture, perfected by years of study.

This, the next design, is the Museum as now proposed. We have not more than half the money which the other building would cost. The dome is gone. We are sorry that the first design is not possible, but it cannot be helped.

This slide is looking over the city from Jackson Park or Lincoln Park. Here is the
he was going on with the building, he had plainly intimated that he would do so, and expressed satisfaction with the design and the estimate of its cost. His intention at that time was to change his will to cover the cost of that building.

A little story is due to him, as a fellow member of the Club. Mr. Ream, who was a member of the Club, was close to Mr. Field. He came to my office two months after Mr. Field's death and told me that he had a letter in which Mr. Field had told him he was going to New York soon and asked him to be prepared to tell him what this building should cost and how much the endowment to run it ought to be, the idea being that Mr. Field should leave a fund to maintain it. Mr. Ream was expecting Mr. Field in New York to talk
This is the proposed connection. I will not detain you, as it has been explained before.
This is the proposed intersection of Michigan Avenue and Twelfth Street. Perhaps the Illinois Central Station might be over here, fronting upon this magnificent Plaza, a place of great beauty, making of that vestibule a very fine entrance into the city. Some sort of building, possibly a hotel might be erected here.

This is a view looking southeast above the intersection of Twelfth Street and Michigan Avenue.

This is a view from the Railway Exchange Building, looking southeast, as you have seen, but showing the Field Museum and the great place in front on Michigan Avenue. (Applause.)

This is the Field Museum as it was in the last four months of Mr. Field’s life. He had a perfect knowledge of it and of what it was likely to cost. While he hadnot in writing said
MR. BURNHAM: I was going to say further; I was going to say this: That you take all the people of every class, down to the cheapest possible vehicle that may be used which goes on wheels, representing the great multitude; now arrange it so that they need not come through the center of the city as they do now, but in the future detour around. It is one of the most important things for the city in the bettering of the present congestion.

Now we will take up the plan of Michigan Avenue, which has been spoken of several times. There is the water-works tower and this is Twelfth Street. The Field Museum is to go up here and this is a great plaza in front of it. That is the present location of the Art Institute. This is the north and south connection which has been shown to you, as it now is.
MR. ADAMS: I can understand the force of Mr. Morton's argument, if that belt street, as you may call it, that inner boulevard, is to connect the railway stations; but in regard to those other diagonals which are not radiating lines from the center to the outside (for instance that which leads from the corner of Lincoln Park) are they not apt to create an unnecessary prejudice in the minds of the general public, which after all, has got to pass upon this scheme? People will say that they are expensive and of no use. You say the people want to go around the congested part of the city, but I doubt it.

MR. BURNHAM: Avoid congestion of the center of the city.

MR. ADAMS: But so few ride in automobiles.
This is a suggestion for excursion steamers. I would like very much to have all the excursion steamers and their activities in sight here along the water front of Michigan Avenue.

There is the grand traction circuit we have spoken of. I feel as Mr. Morton does about it. It should be Twelfth Street, Halsted Street and Chicago Avenue, and it ought to be very broad; he said one hundred feet; I should think it might be very much more than that. At any rate Twelfth Street and Halsted Street should be much more than that, and following the line should be every possible passenger system that can be devised: overhead, on the surface, and underneath, and in the course of time all of them put together will not be more than enough to do the work.
be assured of economy of time and money in doing public business. Of course when that time comes a great plaza should be made here from which these streets should radiate.

A MEMBER: It is one of the greatest changes you have presented to us tonight, is it not? Mr. Burnham?

MR. BURNHAM: That is the great change in the center of the city.

The committees do not attempt to say to their fellow citizens of the Club or of the community where the lake port shall be or how many ports there should be. They are studying the question with an entirely open mind and do not feel that they are prepared to give advice at the present time.
This is a picture showing where the railway stations now are, and it shows where they might be, under the diagram Mr. Morton has suggested. From Twelfth Street through to Canal Street, then a diagonal to Halsted Street, a diagonal to Washington Street and the River, a first inner circuit. It could be extended on Halsted Street over to Chicago Avenue, on which it could go to the lake shore. It seems to us that we have here provided all the extensions the future will demand of the center of the city.

This, as explained before dinner, is Congress Street viaduct, a new highway coming clear over to the lake—a Government highway.

A great design, with orderly architecture of some noble type can be established as this City Center, so that the city shall get out of it something to be proud of, and the public may
boulevard is very important.

This is the central part of the city. And now we get back into the city itself, knowing pretty well what we have already. This is Michigan Avenue; it is proposed to improve it from Twelfth Street through to the waterworks, at least two miles, and make it a splendid artery, going just where we need the most room. We develop the lake front park here into a splendid plaza in front of the Field Museum. I think of that place (pointing), and it is but little more than a fancy in my mind, as the future Art Institute.

Chicago will perhaps be a very large city with great wealth. The past shows that a great Fine Arts Building is one of the requirements of city life.
nected up, and in a very short time the entire road was opened. It was only necessary to start the idea.

This is a diagram showing the existing diagonals. They are black. There is old Chicago; here are the railway properties as they are, in black; that is the lake-front park. It is not generally known or understood that we have as many diagonals already, and that our diagonals outside of the city need to be very few. We have comparatively little work to do to bring them inside the city. We have a good system. Once these are brought into relation with the other great arteries, you will have secured a magnificent system of streets.

These are the proposed diagonals. They make a complete system—as you see. This surrounding
skating and everything of that sort would be open to the public, and Chicago might have a paradise in summer.

The next slide is a view of Henley, showing the use of the Thames River. It continues for many miles. We propose the same sort of a thing, only we propose to develop it a great deal more than it has been done on the Thames River.

This is a diagram of Lake Michigan, suggesting a road which might be built around the lake. This diagram might be sent to the influential men of lake towns, urging the building of a boulevard, part of the way on the water's edge, just as we have done with Sheridan Road on the north side. I very well remember when Volney Foster took up this work. He used to come down town in the morning and attend to his business, then get some people to meet him at the north shore towns, drive them along the old roads and show where they ought to be straightened or con-
dead place but be filled with bright, innocent
and happy young people. It may have a beneficial
effect on us all.

Mr. Butler has said that there is an economic
reason for this proposed lake-front development.
I do not think we can carry that idea too far;
the only fear I have is that we may not carry it
far enough. The waste material to be used today
is comparatively little. Year after year there
will be more of it, and we ought, therefore, to
provide a place for depositing it. We have the
double duty of making economical dumping grounds
for the entire city, and of building lake-front
parks by the same operation.

This is another view illustrating how the
lagoon may be used. The Illinois Central is
over here, a little strip of land in front of
it, perhaps, allowing a road outside, between the
railway and the water. Then the lagoon, then the
outer strip, as we have said. In the winter the
Those who live near the shore naturally go home to lunch, but the evidence of scattered papers was plain that the people came from far inland to enjoy the waterfront.

The lake front should be as beautiful as possible, and the shore planted with everything that will blossom and yield perfume. There are hundreds of shrubs and trees which have both color and perfume. They ought to be planted here. The avenue ought to be a magnificent one and there ought to be playgrounds all along the shore for constant use. You cannot have too many of them. They conduce toward manhood and womanhood.

We want lovely pavilions here; a great many of them can be rented to clubs of young people who may live on the west side, miles from here, and still within our city limits, for an afternoon or evening. They will come and bring their own music—to live a few hours in the open air. They will enjoy themselves and everyone else will enjoy seeing them. The lagoon should not become a
in the open, which is really the great safeguard for them. It is the essential thing these parks stand for, this drawing of the young from hidden places into the open air; the lake front more than any other place will attract them. The lake, which is stimulating and fascinating! It is a magnet drawing every one to it. I dare say there is not a man, woman or child who does not think of it and feel drawn to it at times; some of us more and some of us less. It is the natural recreation place, the giver of vigor of body and mind. It should be saved for the young people! They can use it, not only when the waves and the winds are gentle, but when they are high.

A lagoon furnishes a safe boating and bathing place for all the people. I have been struck by the value of the lake shore this summer coming down from Evanston in an automobile. Every morning after a holiday-early, before the parks have been cleaned up, the surface of the grass is covered with papers. These are the papers which held the lunches of the crowds that were there the day before; crowds from far back in the city.
the horse-chestnuts are in bloom.

I will now pass the parks unless there are some questions to be asked. I should say, however, that the great highways connecting the parks should be made continuous playgrounds. We feel that strongly. These highways, three or four hundred feet wide, which go clear around the city, ought to be used by many people for their games. They should not be kept off of them. They are so many natural playgrounds for the people fronting on them, and they answer the very best and highest purposes of parks.

