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SCIENCE OF CITY BUILDING

BY HENRY A. HORWOOD.

In Harper's Weekly.

There are certain cities, big and small, that are deserting the Tupper method of just growing. They are being gently and persistently pushed along toward greatness. To use an invidious metaphor, they are picking factories from their less wakeful neighbors and planting them in their own towns, they are causing the transfer of hundreds of millions of dollars' worth of business from the somnolent cities and, in this time of reforms, are boasting of their remarkable progress in population.

This is all part of a new order of things. It is the work of a new profession. It reveals a new career, highly the greatest in the country today. Twenty years ago, was as unknown as ice in the Indian river.

These cities go about picking up factories as a salesman hustles for orders. They have discovered, apparently, a bait that smith's glue works might be induced to move and, with an eye keen to the advancement of his own city, the development secretary sticks for weeks close on the heels of the man. He spreads out all his city's good samples. He dilates upon the tax rate and points the advantageous railroad rates until the superiority of the secretary's city is so manifest that smith's glue works, of course, is the town he has chosen. Then the local papers print half-column stories about the new factory chimney that has been added to the already goodly collection.

And so it goes, all the time. A hundred letters a day pour out upon the unfortunate Smiths. When there is a nibble the secretary packs his grip and descends upon the victim and talks the facts which some not all everything. He displays clippings from the local papers, which tell the tale of the schools, churches, parks, playgrounds—exhibits all his wares, in other words, and usually adds another chimney.

This is systematic as a cash register. It is the last phase in the development of municipalities, the key-stone of civic reform. For the result is twofold. It works at the tail and at the head. It increases population and creates business; but it also achieves civic improvements. For the latter form an important part in the working scheme of the development secretary.

Movement is in Infancy.

As was said the movement is in its infancy. Not 50 cities have as yet a development secretary, the term is one which the term is here used. Every village has a board of trade or a chamber of commerce or a commercial club, but in most cases the secretary confines himself to the opening of the mail, the preparation of agenda of meetings, in some cases he takes an occasional dip at landing a convention of undertakers for his town. He does not realize the opportunities. He has not applied business principles to the upbuilding of his own town.

Nowhere is there are organizations which possess secretaries who look into the future, who construct, who gobble up factories. These are the pioneers in a movement which will spread and spread and which, it is safe to say, that will make the fight between cities as interesting and exciting as a sport. For they are the men who are building cities where towns are now, who are creating towns where there are villages, and lighting the main street with electric signs, who are throwing up realty values and making the merchants of their town prosperous.

The gist of this new idea lies in the fact that it is built upon a close and intelligent study of the city's and the city's advantages. It may be a water front or it may be railway facilities. It may be an agricultural or a raw material center; whatever it is, the development secretary knows what the advantages are displayed and the weaknesses minimized.

The development secretary gives a proper valuation to all the dozen or more elements that enter into the argument and anticipates the requirements of the manufacturer in advance. He is a man who is diplomatic enough to get what he wants and give the glory to others, to fight unremittingly for months for a new park or more water mains, to accept defeat without not even smile when election time comes around and the politicians tell of their contributions toward the city's splendor. He is unselfish enough to see the credit for the building of a factory or a new portfolio and the office the president of the board to tell, at the annual dinner of the senate's achievements during his incumbency.

The way the thing is done may be aptly illustrated by the manner in which Poughkeepsie secured a big automobile factory. The secretary read in a newspaper that an Italian company was thinking of locating a factory in this country. Without waiting for the company to make its selection, the secretary goes and decide for them selves, the secretary pounced upon them and talked Poughkeepsie, talked it hard and convincingly. He invited them to come and see the town and when he got them there took them all over the town, showed them the schools and churches, the parks and workingmen's homes, told them about the railroad facilities and rates.

Paints a Glorious Picture.

