

TREND OF INDUSTRIAL AND  
MUNICIPAL RECREATION IN THE  
LANSING COMMUNITY

THESIS FOR THE DEGREE OF M. A.  
Alfred E. Brose  
1934



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TREND OF INDUSTRIAL AND MUNICIPAL RECREATION  
IN THE LANSING COMMUNITY

by  
Alfred E. Brose

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## Chapter I

### INTRODUCTION

The general movement for shortening the hours of labor, the need for more wholesome physical activity as shown by the condition of the men during the World War, and the desire of the industries to create better feeling and greater cooperation between the employer and the employee, have added stimulus to the innovation of providing educational and recreational facilities for the employees in industry. The importance of outdoor recreation to the well being of the people was particularly emphasized by the President of the United States in the call for a general conference on outdoor recreation, issued in the spring of 1924. (1)

The Bureau of Labor Statistics was designated to carry on a study to show as far as possible:

1. what is being done to provide recreational activities for industrial workers;
2. the response made by employees to attempts to furnish them with facilities for recreation;
3. and, the particular lines along which such work may be developed.

There are three general agencies which have been foremost in the promotion of recreational activities; namely, public, commercial, and private. All three are found in every city, and in many cases their functions and activities overlap.

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(1) Health and Recreational Activities in Industrial Establishments, 1926, U.S. Dept. of Labor, No. 458

At the present time the public agency is considered as the most desirable type of recreational promotion. Through such support as the community gives, a broad field of play activities is furnished without direct charge to the participant. The purpose is to invite universal participation so that all may share in the benefits. The program seeks a better citizenship by fostering play that is educational and at the same time is filled with wholesome amusement.

In order that the public may be successful in its program, a large outlay of facilities such as municipal and school playgrounds, field houses, social centers, and parks are required. In order to provide all these facilities a large expenditure of money is necessary. However, the past experience of many cities shows that the playgrounds bear names of local benefactors, who have donated expensive playgrounds. Many times such organizations as the Parent-Teachers Association, the Rotary Club, and other similar organizations interested in civic improvement, aid in securing the needed facilities. Also, industrial concerns often open their privately supported play space to the general community use.

Leaders of recreation have expressed the attitude that we can judge how fully the need of recreation is supplied, by the number of commercial amusements and the extent to which they are patronized. <sup>(1)</sup> By commercial amusement or

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(1) Wilber P. Bowen and Elmer D. Mitchell, The Theory of Organized Play, page 58



recreation is meant the type that is provided by private concerns in order that they may make money from the patrons. Included in this class are such activities and agencies as baseball parks, bowling alleys, pool rooms, carnivals, dances, fairs, horse races and picture shows.

Commercial enterprises, always seeking big dividends, really anticipated the need for recreation and gave opportunity for its realization before the public was stirred into making appropriations for this purpose. In this respect commercialized recreation has had a great opportunity; but it has largely failed. It has considered profit first of all, and in catering to the spirit of the modern generation it has fostered amusements that are often useless and vicious. Too frequently, as in the cases of our movies and professional athletics, the people pay to see others perform and themselves assume the passive role of onlookers.

Commercialized forms of recreation are both good and bad. However, many of those that are now distinctly evil influences can be converted into useful and artistic forms of play. A significant point of commercialized recreation is that people will pay "fancy" prices to be amused, or for a chance to play. Also, its very extensiveness shows that the public playgrounds and other municipal provisions are still inadequate, and that until the demands for recreation are met more adequately by the community there

will always be undesirable forms of commercial recreation.

Private recreational agencies include such clubs and organizations as have an interest in recreation from the standpoint of the participation and benefits of its members. Such clubs usually have a membership fee, which must be paid before the privileges are extended. This type of agency can further be divided into subgroups, which are three in number: 1. Open, where the restrictions on membership are very few, the one essential requirement being good character, and where the fees of membership are nominal enough to invite the public or may be omitted altogether; 2. Exclusive, where the membership is kept very limited through ballot selection, through limiting the enrollment to a certain number, or through fees that are so high as to exclude automatically all except the very wealthy; 3. Informal, where individuals or groups promote their own play without connection with any permanent organization.

Industries are included in the category of private agencies. Many industries have joined in the new social movement by taking an interest in the welfare of their employees through promoting recreation of a proper type. Some of the larger companies have their own gymnasiums and athletic fields. Here the employees can meet for informal games, or for games where the competition is based on the different units of the factory. The sports that prove successful for the formation of leagues are baseball,



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playground ball, basketball, volleyball, and bowling. The above leagues pertain to competition within the factory and aim to get everyone in the game. There are, also, selected teams that represent the factory in much the same manner as the varsity team represents the college. When such representative teams participate in the city league under the direction of the municipal recreation department, the tendency is toward play of an amateur type. However, when games are scheduled outside the immediate locality, professionalism often becomes a factor. For this reason it is important that the ideal of plant-wide participation is not lost.

In many cases where the industries have maintained playgrounds through their welfare department, the original aim of catering to their employees has been enlarged into a neighborhood project, with directed play for all. In this philanthropic capacity the industry allies itself with the municipal program.

Purpose of Study. It is this alliance of an industrial and municipal recreation program that raises the question whether a recreation program in an industry is merely an early experiment and forerunner in the development of municipal recreation, or whether each has certain activities and functions which it should perform. This situation has led to the formulation of the problem of this study, which is to determine the relation of industrial and



municipal recreation in the Lansing Community. Although all the industries will be considered, the writer feels justified in centering attention on the Reo Motor Car Company because it is one of the oldest industries and because it has carried on a far more extensive recreational program than any of the other industries.

Method of Study. On visiting the Reo Motor Car Company it was found that they had on file a monthly organ called the "Reo Spirit", which has been published since 1916. This pamphlet includes in its pages all the educational and recreational activities that have been sponsored by the company, as well as the reactions of the employees to these activities. On looking through the files of the "Reo Spirit" one could not help but notice the rapid decline in the number and extent of recreational opportunities offered the employees after the year 1928. Realizing that this decline has taken place during an era of unstable economic conditions, this study will be especially concerned with those activities and trends included in the twelve years previous to 1929.

Information concerning the organization and development of the municipal program has been acquired from two sources: namely, the Lansing Recreation Department, and from interviews with men who were active participants in the origin and development of the present program.

Certain outstanding facts and conclusions dealing with related phases of this study have been secured from other

sources. References to these facts and conclusions will be made whenever the data from such sources can be compared with information derived in this investigation.

The writer majored in Physical Education at Michigan State College, and has had several years experience as a worker and as a participant in the Lansing Recreation Program. The activities in which this experience has been acquired are: namely, summer playground director, athletic official, social recreation director, and as a member of athletic teams in baseball, basketball, and diamond ball. The participation in the above mentioned activities has made possible a direct contact with the recreation programs of the Motor Wheel Corporation, the Reo Motor Car Company, and the Lansing Recreation Department.

The first step in carrying out this study was to make a survey of the Reo's recreation program in order to obtain as much data as possible concerning the history, organization, method of finance, and scope of their program. The next step was to analyze the contents of the "Reo Spirit" and tabulate such data as would be of value. It was then necessary to secure the available data dealing with the origin and development of the municipal recreation department. A few tables will also be presented showing the type and extent of the recreation programs of other industries in Lansing.

Other Studies of Industrial and Municipal Recreation. The study prepared by the U.S. Department of Labor dealing with



"Health and Recreation Activities in Industrial Establishments in 1926"<sup>(1)</sup> is perhaps the outstanding work pertaining to recreation in industry. In this study information was secured from 430 establishments with approximately 1,977,000 employees. These concerns represented many types of manufacturing industries, and of transportation and commercial enterprises in different parts of the country.

[Of the companies visited, 235 provided clubhouses, club or recreation rooms, rooms for different games such as billiards or pool, bowling alleys, and gymnasiums, while 316 companies provided lectures, moving pictures, and concerts, or assisted in the maintenance of bands, orchestras, or glee clubs.]

However, these features of industrial life have not been uniformly successful, as about 100 companies reported that one or more of these activities had been given up. Lack of interest on the part of the employees was the reason for the discontinuance of 25 musical organizations, 6 gymnasiums, 3 bowling alleys, 2 clubhouses and 1 dramatic club, while other companies reported that the cost was too great, or that the results did not justify the expenditures. Musical organizations seem to be the most difficult to manage.

Three hundred and nineteen of the companies, with approximately 1,300,000 employees, were reported as providing facilities for various forms of athletics or other kind of outdoor recreation.

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(1) U.S. Department of Labor, No. 458, op. cit. Passim.

Another study, prepared by the Policy Holders Service Bureau of the Metropolitan Life Insurance Company, discusses outdoor recreation for employees. It gives a brief discussion of such topics as, the employer's part, what other companies do, fashions in recreation, noon hour games, gardening as recreation, and advantages of competitive sports. (1)

A bulletin prepared by the Industrial Department of the Y.M.C.A. contains many valuable suggestions in regard to the procedure of promoting recreation programs in industry. It contains chapters dealing with the field of recreation in industry, selling the program, health education, athletic equipment, programs of activities, and everybody in the game. (2)

The Year Book of the National Recreation Association is perhaps the most extensive study dealing with municipal recreation. This Year Book is a report of the public recreation facilities, leadership, expenditures, and programs of American municipalities. It is primarily a statement of community recreation activities conducted under leadership and of the facilities used chiefly for active recreation. In order to be included in the Year Book, a city must report one or more playgrounds or outdoor recreation centers conducted under leadership, or a major recreation facility such as a golf course, swimming pool or bathing beach, the operation of which requires regular supervision or leadership.

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(1) Outdoor Recreation for Employees, Policy Holders Service Bureau, Metropolitan Life Insurance Co., page 4

(2) Henry F. Kallenberg, The Program of Health and Recreation in Industrial Fields, page 3

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The Year Book contains reports of such recreational facilities and activities as provided by many municipal and county park authorities. It does not, however, include all types of park service. Recreational programs provided by industrial concerns and other private agencies for the benefit of the entire community and which are not restricted to special groups are also reported. Similarly, reports of many playgrounds, recreation centers and other recreational service provided by school authorities are published, but information concerning physical education conducted by schools is not included in the Year Book. (1)

[The increase of leisure time, the need for more wholesome physical recreation, and the complexity and congestion of city life, all emphasize the importance of industrial and municipal recreation.] The rapid development of the Lansing Recreation Department and the duration and scope of the Reo Motor Car Company's program, show that they possess certain interrelationships in their attempt to promote recreation for the people concerned.

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(1) Year Book of National Recreation Ass., Recreation, June 1931, page 152





## Chapter II

### HISTORY OF THE LANSING COMMUNITY IN RELATION TO RECREATION

Although the inclusion of a chapter dealing with the history of the Lansing community might at first appear superfluous, the writer considers such a chapter necessary for a comprehensive understanding of the trends of recreation in that community. The physical and social development of the Lansing community has been of considerable importance in determining what types of recreational promotion and recreational activity were to be included in the program of today.

The Founding and Development of Lansing.

Where two rivers met in the heart of a dense Michigan forest land, there was a scattering of rude huts called a settlement. The small settlement was practically unknown for several years. Its inaccessibility deprived it of contact with the outside world. However, a gentleman from New York happened in the territory and was very much impressed with it. After this man returned to New York he sold the land in Michigan where Lansing now stands. He did not own the land, so that the people who purchased and finally settled in this territory were swindled of their savings. However, they settled and started a hardy, conservative community.

In 1843, Hon. James Seymour is said to have built the first house in what is now the fourth ward of Lansing. He

also built a saw mill, so that it seems as if from the very first Lansing has had industry as a birthright.

It was during the controversy in the Michigan legislature over the selection of a new capitol site that this small community attained its first important recognition. In 1847 the state legislature voted to remove the state capital from Detroit to a site more centrally located. This action called forth a number of generous offers from towns already established. No offer is recorded as coming from Lansing township. The State Journal history of the Lansing Community states, "Lansing made no offer and that the committee chairman presented the report to the session, and because the debate was so bitter he suggested a place that had never been thought of and one which was afterwards called the 'Capital Joke' ".<sup>(1)</sup> The legislature seemed to grasp the idea to get away from the dispute, and as a result it was finally decided that the capitol should be situated somewhere in Lansing township. The assembly finally voted that fifteen hundred acres of land on both sides of the Grand River should be laid out and designated as the Town of Michigan. This layout is bounded today by Willow Street on the north, Grand Trunk tracks on the south, Sycamore Street on the west, and Larch Street on the east.

Previous to 1847 the development of the Lansing community was very slow. The land was high and mostly

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(1) "Lansing and Its Yesterday", Seventy-fifth Anniversary Edition of the Lansing State Journal, Jan. 1, 1930, page 11

covered with a thick growth of timber. Having been chosen as the capital site, it rapidly grew in size and population. On March 16, 1847, the legislature appropriated \$22,513.02 for the first capital building. The first newspaper, called the Free Press, was printed by Bagg and Harmon of Detroit on January 11, 1848. Some time between the dates of 1855 and 1858 the first fire-fighting unit was organized. It was a volunteer organization, and in later years the city purchased a fire engine, said to be one of the first made in the middle-west. The arrival of the engine in the city was a cause of a city holiday and a large parade from the city limits on the south to the city limits on the north. On September 2, 1856, the first offender was admitted to the House of Correction for Juvenile Offenders. In 1859 the name was changed to the Boy's Industrial School, and still later in 1921 to the Boy's Vocational School.

The Town of Michigan with a population of 3,067 was incorporated as a city in 1859. The name at this time was changed to Lansing, in honor of an earlier settler by that name and as an honor to the town from which many of the settlers came in New York. It was during this time that Lansing elected its first city officials. It is said that the city then had a saw mill, two flour mills, and an iron foundry.

To show that the city was expanding and to acquaint the reader with some of Lansing's geographical features, a

quotation from Adams', Pioneer History of Ingham County will be presented.