This is the lake front improvement; it is a part of the park system. Mr. Butler has already spoken of it. I can only say that it consists of a little shore-strip, a lagoon, and outer parkway from the Calumet River to Winnetka, where the highlands or bluffs begin. We propose to treat it something like this, varying it of course, from time to time, with the fixed idea that it is to be a continuous parkway for all people living miles back from the water. It encourages the out-of-door life; it encourages the young people to live
all of them. They are in the South Park system. They are play-parks for neighborhoods and they have proven a purifier of health and morals in every case. The police have constantly said, not only here but in other cities, that as soon as one of these open playgrounds has been established social conditions have changed, and that certain crimes are less prevalent than was the case before they opened. Their good influence on our citizenship is plain enough. It is proposed by the South Park Board, as I understand, to establish many more of them, possibly thirty. They have now about fourteen or fifteen pieces of ground, ten of twelve of which have been improved.

All this looks as though a great expenditure will be necessary, but as a matter of fact it will not. By purchasing cheap land you can plant softwood trees which will grow with vigor and you can get good shade in a very few years. In Paris, in 1871 the trees were all cut down during the Prussian invasion. That is thirty-six years ago, but, if you visit Paris today you would think the forests have existed for ages, especially in the spring when
exist and the proposed additions. Most of them you know. Jackson Park, Washington Park, the South and West Park systems, and the North Park system—Lincoln Park being there.

These large areas are proposed woodlands. Time has proven from very ancient days that great forest areas near a city are of inestimable value to the people. It is proposed for every reason that the City should acquire while it still may, large areas of picturesque woodlands. There are some beautiful small valleys in here, and other scenery. Up the Desplaines River, near the town of Desplaines, a little northwest of it, is a magnificent stretch of country, all of which is very cheap farm land. It can be acquired at a low rate per acre, and ought to be brought into the woodland system.

This system as shown along the river and up the Skokie Valley, was shown in the plans of the Public Improvement Commission of three years ago, Dwight Perkins being in charge of the work. We are simply adopting what has already been wisely suggested by that Commission.

A great many of these parks exist today; I think
highway, will run beside the Desplaines River in through the edge of Evanston. This is an arbitrary circuit which we believe should be carried out. It is comparably with half of the boulevards of both Paris and Vienna.

The diagonals which you see here—the roads leading inward which are not strictly speaking diagonals—lead into the city.

On this diagram perhaps five per cent of the roads shown do not exist, but the other ninety-five per cent do in the form of country roads. We think that these diagrams once in the hands of the people will tell them their own story. They will show what the establishment of these highways means. To a large portion of these towns the work will be inexpensive and will result in great advantage to them. The prosperity of all will be increased because every town and village will be related with all others and with the center. Our natural beauties will be made available. We are looking to the monetary side as well as to the delightful conditions which ought to exist for Chicago and the surrounding towns.

This is a diagram showing the parkways as they
ably in the country, Cleveland will present a Court of Honor of the same architecture in perfect harmony.

We come now to Chicago. This is the diagram which has been described to you, and I am not going to make your time further than to answer questions. The red line is the city limits. The long radius is sixty miles. It goes through these various towns here and comes around to Waukesha. This road here runs for sixty miles by the Kankakee River, and the Kankakee River banks are nearly all beautiful. In places they are romantically beautiful. This road runs by the Fox River for sixty miles. It also runs up into the lake country, which we feel is very essential. This lake country has fifty lakes, the largest being Fox Lake, and is a region of great beauty. It should be practically a park in the long holidays for our people and everything should be done to stimulate the improvement of it.

Then this next encircling highway will come from Winnetka and follow along this line, perhaps twenty odd miles west of the city. This land is nearly all of it rolling and picturesque.

Then the next boulevard, or the next encircling
Then the railway station is to be here. What you see is the great waiting room running back over the through-passenger tracks of the Michigan Southern and so the other roads of the station. Trains pass underneat, twenty feet below this gallery; you go down between those tracks from this gallery.

This up here is the public square and around it and up a little ways that way are all the great banking houses, down this way are the wholesale and retail sections, and it is an admirable place for a station.

Mayor Johnson—you all know of "Tom Johnson"—I have found him a man of rare business ability, great energy, and although he is called a demagogue, in everything where we have come in contact with him he has shown breadth and straight-forward, simple business energy and ability.

This is a perspective of the same thing, only you are looking out toward the railways from the government center. This is the United States Government building, and these are proposed buildings, all of which are to harmonize. The work which is going on is all designed so that for the first time prob-
This design was made by a Commission which is still in existence—working for the City of Cleveland. It was formed under a law of the State which permits the Mayor to nominate commissions having veto powers over all designs for buildings or monuments of the City or County.

Mr. Wacker: How much are they spending for that civic improvement?

Mr. Burnham: Oh! I suppose it must be at least twenty millions of dollars. This government building is completed, this is proposed to be built. That building is finished. This is under construction. This is the County Building, there the new City Hall. Both are under construction and will cost seven millions of dollars. The Government building cost three million and a half. Mayor Tom L. Johnson has pushed this enterprise. He has worked for it with great vigor and energy. He has been tying up all of this land for the city and has it pretty much under control and ultimately expects to get every bit of it, and to buy the ground in between so that if not already accomplished he soon will control for the city every foot of the ground.
is the great obelisk; the monument to General Washington. The monument stands forty-five feet above this garden—which is 1200 feet long here and 1600 feet broad. Those steps will be of marble, 300 feet wide in three flights, going up to the base of the Monument, from the garden. From the Monument to the dome of the Capitol is an avenue a mile and a half long. On each side will be rows of elms in strict order. The walls of the south garden, 45 feet high all around, will be surmounted with elms, an effect similar to the end of the Tuilleries Garden. There is a high terrace on which trees are hanging over.

All this has been brought about because the Pennsylvania Railroad retired from their ideal railway location, leaving the way open for a monumental improvement worthy of the Capitol of the country.

This is a plan of the Cleveland Civic Center. This is the railway property. Their present station is over in this direction. The Pennsylvania Road has tracks in here. The difference of grade between this terrace up here, which is the main level of the town, and the tracks down here, is about 60 feet.
a million and a half dollars. The entire location had to be raised and the streets had to be re-formed in order to bring the center of the Plaza into proper relation with them. Now, when we step out of the Station, we find ourselves upon this Plaza and looking across to Delaware. We see the dome of the Capitol in the vista, and the relation of the great vestibule and of the seat of government are proper and normal, as the people of the country have a right to expect.

This is a bird's-eye view of the station from a charcoal drawing. Congress has agreed that all of the buildings around this circle shall be of a type to correspond with the Station architecture; and the District of Columbia people have agreed to the same thing. The ground facing on the Plaza is owned entirely by the railway people and the District of Columbia. Both of them have agreed that all structures erected around the Plaza shall come up to the cornice line of the Station. When they are finished there will be a very noble effect as a whole.

A bird's-eye view of the Mall. This is the Anacostia River, and a mile away the Potomac, there
we thought it would be better farther away from the Capitol, and also lower down. We then proposed a location back of Massachusetts Avenue. There was some figuring over it and finally Mr. Cassatt asked to have the matter presented to him a little later. In December he sent us a message saying "There isn't any chance that I know of of changing my mind, but I will look it over once more". The two diagrams on the wall here tonight were laid before him, while riding from Philadelphia to Washington in his private car. I think he looked at them fifteen minutes, not more, and then said "I am very glad you persisted. You are entirely right from a railway standpoint. The Massachusetts Avenue location is better in every respect and I am very glad to feel that I can contribute so much toward the work that you are doing". He was very good about it, saying for the Commission that he felt they were sincere and public spirited, and that they represented what he felt should be done, and it gave him great pleasure to say that he was ready to help on the work.

A Plaza in front of the Station was then authorized by the Government and built at an expense of
different position from that of six months before. His road had in the meanwhile acquired control of the Baltimore & Ohio Railway, which made a difference to him, as the President of the Pennsylvania Railroad. Competition having been swept away he could consider the project without danger of any other road getting the advantage of him in the event of his leaving the old location. He told me then that the Baltimore & Ohio people had acquired from Congress the right to condemn and occupy this spot on "C" Street for its station, and, as I had been architect for the Pennsylvania for some two or three years before, working on a station for the old location, he said to me "Go ahead and get ready for the new location."

We then began a study for the "C" Street location, but it seemed an unsatisfactory place for two reasons. It carried the tracks up hill to a very considerable incline, which did not seem to be a good thing for the railway interests. It also brought the front of the station to a narrow street. It also brought a great mass of buildings very close to the National Capitol itself, and for those reasons
enough the Government must build to complete all that Washington hoped for over one hundred years ago.