Then he took them to the very spot that he had picked out in advance where they could build, he pictured the factory to them, pointed to the transportation facilities, showed them how low the taxes were and how healthful was the air. When they went away the visitors had every good point about Poughkeepsie throbbing in their heads in a hundred different forms and consequently they straightway made a deal to build their factory in Poughkeepsie.

The Portland, Ore., Chamber of Commerce spends $6,000 a year in publicity work—and it is estimated that this expenditure has resulted in that $10,000,000 worth of business. The net which it has thrown out spreads over the land from Maine to Florida, and it is an undoubted fact that the Chamber of Commerce alone is chiefly responsible for the fact that Portland is now the chief city of Oregon for the expansion of the Pacific coast.

The method adopted by different cities varies according to the possibilities of the towns. Rochester, for example, has recently become a great convention center. There was no luck about it. It was the result of work. Atlantic City, Washington, St. Paul and Denver took the bulk of conventions. Now the rivalry between these five cities is intense. They have the conventions and they participate in the rivalry that exists in a convention. Enough inducement to hold out and every facility given. When the democratic convention met in Rochester the commercial organization had budges specially prepared for every delegate, with a welcome on them, and the welcome sign was everywhere displayed. And behind it all was a secretary, a man whose name is seldom mentioned.

Hot Springs, Ark., is trying to build up a jobbing center. The Chamber of Commerce has raised a fund out of which it pays freight charges and transportation to country merchants who come to town and buy their men's supply. The hotels prosper, the merchants prosper, the property owners, the streets, look prosperous. Little Rock will grow faster than it did and the industrial centers will wonder why Providence passed them by.

Industrial bureaus are a fancy term an industrial bureau but it is a fine clearing-house for all business activities in the city. All matters pertaining to public and general development are centered in it. Twenty-five different organizations it and as a labor-saving, time-saving, effort-saving institution it is unique.

Future of the Movement.

The future of this new city movement is not to be exaggerated. It is not a fad, it is constructive. It is not political nor factional. It has the support of the business interests. In short its ultimate aim is to make the city a place where people find itself, expand, get out the full worth.

There is another phase of the question. From time to time somewhere there have been improvement societies. Some worked for shade trees, some for playgrounds, others for reading-rooms. Some lasted a year, some longer. The business man and the average citizen looked with a half hearted interest. They were pretty good things for women to fuss with, but they did not bring in factories, they did not fill up the office would, so went, and so goes today, the philosophy of the average business man. But the development secretary is changing the attitude of all to come in contact with.

His argument goes like this: "If you have a beautiful city, with wide streets, rows of homes, with indifferent lawns, ugly schools and parks that look like vacant lots, it might be all right for you who were born and brought up in it, but the stranger would stay in the place unless he was locked in every night. Consequently no same manufacturer will locate there and no artisan will seek work there. Your city is on a boom, prices are high, it was cheap in the beginning and gets lost at the bottom of the ladder of fame.

"Suppose the parks were trimmed up and the streets swept and a coat of paint were spread generously over everything. Suppose a playground were laid out in the vacant lots, suppose and the name of the town were occasionally spread out in an advertisement, suppose trees lined every street and lights burned brightly in the main street after 8 o'clock every night and some special celebration were held then bring the neighbors in now and then.

"Then," the development secretary continues, "we can go out and pull in a prospective factory builder and need not be afraid to show him the town of the day. He has sense. He knows that he can get all the hands he wants if the town is attractive. He knows that the best place to locate is in a town that has pride in itself.

"And with the factories come men to buy the lots and build homes. Suppose it does cost money now, figure out your dividends derived from the increased population. Why, the whole proposition is the same as a merchant who keeps his window polished and displays his goods, lights his store elaborately and advertises the fact that he has the best there is. It costs money to burn electric light and to be neat. But doesn't he get it all back and more?"

Gives Them His Help.