"In 1863, the city had eleven churches, five hotels, two flour mills, three tanneries, two breweries, three saw mills, two sash and blind factories, several brick yards, and a large number of mechanic shops. About a mile from the city there is an extensive quarry of fine building stone. The city is handsomely laid out, in a high and healthy location on gently rolling ground, and already boasts of several elegant private residences and public buildings. An extensive system of grading and public improvement is being carried on by the city government, which when completed will add greatly to the appearance of the place." (1)

Lansing was unable to grow rapidly until it was provided with some easy means of transportation. This transportation problem was solved by the coming of the railroads, and as a result the city's population doubled in a very short time. It is said that five railroads entered the city between the years 1863 and 1867. This gave Lansing the contacts it needed to increase its importance as a capital city and as an industrial center. Industry, starting with the building of the dam, now began to assume significant proportions and the area along the Grand River, which was designated as being appropriate for "Hydraulic Manufacturing", was utilized to full capacity. By the late nineties Lansing was established as the leading gasoline engine city of the country, and it was a Lansing man, R. E. Olds, who first built and marketed the automobile, thus creating for Lansing the honor of being the cradle of the automobile industry.

#### Location of Lansing.

Lansing has a strategic location because it is in the

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(1) Franc L. Adams, Pioneer History of Ingham Co., page 426

heart of lower Michigan and in one of the greatest agricultural, industrial, and commercial sections of the United States, being only two hundred and twenty-eight miles from Chicago, and eighty-five miles from Detroit. Lansing is in direct contact with trade and industries of these great cities and finds in their markets a large demand for its manufactured products. It is also in close proximity to the other larger cities of Michigan. Battle Creek is forty-nine miles; Flint, sixty miles; Grand Rapids, sixty-four miles; Jackson, thirty-seven miles; Kalamazoo, seventy-four miles; and Pontiac, seventy-one miles distant. In addition to providing trading facilities for the City of Lansing, this proximity makes possible athletic competition between the teams of these cities and the teams of Lansing.

The temperature of Lansing is such as to stimulate a diversified recreation program both in summer and in winter. The summer temperature averages about 72 degrees and makes possible approximately five months of outdoor activities under comfortable climatic conditions. This period is of sufficient length to permit the organizing and conducting of athletic leagues in baseball, diamond ball, horseshoe, soccer, and volleyball; the sponsoring of golf and tennis tournaments; and participation in swimming, picnics, and track and field events. Although the average winter temperature is 25 degrees, there are usually a few weeks of colder weather which makes possible participation in skating, ice



hockey, sleighing and similar outdoor winter sports. In addition to the outdoor winter activities many events such as basketball, volleyball, indoor baseball, gymnasium classes, and social recreation hours can be conducted in recreation rooms and school gymnasiums.

The Grand River, originating near Jackson, meets the Cedar River in Lansing and flows west to Lake Michigan. This river, which is crossed by many substantial and artistic bridges, practically divides Lansing in its center. It provides water power for some of the industries of the city; enhances the beauty of the city in many places, and serves as a playground for those interested in water sports.

#### Composition of the Lansing Population.

Since Lansing was incorporated as a city in 1859 its population has doubled many times. According to the 1930 report of the U.S. Census Bureau, the population of Lansing was 78,397. Of this total, 70,309 or 89.8 percent were native white, 6,630 or 8.4 percent were foreign born white, and 1,409, or 1.8 percent were negroes.

Of the foreign born white population of Lansing, the largest number has come from Canada and Germany. They have been assimilated into the community and are not as distinguishable from the rest of the population as are many of the Syrians and Negroes. For the most part they make good American citizens and aid our industries by being steady and conscientious workers.

When the foreign born whites immigrate to United States,

they tend to bring their native culture with them. If they come here in sufficiently large numbers and settle as a group, they retain many of the features of their old culture. If they make more random settlements and adapt themselves to the customs of this country, they become assimilated and gradually relinquish their native habits. Many times the athletic games and recreational activities of the foreign born white are different from those of the people of the United States. It then becomes necessary for the industrial or municipal recreation director to either introduce certain foreign elements into his program, or interest the immigrant in learning the American activities.

In Lansing, however, the percentage of foreign born white is so low that it does not constitute a problem of any great consequence. They quickly adjust themselves to the American recreational program through participating in the activities offered on the playground, in the gymnasium, in the clubhouse, and on the athletic field. Perhaps the greatest recreation problem in regard to the composition of the population of Lansing is the provision of public recreational opportunities for the negro. There is a tendency to restrict them from participating in the various city athletic leagues, because certain organizations and individuals refuse to participate with teams composed of negroes.

#### Institutions in Lansing.

Because of the large number of institutions in the City of Lansing, only those bearing some significance to the present study will be discussed in this chapter.

The program of a city often depends upon the leaders of its municipal government and the type of organization with which these leaders have to work. In Lansing the city government is vested in a mayor and a common council consisting of two members from each of the eight wards. These officials are elected by the people as are the various other city government administrators such as the city clerk, city treasurer, city assessor, etc. A board of education supervises school affairs, a board of police and fire has charge of the safety of the citizens, a board of water and light administers the municipal plant, and a board of cemetery and parks supervises the work of these departments. The Department of Recreation is administered under the Parks Department, but it is responsible to both the Parks Department and the Lansing Board of Education.

The city of Lansing has enjoyed a nation-wide reputation as a city comparatively free from crime. This status has been partly due to its efficient and well-trained police force. This force consists of about seventy-five uniformed patrolmen, motorcycle officers, and traffic "cops". The department also has several radio police cars that patrol designated sections of the city and are able to rapidly reach any point of disturbance. The presence of police officers at the many athletic contests results in efficient directing of the crowds, as well as preventing any unsportsmanship conduct by either players or spectators.

According to the Lansing City Directory there are seventy-five churches, missions, synagogues, volunteer, and (1) salvation army halls located in Lansing. The Roman Catholic, the Methodist, and the Lutheran denominations have the largest individual membership of any in the group. These religious institutions have many times served as community centers. Most of them have sponsored social and recreational programs, and a few have gone so far as to build gymnasiums in the annex of the church or in the church proper. Some of the churches have supported and encouraged team sports and have entered their basketball and diamond ball teams in the city industrial leagues. Others have organized leagues limiting the membership to churches, and using only church facilities.

Lansing's educational system consists of thirty buildings valued at \$6,300,000. There are two senior high schools, modern and fully equipped, one of which was built in 1929 at a cost of \$1,000,000. Each of the high schools at the present time accommodates about 1,100 students enrolled in the 10th, 11th, and 12th grades. There are three modern junior high schools, enrolling at the present time about 3,500 children of the 7th, 8th, and 9th grades. There are twenty-two grade schools, two special schools, and an administration building.

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(1) Lansing City Directory, Volume XXIII, 1931, Page 28

Inquiry is often made from school officials in Lansing as to how this community happens to be in such an unusually favorable financial condition, and at the same time maintain its schools, both in plant equipment and instructional service, at such high standards. The answer is that when its last bonds were paid on April 1st, 1905, some wise citizens of that day discovered that the buildings for which these bonds were issued had been paid for several times in principal and interest. The citizens then and there determined to thenceforth pay for their buildings out of current taxes. During the intervening years it has meant at times some sacrifice to maintain this policy, but it has left the present generation with unincumbered school property and at a modest tax rate.

The educational system also maintains free public evening schools for all who wish to attend. The purpose is to provide adult education for the people of Lansing who desire such facilities. Other forms of special education for the people are offered through three open air schools, one oral school for the deaf, and a school for the crippled children.

The administrators of the Lansing educational system provide numerous opportunities for the pupils to participate in recreational activities such as athletics, dramatics, and social clubs. The two high schools and the three junior high schools have their varsity athletic teams who play inter-



school and intercity contests. In addition to the varsity teams these schools conduct large intermural programs, which make possible participation for everyone. The many graded schools limit their athletic program to interschool and intermural athletic activities. In order to insure physical activity and health education, an intensive program of physical and health education is conducted in the larger schools.

✓ The Lansing recreation system is perhaps the least institutionalized of any of the city projects. The city has an abundance of parks which include an area of 531 acres. Of the eleven parks which serve several thousand people each year, Potter Park is perhaps the most popular and is distinguishable by a well-stocked zoo. Brick ovens, tables for eating out-of-doors, tennis courts, and a large equipped play area are other reasons why this park has a large attendance. Moores Park, located on River Drive is a natural amphitheater with rolling grounds and exquisite gardens. A large and fully equipped swimming pool is one of the features of this park. Bancroft Park provides an unusual beauty spot for outing and for recreation. Here also are brick ovens and tables for picnic parties, a baseball diamond for those athletically inclined, and equipment for a winter skating rink. Oak Park has a swimming pool, tennis courts, a baseball diamond, and a large and fully equipped play space for both children and adults. Durant Park, Ferriss Park, and Central Park are

natural beauty spots located in the central section of the city. Renney Park, located between Lansing and East Lansing, provides nine tennis courts and a lighted diamond ball field. In addition to those mentioned there are many smaller parks scattered throughout the city which provide opportunities for physical and mental relaxation.

Besides the many recreational opportunities offered through Lansing's Municipal Program, several private industries also carry on recreational programs within their factories. They include in their program such activities as baseball, basketball, bowling, volleyball, wrestling and boxing, and horseshoe.

Lansing has been an industrial center ever since the first saw mill was established by Hon. James Seymore in 1843. During the last twenty years Lansing has risen to a point where, industrially, it is one of the leading cities of the state. In 1929 approximately one hundred and eighty manufacturing concerns were doing business and they were employing on the average 18,000 men and women. These industries vary in size, some employing a few men and some as high as 5,000. A few descriptive remarks about each of the larger plants follow:

The Reo Motor Car Company was organized in 1904 and is one of the oldest companies of its kind today. Production was started under the roof of one small building with 304 men employed. Today the shops of the company have a total floor space of more than 52 acres, and during normal

economic conditions more than 5,000 men and women are on the payroll.

The Olds Motor Works (a part of the General Motors Corporation) is one of the most modern automobile factories in the country. The property consists of approximately 86 acres. The inception of the Olds Motor Works dates from the establishment in 1880 for the manufacturing of gas engines and in 1897 to making automobiles. There are in the buildings nearly two million square feet of floor space.

Hugh Lyons and Company, manufacturers of "papier mache" form models, display fixtures, and automotive bodies and equipment, was organized in 1886. This is one of the largest and best known concerns of its kind.

The Novo Engine Company, manufacturers of gasoline engines, hoists, pumps and air compressors, was organized in 1908. It has three hundred thousand feet of floor space and does an annual business of approximately \$2,000,000.

The Motor Wheel Corporation, embracing the Prudden Wheel and the Gier Pressed Steel plants, is one of the world's greatest factories for the producing of automobile wheels. The average employment is close to 1,000.

Other important industrial concerns in Lansing are the Fisher Body Corporation, Michigan Screw Company, Ideal Lawn Mower Company, Federal Drop Forge Company, And the Auto Body Company.

Labor Conditions up to 1929 were quite satisfactory. There has been a feeling of respect and cooperation between

the employer and the employee. The industries realizing that the training of new workers is an expensive process, have encouraged long tenure by giving awards to their employees at the completion of five, ten, and fifteen year periods of service. This feeling of good will has been fostered through the employer taking a real interest in the employees, and giving such cooperation as was necessary for the best welfare of all concerned. This cooperation is best exemplified by the work that is being done by the welfare and recreation departments of the larger industries.

### Chapter III

#### THE RECREATIONAL POLICIES AND PROGRAMS OF LANSING INDUSTRIES

Interviews with several men who have been active in recreation work in Lansing showed that of all the industries, the Leo, the Olds, and the Motor Wheel have been the most active and progressive. As previously stated, the Leo Motor Car Company is one of the oldest industries in Lansing and it has carried on a more extensive recreational program than any of the other industries. Therefore, this chapter will include a more comprehensive account of the organization and administration of the Leo Recreation Program than of any of the other industries of Lansing.

The recreation program sponsored through the cooperation of the employer and the employees has contributed considerably to the feeling of good will and harmony that seems to be present in the plant of the Leo Motor Car Company. This company, usually referred to in Lansing as "The Leo", has aided in providing recreational activities for its workers during the greater part of its existence. The real value of these activities cannot be determined, but if it were possible to apply to this situation the conclusion reached by John Dewey in his "Democracy and Education", that "the value of a social group can be measured by





the extent in which the interests of the group are shared  
 (1)  
 by all its members", the program sponsored by the Reo  
 would have a very high rating.

A question that often arises in regard to the promotion of a recreational program by an industry is whether the benefits justify the expenditures. To show the attitude of the Reo toward the work they are doing in this field a few paragraphs are quoted from the "Reo Spirit". The question pertains to why the "Reo Spirit" is published, but the answer can be as aptly applied to the question of why they conduct a recreational program.

"A serious-minded fellow employee asked us the other day, 'just why does the company publish the Reo Spirit for the employees?' Our answer, equally serious, was this, 'To aid the company in making money'. First off, this may seem like a cold-blooded way of looking at it; but when you come to think it over it isn't so at all. Several thousand people are dependent upon our company for their livelihood, and many of them have devoted the best years of their life in the service of our company. If the company could not make money it could not exist, and so cold-blooded or not, the fact remains that profit-making is the first essential. There are two classes of profits; direct and indirect. We can trace and definitely place direct profits produced through our manufacturing and sales departments. We cannot state in dollars and cents the profits produced by our advertising, research, and similar departments, yet we know they are highly essential to that end. For the same reason we cannot trace any profits to the Reo Spirit; perhaps there are none. There is, however, the thing or condition of "labor turnover". When the rate of labor turnover is high, it means the replacing of a large number of men who have left the company to seek employment elsewhere, usually because they have become discontented and dissatisfied. It is the aim of every business organization to keep labor turnover down to the lowest possible point, because it is expensive. Any new employee, no matter how well qualified or expert, is carried on the payroll at a loss for days, weeks, and sometimes months because he cannot

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(1) John Dewey, Democracy and Education, page 115

immediately get going in his full stride of efficiency. He has to learn his job and the ways and policies of the company, and this cannot be done in a minute; some never learn and so have to be replaced at a still further loss in actual dollars and cents. The employee who is happy and contented will remain in our company and become more valuable to the company and to himself as the years go by. Dissatisfaction, discontent, and unhappiness in the individual are often caused by conditions entirely outside of his or her business judgment, but the effect on earning ability is the same. The primary object, therefore, of the Leo Spirit is to help reduce labor turnover. It has sought to help you to think straight so that you will not be misled by the false and specious arguments of the unscrupulous. It has sought to teach you how best to conserve and improve your health and how to save and to wisely invest what you have saved. Summed up, its sole object is to help you achieve, in a practical way, happiness and contentment now and for the future, because it is good business for all of us". (1)

#### Organization and Administration of Leo's Recreation Program.

The Leo's recreation program is administered through a special department established for this purpose. A director of recreation is employed to supervise and administer the many activities. His office is situated in the Leo Clubhouse (this being the logical place because of the many activities that are carried on here). He has complete charge of the activities of the clubhouse and acts as a leader and adviser in the organization of athletic competition within the factory. He is constantly looking for indications of an interest in a new activity. When he discovers such an interest, it is his duty to develop it in such a manner as to leave all the responsibility with the members of the activity.