This is the Mall as designed on the plan of L'Enfant, as developed by the Commission of recent years. There is the Capitol, the White House, the Washington Monument. It is two miles and a half from the Capitol to the Lincoln Monument, and about a mile and a half from the White House to the Potomac River on the South.

It was not possible to build the Mall as shown, the Pennsylvania Station remaining where it was, on the ground shown by this mark. (Indicating) Mr. Cassatt was approached on the subject of a new location for the Pennsylvania Station. He was very gracious, but finally refused to consider it, saying that he felt he had the best location for a railroad station in Washington; that he was nearer the center, and he did not see any reason why he should move, and he would have to say "No". Later, when the Commission was in Europe, they received a telegram from him asking for a meeting in London, which meeting came about. He then said he was in a
the first time we know of in the history of planning, and probably for the last time, placed the great important function of government in the very center, forming a great terrace around it, and making all the streets and the main thoroughfares radiate from that center. It was an extremely noble conception. This is Pennsylvania Avenue running through to the President's House, as he called it. Here was to have been the Washington monument; he thought of it as a monument to the heroes of the Revolution, but after his death they erected it in honor of himself. This is the great Mall which Washington conceived as an avenue of residences of the diplomatic people. These large white palaces of the foreign governments on both sides of the street were to face inward on a very magnificent terrace. This magnificent conception is nobler than any we find in the cities in Europe; it is being carried out, not for diplomatic residences, but for museum-like structures the Government is from time to time erecting.

We have here the National Museums; both of them are white, one of marble and one of granite; the purpose is to follow them with others, and there are
This slide shows Berlin of today, a diagram dealing not so much with details, but showing the great system at the congested center—surrounded by boulevards and radials.

Moscow. The same system carried out very much better than in either Paris or Berlin; a very admirable plan. Note the radials and the surrounding highways.

This ideal diagram is meant to show what occurred in all the plans mentioned above, and it is our guide for the study for the congested part of Chicago. It needs no explanation.

This is L'Enfant's plan of our National Capitol, made in 1791 and then adopted by Congress. The hand of Washington was in it; he took the principal part, and the National Commission, having the improvement of the city and the extension of that system in hand, felt almost from the beginning of their work as if they were in contact with Washington himself. The serene quietude of this whole system could not have emanated from any mind that we know of at that time, unless that of Washington himself. The quality of it is apparent to anyone who spends much time in Washington. The Capitol is here. Washington, for
in the first seventeen years under that plan, the white lines showing the changes.

This is the center of Paris as it was then, and as it is today. All through here the land is of immense value, quite as valuable as any land anywhere today. You see how these radials were cut through in every direction. You see the development here of the Champs-Elysees, and in this neighborhood the most valuable property in the world was very freely re-arranged; the authorities condemning for a number of years ahead, the condemnation in some cases being paid for year by year, and in some cases at the end of sixty years. They are still going on with this plan as shown by the next slide.

We now have 1889, showing the completed system up to that time. The white lines indicating the things that were done in eighteen years, from 1871 to 1889. The last two, including this one, show the changes made in Paris in thirty-five years after the plan was adopted. Practically all of Paris was altered. The plan does not show very distinctly the great circulating and radiating systems, but it is perhaps, enough to enable you to understand.
main change was taking away the fortifications and in place of them building a very magnificent avenue encircling the city, from which diagonals were run in toward the center of the city.

The next picture is Vienna after 1857. The boulevard has now taken the place of the fortifications and the streets in toward the center of the city have been greatly improved, as you see.

The next picture is Paris in 1793. Under the first Commune they employed a committee of artists to suggest improvements in the street system. These red lines show the suggestions which were then made, this being the Seine, this the Island of the City, the Louvre as you know here, the Tuileries as it was until 1871; this is the Tuillaries Garden and here the Champs-Elysees.

The next picture is the Paris street system of 1854, sixty-three years after the artists' plan was made. The red lines show what was done in that period. You do not yet find the circulatory system of boulevards. At this time, namely: 1854, the great plan of Paris was made—(the one I have spoken of)—and the next slide will show you what occurred
they are up-to-date, but no more than mere suggestions of what is to be done. Up to this point our study has made it evident that much more thought and much more investigation will be needed in the future, in order to do justice to the subject, and I, therefore, for all of these committees, and for myself, beg that you will look upon this as a report of progress only.

The railway problem, as Mr. Morton has said, is a mere general idea in our minds today, which might be applied to any city situated upon the shores of a large body of water.

Probably the best method is to run over the drawings as a connected series. Each of them will, therefore, be shown in its place as we now proceed with the lantern slides.

The theory of a plan of a city is the first thing you naturally care to know. We will give you a few illustrations of what has been done in the cities of Europe, and draw a conclusion in the form of an ideal diagram of arrangement of the streets of crowded cities.

We will first show Vienna before 1857. The
MR. DANIEL H. BURNHAM: I feel very deeply the appreciation of the Chairman and members of the Club. It is with great satisfaction that one finds in his own city the work he cares most to do, and the aid of those whom he has long learned to believe in.

This sort of work is not new; it was carried on many times before, especially in Rome, in the olden days. There were plans made for very large sections of that city and some of them were realized under the different emperors. Such work has gone on all the way down, in other great cities. There have been made, from time to time, comprehensive plans for their partial development.

In our own time, not before, the planning for an entire city already inhabited has gone on. Paris and several of the European capitals have undergone entire reformation on well devised plans, made within the last half century. Washington, of course, was planned almost in our own day, on entirely new ground where the utmost freedom was afforded to the designer. The results have proven the value of comprehensive planning.

You have been examining the drawings on the walls;
the committees have met as Mr. Norton has said, eighty
times or more in the office of Mr. Burnham, that if it had
not been for the ability, the enthusiasm and the unselfish
devotion of Mr. Burnham, all these plans which you see be-
fore you tonight would have been absolutely impossible. (Ap-
plause.) While we might have found someone (although I
do not believe it myself) who would have grown up to have
the ability that Mr. Burnham has, he would not have had the
knowledge which Mr. Burnham has of other cities, and I am
sure he would not have had the same love for Chicago, the
same desire to make this the crowning work of his life.
(Renewed applause.)

I therefore take great pleasure in introducing to
you now, Mr. Burnham, who will explain to you in detail the
plans which he has drawn for us and for the city of Chi-
ago.

(Mr. Burnham was extended a cordial recep-
tion, the members rising and applauding)
(vociferously)
"The normal annual dumpage from excavation and other sources in the downtown district will make about twenty acres of this kind of filling. But the large quantity of material that comes from the tunnel -- and that which in the near future will be coming from the subways -- will help greatly to hasten the work of filling in.

"Unfortunately, the contemplated outer park has too often been called the 'outer driveway.' Our Committee desires to emphasize the fact that this great island park is to be something more than a boulevard on which the rich man is to drive his automobile. It is to belong to the people -- to be a place of great areas where men and women can go for a day's outing -- where children can play -- and breathe health and strength and inspiration from Chicago's greatest natural asset -- Lake Michigan."

(President Farwell here resumed the)

(Chair.)

PRESIDENT FARWELL: You have heard the reports of the committees and I am sure we have all been very much interested and very much instructed by what we have heard. I can add nothing to what Mr. Nortch has said in regard to the work of our next speaker, but I do wish to say for myself personally, and I am sure for every member of this club, that while the club has raised the money to do this, while
whole water front out to a depth of twenty feet.

"The tentative plans of Mr. Burnham call for a park from 300 to 700 feet in width to be built along the lake shore to the east of the Illinois Central Railroad from Jackson Park to 13th Street, and another park to be built out in the lake as an island about six miles in length. The lagoon formed by these two parks will vary in width from 300 to 700 feet, and a dozen or more bridges of appropriate design will connect the island with the mainland.

"The artistic value of this lagoon and the practical uses to which it can be put, will, I hope, be touched upon by Mr. Burnham in his address this evening. He will probably tell us, too, of the beauties of the shores and of the great meadows and playgrounds to which hundreds of thousands of people from the congested districts of the West Side will have easy access.

"The work of construction will be in the hands of the South Park Board but they are working harmoniously with Mr. Burnham and naturally will follow his suggestions. The cost of this improvement will be comparatively small. The outlay for the breakwater against which the filling for the outer park will be made -- it is estimated -- will be about $750,000."
Park Commissioners can make trades with the Illinois Central Railway Company, and all other owners, giving them additional right of way, or land, in exchange for their riparian rights. The bill provides that every trade so made must be approved by a Circuit Court Judge in whose Court the fairness of the trade can be questioned by any taxpayer or legal voter of the district.