It does not take a large brain to see the point and the American business man is quick to see it. He has been put by these development secretaries have lost no time in giving them all the help they need. They have contributed money in the form of subscriptions, they have, in the main business expense. Sometimes the association is called the chamber of commerce, sometimes the board of trade or commercial club, but by whatever name it is called it is the thing doing. Sometimes it is a city like Portland, Ore., with a population of a little over 200,000 and a rate not dreamed of a decade ago.

There is no luck in the greatness of a city. Why should Denver be greater in population than Jersey City? Why should Cleveland be greater than Omaha? Why should St. Joseph? Why is Cleveland greater than Erie? These have no natural advantages, sometimes, indeed, it is the other way. Why should St. Louis be superlativly can be traced to a greater development secretary. Now, the development secretary is organizing the acumen, inherent in the American people, which, when his idea was allowed to run to waste.

Nowhere the work of the development secretary has taken its place as part of a college curriculum. Several cities have obtained secretaries from other towns where they have shown a marked success. An association of these men is now organized and meets in annual convention.

There are in this country fully one thousand organizations to increase the commercial or agricultural worth of their cities. Of these about five per cent have adopted the development methods. The others are bound to follow. The most ardent reformer must gaze at the prospect for betterment which this movement forecasts. It is too much to expect that all the credit will be appropriated and officers, boards, committees, but it is not too much to expect that most of the things that reform organizations have sought to win in vain will be achieved in a way that has hitherto been unknown. Nowhere is there a more fine feature of the first baseball game of the season, which will be played by the South Bend and Wheeling ball clubs, May 4. Kuesper is a brother of John. Rudolph Herz, another patrolman.

CHILD LABOR LAW NOT SATISFACTORY

KEEGAN LOSES HARD BATTLE IN ASSEMBLY.

BILL AMENDED IN SENATE

House Accepts Measure as Passed by Upper Branch and It Goes to Gov. Marshall for His Signature.

Continued from Page One.

medistely, take your seat I tell you, and do it right away."

Senator Wood with Lieut. Gov. Hall and as Senator Kane retired he, (Hogue) declared that he would allow no such language to be used in his presence without protest."

Senate in Night Session.

The only night session thus far held by the senate was enlivened last night by a long and bitter wrangle from Senator Fleming bearing upon the activity of Lieut. Gov. Hall in keeping order in the chamber.

The resolution carried an appropriation of not to exceed $125 for the purpose of furnishing the president's chamber which it was where it has been damaged by the "misuse of the gavel in the hands of the presiding officer."

Senator Kistler, who was in the chair at the time, smilingly received the resolution and referred it to the committee on accounts and action favorable to Lieut. Gov. Hall is expected.

Several Districts Changed.

When the senate took action on the legislative re-apportionment several senatorial districts in the northeastern part of the state were altered from the way in which they were accepted by the house committee. In the house the senate the counties of Shelby and Rush are joined; Wayne and Fayette, Union, Franklin, Dearborn and Ohio; Decatur, Ripley and Switzerland; Harrison, Crawford, Perry and Jennings; Lawrence, Owen and Washington; Clark, Scott and Jefferson, all being new arrangements.

Veiled in the remarks of Representative Merriman was the intimation that there were greater political honors in the state than Congress.

The house this morning concurred in the senate amendments to the Loeb legislative re-apportionment bill and the Cravens congressional re-apportionment bill.

The house also concurred in the senate amendments to the Strickland platform measure to combine the office of state factory inspector and the office of state mine inspector under the name of bureau of inspection.

Hibbard Bill Passes.

The Hibbard senate measure increasing the salaries of the county clerk, auditor, recorder and sheriff of St. Joseph county was passed by the house by a vote of 77 to 1 under suspension of the rules.

The senate also passed the Hibbard senate measure giving to commissioners of certain counties the right to grant lands for park purposes.

The lower branch adopted the report of the committee on the Jackson bill to make the rights of county equal to the rights of law.

The house also passed the Hanna senate bill extending the power of the Indiana state board of health in the matter of compelling witnesses.

Tasks for Referendum.