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(1) "Leo Spirit" February 1926, page 6

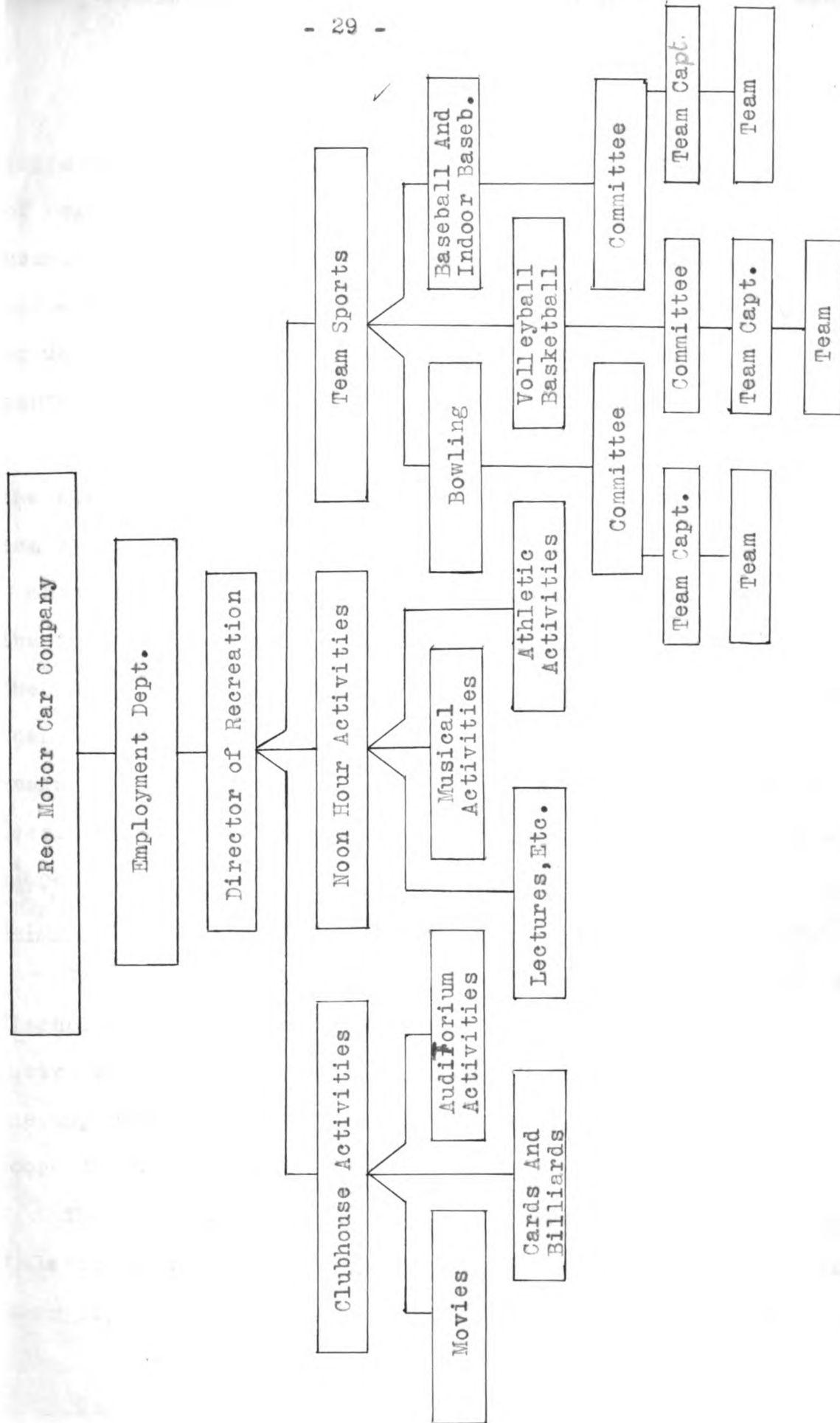


The employees are given the entire responsibility in the organization and administration of the leagues in such sports as bowling, baseball, volleyball, and basketball. This is accomplished through the issuance from the Director's office of a call for a general meeting for all those interested in the sport. Notices are placed throughout the plant informing the workers of the type of activity, the date of meeting, and the place of the meeting. It is the duty of the director to call the meeting to order, and give such introductory remarks as are necessary. A committee is then elected by the members present at the meeting and this committee assumes the responsibility of planning the schedule, securing the equipment, making such rules and regulations as are necessary, and deciding on any other points that may arise during the progress of the season. The next step in the organization procedure is appointing or electing of team captains, who act as intermediary units between the team and the committee. This procedure is followed each year in each of the sports, and tends to distribute the work and responsibility among all the members. A diagram is shown on the following page.

In some industrial institutions it is desirable to organize the different teams on a shop or department basis. This, however, is only possible when the different units are of approximately the same size. In the Leo plant this is



# ORGANIZATION OF THE REO RECREATION DEPARTMENT







impractical because of the great variation in the number of men employed in some of the departments. The team usually represents some one department, but includes a few members from other departments which are not large enough, or do not have a sufficient number of interested participants to make up a team.

A somewhat different procedure is used in organizing the bowling teams. This is possible because the group is small. In bowling a team consists of four players, and in a match the total score of the four members constitutes the team score of the game. The scores of each bowler for the entire season are tabulated and placed in rank. They are then used the following season in organizing the team and leagues. This procedure makes it possible to keep the teams nearly equal in ability and thus promote extremely interesting competition.

#### Method of Financing the Recreation Program. ✓

There are great variations in the methods and amounts of financial aid that industries of the United States give to their recreation programs. In almost all the cases, however, the employer provides the quarters for carrying out the recreation.

The General Electric Company, of Schenectady, maintains athletic grounds and offers prizes; the employees pay all the other expenses. The Acheson Graphite Company has placed all

financial management and responsibility for recreation in the hands of the athletic association of which every employee is a member without dues. The company allows space in the several advantageous parts of the plant for the selling of candy, cigars, cigarettes, etc. The revenue from these stands are used to finance athletics. The only financial aid given by the company is to pay day wages to employees the day of the annual outing. The company is very much in favor of the activities of the athletic association, but does not attempt to interfere or dictate in any way. ] *copy*

The Studebaker recreational program, which is conducted by the Studebaker Athletic Association, is financed by dollar membership fees. There are nearly 8,000 members of the association in the South Bend Plant. The membership fee entitles them to admission to most of the events and participation in any of the tournaments. The corporation assists by furnishing an executive secretary and usually by some contribution to the expense of the annual field day. The pamphlet published by the Metropolitan Life Insurance Company contains the following statement, "there is a growing belief that employees do not fully appreciate privileges which are given free of cost. When allowed to express themselves freely, they are happier in the things they do, particularly when the activities are initiated and fostered by themselves". <sup>(1)</sup>

The Western Electric Company, after a careful study of the recreational needs and activities in its several plants,

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(1) Outdoor Recreation for Employees, Policyholders, Service Bureau, Metropolitan Life Insurance Co., page 7

has come to the conclusion that not only the initiative and the management of recreation activities, but also the most of the current costs should be borne by the employees. Not only does this policy increase the enthusiasm of the employees for such activities, but it relieves the employer of charges of discriminatory treatment of different groups and different localities, which grow as the company increases its financial support or active management of these activities. The company cooperates in every way possible in providing or securing facilities for any recreational activity arising from a spontaneous desire on the part of the employees.

✓ The Reo's method of financing its recreational program is quite contradictory to the policies and procedures of the industries mentioned above. By means of a special yearly appropriation it pays nearly the entire cost of the recreation program. Bowling is the only team game in which the participants have to pay the cost. Even in this sport the company contributes whatever sum is necessary to make up any deficiencies that may arise after ten cents per game has been collected from each of the team members. The only other activity for which the participants have to pay the cost is the pool and card tables in the Reo Clubhouse.

The only type of money subtracted from the pay check is 40¢ per month, which the employees have voted to have withdrawn. The purpose of this sum is to give needed aid to the employees and their families in case of sickness or injury.

Reo's Recreation Program Previous to 1927.

The chart on the following page shows the major recreational activities promoted by the Reo Motor Car Company, and the years during which they are sponsored.

The first issue of the "Reo Spirit" as well as interviews with some of the "old timers" have upheld the fact, that the Reo promoted certain recreational activities previous to 1915. However, no definite, concise, and accurate records are available dealing with the early development of the program. The activities which were sponsored at such an early date include band, baseball, indoor baseball, and basketball. The method of organizing and administering the three sports was to promote department team leagues within the factory, and also to pick an all-star team from the total membership to represent the plant in games with other cities. The early rivalry between the Reo and some of the nearby towns such as Owosso and Charlotte was extremely high. Often passenger coaches were used to transport the players, the band, and the fans to the forth-coming contests. In order to carry out these early athletic games it was necessary for the Reo to own or operate their own baseball parks and basketball floors. Many of the baseball games were played on what is now Sycamore Park, but at that time belonged to the Reo and was called Reo Park.

The type and extent of other activities that may have been offered previous to 1915 cannot be definitely determined



but Table I, which shows the type and extent of activities during the year 1916, would indicate that some of them must have originated some time before this date.

Table I

Type and Extent of Recreational Activities Promoted  
by the Reo During the Year 1916

Type of Activity	:	No. of Active Participants
Reo Band	:	30
Basketball	:	75
Noon Hour Meetings	:	150
Rifle Club	:	37
Indoor Baseball	:	43
Baseball	:	72
Reo Family Picnic	:	?
Night School	:	?
Reo Choral Society	:	56
"Reo Spirit"	:	?

This table indicates that a well diversified program was being sponsored by the Reo as early as 1916. Because of the type of activity and the lack of records, it was impossible to determine the number of active and passive participants in each of the events.

The first uniformed Reo Band made its debut some time in 1906. It consisted of 13 pieces and was directed by Irvin Bliss. It received considerable recognition during its early days through playing at many of the functions and entertainments in Lansing, as well as travelling to other

cities with the Reo baseball team. Each Wednesday night during the summer of 1916 the band staged a concert in the North Side of Lansing. Its popularity was evidenced when 8,000 people attended one of its concerts during inclement weather with the temperature as low as 45 degrees.

The type and extent of the noon hour religious services which was held during the year are shown in a quotation from the October 1916 issue of the "Reo Spirit".

"Noon hour religious services which were decidedly popular with many of the Reo Family last fall and winter were started Monday, October 2, on the second floor of the final assembly room.

The services are limited to forty minutes and are of non-denominational character. They begin at 11:40 o'clock and end at 12:20. Every member of the Reo Family is extended a cordial invitation to attend and lend their ear to the talks by the local clergy as well as their voices to the song service.

The meetings will be continued all during the fall and winter months and into the spring until hot weather sets in. They will be in charge of Roy Livingston, chairman of the safety committee, who will also act as choirmaster. John Bush is again assigned the office of organist. It is planned this winter to pay special attention to the musical program and each week there will be solo and chorus numbers by the Reo Choir.

Last year the average daily attendance was 150. The attendance grew as the year progressed and many of the Reo Family found the service not only a fine noon-hour diversion but they went away with a good thought; for the majority of the speakers, in their limited talks, left something to think about." (1)

The Reo Rifle Club was organized and granted a charter by the National Rifle Club on December 29th, 1916. The membership included 37 of the Reo Family and many others were expected to join. Since the club was affiliated with the National Rifle Club at Washington, it was able to secure its ammunition at cost from the Federal Government.

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(1) "Reo Spirit" October 1917, page 11





The government also owned a shooting range on the Hunter farm near Lansing.

A basketball league of eight teams furnished entertainment for the members of the Reo Family, as well as good wholesome physical recreation for approximately 75 of the Reo workers. During this early date Reo had the use of a club room on Ottawa Street, and it was here that they played their basketball and indoor baseball games.

A four team league of indoor baseball was conducted within the factory during the winter months. Besides playing in the Reo league a representative team picked from the factory played several games with teams from Detroit and Jackson.

The same procedure was followed in baseball, but there was a six team league rather than four, and they played their games on the Lansing High School field and the Reo athletic field.

The Reo Family picnic was held on August 19, 1916, and was one of the largest ever held by the factory. It was estimated that about 25,000 people participated in the annual event. Stunts, contests, and track events were included in the program and prizes were given to the many winners.

In 1917 several activities were added to the program and a few of those already established were enlarged. By far the outstanding achievement of this year was the erecting of the Reo Clubhouse. This building was built by the



management of the Reo at a cost of over \$100,000. It was turned over to the Reo Family on May 8, 1917, to serve as a community center for the Reo employees and their families. Here they could pursue their social and recreational activities in a wholesome environment and a well equipped building.

The first use to which the clubhouse was devoted was that of concentrating 273 aliens there on May 11 and 12, when one of the largest citizenship classes recorded in the county of Ingham was examined for citizenship papers. Thus, the clubhouse was started immediately upon a career of Americanization and good citizenship.