"The South Park Commissioners have been working in complete harmony with our committee and it is definitely understood that we are to join with them in perfecting any trade with the Illinois Central Railway and in all negotiations with other property owners.

"Preliminary meetings have been held with the railway company and a committee from their board of directors has been appointed to take up this matter, but our Committee have thought it wise to postpone negotiations until the Road's present internal dissensions are settled.

In the meantime, the South Park Board has not been idle. It has secured an examination of the title of every piece of shore property from 13th Street to Jackson Park. It has made a careful survey showing each ownership and all encroachments along the entire stretch of lake frontage. And it has had over two thousand soundings taken along, the
now under discussion. Here is the parkway from 12th Street down to Jackson Park, and here is a detailed sketch of the architect's drawing of that parkway from the same points: Mr. Butler, who is chairman of the Committee on Lake Front, and who did splendid work at Springfield and here in Chicago, will report.

REPORT OF COMMITTEE ON LAKE FRONT

(Mr. Edward B. Butler, Chairman of the )
(Committee, submitted the following )
(report. )

"At a closed meeting of this Club, held in April of last year, reports were made by the various Committees working jointly on the plan of Chicago. The lake Front Committee, at that time, reported the progress of its work during the period ending with the securing of the enactment of the Lake Front Bill at Springfield.

"Up to that time -- it will be recalled -- the Governor had refused to sign the bill and I am pleased to say that it was due to the action of this Club at the closed meeting last April that his signature was finally secured.

"This Lake Front Bill enables the South Park Board to acquire the riparian rights of the shore owners from 13th Street to Jackson Park. By its authority the South
American trade centers, and must give them their goods as cheap and as quick, as regards transportation, as any competing market.

"We believe that the growth of Chicago henceforth will compare favorably in every respect with its growth to date; we believe that Chicago's commercial relations with the merchants of this rich tributary territory will steadily increase, that they will visit us annually in constantly increasing numbers. It is time Chicago began to build along the line of the plan presented here tonight — unless a better one can be shown — when she begins to do so, in such effective fashion as will assure its ultimate adoption, we believe that the hope of this club will have been fulfilled — Chicago, its permanent prosperity."

MR. NORTON: When we speak of the outer parkway, this is what we mean; that is Randolph street; that is Grant Park and that is Jackson Park. (indicating on map). The outer parkway with which this club is very familiar since it was first discussed at a meeting of this club eight or ten years ago, extends presumably from 12th Street to Jackson Park. The question of whether that blankets the city with a boulevard, and the question whether that destroys our possibilities for commerce, is a business question and
remedy this matter, it needs and should receive the earnest attention of all commercial Chicago.

Our present terminal facilities are adequate as regards mileage alone, but badly arranged; we have miles enough of terminal tracks in Cook County to build a double track railway from Chicago to San Francisco, a tangled web of trackage, much of which would be unnecessary if modern methods were adopted, and there could be free and quick movement of all Chicago freight.

We need and must have despatch, economy and no lost motion. The people must understand this, and win the railroads and lake lines from antiquated freight handling methods to time and money saving systems. Our merchants and manufacturers must always strive for the trade in the great and growing empire tributary to Chicago, a thousand miles in all directions of fertile land—north, west and south—annually adding to the world’s wealth more than was ever produced before from an equal area, in a solid body, and with all its roads leading toward Chicago, the gateway to this country so steadily increasing in population and industrial activity; we must attract to our ‘Great Central Market’ the merchants of this vast territory, retain their friendship and good will by making it the most interesting of all
method of handling freight downtown were found satisfactory, probably a good portion of the tonnage, i.e. the out-of-town business, now handled by the merchants in the central district, would be stored in and shipped from warehouses outside of the city, near the distributing yards, in order to save the expense of sending it downtown and then back again; certainly that will be the inevitable result if it is found, after a fair trial of such a system, that it pays as compared with present methods; we have been assured that, handled in this way, freight for interior points — particularly if started in the forenoon — should reach its destination many hours quicker than at present.

Chicago has natural advantages as a distributing point on account of the lake, reinforced by its splendid railroad system, but Chicago has not reaped the benefit of these advantages to the extent that it should, congestion and antiquated methods have made terminal expenses too high. Competing cities have, and properly so, taken advantage of our unequalled location to secure favorable freight rates and differentials for themselves — they seem, generally, to have discounted, for their own benefit, our 'natural advantages' in about the same ratio that we, to our detriment, seem to have neglected to take advantage of them. We trust that all our Commercial Association may work together to
Chicago gateway, or by small boats carrying cargoes of little value; it is unnecessary that excursion steamers should pass back and forth through the downtown bridges every day during the summer, when they and their patrons might be better accommodated by docks on the lake front, as proposed in the Committee's plan, these docks to be directly connected with the street car system of the city.

"We believe that freight houses, generally speaking, should be outside of the proposed Railroad Thoroughfare. For the inner or central district, we believe that most of the freight forwarded, could be handled more satisfactorily and at less expense, say, in the present subway, which can be enlarged when necessary. We believe that a system of collecting freight in this downtown district by the tunnel and forwarding it quickly, for classification and prompt distribution, to the yards of a transfer railway company, there to be delivered to the forwarding railroad, would effect a great saving in time over the present method of delivering by team to the various freight houses; the 'in' freight to this district should be handled in the same way, likewise, the less than carload freight passing through Chicago, which is now transferred by team from one freight depot to another through the downtown streets. If this
it by up-to-date methods. The Chicago river has contributed immeasurably to the building up of the city. The Chicago river has grown from a prairie bayou to a great waterway, connecting the Lakes and the Gulf of Mexico. The people of the Mississippi River Valley demand a deep waterway; the President of the United States favors it. Chicago is the northern terminus of this great artery. Whether the Chicago river should be its only outlet, or that there should be a canal from the Calumet river, through the sag, to a connection with the present canal, or a cut from the Lake to the river between 12th and 22nd streets, is a detail, which will doubtless receive the careful consideration of the Harbor Commission recently appointed by Mayor Busse. If we need more harbor, it must be provided, whether it be in the Calumet river, or in the Chicago river, or between the two, or in all three ways, and I can see no good reason why Chicago is not entitled to such adequate appropriations by the Federal government as may be necessary; this is a national question as well as one of great local importance.

"The great street traffic of Chicago should not be unnecessarily interrupted by opening the downtown bridges for the passing of boats during the busy hours of the day, and particularly boats laden with coal, grain and other heavy commodities passing through, and destined beyond, the
any one of the lines could, by street car, reach any point within the city limits for five cents; this would soon make this railroad thoroughfare location the most desirable one in town for the big passenger stations, looking at it both from the economic viewpoint of the railroad manager and the convenience of the traveling public; and, in time, the real estate within this district, now occupied by the railroads for terminals, would, on account of its great and increasing value, gradually revert to other uses. Within this enlarged central district bounded by this proposed thoroughfare, with 13th Street its southern boundary, excluding the area of the river and of Grant Park, east of the I. C. R.R., but including all streets and alleys, there are approximately 1900 acres, and of this 1900 acres, 350 acres, or say, 32-1/2 per cent of the whole, is railway property used for railway terminals, including tracks, stations, freight depots, etc.

"Freight Terminals, rail and lake, must be considered from an economic standpoint, having in mind that the Committee's chief object in view, is to get freight in and out of Chicago, and through Chicago, by rail, and lake, and canal, and the rivers connecting with our canal, at the least possible cost per ton. Chicago wants all kinds of commerce, and must provide adequate facilities for handling
city - 458 through trains and 807 suburban trains - figures for 1907 not yet obtainable.

"It is, therefore, suggested that provision should be made for a Railroad Thoroughfare, which should cross all of the railroads entering the city, avoiding grade crossings; such a thoroughfare might be made by using Chicago avenue from the lake westward to Halsted street, thence south to 12th Street, or even to 22nd Street, and east, on an elevated roadway over the railroad tracks, to Michigan avenue, and thence eastward to the border of the lake; this thoroughfare should be at least 100 feet wide and should have, in addition to ample roadway, both surface and subway cars -- all of these cars should connect with and transfer to the cars of the city traction systems; the railroad stations should all be on the great Railroad Avenue --"

MR. MORTON: Mr. Morton, will you point out on the map after you leave that subject, just where Railroad Avenue is?

MR. MORTON: Right from this point here over to here. (Indicating on map.)

(Reading) " -- and probably most of them could be built on land now owned by the railroad companies, such stations would be easily accessible not only from the center but from all parts of the city, and a passenger arriving by
there is the harbor, and this is the mouth of the Chicago river. With the Field Museum here, the proposed civic center which Mr. Burnham will explain there, the Art Institute there, you would have the Library and other similar institutions at the end of this great lake front scheme.