Referendum tasks bestrewed the path of the hitherto accelerated senate steam roller, and bi-partisan filibustering tactics, with Senator Proctor as the new recruit to the ranks of the obstructionists, when the Cole-Shively referendum bill, took the morning in the senate without definite action being taken on any matters.

Senator Wood's motion not to concur in the house amendments to the referendum bill started the fight. Senator Proctor, who had declared the unconstitutionality of the bill, asserting that there were three reasons why the bill was in contravention of the state constitution.

Senator Kistler declared that he would not argue the constitutional phase of the resolution but would rest his judgment on the wisdom of both houses of the legislature, which had passed the measure.

Mr. Proctor then came forward with a motion to indefinitely postpone the bill, declaring as his reason that the new constitution provided a manner for adopting the referendum and that it would be void because the new constitution contained no provision of that kind not in the old, the bill would be unconstitutional under the old.

Senator Shively declared that Senator Proctor was the representative of the people and that the presence of the provision in the constitution was evidence that it was popular legislation.

Gavit Accuses Kane.

A serious tilt in the debate came when Senator Gavit spoke for the bill and accused Senator Kane of having stolen Senator Kane, he being opposed to his motives. This was denied by the senator from Lake, who declared that he had supported the bill on its merits, and had voted against it on the grounds of unconstitutionality and opposed to the measure on its merits.

Senator Kistler branded the measure as "a sort of horsey" and he declared that he would be intimidated by no newspaper to support the bill.

Senator Kistler said that he considered its killing the bill for a new constitution," declared Senator Proctor, in closing the argument. "he must refuse to sign the referendum bill if it comes to him."

On the motion to postpone the bill the vote was 20 for and 25 against but a doubtful was made by Senator Wood for the absentees, and until that is settled not all the senators who are in Washington, Lake, Porter, Jasper, "guilty of conduct," are dodging the bill will be held up and business will be at a standstill in the senate.

The senate adjourned, though it took a roll call to determine the sense of the body, at 11 o'clock last night.

Representative Clark and Hon. Harry R. Wair, of St. Joseph county, delivered the South Bend track elevation bill to the governor last night at 10:30.

Speak at Annual Meeting.

Men prominent in the affairs of the South Bend Humane society were the principal speakers last night at the annual meeting of the Humane society, of Elkhart. Charles G. Folsom of the Elkhart society, and Mrs. Ida Scott Reed Nobly, explained at Elkhart the methods employed by the local organization during the several years it has been organized and what has been accomplished.

Those desiring to telephone society, personal and other news to The Tribune should call telephone No. 1115. It is best to telephone news early in the day.

RAILWAY EMPLOYE SEEKS FAME AS RAPID WALKER

Will Start for New York First Day of Ball Season.

Starting from Springbrook park, during the first home game of the year for the South Bend ball club of the Central league, Frank Kuesper, an employe of the Chicago, South Bend & Northern Indiana Railway company, will attempt to break all records in a cross country walk to New York city. Arrangements are being made to have the walk, which promises to be a feature of the first baseball game of the season, which will be played by the South Bend and Wheeling ball clubs, May 4. Kuesper is a brother of John. Rudolph Herz, another patrolman.

JUDGE STUBBS KILLED.

Indianapolis Man Run Down by an Interurban Car.

By Associated Press.

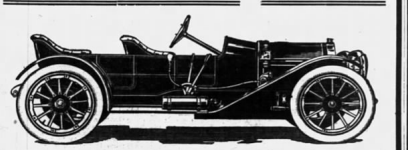
INDIANAPOLIS, March 4.—Gov. Marshall to-day declined to consider in any way the appointment of a successor to Judge Stubbs, of the Marion county juvenile court, who died at his home last night after being run down by an interurban car.

A college student of the governor was seen to approach him to-day and whisper in his ear.

"No," cried Gov. Marshall, "can't you see I'm busy? Don't bother me."

The governor and the late Judge were personal friends.

COMPARISONS INVITED



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