It was opened for practical use on May 14th. Its value and popularity was proved by the large number who used its dining rooms, game rooms, lobby and reading rooms, and its auditorium. The auditorium offered a large variety of amusements and entertainments for the Reo Family. It included in its program, concerts, organ recitals, moving pictures, lectures, discussions, plays, dancing, social gatherings, and community meetings.

It was also during this year that a baseball league was carefully organized by the representatives of the different teams within the factory. They had a general meeting on May 8th for the purpose of electing officers and directors, adopting a constitution and a playing schedule for the season. A few of the more interesting features of the constitution are presented here:

"Section I. This association shall be called the Reo Factory League of Amateur Baseball Clubs.

Section II. The objects of the league are: (1) To perpetuate baseball as the national game of the United States. (2) To surround it with such safeguards as to warrant confidence from the Reo Family in its integrity and methods. (3) To establish and regulate the baseball championship of the Reo Factory.

Section III. The league shall consist of five clubs (the membership shall not be increased or diminished except by unanimous consent of the board of directors) named as follows: McDowell, Redner, Leavitt, Miller, and Wilson.

Section IV. The officers of the league shall be president, secretary, treasurer, and board of directors. (1) Should any office become vacant by death, resignation or removal, the board of directors shall have the power to fill the vacancy at as early date as in their judgment is necessary and proper. (2) The board of directors: shall consist of one member from each of the teams holding membership in the league.

Section V. The board of directors: (1) The board shall have general supervision and management of all affairs of the league and all other duties conferred upon it by this constitution. It shall be the sole and exclusive tribunal to hear and determine disputes between clubs, and complaints by a club against the managers or players of another club. (2) The board shall have the power, upon proper proof, to suspend or expel any league manager or player guilty of gross misbehavior including intoxication, fighting, quarrelling, indecency, or other scandalous conduct while on the playing field or going to or coming from the same."

Another innovation of the year was the Reo Funfest. It was similar to a large family picnic. The only thing the families had to furnish were their own lunches, and they were encouraged to leave their pocketbooks at home. The program of events for the day is shown on the following page. The attendance at the picnic was estimated at about 30,000. It was largest in the afternoon and the two events

which drew the largest group of spectators were the ball game and the children's parade. The large attendance was partly due to the fact that the picnic activities and events were open to the community.

### Program of Events - Reo Picnic - August 18, 1917

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Event Number	:	Time of Event	:	The Event
<hr/>				
1	:	9:00 A.M.	:	Baseball Field Sports
				1. Fungo hitting
				2. Circling the bases
				3. Bunt & run to 1st.
				4. Long distance throw
				5. Accurate throwing
2	:	10:00 A.M.	:	Baseball game
3	:	12:00	:	Children's parade
4	:	1:30 P.M.	:	Girls' 50 yd. dash
5	:	1:45 P.M.	:	Boys' 100 yd. dash
6	:	2:00 P.M.	:	Free for all 100 yd. dash
7	:	2:15 P.M.	:	Ladies nail driving
8	:	2:30 P.M.	:	Ladies sawing contest
9	:	2:45 P.M.	:	Ladies balloon race
10	:	3:00 P.M.	:	Boys' pie eating contest
11	:	3:15 P.M.	:	Tug of War
12	:	3:30 P.M.	:	Boys' shoe contest
13	:	4:00 P.M.	:	Canoe Race
14	:	4:15 P.M.	:	Canoe tilting contest
15	:	4:30 P.M.	:	Wrestling match
16	:	5:30 P.M.	:	Balloon ascension
17	:	7:00 P.M.	:	Moving pictures

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The Reo must have gone to considerable work and expense to provide the above program for their employees. One would seldom see as extensive a program if he were to attend a homecoming celebration in one of the villages or small cities.

The last event of the year 1917 was the Reo Fair which

was held the week of October 29th. It was the first undertaking of this kind, and the responses of the employees and their families was the final test as to whether it would be an annual affair. Booths were constructed for garden truck, red cross work, knit goods, needle work, cookery, samples of manual training by the boys, etc. The fair was held in the Reo Clubhouse and there was something doing every day and evening during the week.

The fair was so successful that it was decided to make it an annual affair. That more garden produce would be exhibited the next year was indicated by the interest manifested in the vegetable exhibits. Michigan Agriculture officials, among them Prof. Burgess and Prof. Loree, commended the Reo fair idea and expressed themselves as seeing in it a great community benefit. Prizes were awarded in the following exhibits; namely, fruits, vegetables, floral, poultry, domestic arts, culinary, fine arts, pet animals, curios and antiques, baby show, and special prizes.

Table II is presented in order to show the type and extent of activities that were being carried on in the Reo Clubhouse from month to month.

Table II

## Reo Clubhouse Activities for November 1917

Date	:	Attraction	:	Attendance
1	:	Reo Family Fair	:	1,459
2	:	Reo Family Fair	:	2,785
3	:	Reo Baseball Banq.	:	70
4	:	Open Forum Meeting	:	370
7	:	Moving Pictures	:	161
10	:	Reo Picnic Picture	:	1,700
12	:	Safety First Meet	:	900
13	:	Safety First Meet	:	850
14	:	Moving Pictures	:	600
17	:	Moving Pictures	:	2,600
21	:	Moving Pictures	:	900
24	:	Moving Pictures	:	1,700
25	:	Open Forum Meeting	:	300
28	:	Moving Pictures	:	1,600
Total		14	:	15,995

The attendance in the above table is not absolutely accurate, and it is also probable that the same families were counted more than once. However, it does show that the clubhouse auditorium was being used considerably and that a large number of people were showing an interest in its activities.

The first event of the 1918 recreational program was the organization of a bowling league. The bowling alleys were practically completed in the Reo Clubhouse, and were to be ready for the opening of the season. A general meeting was called for all who were interested in bowling and the result

was the organizing of a 12 team bowling league which would include about 85 bowlers. The rules and regulations were decided upon as well as the method of selecting the teams. For this first season of bowling each captain was given a certain area of the factory from which he could select his team. The alleys were to be open to the Reo employees and their families at all times, except of course when the regular league games were being bowled. A sum of ten cents was charged for each game.

Another event which was added to the program was a billiard and checker tournament. The purpose of the tournament was to get lovers of both games together and to organize both checkers and billiards into a more common amusement at the clubhouse.

During this year the Y.M.C.A. organized the first city indoor baseball league. A representative team of the Reo was one of the eight teams included in the organization. All the games were played in the Y.M.C.A. building on West Michigan Avenue. The Reo team won the league championship.

These were the only new activities instituted during the year. All of the old ones with the exception of the Reo Fair were continued and enlarged. The Reo Fair was omitted from the program this year because of complications brought about by the World War.

An unusual feature of the 1919 organization was that both the Y.M.C.A. and the Reo conducted baseball leagues.



The league organized by the Y.M.C.A. was called the Lansing Industrial League. Leo conducted its own league within the plant, and did not have a representative team in the Industrial League. It did, however, play a picked team from the Industrial League and defeated them 3 to 2. Still later in the season the champions of the Leo League played the champions of the Industrial League to determine the city factory championship.

Although noon-hour programs had been sponsored for several years, they had never been as extensive as in the year 1919. The reason for the extension of the program was the interest shown by the employees in the activities, and the popularity of several new features. The program was very diversified and included such activities as boxing, wrestling, recitations, sermonettes, war talks, chalk talks, band concerts, singers, and noted speakers. An unusual feature of these meetings was that no restrictions were placed on smoking during the program.

The Leo indoor baseball team, which had easily won the industrial league championship the previous winter was barred from competing in the league again in 1919. The reason given by the members of the association was that the Leo team was composed of highly skilled players, and the entrance of their team in the league would result in unequal competition and a loss of interest by both players and spectators. It was also necessary for the Leo to abandon their hope for a league of

their own, for all of the available space was being used for other activities.

The Industrial Basketball League, which was organized this year, included two teams from the Reo factory. The strength of the Reo teams was again shown when one of them won the championship and the other team placed second. Several games were also played with teams outside the city in which the Reo continued to show its superiority.

A significant happening of the Reo's recreation program during the 1920 season is brought out in an article written by the sports editor of the "Reo Spirit".

"Have you got the baseball bug yet? This is about the time of the year when baseball fans begin to talk about what to follow for their amusement for the summer. The writer has been having a vision of what he believes would be an ideal arrangement that would satisfy the most rabid fan. We would like to see an organization of a first class industrial league. Composing this league would be two teams from the Reo, two from the Olds, and one each from four other factories. Three diamonds could be utilized, the Reo's, the Olds', and one on the North Side. Games could be scheduled so that each Saturday at least one game would be played at each end of the city. Get up a set of rules that will aid the smaller factories in getting out good baseball material and curb the two larger factories, the Reo and the Olds, from getting all the "cream". We believe that if some such program could be mapped out, considerable more interest would be displayed and greater attendance had, than if we went ahead and organized a Reo league of four or five teams and kept the competition within our own confines." (1)

In a later issue of the "Reo Spirit" it can be seen that this suggestion was quite worth while.

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(1) "Reo Spirit" April 1920, page 18  
"Reo Spirit" May 1920, page 18

"Reo baseball fans are to be introduced to a new arrangement along baseball lines for this summer. Instead of having a league within the factory confines, two teams representing the Reo have become members of the Lansing Industrial League. As there always has been keen rivalry between the baseball players of the various industrial concerns of the city, spirited contests can be looked for. The Reo and the Olds are represented in the Industrial League by two teams each, while the Michigan Screw, Frudden Wheel, Gier Pressed Steel, and the Auto Body will each have a representative team in the field. Games are to be played each afternoon at the Reo Park, the Olds Park, and in the North Side of the city." (1)

Other activities that were organized or expanded in the Reo during the 1920 program were sand lot volleyball, bowling, and the Lansing Industrial Field Meet. This field meet was held at the M.A.C. athletic field, and included many entries from the different factories of Lansing. The Olds won the meet and the Reo was the runner-up.

An interest arose within the Reo plant for playing volleyball during the noon hour. Several nets were secured and courts layed out for the development of this sport. It was hoped that a six or eight team league could be organized; later, these steps were taken.

Bowling had increased rapidly as a Reo sport. Each year more teams were applying for entrance into the league. This year it was necessary to organize another league in order to efficiently care for the many new teams that were anxious to participate in the program.

Another significant movement took place in the Reo's recreation program in 1921. This time it was the instituting

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(1) "Reo Spirit" May 1920, page 18

of an eight team soft ball league. Although they have been playing indoor baseball for many years, this was the first time they used the soft ball in playing out-of-doors in an organized league. The game is similar to baseball but is played on a smaller diamond, and the rules in regard to the pitching and the stealing of bases are somewhat different. The introduction and acceptance of this game was largely due to the fact that less equipment, less skill, less space, and less physical activity were required than for baseball. A baseball league was also organized to care for those who were still skeptical about the new game. Although the new game was much more practical for the older employees of the factory, it was usually these "old timers" who were the last to take up the new game.

Another addition to the clubhouse activities was a lyceum course. The first number was held on November 21, 1921, and was composed of a group of musicians who were from the Schubert Concert Company. The clubhouse seating capacity of 1700 was not large enough to take care of the huge crowd that attended.

Only one new activity was introduced into the program in 1922, and that was the starting of boxing and wrestling classes. Although boxing and wrestling had been one of the annual events on the noon hour program, no special classes had been established for those desiring such training. It was hoped that these classes would be instrumental in discovering new talent, and in improving the skill of those

who appeared in the noon hour program during the winter months.

The popularity of softball with the workmen was demonstrated in 1923 when applications were received from fourteen <sup>teams</sup> for admittance into the Leo league. This made it necessary to organize another league. Thus, the final arrangement was the establishing of a class A league of eight teams, and a class B league consisting of six teams. This year the factory did not conduct a baseball league within the plant, but entered a representative team in the industrial league. All of the other activities were continued and many of them were again enlarged. Of the individual activities, however, bowling seemed to be the most popular.

The installation of a broadcasting station in 1924 was a large and expensive project. The call letters of the station were WJTC, and many talented members of Leo's own family entertained the surrounding country. Among the leaders of the entertainment group were the Leo Band, the band quartet, and the band glee club. The studio was located in the clubhouse and it was from this source that thousand of people throughout the states received the programs broadcast by WJTC. Although Lansing was the capital of Michigan and the home of a number of large industries, it did not have a broadcasting station previous to the one established by the Leo.

Four new bowling alleys were built in the clubhouse in 1925. This move was necessary because of the constant increase in the number of players and teams wishing to participate in the Neo Bowling Leagues. This made a total of eight alleys, which were being operated for the benefit of the employees, but not to make money. A few statistics gathered from the 1924 season will illustrate the relationship of the employer and the employee in regard to financing the bowling alleys. During the year the alleys took in \$1,727.61 after paying the pin boys. The caretaker's salary, new pins, shellac, polish, repairs chargeable to last season's wear and tear, and score sheets cost \$1,826.50. This did not include parts and repairs made in the Neo factory, or anything for heat, light, or rent.

With the installation of the four new alleys, a total of five leagues or 40 teams bowled weekly during the 1925 season. Allowing six members to a team, the total number participating in the organized Neo leagues would equal 240.

Having sponsored athletic teams in practically every sport in the industrial leagues, the same policy was followed when an industrial volleyball league was organized in 1926. Neo entered a strong team and won the city championship. All the volleyball games were played in the Pattengill Junior High School.

The week of May 8th, 1927, marked the tenth anniversary of the opening of the Neo Clubhouse. In commemoration of the

event, a large and varied program was arranged. Included in the activities of the anniversary week were singing, addresses, movies, band concerts, cards, athletic shows, dances, and a sufficient number of other amusements to make up a full program.

#### Trend of Reo's Recreation Program After 1927.

The year 1927 shows the first curtailment of the recreation program of the Reo. It is impossible to give the exact reason, but it could be easily construed as the first indication of the coming of the present economic retrenchment. The Personnel Director of the Reo Motor Car Company expressed the thought that WREO was abandoned because it was expensive to maintain, and because it was impossible to measure the benefits derived from its operation. A quotation from the September 1927 issue of the "Reo Spirit" give a brief statement dealing with the abandonment of the company's broadcasting station and the Reo Band.