The question, of course, as you know, is in the hands of not only this committee, but in the hands of a public committee appointed by the Mayor. I have pleasure now in introducing Mr. Morton.

REPORT OF THE COMMITTEE ON RAILWAY TERMINALS

AND HARBOR.

(Mr. Joy Morton, Chairman of the Committee, submitted the following report.

"Your Committee has found that the matter of Railway Terminals is most intimately related to all sorts of transportation within the limits of Chicago, and that any plan suggested for either passenger or freight terminals must harmonize with the movement of general traffic in the streets of the city.

"Chicago is too big to attempt to handle, in a central passenger station, the multitude of people now arriving and departing from the city daily by our railroads; in 1906, there were 1,265 passenger trains per day in and out of the
The booklet is now being prepared and will be submitted to the General Committee in typewritten form, for suggestions, improvements and such action as may be deemed best.

Chas. H. Thorne, Chairman,
Frederick Greeley,
Enos M. Barton.

MR. NORTON: The Committee on Railway Terminals and Harbors have personally inspected and carefully studied Chicago's terminals and harbors, as will be evidenced, I think, when you hear Mr. Morton's report. Before he renders his report, I am just going to get the geography in your minds; it will take me only a second.

The Chicago river is right here (indicating on map), turning down here and going off into the Drainage Canal. The Calumet river is down here in this neighborhood where those harbors are indicated. The harbors are indicated there. The harbors now there are the harbors indicated here and here. It is merely a development of our present outer harbor. The Calumet harbor does not exist. As shown here it is south of the Calumet and extends over the line into Indiana. This is the Indiana line right at this point.

There is a group formerly identified with the present Drainage Board, which believes in a cut-off at this point, namely 16th street, with a harbor development in here as shown here. There is the cut-off, there is the harbor and
on Lake Michigan, and also a complete series of spoke roads converging at Chicago from the various towns within this circumference.

Investigation shows that already 90 per cent of these roads are in existence, varying from good to indifferent, and that improvement of the already existing roads is practical and possible. The acquirement of the rights of way to complete the links now lacking to make our chain of roads perfect is a matter for legal action, a matter of time and the cooperation of towns and townships with your body.

This part of the plan is detail, and will be a matter for later consideration and action on the part of all concerned.

Meanwhile, your committee on Inter-suburban Roadways has thought favorably of preparing an illustrated booklet, educational in part, informative in whole, to contain the map of Inter-suburban roads as planned; this booklet to be placed in the hands of representative citizens and officials in every city, town and hamlet concerned, to carry to them the news of our project, the methods for them to adopt to further the cause, and to assure them of our help and cooperation.

This, in brief, is the status of the work accomplished by your Inter-suburban Roadways committee at the present time.
we would like to have them asked after the presentation by the committees of their reports, and I suggest that you make a notation of the questions that occur to you as we go along, and they can be taken up later.

What is known as the Committee on Inter-urban Roadways has been in existence only a short time, I think two months. Mr. Charles H. Thorne is chairman of the committee, and he has made a personal inspection of the territory which he discusses in his report, and we will ask him to report.

REPORT OF COMMITTEE ON INTER-URBAN ROADWAYS

(Mr. Charles H. Thorne, Chairman of )
(the Committee, submitted the follow- )
(ing report: )

Your committee on Inter-suburban Roadways is prepared to endorse and to advocate the plans for a systematic network of inter-suburban highways, extending from Kenosha, Wisconsin, through DeKalb and Kankakee, Illinois, to Michigan City, Indiana, and covering the intermediate points between Chicago and the cities named, as shown on the map prepared by Mr. Burnham, which he will explain.

This consists of an outer, several intermediate and inner belt roads, starting at Lake Michigan points north of Chicago and circling about the city to points in Indiana
but they are making their plans and preparations to go along on these general lines, realizing that the essential features in these drawings are the only features that are competent for the city in the future. If there are any questions desired to be asked on the details, I will be very glad to answer them.

MR. GEORGE E. ADAMS: The drawing does not show the rise in the grade.

MR. CARR: It does not show it very clearly, Mr. Adams, but that is impossible in a drawing of this character. It is shown there where you can go under. This can be made of solid masonry, this avenue, and a gradual approach or incline, or just as the city or the property owners may elect. There is a wonderful opportunity there for utilizing the space underneath that portion of the boulevard which is directly adjacent to the river on either side, but the cross traffic must be provided for in some other way than across the boulevard.

MR. NORTON: What elevation do you reach?

MR. CARR: About sixteen feet, and that would be taken care of in this scheme by a double deck bascule bridge, a boulevard on the upper level and a 77-foot team bridge on the lower level.

MR. NORTON: If there are any other questions about this
tion of the Illinois Central and the Michigan Central Railways which can be adapted to the scheme. This provides for about a three per cent grade from Randolph street to Lake street, and then proceeding on the level, and in that way allowing all of this cross traffic to be taken care of underneath the main boulevard. It is some such a scheme as Mr. Arnold has provided for in his subways for street cars on two levels. We decided upon that because the traffic is very heavy here; we counted as many as four thousand teams an hour at one corner, and it will grow very rapidly if we have any harbor development such as is shown in the other drawings. For that reason it was thought by the city administration and your committee that it was absolutely imperative to provide for these cross streets going under, three on this side, the Northwestern road, and two other streets on the other side. This is a widening of Pine street carrying the scheme up to the Chicago avenue water plant, that being the objective point, and on the south side the objective point will be down at Twelfth street and Michigan avenue.

This plan overhead is the ground drawing of the whole scheme. As I say, we cannot guarantee the exact details of this drawing. We did not ask the administration and do not expect them to commit themselves to any exact details,
MR. NORTON: Mr. Carr, would you be kind enough to step up to the diagram there and just show what you are aiming at.

MR. CARR: (Indicating on sketch): This is Randolph street. Of course this is the artist's drawing, an ideal in many respects, but it gives you the general lines of the improvements. This is Randolph street and this property in here is now occupied by those blocks of buildings, the Anna Held cigar sign, and so forth, which you are all familiar with, and as Alderman Coughlin said in our general conferences, "the only thing we can do is to just swipe these buildings off the map."

There have been many discussions about putting the boulevard against these buildings on one side and the other side, and Mr. Burnham has insisted as a competent scheme for years to come, that they must be divorced from the buildings, and let the buildings adjust themselves to the improvements. So we provide for a 150-foot boulevard here, and then it is possible for the property owners, if they so elect, to connect it with a street on the same level, a parallel street having access at these intersections. There are three or four of these streets or avenues in Paris connected in that manner and they make a very attractive shopping district adjacent to this same boulevard.

This is an ideal drawing of a freight passenger sta-
forces rather than to, in any way, attempt to dictate details to the taxing authorities. Our purpose has been to connect divided park systems by a driveway, that will not only relieve the present congestion on the downtown streets, but afford a driveway without interruption throughout the City. The public want this. The press want it. No politics are involved; no private interests are subserved. Unless the city fails in its avowed purpose, we will shortly have a connection in every way worthy of the Chicago Plan.
other citizens of Chicago are impatient for this improvement, and every effort has been made to secure definite results. For fifteen or twenty years, there has been discussion of ways and means. Your committee has been working on this matter for one year. The City administration is not committed to every detail of our drawing, but is pledged to a scheme in every way worthy of Chicago. Bids on the bridge have been received and within a very short time, proper ordinances will be introduced in the Council leading up to a final judgment of the court. If the City is successful and the opinion of its legal department correct, work on the removal of buildings and building of the bridge, may be undertaken very shortly thereafter.

One of the papers recently published an account of an interview in which Mayor Busse speaks as follows:

"The scheme evolved by Daniel H. Burnham, at the request of the Commercial Club in my opinion, is the most satisfactory. It would solve the questions of traffic presented and at the same time give Chicago a beautiful thoroughfare that would fill all requirements for scores of years. In making this improvement the City should not waste time and money on any plan that would serve the purpose for only a few years. What we build should be enduring."

Our efforts have been largely to utilize existing
We have put at the service of the Board of Local Improvements –

1st: – Blue prints and sketches prepared in Mr. Burnham's office, covering the "Greater" plan in twelve or fourteen variations.

2nd: – Detailed maps and schedules of values of land and buildings, prepared in Mr. Houghteling's office, covering all property which may be taken by the city for this purpose.

THE FUTURE.

We cannot guarantee that this improvement will be carried out along exact lines, because it is the City's responsibility, but we have the assurances of the Board of Local Improvements –

1st: – That they are progressing rapidly with the preliminary work.

2nd: – They have been advised by competent bridge engineers that a double decked bascule bridge is entirely feasible. Two figures on the bridges have been received and the others are expected in a day or two.