"The management has found it advisable, for various reasons, to close the company's broadcasting station and discontinue the Reo Band.

The Reo Band had been established for a great many years and was one of the outstanding musical organizations of Lansing. For more than 11 years it had been under the direction of Carl Hall Dewey. It had been in demand for all local events of importance and scores of times had gone out in the state - and at times out of the state - as the official musical organization of lodges, conventions, etc.

WREO had been established for nearly three years and its programs had brought applause cards from Australia and European countries. Hundreds of Reoites found their first radio enjoyment in home-made crystal sets, with which they "tuned in" on their own station. From this first interest has developed a considerable radio interest at the Reo, and hundreds of Reoites





have displaced their first sets with radios that make the enjoyment of the distant stations a realization." (1)

Another activity that disappeared from the recreation program of the Reo Motor Car Company was the Reo Fair. That the management was not planning on abandoning this activity can be seen by an article which appeared in the August issue of the "Reo Spirit".

"It has been officially announced that there will be no Reo Fair this year. This does not mean that there will be no more fairs, but simply that it was thought a 'vacation' would be a good thing even for our big popular celebration. There will probably be a 'bigger and better' fair in 1928." (2)

However, this event was never realized as was suggested in the quotation.

Although Reo teams have constantly participated in the city leagues and industrial leagues, a definite movement toward the discontinuing of athletic competition within the plant, and the sponsoring of representative teams in the city league is noticeable in 1928. A girls' basketball team was started this year and participated in the Lansing Girls' Basketball Inter-City League. The company also sponsored a boys' junior baseball team in the City Junior League. Besides these two new teams, the Reo continued to have representative teams in basketball, baseball, indoor baseball, and volleyball. Most of ~~the~~ other activities in the plant were continued and the bowling league was again enlarged.

The only athletic league within the factory in 1929 was a soft ball organization consisting of eight teams. A

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(1) "Reo Spirit" September 1927, page 2

(2) "Reo Spirit" August 1927, page 5



continuous interest had been manifested in this sport since its introduction into the Reo program in 1931. Golf was the only new sport to be added during this season. Everyone interested was encouraged to turn in the best score within the last month, and then the eight highest scorers competed in a tournament in order to determine the Reo golf championship.

The years 1930, 1931, and 1932 can easily be discussed in the same paragraph because they represent practically the same trend or movement in the Reo's recreation program. The athletic teams continued to participate in the city leagues, the Reo Soft Ball League continued to function, the bowling league enjoyed its best season, and the movies were more popular than ever. However, the other activities of the factory and the clubhouse showed a gradual decrease. Table III shows the number and type of educational and recreational activities sponsored by the Reo Motor Car Company in 1916, 1924, and 1931. These activities were secured by going through the files of the "Reo Spirit" for each of those years and listing the activities.

Table III

Number and Type of Educational and Recreational Activities  
Sponsored by the Reo in 1916, 1924, and 1931

Activities in 1916 : Activities in 1924 : Activities in 1931		
Reo Band	: Reo Band	: Movies
	: Noon Hour Meeting	
Noon Hour Meeting	: Rifle Club	: Bowling (men & girl)
	: Basketball	
Rifle Club	: Baseball	: Basketball (")
	: Indoor Baseball	
Basketball	: Soft Ball	: Clubhouse
	: Movies	
Baseball	: Reo Spirit	: Reo Spirit
	: Bowling	
Indoor Baseball	: WMO Station	: Soft Ball
	: Reo Apprentice Club	
Reo Picnic	: Reo Fair	: Girls Diamond Ball
	: Lyceum Course	
Night School	: Checkers	: Gold Tournament
	: Reo Clubhouse	
Reo Choral Society	: Picnics	: Volleyball
	: Art Guild	
Reo Spirit	: Volleyball	: Baseball
Total	10	: 19 : 10

This table would indicate that there was a gradual increase in the number and type of activities up to 1924, and that some time after this date a decline took place. On more careful inspection of the available records, it was ascertained that the decline did not start until 1927. A noticeable change in the 1931 program is the introduction of team activities for girls and women. The three sports in which the women participate were bowling, basketball and diamond ball.

The bowling was exclusively a Reo activity, but the basketball and diamond ball teams consisted of both employees and outsiders. The last two mentioned teams played in the city league and were sponsored by the Reo Motor Car Company.

Recreation in the Other Industries of the Lansing Community.

The other industries never attempted to promote as an extensive recreation program as the Reo. However, several of them did show considerable interest in providing some type of recreational activity for their employees. Included in this group is the Olds Corporation.

The Olds sponsored representative teams in basketball, baseball, and indoor baseball, but the only leagues it had within the factory were indoor baseball and bowling, and later soft ball. The recreation program of the Olds Corporation for 1932 is shown in Table IV.

Table IV

(1)

The Recreation Program of the Olds Corporation for 1932

Type of Activity		:	Number of Participants
Bowling	:		250
Golf	:		100
Soft Ball	:		150
Men's Diamond Ball	:		113
Girls' Diamond Ball	:		13
Men's Basketball	:		10
Girls' Basketball	:		10
Total	7	:	546

This table shows that the Olds sponsored seven types of recreational activity in 1932, and that there were approximately 546 active participants in their program. The four lower activities in the above table were representative teams participating in the Lansing City Leagues.

Another industry of Lansing which has been active in promoting recreation is the Motor Wheel Corporation. Although it never had an organized recreation program with the factory, it has been active since 1917 in the programs sponsored by the other recreational institutions and organizations of Lansing. Table V shows the recreational activities sponsored by the Motor Wheel Corporation for 1932

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(1) Personnel Dept., Olds Motor Car Corporation, Lansing, Mich.

Table V

Recreational Activities Sponsored by the Motor Wheel, 1932<sup>(1)</sup>

Type of Activity		:	Number of Participants
Bowling		:	60
Baseball		:	39
Basketball		:	10
Indoor Baseball		:	14
Gymnasium Classes		:	20
Total	5	:	143

The Motor Wheel Corporation sponsored representative teams in three different activities, and promoted a bowling league consisting of employees. The company does not have any bowling alleys, so it is necessary for the employees to conduct their league on one of the commercial alleys of Lansing. The gymnasium classes were conducted in one of the school gymnasiums. Permission to use the school gymnasium facilities one hour per week was secured from the Lansing Recreation Department which has charge of administering adult recreation in the school buildings.

The other larger industries of Lansing, such as the Auto Body, Lansing Steel and Tool Company, Atlas Drop Forge,

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(1) Personnel Dept., Motor Wheel Corporation, Lansing, Mich.

Lansing Foundry, Prudden Wheel Corporation, Michigan Screen Company, and Fisher Body, confined their recreational activities to representative teams participating in the city leagues in baseball, indoor baseball, and basketball.

There are two main reasons why the other larger industries of Lansing, mentioned above, confined their recreational activities to the sponsoring of representative teams in the Lansing City League. The first reason is that the companies or industries were not financially large enough to appropriate a sum of money each year for the administration of a satisfactory recreation program, and second, the individual industries did not employ a sufficient number of workers to deem it necessary or worth while to institute a recreation program within the industry.

A summary of industrial recreation in the Lansing Community will show that the Keo has been very progressive in this field. From its very origin in 1904, when it employed only 304 workers, it has promoted some type of recreational activity. As the company expanded and employed more men, this program was enlarged in order to offer recreational opportunities to the new employees. The policy of conducting a recreational program for its employees was carried out by the directors of the Keo because they were aware from the first that a recreational program was a valuable asset to the industry because of its influence on



the social relationships, labor turnover, and happiness and contentment of the Reo employees.

Although a director of recreation was employed, the employees were given the entire responsibility in the organization and administration of the leagues in all the sports. The director of recreation acts as general supervisor of the sports program, and has complete charge of the activities carried on in the Reo Clubhouse.

Throughout the development of the recreation program the Reo management has furnished practically all of the facilities and finances. This policy, however, is not in keeping with the practices of many of the other industries of the United States, for these concerns feel that the employees appreciate the recreational activities more if they are allowed to share in the expense.

An analysis of the recreational activities promoted by the Reo during the years 1915 to 1933 would lead one to conclude that recreational activities must have a real value, both from a recreational standpoint and a social contact standpoint. The thought is often expressed that social contacts result in a modification of attitudes, values, and organization, and that the direction of the modification depends upon the situation and the leadership. If this is true then there can be but little doubt that the attitudes of the employees of the Reo, the Reo Family, and the Lansing Community have been constructively modified by the recreation program of the Reo.



Perhaps the outstanding recreational project of the Reo was the building of the Reo Clubhouse in 1917. It was built to provide a community center for the Reo Family, and while admirably fulfilling this purpose, it had the indirect influence of creating the following thought in the minds of certain recreational leaders. "If it is good for the Reo employees, it should be good for the other employees of Lansing."

During normal economic conditions the Reo expended a large sum of money each year in conducting the many recreational activities. Although no statistical data is available dealing with the costs of the recreation program, one could easily understand that a large sum of money would be required to promote such activities as the Reo Family picnics, the fairs, the broadcasting station, the athletic program, and the clubhouse. The Reo, however, found it necessary to curtail the recreation program in 1927 and 1928 due to unfavorable economic conditions. Even after effecting a large curtailment in the program it still offered a variety of recreational activities to the Reo Family, at least enough to promote numerous social contacts in a wholesome environment.

By sponsoring representative teams in the Lansing City Leagues the industries were able to furnish a certain amount of wholesome active recreational activity to those workers athletically inclined and wholesome passive recreation to those workers enjoying the games as onlookers. In addition

to aiding the industry itself, both from the building of a feeling of cooperation and respect between the employer and the employees, and serving as a means of advertising the company, the sponsoring of teams in the city-wide recreation program aids in developing a more cooperative feeling between the different institutions and organizations of the Lansing Community.

## Chapter IV

### THE DEVELOPMENT OF PUBLIC RECREATION IN THE LANSING COMMUNITY

Participation in recreation is universal. It is so necessary a phase of our daily life that, in addition to many of our institutions like the church, the factory, and the school, the community promotes a broad field of play activities without direct charge to the players. The purpose of a community recreation program is to invite universal participation, so that all may share in the benefits. The public recreation program seeks a better citizenship by fostering play that is educational, and at the same time filled with wholesome amusement.

#### Municipal Recreation in the United States.

Placing the responsibility of providing recreational opportunities, for the people concerned, in the hands of a public department is a comparatively recent innovation in the United States. The early development took place in the form of a playground movement, which was given impetus by the organization of a Playground Association in 1906. Although playgrounds were the chief concern of this organization during its early life, it soon reached out and aided in developing an enlarging other forms of recreation.

Recently the name of the Playground Association was changed to the National Recreation Association of America. This organization is primarily interested in furthering the

recreational opportunities of every community in the United States. It sends out field workers to the different cities to aid local units in planning publicity campaigns, stirring up local interest, and in giving practical aid to each municipality in organizing its own recreation department.

In addition to aiding the different communities directly, the National Recreation Association carried on continuous research in the recreational field in endeavoring to promote recreation on a more scientific scale. Its Year Book summarizes and portrays the public recreation situation of the entire United States. Its 1931 report shows that although 1930 was a year of business depression the expenditures for recreation were \$38,518,194.88, exceeding by approximately \$5,000,000 the largest previous amount reported spent for this purpose within a single year. Of this total nearly one third was spent for land, buildings and improvements. The increase in capital expenditures reflected the tendency reported by many cities in 1930 to relieve unemployment among the citizens through the expansion and development of recreational area and facilities. The bond issue for recreation totalling \$6,573,420.99 passed in 41 cities is another indication of this municipal policy. It is gratifying to note, on the other hand, that these improvements were not accompanied by a reduction in the amount provided for leader-

ship, which shows an increase of more than \$1,000,000.00  
(1)  
over the previous year.

The Year Book also includes a summary of community recreation in the United States for the year 1930. This summary is presented in Table VI.

Table VI

(2)  
Summary of Community Recreation in 1930

Item	:	Number
Cities Reporting Supervised		
Facilities	:	980
New Play Areas Opened in 1930	:	791
Total Number of Separate Play		
Areas Reported	:	13,354
Outdoor Playgrounds	:	7,677
Recreation Buildings	:	642
Indoor Recreation Centers	:	2,066
Athletic Fields	:	1,843
Baseball Diamonds	:	4,322
Bathing Beaches	:	457
Golf Courses	:	312
Stadiums	:	90
Summer Camps	:	134
Swimming Pools	:	1,034
Tennis Courts	:	8,422
Ice Skating Areas	:	1,806
Miniature Golf Courses	:	184
Ski Jumping	:	59
Toboggan Slides	:	221
Employed Recreation Leaders	:	24,949
Year Round Recreation Leaders	:	2,660
Volunteer Leaders	:	8,216
Persons Enrolled in Training Courses		10,029

(1) Year Book of the National Recreation Association,  
Recreation, June 1931, page 117

(2) Recreation, Volume XXV, No. 1, June 1931, page 116

These figures show that public recreation promotion is very extensive, and that the communities and facilities mentioned do, no doubt, provide recreational opportunities for millions of people who would otherwise be shut off from any type of wholesome recreation. The promotion of a recreational program, also, provides employment for a large number of people either as leaders and supervisors, or as caretakers of the many buildings and grounds.

At the present time there is a lack of agreement among recreation leaders as to the best method of administering a municipal recreation program. Due to the fact that a large number of municipal departments are already established in cities, there is a tendency to place the responsibility of administering the recreation program in one of them or a combination of several. However, the past experience of some municipalities shows that more care must be exercised in placing the responsibility of administering the recreation program in municipal departments. The perplexing problem of recreational administration is briefly stated by Bowen and Mitchell.

"Many cities have maintained playgrounds where the support has come through donations or popular subscription, and in this case the body of people primarily responsible for the interest has continued in control of the form of a Board of Directors usually called a Playground and Recreation Association. The great majority of playgrounds, however, have been supported by public taxes, and in this case there has been no settled policy as to which municipal department should be in control. As a result, several different plans of management have been followed; in most cases the authority has been vested in the school board, but the



park board has also been given this responsibility, and of late the idea of a separate recreation commission has been growing in favor. Still another plan that has been followed is to divide the authority by allowing the schools to operate their own playgrounds, and the park boards to control the play in the public areas. The extreme of the divided type of management has come when in the same city there would be found schools, parks, and private agencies conducting recreation independently of each other. Each of the above plans has its special adherents, but in general it may be said that no one of them can be effective without a considerable amount of cooperation between the different parties whose properties are being used. Possibly a lack of cooperation in this respect, and the factor of political interference, also, have been the two most serious handicaps that have stood in the way of efficiency in playground and recreation administration." (1)

Continuing this discussion the Year Book of the National Recreation Association presents the different possible combinations of municipal administration of a recreation program, and the number of cities in the United States conducting each type. This information is shown in Table VII.

Table VII

Forms of Municipal Recreation Administration  
and Number of Cities Reporting

Managing Authority	:	Number of Agencies
Park Commissions	:	239
Playground & Recreation Comm.	:	233
Board of Education	:	141
Mayors, City Council, City Mgrs.	:	60
Park and Recreation Commission	:	29
Municipal Playground Committees	:	30
Department of Public Works	:	15
Bd. of Ed. & City Authorities	:	20
Bd. of Ed. & Park Board	:	4
Recreation Comm. & School Boards	:	5

(1) W. F. Mitchell & E.D. Bowen, Theory of Organized Play, p 66

(2) National Recreation Ass. Recreation, June 1931, p 121

The table on recreation administration indicates that the number of cities in which recreation service is provided by park authorities is approximately the same as in the case of playground and recreation boards and departments. In many of the former, however, the service is limited to golf courses, swimming pools or other supervised facilities, whereas playgrounds and other centers under leadership are conducted by practically all recreation commissions or boards. The importance of the recreation board or department in providing year around programs is indicated by the fact that in more than half of the cities reporting one or more full time year around recreation leaders, the work is under this type of administration.

The emphasis placed on the type of municipal department through which the recreation program is administered, is partly caused by the yearly fight for a budget large enough to continue the recreation program. The budget for recreation promotion is often dependent on the desires and interests of the department heads, rather than the needs of the city. Therefore, if the recreation program is placed in the proper municipal department or in a department created for that purpose, the recreational needs of the city will be better understood and the fight for a workable budget will be more earnest. Considerable progress has already been made in removing the recreation budget from the hands of politics and placing it in the hands of the people. This progress is discussed by Arthur Williams of the National Recreation Association.

"Public support of playgrounds and recreation, with legal sanction by state and city has rapidly replaced drives, tag days and other means of private support. Twenty states now have recreation enabling laws. Through popular vote, communities in 12 of these states, which have referendum features in their laws, may quickly secure a tax supported recreation system under leadership. City planning and zoning legislation work hand in hand with recreation laws to insure provisions for future play space." (1)

Although the movement of organizing and administering a recreation program through a municipal department is still in the experimental stage, considerable progress has been achieved during the past 20 years. Starting with only a few leaders and little funds, the movement has developed to include 25,000 leaders, and an expenditure of \$35,518,194.83. During the early attempt to administer community recreation it was necessary to raise the needed funds through drives and tag days, but at the present time the people of many cities are enjoying recreation promoted by a tax supported recreation department.

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(1) Arthur Williams, Recreation, May 1931, page 80

### The Recreation Movement in the City of Lansing.

The available data dealing with the early recreation movement in Lansing shows that the program was unorganized and extremely meager. The earliest recreation activity mentioned was an opera and musical show in 1865. Roller skating became popular in 1880, and the first vaudeville theater was built in 1905. Athletic leagues and team sports were never referred to in the data. (1)

It is impossible to state whether the Reo Motor Car Company was the first industry in Lansing to realize the value of an extensive recreation program, or whether it was the first industrial concern able to finance a large program. However, whatever the reason, it was the first industry in Lansing to organize and maintain an extensive recreation program.

Sometime between 1910 and 1915 the Reo promoted its own athletic leagues within the factory, and representative teams of the Reo played independent teams of Lansing and nearby towns. The other larger industries of Lansing sponsored independent teams, but none participated in any type of organized league. However, in 1913 the local Y.M.C.A. took active steps in organizing an industrial league of indoor baseball and basketball. The Reo entered two teams in basketball and one in indoor baseball in the league that year, and it happened that the Reo teams were victorious in both of the sports.

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(1) 75th Anniversary Edition, Lansing State Journal, January 1st, 1930, passim.

During the years 1917 and 1918 the Lansing Senators, represented Lansing in a professional baseball league. There were no Lansing industrial baseball leagues organized these two years, because many of the leaders in Lansing were desirous that Lansing should be the home of a professional baseball club, and they did not wish to sponsor any organized activity that might retard the success of the professional organization. However, in 1919 when the professional team was disbanded, the Y.M.C.A. conducted an eight team industrial baseball league. The Reo also continued its own league within the factory, but it did not enter a representative team in the industrial league. The teams which did enter this league represented the following industries: namely, Auto Body, Lansing Steel and Tool Company, Atlas Drop Forge, Lansing Foundry, Prudden Wheel Corporation, Gier Plant Steel Company, Auto Works, and the Michigan Screw Company.

It was in 1920 that the Reo suggested the organization of a city industrial league, consisting of two teams from the Reo, two from the Olds, and one each from four other factories. The four other industries entering teams in the league were Michigan Screw, Prudden Wheel, Gier Pressed Steel, and the Auto Body. This league was discontinued in 1921 and 1922 because professional baseball was again attempted. The professional organization was called the Central League and consisted of teams from Lansing, Ludington, Jackson, Muskegon, Kalamazoo, and Grand Rapids. The team representing Jackson

dropped out during the 1922 season and the entire league was discontinued at the end of the 1922 season because of financial losses due to the lack of patronage by the people of the cities in which the teams were established. In 1923 and 1924 industrial league baseball was resumed in Lansing. An eight team league was conducted during these two years and was called the Lansing Baseball League. The New and the Olds each entered one team in the organization.

An innovation of the 1925 baseball season was the introduction of junior baseball into the city leagues. These junior leagues consisted of players from Lansing and East Lansing under 18 years of age. Although a few of the teams furnished their own facilities such as balls and bats, the common practice was to play under the auspices of some industry or merchant of either of the cities, with the backer furnishing the necessary equipment. The junior baseball organization included two leagues of six teams each which were conducted throughout the first season.

All of the industrial leagues continued to function during the years 1926, 1927, and 1928, and a volleyball league was added to the program in 1926. Leagues were now being conducted in basketball, indoor baseball, baseball, and volleyball. Each year city-wide meetings were held at which the officers of the leagues for the ensuing year would be elected.

During all of these years it was necessary for the industries and the teams participating in these leagues to pay all of the expenses of organization and promotion. It was not until the early months of the year 1928 that a group of men, interested in the advancement of amateur athletics in Lansing, had a meeting in which they decided to appeal to the city for aid in the financing of amateur sports. The body was called the Lansing Recreation Council and was composed of 26 members representing the following industries and organizations of the City of Lansing: Motor Wheel, Rep, Olds, Michigan Screw, Central Temple House, Fisher Body, Consumers Power Company, Novo Engine Company, Lansing Parks Department, Board of Education, Durant Motors, Atlas Drop Forge, Morden Oil, and the community welfare society. It was the opinion of this council that more could be accomplished by bringing all the amateur sports under one head. H. Lee Bancroft, city forester and parks director, was named chairman of the committee which was to draw up the budget and the plans that were to be presented to the city council. It was hoped by the recreation council that all sports which had heretofore been managed under independent auspices could be united and placed on an amateur basis under the jurisdiction of a city-wide organization. The city was to assist the organization by providing funds for the actual expenses of conducting the programs, and the athletic fields for play. Working with chairman Bancroft was J. Speelman, Director of Physical Education in the public schools of

Lansing, and Alex Urquhart, Jr., Treasurer of the Lansing Baseball League. It was planned to carry on the work under the park department and so a code of rules was drawn up in order that the park board would know exactly under what conditions athletics would be presented. The budget committee invited organizations such as the Junior Baseball League, Industrial Basketball and Baseball Leagues, and others promoting amateur athletics in the city to communicate to them the amount that would be necessary to carry on their  
(1)  
respective programs.

The committee was successful in its appeal to the city council for funds, and so a permanent organization was evolved. At a meeting held in the Leo Clubhouse later in the year 1928 they decided to adopt the name of the Lansing Athletic Federation. At this same meeting they drew up a constitution for the organization and in Article II they state their motive in organizing.

"The object of this organization shall be to foster, organize, and promote non-commercialized competitive athletics upon or within playfields, parks, buildings, and recreational centers owned, controlled or under the jurisdiction of the Park Board or Board of Education of the City of Lansing." (2)

In order to carry out its objectives as outlined above, the Federation attempted to

1. Unite all competitive teams of the same class into leagues.
2. Aid the constituent organizations or individuals of this Federation in their effort to improve and place wholesome athletic activities within the reach of all.

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(1) Newspaper Clippings, Files of the Leo Recreation Dept.



3. To work toward a unified year-around recreational program for the City of Lansing.

As the recreation program expanded the Lansing Athletic Federation realized that a full time director was necessary, who with his training and experience could take the work already done by them and build solidly upon it. This step was taken in 1929 when at a joint meeting of the Board of Education, the Park Board, a representative of the National Recreation Association, and the Mayor, the Department of Recreation became a fact and Mr. August Fischer was hired as the director.

✓ Thus, after many years of experimentation and trial by industries, civic groups, and the Y.M.C.A. the industrial and other institutional leaders of Lansing were able to unite the recreational facilities of the city, and to place them under the jurisdiction of the newly organized Department of Recreation. The staff of the Lansing Recreation Department at its inception consisted of Mr. August Fischer, Director, Mrs. E. J. Gleason, Secretary, Mrs. H. K. Harvey, in charge of girls' and women's activities, and the part-time playground and sports directors.

The organization of the new department was a progressive step in the furthering of recreational opportunities for everyone in the Lansing community. During the years from 1915 to 1928 the recreational opportunities for the worker and his family were considerable restricted. In most cases it was only the larger industries that were able to expend the

amount of money that was necessary to secure the needed facilities and to carry out a recreation program. The play activities were limited to a few team games, and the greater part of the Lansing population could take part in the activity only as passive participants.

2 The school buildings of Lansing had never been open to the Lansing community as community centers, though they were used as recreation centers by certain industries and organizations in 1926. The records of the Reo show that an industrial volleyball league was carried on in Fattengill Junior High School during that season. Although the organization of the Lansing Recreation Department in 1929 resulted in the promotion of an extensive adult recreation program in the school gymnasiums of the Lansing schools, it did not result in the opening of the school buildings as community centers in the true sense of the word.

3 Playgrounds had been conducted in several of the parks of Lansing since 1911. During the first two years in which the playgrounds were directed, the entire financial expenditures for the operation of these playgrounds was secured through donations. In 1913 the Department of Parks contributed its first financial aid to the playground project. Since 1913 there has been a great increase in the number and extent of playgrounds and playground activities. Under the jurisdiction of the Lansing Recreation Department in 1932, 17 school and park playgrounds carried on both child and adult recreational activities during the summer months.

The park facilities were a valuable asset to the Lansing Community but they had little to offer in the field of recreation during the winter months. The value of using the school buildings as recreation centers had already been demonstrated by many of the cities and communities throughout the United States. So when public pressure was brought to bear on the City Council and the Board of Education, the result was the uniting of the park and school facilities under one department with the City of Lansing and the Board of Education dividing the cost of the administration and supervision of the unified program. The employment of a Director of Recreation resulted in an immediate enlargement and expansion of the existing program. The success of this endeavor is shown in Table VII through a presentation of the type and extend of organized team leagues promoted during the first year the Director was employed.

Table VII

Type and Extent of Team Games Sponsored by  
the Lansing Recreation Department - 1930 (1)

Type of Activity	: Number of Teams	: Games	: Players	: Spectators
<u>Baseball Leagues</u>				
Capital City	: 7	: 72	: 110	: 124,200
Public Service	: 8	: 58	: 120	: 41,150
Civic	: 6	: 31	: 95	: 5,409
Industrial	: 4	: 24	: 50	: 9,250
Junior Leagues	: 15	: 94	: 180	: 10,790
<u>Basketball League</u>				
Class A	: 8	: 56	: 80	: 18,175
Class B	: 8	: 56	: 80	: 13,175
Class C	: 8	: 56	: 80	: 3,639
<u>Indoor Baseball</u>				
Class A	: 5	: 38	: 75	: 3,670
Class B	: 6	: 45	: 90	: 3,748
<u>Soccer League</u>				
One League	: 6	: 23	: 180	: 21,750
<u>Men's Diamond Ball:</u>				
One League	: 7	: 36	: 105	: 3,983
<u>Golf League</u>				
Three Leagues	: 24	: 168	: 192	:
<u>Girls' Basketball</u>				
Two Leagues	: 8	: 37	: 100	: 7,650
<hr/>				
Total	: 120	: 814	: 1537	: 267,039
<hr/>				

(1) First Annual Report, Dept. of Recreation, Lansing,  
Michigan, 1930

This table indicates that during the first year of the existence of the Lansing Recreation Department, it promoted athletic leagues in 7 different sports. Included in the program were 120 teams consisting of 1,537 active participants. Of all the sports promoted baseball was by far the most extensive. Its program consisted of 5 leagues, or 40 teams, who played 279 games witnessed by approximately 191,000 spectators.

Of the five leagues of baseball, four were composed of teams representing practically every industry in the City of Lansing. The leagues assumed the titled of Capital City League, Public Service League, Civic League, and Industrial League. The leagues were organized on the basis of the skill of the players who were participating. Four playing fields were used in carrying out the baseball program: namely, Sycamore Park, Bancroft Park, Municipal Park, and Marshall Field.