3rd: – The Corporation Counsel has detailed Assistant Corporation Counsel Dupee to give his entire time to the legal end of this business.

Your committee has felt that many of our members and
ments, the Mayor and his cabinet and members of your com-
mittee. Mayor Busse presided. Speeches were made by the
President and members of the Board of Local Improvements,
by Mr. Coughlin and other aldermen, and Mr. Mason, in charge
of the law department of the special assessment bureau of
Chicago. Mr. Bdrundage, Corporation Counsel, read a full
report in which he stated that this work could be under-
taken by the City by special assessment, that is, a com-
bination of assessment for general benefits to the City
and assessments, following in a general way, the lines of
the entire park boulevard districts of the North and South
side. After thorough discussion, on motion of Alderman
Foreman, the Board of Local Improvements was authorized to
prepare plans at once for carrying out some scheme along
the general lines of Mr. Burnham's drawing, which is shown
here this evening. This so-called "Greater" Plan calls
for condemnation of the property between the River on the
North, Randolph Street on the South, Michigan Avenue on the
West, Central Avenue on the East, with corresponding area
on the North Side. The City is the only body competent to
inaugurate such work and as Mayor Busse desired to have the
Board of Local Improvements take charge along the lines of
special assessment, we willingly turned the whole matter over
to the administration.
1st: - RESULTS FOR PAST YEAR.

We call attention to the fact that the four enabling acts passed by the legislature last spring are most important. They remove any difficulties for the future for cooperation of the various taxing bodies under any contingencies, regarding not only this particular connecting boulevard, but any other street or boulevard connections or adjustments in the future, where there may be a division of authority among the taxing bodies.

The defeat of the Charter in September lessened materially the City's chances for contributing enough in connection with the North and South Park Roads to provide for a proper connection. It was evident to all members of your Committee, that if a beginning was to be made on a competent scheme and work pushed to an early conclusion, the City could best act by taking charge of the entire matter. We interested Mayor Busse and his cabinet and aldermen in the so-called "Greater" scheme as sketched by Mr. Burnham, and after various meetings with the aldermen, property owners and city officials, there was called on November 5th in the Mayor's office a general meeting on this subject.

In attendance there were aldermen of the wards adjoining the river, members of the Board of Local Improve-
to you to-night unanimous in our recommendations; and unanimous on the proposition that no matter where we began or what roads we travelled before we arrived here, Mr. D. H. Burnham has captured our hearts. (Applause.) Mr. Farwell has asked me to introduce the Chairmen of our Committees and I will do so. Every effort was made this year to get the north and south boulevard connections. We did the very best we could, and I think when this specific thing is actually done that the public will like it and that they will agree that something can be done in Chicago. Fortunately in this Club that matter has been in charge of a Committee whose names you have seen on your menus to-night. The Chairman of that Committee is Mr. Carr. I do not think there has been a day since they were appointed last April that they have not done some work, and they have made some progress. We will ask Mr. Carr to report in detail as to just what they have been able to do and just how they stand. (Applause.)

REPORT OF COMMITTEE ON BOULEVARD TO CONNECT NORTH AND SOUTH SIDES.

MR. CLYDE M. CARR: we know that you will be interested this evening, only in a very brief and concise statement of the results of your Committee's work for the past year, and the promise for the future.
and his assistants, and this is the only point in my discourse (and I am just through), when I wish I were an orator, which I am not. They have been held in the office of that man and in the presence and with the co-operation of the best experts that could be employed in the United States of America. The best young Americans of recent years who have gone to Paris and studied under men like Guerin, one of that sect, have been working for the Commercial Club of Chicago on this Plan, and the man who could assemble that working force, the man who could persuade Mr. Guerin to come out from New York and abandon the work he was doing, is just the one man who is better fitted to draw a Plan for us than any other man in the whole United States. (Applause.) Gentlemen, to work with him as we have has been one of the finest experiences in life. We have had a battle of wits there and our judgment has clashed many times, and he has listened to everything that everybody had to say and he has discussed all the details, but he has kept his eye on the ball, if you will pardon a foot ball expression. He has been willing to concede everything except the essentials, and in my judgment the essentials are in our Plan.

I want to say and all I can say in closing is that in this hard work while there have been times where we have had discussions naturally and differences, naturally, we come
free interchange of views with a view to giving your Com-
mittees something to work upon between this date and that
happy day in April when we turn this job over to our suc-
cessors to carry on as we hope for ten years.

We have considered every proposition that has come
before us with an open mind; I am sure of that. Absolutely
nobody has had an ax to grind. The fact is that with the
Committees and all the associations and officials, the idea
has been that in making a plan of Chicago any one man's real
estate proposition or railroad proposition, or some other
individual proposition should give way to the interests of
the town and to the future development of the town. We
have had just one desire and that is that the Commercial
Club Plan for the commercial and physical development of
Chicago,—and that is what it is, gentlemen; I am going
to take the liberty of calling your attention to the fact
that I have not used the word "beautiful" since I got on my
feet (laughter) — The Commercial Club Plan for the com-
cerical and physical development of Chicago should be so logi-
cal as a business proposition and so attractive in appear-
ance as to appeal both to the business judgment and to the
civic pride of this community.

Now, I said we have held eighty-threem ettings in
thirty-nine weeks and that we had had two hundred confer-
ences. Most of those meetings or conferences, wereheld in
the office of one man. They were all attended by that man
should be around $200,000,000, including specific assess-
ments and school buildings or permanent improvements. As
soon as my man brings in the facts, I can give you something
real.

very truly yours,

C. E. Merriam."

Now, suppose the charter members of this Club,
founded thirty years ago, had made a plan, had organized a
committee to make a plan of Chicago thirty years ago. In
all human probability the two hundred millions of dollars
which have been spent in Chicago would have been spent a
heap sight better than they have been spent, and that, gent-
lemen, is our argument, if argument is required for a plan,
and those figures have great weight with your Committees
in laying this before you.

Insofar as what Mr. Burnham will lay before you to-
night is concerned, I can only say that the recommendations
of the Committees are laid before you with entire confidence.
They are the result of a great deal of study. At the same
time they are laid before you in the hope and the expecta-
tion that this being a closed meeting of the Club there will
be the freest discussion; in fact that same interchange of
views which is guaranteed in the constitution of this Club
as one of our constitutional rights, that there will be a
Our constant question has been - where are you going to get the money to carry out all of these plans? Before Mr. Burnham takes the floor, let me answer that question. The money which will make the Plan of Chicago a reality is simply the money which Chicago will spend in any event whether working towards this Plan or not. If the City works to a Plan, the money will be well-spent. If the City does not work to a Plan, millions will be wasted. This all becomes very clear if we look backward. I requested Prof. Charles M. Merriam, of the University of Chicago, whom you will remember was a member of the Charter Convention, and was employed by the Convention to make a report which he did upon the taxing bodies of Chicago and upon the resources of Chicago to compute for me the amount of money expended in Chicago for permanent improvement since 1877, the year this Club was founded. We are having that study made, and perhaps of the ten days work necessary five days have been employed by Mr. Merriam and his assistants in that behalf. I therefore asked Mr. Merriam since he was not ready to report as to the actual facts, to make a guess, and I received this rather unusual note from him to-night:

"Dear Mr. Norton:

"After gazing at the ceiling for some time, I guess that the figures for the last twenty-five years
able position, therefore, acting as a committee for the whole community, to co-operate with Mr. Burnham in the development of a city plan. It means years of hard work until one strategic point after another is captured, and until the city slowly emerges from its present conditions of intolerable confusion and crowding, into the well-ordered city which Mr. Burnham pictures for us. It means that our funds must be increased to $100,000. That is an approximation and a minimum. That our quarters be retained on the roof of the Railway Exchange, and that a staff of one or more assistants be retained to assist Mr. Burnham on the details of the Plan as they arise.

In this work we are compelled to realize that a decade is a short time in the life of a city. Some who have seen these sketches have thought that the whole project was defeated in advance by reason of the fact that at this very moment certain railroads are spending many millions of dollars to press in closer towards the already-congested heart of Chicago. The Committee does not take that view. A well-managed railroad is but carrying out today the plans which were laid five or ten or more years ago. It is unreasonable to expect them to change their plans in a moment, or, indeed, to change them at all, until it is in a broad way to their financial and economic interest so to do.
We recommend that our successors be appointed at the April meeting of this Club, with instructions to them and to their successors to continue these deliberations until a complete and perfect plan is made; until the public is thoroughly informed about the plan, and until public sentiment is irresistibly for the plan. The Club should invite representatives of the Association of Commerce and others to cooperate with and possibly to serve on our committees.