The KEO, besides carrying on its own program within the factory, entered representative teams in the junior baseball league, men's industrial basketball league, and indoor baseball league. In addition the KEO Motor Car Company was given one period per week at the Lansing Central High School Gymnasium to carry on whatever type of program it should desire. It also sponsored a girls' basketball team in the Class A League of the girls' basketball program.

Besides the team games included in Table VII the Lansing Department of Recreation introduced or enlarged the following

activities: namely, playgrounds, tennis, swimming, ice skating, movies, holiday celebrations, dramatics, marble tournaments, archery, horseshoes, and social recreation evenings.

Of the new games promoted by the Department of Recreation diamond ball was perhaps the most popular. This game is also known as playground ball, and kitten ball. It is similar to the game of baseball, but is played with a softer ball, on a smaller area, and with similar rules. This game has an advantage over baseball in that it requires less equipment, less play space, less physical skill, and is better suited to older men and girls. During the first season a seven team league of women players was conducted. To show that this game was rapidly developing as a girls' sport, a quotation is presented from the "First Annual Report of the Department of Recreation".

"Much time was given to the encouragement of girls to participate in the game of diamond ball which resulted in seven teams making a league. These girls' teams played every evening to considerable crowds. Early in July the Department borrowed four flood lights from Michigan State College and bleachers from the Geo Motor Car Company, and with the help of the Park Department, which was very generous in fixing an excellent field, teams were ready to play their games under flood lights. The game so played was tremendously popular. It was one of the outstanding projects of the whole season's work. Ranny Park on East Michigan Avenue was the field chosen for this purpose. With the continued increase of spectators and automobiles, it became a problem to accommodate those interested. It was not unusual to have 1,500 people witness a game, with a record attendance of 2,500 at the championship matches.

The playing of girls soft ball under floor lights was the first instance of its kind in this state or in the states adjoining, and it is predicted that this will grow into one of the major summer sports." (1)

The acceptance of diamond ball both from the active participant and the spectator viewpoint can be seen from statistics gathered from the program two years later. In 1932 there was a men's league consisting of 6 teams and 75 players, who played 47 games, witnessed by approximately 42,000 spectators, and two girls' leagues consisting of 9 teams and 126 players, who played 44 games, witnessed by about 57,000 spectators. (2)

The large number of recreational activities promoted by the Lansing Recreation Department made possible some form of public recreation for every age group in Lansing. The playgrounds furnished supervised recreation and education for children. The city parks, with their large spacious grounds and variety of equipment, made possible recreational activities for people of all ages. The junior and adult baseball, basketball, volleyball, and diamond ball leagues offered recreational opportunities for men and women of all ages who are athletically inclined. The social recreation clubs, which were organized throughout the city, furnished a less strenuous type of recreation for those who could no longer take part in athletic contests. And, in addition to the opportunities for active participation in recreational activities, there were innumerable chances for passive participation as

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(1) First Annual Report, Dept. of Recreation, Lansing, Mich. 1930

(2) Third Annual Report. Dept. of Recreation, Lansing, Mich. 1932

spectators at the many diamond ball, baseball, volleyball, and basketball contest, the playground pageants, and the playground circuses.

( Although the Lansing Recreation Department had done a worthy piece of work during its three years of existence, its progress was temporarily halted in 1933 when the Board of Education withdrew its financial support. If public pressure is not strong enough to influence the Board to favorably reconsider its move, it will result in the school playgrounds and gymnasiums being closed to the people of Lansing as recreational centers.

| A still later move in regard to the Lansing Recreation Program was the discharging of the Director of Recreation. This was due partly to economic reasons and partly to certain intangible reasons. During the years 1932 and 1933 there developed an antagonism between certain industrial leaders and the Director of Recreation; the exact cause or the merits of the cause cannot be determined, but it was in regard to the sponsoring of baseball leagues. The Lansing State Journal in one of its editorials expressed the thought that because the Director had done a worthy and democratic job of organizing and administering a full recreation program for both children and adults, and had not bowed to the narrow wants of a few leaders interested primarily in baseball, these few were selfishly taking advantage of the economic conditions by being instrumental in bringing about his discharge. (1)

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(1) Lansing State Journal, May 12, 1933, page 2



After the discharge of the Director, the Lansing Recreation Department continued to operate under the same title, but its program was administered through the Parks Department. H. Lee Bancroft, Director of Parks, supervised the men's program, and Mrs. H. Harvey was retained as a director of women's recreation. They continued to conduct as broad a recreation program as was possible with the limited amount of funds.

The summarization of municipal recreation in Lansing and other cities of the United States shows that the promotion of a broad program of public recreation by a municipal department is a comparatively recent movement. After the organization of the Playground Association in 1906, the movement developed rapidly in all part of the United States. Although there is some doubt as to the best method of administering a recreation program, the 1931 Year Book shows that the majority of the cities carried on their program either through the parks commission or a playground and recreation commission. The type of department through which the recreation program is administered often determines the amount of success the recreation director will have in securing a large enough budget to carry on an adequate recreation program.

The recreational opportunities offered the people of the Lansing Community previous to 1915 were extremely meagre and unorganized. The industries of Lansing were the first group to organize and carry out any type of organized recreation, while



the local Y.M.C.A. was the first organization to promote athletic leagues on a city-wide basis. It carried on leagues in indoor baseball and basketball for interested organizations. A baseball league was also started by the Y.M.C.A. in 1919. Each year after this the athletic leagues were conducted and new sports were added, so that by 1928 leagues were being conducted in basketball, indoor baseball, baseball, junior baseball, and volleyball.

City-wide meetings were held each year in which the officers of the leagues for the ensuing year would be elected. These meetings were attended by interested business and industrial leaders of Lansing who usually had to pay most of the cost of conducting the leagues. It was in 1928 that this group appealed to the City of Lansing for aid in financing amateur sports. It was this same group who realized the need of a full time recreation director and were influential in bringing Mr. Fischer to Lansing, as well as organizing the Lansing Recreation Department.

The public recreation program was administered through the newly organized Recreation Department which had a joint responsibility to the Park Board and the Board of Education. Immediately the recreation opportunities of the Lansing Community were increased and many new activities were introduced. The school buildings were opened to the community as recreation centers, several new playgrounds were opened, more baseball and basketball leagues were conducted, diamond ball was introduced, new athletic fields were secured, tennis courts

were built, and many other minor activities were developed.

Although the Recreation Department had promoted a large number of recreational activities, and had made possible some type of recreation for every age group in Lansing, its work was greatly hampered in 1933; first, when the Board of Education withdrew its financial support; and second, when the Lansing Recreation Director was released. After the discharge of the Director, the Lansing Recreation Department continued to operate under the same title, but its program was administered through the Parks Department.

## Chapter V

# RELATION OF INDUSTRIAL AND MUNICIPAL RECREATION IN THE LANSING COMMUNITY

In order to show the relationship of industrial and municipal recreation in the Lansing Community it becomes necessary to offer a definition of the term community.

At the present time sociologists are not in full agreement as to the definition of the term community. (1) Dr. Mumford, in his course "Principles of Community Development" states,

"The community may be defined as that interrelationship and interaction of institutions, voluntary organizations, and informal associate life, within a particular geographic area, that constitutes a self-sufficing local unit of human association within which personality and the primary human wants and interests of life are developed and expressed. In its more complete and effective form it is an area with the number of families necessary to support an accredited twelve grade school system, to afford the principle economic and professional services and opportunities, to provide adequate facilities for religious and recreational activities, to insure the necessary protection against disease and illness, and to give expression to the higher forms of aesthetic life. (2)

Although the City of Lansing, according to the definition above, may be comprised of two or three separate communities, for purpose of clarity in the presentation of the materials of this chapter, the term Lansing Community will be used when referring to those peoples, institutions, organizations, and informal associate life included within the geographic area of the municipality of the City of Lansing.

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- (1) See also J. F. Steiner, Community Organization, page 18; A. F. Wood, Community Problems, page 26; R. M. MacIver, Society: Its Structure and Change, pp 9-12
- (2) Dr. Eben Mumford, Dept. of Sociology, Michigan State College, East Lansing, Michigan



## Relationship of Public and Private Recreation to Community Organization.

Among the fundamental institutions of any community are the family, school, church, government, and industry. The long experience of the human race has demonstrated the suitability of these institutions to provide the satisfaction of men's major needs. In the course of their history these institutions have been modified in various ways, but their essential nature has been unchanged.

In addition to the institutions of the community there are certain voluntary organizations and activities growing out of the institutions or closely related to them, such as the Chamber of Commerce, the Y.M.C.A., the luncheon clubs, scouting, women's clubs, private philanthropic organizations, family case work, and both public and private recreation.

Public recreational agencies are those which provide recreational activities and facilities for all of the people of the community without direct charged to the participants. The two largest agencies of this type are the schools and the municipal parks departments. The funds for promoting public recreation are usually raised by taxation, although gifts of large sums of money or of recreational facilities, such as playgrounds, are not uncommon.

The movement for providing public recreational facilities in the communities of the United States is a recent development. The years from 1905 to 1912 witnessed an extensive

development of recreational centers in many of the larger cities. Then the war, with its emphasis upon communal activities did much to increase the number of community centers all over the country. According to the "Social Work Yearbook", "community centers or social centers are places where neighbors may gather for civic, social, recreational, cultural, or other purpose regardless of race, political persuasion,<sup>(1)</sup> or religious affiliation". Although the community center idea still exists the methods of administration have changed. The present trend in the method of providing community recreation is through uniting the facilities of the community centers(if there are any) and schools with those of the parks and playgrounds and placing them under a central department financed by public taxation. The reasons for values associated with this procedure are as follows: It (1) eliminates a large amount of duplication of facilities, (2) makes possible a larger and fuller program for all the people, (3) distributes and lowers the cost, (4) provides wholesome recreational opportunities for those who might otherwise be neglected, and (5) tends to result in better organization and administration of the recreational facilities of the community.

Private recreational agencies include such institutions and organizations as have an interest in recreation from the standpoint of the participation and benefits of their members. Included in this category are the home, the church, clubs,

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(1) Fred S. Hall, Social Year Book, 1929, page 93



fraternal groups, civic associations, business organizations, and industries.

The importance of the home as a private recreational agency is shown by a quotation from the "Normal Course In Play",

"The home has not yet realized its possibilities as a recreation agency nor the value of play as a builder of family life. The home has the primary function of instilling right ideals of recreation which will persist through life and make for citizenship; but further, it has a definite responsibility in providing recreation activities for members of the family and for neighborhood groups which will help strengthen family life. Through home play and music, dramatics, story-telling, and reading aloud, the love of fun and the love of beauty draw closer family bonds and furnish an invaluable equipment for later life.(1)

The road travelled by the church as a private recreational agency has been long and rough. The conducting of recreational activities by a church or in a church was one time considered a sin. The change in the attitude of the people toward the church as a private recreational agency is briefly and accurately shown in the "Social Work Yearbook".

"Church recreation has travelled a long road. Starting when recreation of any sort was considered ungodly, it came next to be looked upon with indifference, and then as "bait" to lure young people to the church. Only recently has it begun to take its rightful place in church programs as a necessary part of every well-rounded life. Churches are now coming to see wholesome recreation as a part of their ministry. Church recreational activities are mainly social and few directors of recreation are employed by individual churches." (2)

Of the remaining private recreational agencies, industry has the greatest influence on the social welfare of the community. The responsibilities of industrial employers to

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(1) Playground and Recreation Assoc. of America, The Normal Course in Play, pp. 175-184.

(2) Fred T. Hall, Social Work Year Book, 1929, page 81

their communities is a problem viewed differently by sociologists and recreation leaders. Quotations will be presented showing both extremes in regard to the responsibility of industry to the community in which it exists, for the provision of recreational facilities and opportunities to its employees.

The following quotation gives the point of view of those who believe that industries do owe a great responsibility to the community in the provision of recreational facilities and activities for its employees.

"Whether it pays or not, recreation for workers is an obligation on industry as one of the institutions of society dealing with individual men and women who are not only workers but constituent members of every other basic institution. Machines are to be used by industry and scrapped by it, men have obligations to home, church, state and community, and these institutions themselves are scrapped to the degree their members are. Industry is one of many important functions, it is true, but not important enough to sacrifice unnecessarily the best things in life for it. It is an obligation on industry to send men and women out from factory walls fit to perform other tasks. If democracy means participation by all in the extensive tasks of religion, government, child-bearing, and the handing on of the heritage of learning, then the first requisite is a possibility of individual participation. That possibility is removed when men completely fatigued in body, mind, and spirit stumble home to stupid existence until work again demands their utmost energies. Industry to play its part and to avoid the charge of being sycophantic must provide that recreation which is essential to a human existence." (1)

In contradiction to the above point of view with reference to the responsibility of industry, to the community in which it exists, for providing recreational facilities to

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(1) The Cleveland Recreation Survey, The Sphere of Private Agencies, The Cleveland Foundation Committee, 1920, pp. 66-67.

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its employees, are those listed by Wood, in his attempt to summarize the various objections that have been set forth by various writers in this field.

- " 1. There is some doubt as to the conclusion that we must look to industry itself, rather than to other agencies, for leadership in the provision for leisure. There is another view of the matter which would maintain that employers' obligations end with the payment of good wages and the provision of continuous employment and of healthful conditions of work. According to this theory, the recreation program should be developed by other private agencies or by the community itself.
2. A man's associates during his leisure hours are his friends, who may or may not be his fellow employees. Men are freer and less constrained in their leisure than in their work. It could be urged effectively, therefore, that this very fundamental difference between the play group and the industrial group as regard both their constituents and their function, would involve a necessary division of labor between the agencies responsible for recreation, on the one hand, and work, on the other.
3. The motives of industrial concerns in maintaining elaborate provisions for recreation may in some instances be open to question. It is often done in order to hold the workers at a time when they are favored in the process of wage-bargaining. When the tables are turned, and the employers have the advantage, welfare work may be reduced.
4. Also recreation facilities can be provided only by the larger establishments, which can afford to make such investments. This means an unequal distribution of opportunities for wholesome leisure among the people of the community, for the number of people working for the smaller or marginal concerns is very large.
5. A final argument which is perhaps more cogent than any we have mentioned is that the working people themselves, so far as their opinions become articulate through their trade unions, have often declared their opposition to the benevolent efforts of employers on behalf of recreation and other forms of welfare." (1)

The first quotation, inferring that industries do have a great responsibility to their community for the provision of recreational facilities, would be true in a mining town or any similar type of locality in which the whole community is organized around this one industry. However, in a community consisting of diversified industries, institutions, and organizations, this responsibility would be lessened to the extent of cooperation with the other institutions and organizations of the community in the promotion of a unified public recreation program.