The City Plan is a business proposition, and it should be developed under the direction and control of business men. Our political administrations, whether city, county or state, are subject to frequent changes of personnel and of policy. In Cook County today nine independent taxing bodies, besides the Federal Government, are making plans, issuing bonds and spending money independently of each other. Occasionally they are antagonistic to each other, but every one of these taxing bodies must and does bow before the central and final authority, the public itself.

In this great commercial city The Commercial Club is fairly representative of public opinion, and this is a permanent organization. It has a long history of disinterested public service. It commands the good will and respect of the press and of the entire community. It is in an admir-
Springfield to enable this city, if it indicates a new diagonal, to condemn property along the line of that diagonal through a period of fifty years instead of one year, and to condemn more land along the line of an indicated diagonal than it intends to use for the diagonal street, with a view to reimbursing itself by the sale of the frontage which it creates. Paris and London both have that right, and by reason of that right the King's Way has just been pushed through in London and the corporation has been reimbursed to a very large extent by the sale of the frontage which it created. Then in Germany they have the right to set aside certain areas for certain purposes, and they have exercised the right with almost police power. They set aside a factory district, a harbordistrict, a residence district, a retail store district, and they do not permit a real estate owner to subdivide his real estate according to the whims of the real estate agent in charge of the real estate. They compel him to subdivide with a view to the interests of the town which is subdivided and not yet created.

A plan can be published by us as early as May first next if the Club to-night directs us so to do. It would be of great value, but it would be incomplete, and there would be no guaranty that it would ever be adopted. Your committees unanimously recommend as follows:
thirty-nine weeks ago.

In that thirty-nine weeks eighty-three well attended, regular meetings of committees have been held in Mr. Burnham's office, and in addition the committee men have held not less than two hundred conferences with individuals or organizations, either in Mr. Burnham's office or in our offices on the roof of the Railway Exchange Building. You all know, I think, that three rooms were erected for us there on the roof where the draftsmen and every person who touched this plan could look out from the windows and see the problem lying right before him, of the lake front, and the problem looking in the other direction of the great city which he was trying to design something for. Our conferees have included the Governor, the Mayor, almost all of the Aldermen, the Park Commissioners, army and navy engineers, railroad and traction engineers and officials, harbor and drainage experts, property owners' associations, committees from the Chicago Association of Commerce, newspaper men, members of the Legislature, Congressmen and many others. From one and all we have received hearty cooperation. Five bills passed the Illinois Legislature affecting this plan. The Legislature has treated us well, but in this direction as in many others we have hardly scratched the surface. I mean in the way of legislative possibilities affecting this plan.

It is possible that legislation can be acquired in
So, in tracing the genealogy of this plan, as somebody said the other day when I was showing the plan, it makes Mr. MacVeagh a grandfather of the plan. (Renewed laughter.)

We of the old Merchants' Club are very glad of the opportunity to cordially testify to the immense accession of strength and influence and diligent committee work which the union with the Commercial Club has brought to this project. I cannot add to that, gentlemen; I mean every word I say. The Merchants' Club members have worked hard on this thing, but they have been put to their utmost efforts to keep pace with the old Commercial Club, --- the new Commercial Club members have been put to their pace, in the hard work and study which is represented by the sketches which you see there.

This is a Commercial Club plan. Mr. Burnham/s it is not a Burnham plan. Mr. Burnham is right. He has not been asked to draw a plan and go ahead and draw it, although that is practically what has been done. It is a plan in which he has kept in constant touch with the business interests who are this club. Questions have been asked daily by him.

Now, then, that begins April 27, 1907; that is to say, the Merchants Club turned it over to the Commercial Club and we were appointed on that committee. That was
"for what we all wish is to get you at work and accomplish
the thing. It is now five years since I started after this
Plan, and, though I am sorry it could not have been taken
up by The Commercial Club, I feel that it is to be in as
good hands as possible.

"I wish to express my appreciation of the public
spirit and intelligence of The Merchants Club. I am only
sorry I am not young enough to be one of its members.

"Faithfully yours,

(Signed) "Franklin MacVeagh."

The rest, you will remember how Mr. Burnham donated
his own services; how The Merchants' Club first guaranteed
the sum necessary for expenses would be raised (I refer to
the expenses incident to the renting of quarters, or build-
ing them, as we afterwards did, the employing of engineers
and assistants to Mr. Burnham), and then how The Merchants'
Club raised Thirty Thousand Dollars in small subscriptions
from nearly four hundred people, in and out of The
Merchants' Club and The Commercial Club, and how the union
of the two clubs finally made it possible that Mr. MacVeagh's
wish should come true, and Mr. MacVeagh, we are glad to say,
is a member of The Merchants' Club. (Laughter.)
Then you all remember the street paving and cleaning dinner, when the two clubs were together on March 18, 1905, Mr. Edward B. Butler made a plea for what he called the great Burnham plan for Chicago, and made a plea to the members of the club to consider that matter. I remember very well the impression that made upon my mind at the time, in view of our effort before. Nothing further transpired until June, 1906, when Mr. Burnham was asked if he would accept if the Merchants' Club invited him to make a plan of Chicago. On July 6, 1906, he wrote as follows:

"Dear Mr. Norton:--

"The enclosed copy of letter from Mr. MacVeagh to me removes the objection I had to taking up the work you mention, and I am now ready whenever you are.

"Yours sincerely,

(Signed) "D. H. Burnham."

The following are extracts from Mr. MacVeagh's letter dated June 24, 1906:

"Friend Burnham:--

"I am extremely glad The Merchants Club have taken up the matter of a working plan or program for Chicago's development and security in the present and future, and that you are willing to give your services. I am sure my Commercial Club Committee will fully approve this course
was and broached the question to him, he told us that the matter had been under discussion by The Commercial Club. He told us that matters in Washington were in such shape that it was not an opportune time to raise the question of a plan of Chicago, or to discuss the plans of Washington, because there was some dispute as to whether or not the great Mall scheme, which was the central scheme in the Washington plan, which you will see on the screen to-night, would be adopted. The question being whether or not the agricultural building could be moved back. Very powerful influences in Washington were working to put the agricultural building in such a place as would prevent that plan from being carried out, and for that reason it was deemed undesirable to have a meeting in Chicago until that should have been settled by the men who had it in hand and who were working on it.

The idea was discussed from time to time by individuals and members of The Merchants' Club, because it had been raised by a letter I received from Mr. Medill McCormick, who, coming back from San Francisco, had met Mr. Burnham. Mr. Burnham had been out to San Francisco on that plan, and Mr. Medill McCormick raised the question whether the plan was right and whether we ought not to discuss it with him.
anything more on that.

In view of the fact that this club acquired this project as a part of the assets and liabilities of The Merchants' Club, it may be of interest to some of you here if I state a little more in detail than Mr. Farwell has just done how The Merchants' Club came to undertake this particular task.

In the spring of 1903, it was suggested to Mr. Walter H. Wilson, who had just been elected President of The Merchants' Club, that it would be a pleasant occasion if The Merchants' Club gave a dinner to the Washington, D. C. Commission, as it was called, the Park Commission of Washington, D. C. which received its appointment from the President of the United States, and which had recently made its report. That commission consisted of Mr. Burnham, Mr. Saint Gaudens, Mr. Olmsted, Jr., and Mr. McKim. Mr. Saint Gaudens during the summer had agreed that if we gave such a dinner, he would attend that dinner, the idea being that a discussion of plans of cities would come up looking to a plan of Chicago.

It looked new to those of us who suggested it to Mr. Wilson, but when Mr. Delano and I went with Mr. Wilson to Mr. Burnham's office in the Rockery Building where he then
For that reason, there are some rather radical things, and to a man that has never seen these sketches and maps before to-night, some things that require very careful consideration before he can bring himself to approve of them.

Naturally, therefore, desiring to present it freely and frankly to you, it was highly important that the matter should not be presented to the press as though the Commercial Club were to-night making its public presentation of its report. It is a club matter, and a closed meeting, and, therefore, gentlemen, it is highly important that interviews should not be given to the papers, that this thing or that thing is agreed upon or determined upon, affecting this railroad or that railroad in its terminal plans, made long before this committee was appointed, or affecting property here or property there. It is a club matter, it is a matter for your discussion. It is laid before you in open session and I think I need say no more except to emphasize that from the point of view of the committee it should be kept among ourselves.

We have received the greatest consideration from the newspaper men; we have some newspaper men among our members, and whether members or not, all of them have agreed that except such little notice of this meeting as we have sent out to-night, nothing will be said. I need not say
Norton. (Applause.)

Report of General Committee.

MR. CHARLES D. NORTON: As the President of the Commercial Club, Mr. Farwell, has just said, this is a matter which has been under the consideration of the Commercial Club and the Merchants' Club before to-night. What I have to say has been better said by Mr. Farwell already, but as what I have to say is committed to writing, and is short, I will venture to give it as it is, because it will not take very many moments.

Before we get into that, however, there is one thing, as Chairman of these committees, that I would like to say about this newspaper matter. I do not know that you all heard what Mr. Farwell said just before we dined, but this is a closed meeting of the Commercial Club. There is no one present except Commercial Club members and employees of this hotel. We have laid frankly and freely before you, as we were, in Mr. Burnham's office, exactly what we have been thinking about and studying on for eighteen months. Naturally, some radical things have developed in eighteen months' study, having in mind, as we have had all the time, the question of what is the best thing for Chicago fifty years or one hundred years hence. We have not tried to prepare a plan for to-day or to-morrow or for ourselves. We have not tried to solve the problem from that point of view.
it will give us a city in which the people, rich and poor, will prosper, and in which everybody will desire to live.

So, gentlemen, this plan is to be presented to you this evening from that point of view, from the commercial point of view, and from the point of view of the enduring prosperity of this great city. I hope that it will be considered by every member of the club in the light of a report, as it is a report, of progress from the Executive Committee; and that we will hear some discussion from the different members and will get some light and some beneficial criticism as a result of this meeting. As you know, it was hoped that we would take some definite action on this report to-night, so I trust we will listen to the reports of the committees with the idea in view that we shall be asked to take some definite action on the various reports.

As you all know Mr. Charles D. Norton has been chairman of the General Plan Committee. It was he who was president of the Merchants' Club, and who first brought the matter to the attention of Mr. Burnham as a club matter. That committee has worked incessantly night and day, and Mr. Norton has directed their movements. He, as the chairman of that committee, will now make a report for himself and will call upon the chairman of the sub-committees to make their report also. I have pleasure in introducing Mr.
germ idea of the Commercial Club and to make a grand plan for all Chicago, towards which the city could build in successive years as they saw fit to do with the money and the means at their command.

The Merchants' Club undertook this work, as you all know, with great deliberation and also with great enthusiasm, and when the two clubs were united, the united clubs, or the Commercial Club took up the work which was originally, as I said, begotten by the Commercial Club but born of the Merchants' Club, and now it is nurtured and developed and perfected by the new Commercial Club, so that this subject of this undertaking is essentially a Commercial Club project.

It is not only a Commercial Club project, but it is also in every sense a commercial project, for the very foundation and aim of the whole idea is to develop the enduring prosperity of Chicago; and in order to do that, all the elements which go to make up a great city must be considered, just as all exalted characters must be well rounded men, men who are developed on all sides of their character, physically, mentally, morally and spiritually. And, so great cities, if they wish to be great must be developed on all sides; must develop their commerce, their health, their beauty and their morals. This plan of the Executive Committee means all that to Chicago and if the plan is carried out,
PRESIDENT FARWELL: Gentlemen you have heard the report of the committee. What is your pleasure?

(On motion duly seconded and carried, the report of the committee was adopted by a rising vote, ordered spread upon the record, and a copy of the resolution to be engrossed and sent to the members of Mr. Peabody's family.)

PRESIDENT FARWELL: Members of the Commercial Club, with the exception of Washington, American cities have grown and developed in a haphazard manner. American citizens have been too busy to think much of the present or the distant future. Their present has occupied too much of their time, in fact all of their time.

When Chicago, therefore, has taken up a plan to develop the whole city, the originators have found the first obstacle to overcome is an inherited mass of public sentiment. The Commercial Club recognized this fact when in December, 1894, it chose as the subject for one of its meetings: "What shall be done with the lake front?" At that time Mr. Burnham first presented to the club and to the citizens of Chicago the idea of connecting what is now Grant Park with Jackson Park. Later on the Merchants' Club also discussed the same subject, but the first movement in this direction was made by the Commercial Club. About two years ago, however, the Merchants' Club came to Mr. Burnham and asked him to follow out to the logical conclusion the first
appreciation of his high and upright life.

"He was a citizen of the noblest type, and, during his residence in Chicago of over fifty years, was an active participant in the efforts to purify its civic life, and to promote integrity and efficiency in all public affairs.

"As President for many years of the Citizens' Association of Chicago, he was energetic in the prosecution of frauds upon the ballot box, pursuing some conspicuous offenders to their final imprisonment in the penitentiary at Joliet.

"He gave generously of his time and means to many public and private charities.

"The Club expresses its sorrow at the passing away of a member so long honored and esteemed, and recognizes that his life has been one of conspicuous fidelity to high ideals, and worthy of studious imitation.

(SIGNED) "Franklin H. Head,
" John M. Clark,
"William A. Fuller,

"January 25th, 1908."
PRESIDENT FARWELL: As you all know gentlemen, this is a
closed meeting of the club, as I have said, and it has been
arranged with the newspapers that there will be no detailed
report made of this meeting to-night. A brief notice has
been sent to them which they will use, but in order to pre-
vent anything coming in an indirect way to the newspapers
and in that way, perhaps having one paper get something which
another paper is willing not to publish, it is requested
that none of the members grant any interviews to the papers
and then they will all be treated alike.

(A recess was here taken during which dinner
was served. At the conclusion of the recess
the regular order of procedure was continued
as follows:)

PRESIDENT FARWELL: Before we proceed to the regular busi-
ness of the evening, I will ask Mr. Franklin H. Head, Chair-
man of the Committee to Draw Resolutions on the death of
Francis B. Peabody, to make the report of that committee.

RESOLUTION OF CONDOLENCE;

MR. FRANKLIN H. HEAD: Mr. President, I beg leave to sub-
mit the following report:

"The members of The Commercial Club of Chicago, in
loving memory of their associate, Mr. Francis Bolles Pea-
body, desire to place upon the records of the Club, their
Mr. J. Ogden Armour;
Mr. Alexander H. Revell.

PRESIDENT FARWELL: Another thing which we thought we might discuss at this meeting is as to the preference of the members as to the place of meeting in the future, whether they would prefer to meet in this room or in the old room where we formerly met. We have tried both places now. The Executive Committee did not feel as though they would like to decide on it themselves for the future without some discussion on the part of the club. It was thought best by the committee to afford the members an opportunity if they desired to express their views here this evening and then we could take a ballot on it afterwards by mail, the result of which would govern the Executive Committee in making a decision. Has anybody anything to say on that subject or do they wish to leave it to the Executive Committee entirely?

(On motion of Mr. Frederick A. Delano, duly seconded and carried, the question was left to the Executive Committee for decision, and for such action as they might wish to take in connection with the securing of a mail ballot.)

(President Farwell then called for the initials of a number of deceased members of the club, after which he made the following announcement as to the nature of the meeting: )
Chairman of the County Board, that it would be very useful indeed to them all if this club would appoint a standing committee on public health to co-operate with them to produce the result which they wish to have produced in the City of Chicago. We did not wish to do anything because it was an open meeting and not open to discussion, but we thought it was proper to bring the matter before the club to-night.

The Executive Committee would recommend that such a committee be appointed by the club, not necessarily meaning the raising of any money, or anything of that kind, but simply co-operating with the public bodies and with the doctors to see what can be done to further the interests of Chicago in regard to her health.

(On motion duly seconded and carried, the president)
(was empowered to appoint a committee of five to)
(co-operate with the various authorities and doc-)
 tors of Chicago, such committee to be known as)
(the standing Committee of health, and accord-)
(ly President F. E. Noyes announced the appointment)
(of the following gentlemen):

**STANDING COMMITTEE ON HEALTH.**

Mr. F. E. Noyes, Chairman;

Mr. Harold F. McCormick;

Mr. John J. Glessner;
PROCEEDINGS OF THE 201st REGULAR MEETING OF THE COMMERCIAL CLUB OF CHICAGO.

Held in the Congress Hotel,
January 25, 1908.

President John V. Farwell presided at the 201st meeting of the Commercial Club, which was held in executive session, the subject for discussion being:

"The Commercial Club Plan for the Commercial and Physical Development of Chicago; Report of Progress, Mr. Daniel H. Burnham, Architect and the Committees on Plan of Chicago".

The following formal business was transacted before the banquet was served:

PRESIDENT FARWELL: Gentlemen, as you all know this is a closed business meeting of the club and we have some preliminary business to take up before we come to the regular order of exercises this evening.

As you will remember, at our last meeting the question under discussion related to the public health of Chicago and it was suggested by our speakers and by Dr. Evans, Commissioner of Public Health, and also by Mr. Busse, the