The second quotation, which lists the limitations of industries in providing recreational opportunities for their employees, consists, to a considerable extent, of unproven theories. Of the five points or limitations stated, the fourth which states that recreation facilities can only be provided by the larger establishments, is the only one that can be considered as having sufficient evidence to be accepted. Although some of the other limitations might be true in special cases, they are subjective in nature and are often used as a means of propaganda by both recreational agencies and labor unions.

The present tendency or relationship of industries and the communities in which they exist, in the provision of recreational facilities for the employees, as shown by other studies of recreation in industry, indicates a decrease in the number and type of activities offered within the industry

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and more participation in city-wide activities. Either the industries unite into a federation for promoting recreational activities, or they participate in the program promoted by the public recreation agency. If the federation type of organization is used, the activities usually consist of athletic leagues in baseball, basketoall, indoor baseoall, bowling, and industrial track and field meets. If the public recreation department type of organization is used a more extensive community recreation program is promoted. In addition to the conducting of the above mentioned league, playgrounds, circuses, pageants, water carnivals, social recreation classes, movies, and gymnasium classes are often included in the program.

Relationship of the Private Recreation Program of the Geo and Other Industries to the Public Recreation Program of the Lansing Community.

The previous pages have shown that there is a large number of organizations in every community promoting some type of recreational activity. It is evident that some type of relationship arises between these organizations and the public recreation department when they are both promoting recreational activities in the same community, and **for** the same group of people. The problem, then, is not to discover whether there is a relationship, but rather to determine the

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(1) Fred C. Hall, op.cit. page 228  
 Arthur E. Wood, Community Problems, page 296  
 Jay B. Nash, Organization and Administration of Playgrounds and Recreation, pages 17-26  
 Bowen and Mitchell, Theory of Organized Play, page 30

extent of reciprocation taking place, and to recommend certain changes in the existing order to facilitate future interactions.

The chapters dealing with the private recreational programs of the industries and the public recreational program of the municipal department stated, in chronological order, the recreational developments of these two institutions in the Lansing Community. It showed that the industries of Lansing, especially the Rep, promoted many types of recreation in the Lansing Community before any attempt was made to organize and promote public recreation. Although these early activities were sponsored, primarily, for the industrial employees and their families, they sometimes were opened to the entire Lansing Community. Industrial recreation activities which were not confined to the industrial workers and their families included such items as band concerts, broadcasting programs, fair, and clubhouse activities.

The industries while not being able to fulfill the social and recreational needs of the entire Lansing Community served as pioneers in promoting many of these activities. The industries served as pioneers for the public recreation department of Lansing in the promotion of the following social and recreational activities; the organizing and administering of baseball, basketball, volleyball, softball, and bowling leagues; the directing of a large fair; and the erecting of a large recreation building.

In addition to serving as pioneers, the industrial leaders cooperated with the leaders of other private recreational agencies in their attempt to promote and enlarge the recreational opportunities of the Lansing Community. This cooperation was manifested when the Y.M.C.A. organized athletic leagues in baseball, basketball, and indoor baseball. This step by the Y.M.C.A. and the work of the group of citizens promoting the public playgrounds exemplified the recent social trend of promoting recreation on a community-wide basis. The cooperation and leadership of the industrial organizations was further shown when the Lansing Recreation Council met and formed a constitution organizing the Lansing Athletic Federation. This federation was composed almost entirely of industrial leaders interested in enlarging the recreational opportunities of the Lansing Community. They realized that Lansing possessed an abundance of physical and geographical features which could be made useful for recreational purposes. They also realized that a trained, full-time recreation director was needed to develop these features and to administer a unified year-around recreation program. After the recreation Director was secured and the Lansing Recreation Department was organized, the Lansing Athletic Federation ceased to take the initiative in program planning. The entire recreational project of the City of Lansing was placed in the hands of the new Director, and the organizations represented in the Lansing Athletic Federation took the same part in the program as any of the other private agencies of the Lansing Community.

participating in the activities offered by the Recreation Department.

Previous to the organization of the Municipal Recreation Department the public recreational activities were limited to certain team games and playground activities. The people employed by the larger private agencies, such as the Yeo, were the only groups having recreational opportunities promoted for them. After the inception of the Recreation Department, innumerable social and recreational activities were provided for every age group and agency, irrespective of size, position, or financial status.

The Lansing Recreation Department was able to promote a variety social and recreation program because they had control of a large number of well equipped facilities. Included in this group were:

1. Seventeen school and park playgrounds situated at strategic positions over the city. These were equipped with the apparatus deemed essential to modern play areas.
2. Five athletic fields which have little equipment, but serve as areas for tennis courts, baseball diamonds, and diamond ball fields.
3. Twelve tennis courts besides those constructed and located in the city parks.
4. Eight school gymnasiums which were used especially in conducting the winter program.





5. A municipal out-of-doors swimming pool located at Moores Park.

There can be little doubt that the Recreation Department had a great opportunity and responsibility in organizing and controlling all these facilities.

The mere mentioning of these recreational equipments and areas conjures in the reader's mind numerous services that might be rendered to the public. The Recreation Department was quick in taking advantage of its opportunities and the result was an expanded and diversified recreation program. They continued to conduct organized athletic leagues, but they increased both the number of teams participating and the types of activity offered. The department organized these leagues by issuing a call to the Lansing Community informing any groups wishing to organize and sponsor a team, to send a representative to a meeting to discuss all phases of operating that particular league. In this matter leagues were organized and conducted in baseball, diamond ball, indoor baseball, basketball, and soccer. The response of the private organizations and groups of the city determined the number of teams and the number of leagues which were promoted in each sport.

Besides these leagues the department conducted city-side tournaments of various types for both children and adults. The adults were interested, primarily, in golf, tennis, and horseshoe tournaments, while the children were most enthusiastic for tennis, marbles, and kites. The winners of these tournaments were presented with ribbons, medals, or loving cups as rewards for their effort and skill.

Some of these tournaments were conducted on the school and park playgrounds. These playgrounds were open under leadership for a period of ten weeks each summer, and they sponsored and organized such activities as handicraft, dramatics, athletic tests, team games, rhythms, quiet games, and folk dancing. The school playgrounds promoted play primarily for the children, while the park playgrounds provided recreational activity for both children and adults.

Certain of these park playgrounds put on motion picture shows, twice each week, for the entertainment of the people residing in that section of the city. And some of the playgrounds also had charge of the summer activities of the women's social recreation clubs which were organized originally as mother's recreation groups but which now have many of the business and working girls. These groups included in their programs social and active games, handicraft, music, and dramatics. In addition to the dramatics carried on by these social groups, the Lansing Recreation Department sponsors a city-wide contest of one-act plays. These one-act play contests are promoted in such the same manner as the game tournaments.

The Lansing Recreation Department, realizing the need and value of trained leaders, conducted an eight week institute in social recreation leadership. The objective of this class was to train the leaders of the private organizations of the Lansing Community in the art and technique of directing social recreation evenings, so that they might be better able to

organize and direct social recreation activities in their respective groups. In addition to leading their own groups these trained leaders were more qualified to cooperate and aid the Lansing Department in promoting its program. When requests came to the department for leaders of social games, these private leaders could be sent on the mission whenever it was impossible for either of the directors to go themselves. The Recreation Department also rendered service to any individual or group seeking information on any recreational problems confronting them, such as equipment and games for picnic groups, organization of field day programs, promoting of private tournaments, and the settling of any disputes that might arise.

These services of the Lansing Recreation Department were taken advantage of in many ways by the industries and other private organizations of the Lansing Community. The writer realizes that a large amount of duplication would take place if an attempt were made to show how each industry or private organization used the recreational services offered by the Recreation Department. Therefore, in presenting the relationships that took place between certain of the industries of the Lansing Community and the Recreation Department, it will be assumed that these same relationships were either possible or took place with the other private organizations.

When the Lansing Recreation Department issued a call to the Lansing Community inviting the different groups to send representatives to a meeting held for the purpose of organizing a city-wide league in baseball, the Motor Wheel Corporation

sent a representative. Class A and B baseball leagues were organized and the Motor Wheel had a representative team in each league.

When the call was issued for the organizing of the diamond ball leagues the Olds Motor Corporation sent a representative. The Olds entered a representative men's team in the men's league, and a representative girls' team in the girls' league. They also conducted an inter-plant league on their own grounds.

During the winter months a group of middle-aged men working for the Geo Motor Car Company decided they would like to indulge in some physical recreational activity. They called the Recreation Department and reserved a school gymnasium for one class period a week.

A group of girls working in the State Capitol decided they would like to play tennis after getting out of work. They realized, however, that all the tennis courts would be in use at that time of the day if they went to the park. However, the Recreation Department makes provisions for this type of a situation, and so all the girls had to do was to call the office and reserve a tennis court for the hour they wished to play.

During the hot summer months the men and women working in the different industries desired to take a refreshing swim after getting out of work. The Lansing Recreation Department conducted a special session for these groups at its out-of-door swimming pool located at Moores Park.



If the Lansing Dairy desired to hold a baseball practice or a game they would call the Recreation Department and an available field would be assigned to them for that purpose. If they decided to organize and conduct an intra-mural league within the plant the Department would cooperate with them in organizing the league and in providing a play area.

Whenever any of the philanthropic organizations of Lansing promoted field days or picnics for the children of the Lansing Community the Recreation Department would always be asked to plan the recreational features of the program and to furnish equipment and leadership.

In showing that the relationships existing between the private and public recreation organizations in the Lansing Community are in keeping with the aims and objective of Public Recreation in general, a quotation will be presented from Bowen and Mitchell.

"The community besides promoting the public type of play is a big help in the promotion of semi-public activities. This help is evidenced in granting the use of public facilities to organized groups. Thus we find the industrial and other teams receiving permits to use the athletic fields in the playgrounds and parks, and certain groups receiving consent to use the gymnasiums or rooms of the social service building for meetings. Often the play staff volunteers to furnish officials, give advice, and to aid in organization." (1)

As to the first recommendation to the recreational situation in Lansing, the writer wishes to point out that upon the organization of the Lansing Recreation Department

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(1) W. P. Bowen and E. D. Mitchell, Theory of Organized Play, page 49.

most of the private organizations ceased to carry on any type of intra-mural recreation. According to many of the studies dealing with public and private recreation, the ideal set-up would result in each private organization participating in the leagues and tournaments promoted on a community-wide basis, and at the same time carrying on recreational activities in its respective plant, using both its own facilities and the facilities of the public department. Although that type of set-up would be more adaptable to a larger community it does seem plausible that the larger industries such as the Rep, the Olds, and the Motor Wheel could have participated in the city-wide program as well as conducted intra-mural programs in their plants. J. B. Nash has the following comments to make on the relation of the industrial and the public recreation departments:

"The industrial recreation program should not be set up as a thing apart in any community. It should be considered as one of the administration arms of a city recreation department. Whenever possible the industrial recreation leaders should use city athletic fields, city swimming pools, city golf courses and summer camps as a part of their regular facilities. Even the use of the city facilities should not deter industries from providing some facilities near the plant." (1)

Second, the fact that the Lansing Recreation Department was organized so that it was dependent on the Board of Education and the City Council for funds resulted in the curtailment that took place. If the leaders who brought about the organization of the department could have secured

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(1) J. B. Nash, The Organization and Administration of Playgrounds and Recreation, Page 494



a mill tax from the taxpayers of the Lansing Community, the Lansing Recreation Department would have been sure of a workable budget each year, at least as long as it was in the favor of the voters of the community.

This idea of being in favor with the voters brings up the third and last recommendation. A recreation department is a public agency and it must keep the community informed of the work it is performing. There is little doubt but that the Director of the Lansing Recreation Department did a very commendable job during his tenure of office, but observations and discussions with people closely connected with recreation work in Lansing would lead one to believe that his public relations program was not very broad nor diplomatic. There were innumerable opportunities in the Lansing Community for a man holding public office to address clubs and societies. He could also have used the daily paper to greater advantage, not necessarily by telling what he and his department were doing but rather by discussing the work of the playgrounds, the social recreation clubs, and the assistant and part-time leaders.

A summary of the relation of industrial and municipal recreation in the Lansing Community shows that there are a large number of definite relationships existing. A community consists of several fundamental institutions and many voluntary organizations and groups. Included in these minor organizations are both public and private recreational agencies.

While public recreation agencies provided recreational activities and facilities for all the people of the community, the private recreational agencies confined their activities to members of their own group. Industries were included in the category of private recreational agencies. Although there is a lack of agreement as to what extent industries should promote recreational activities, studies of recreation in industry indicate that there is a trend to decrease the number and type of activities offered within the industry and to participate more in the city-wide activities. The promoting of a large number of recreational activities in the same community and among the same people by both public and private recreational agencies make it evident that relationships exist between these two agencies of the Lansing Community. This relation was more definitely manifested when the industries served as pioneers in the promotion of several recreational activities, when they cooperated with the efforts of the Y.M.C.A., when they aided in organizing the Lansing Recreation Department, and when they participated in the activities promoted by that new department. After a careful analysis of the recreational conditions in the United States and in the city of Lansing, the writer offers three recommendations to the existing recreational situation of the Lansing Community, namely:

- (1) The leaders of private organizations should be encouraged to organize and administer intra-mural recreation programs as well as participate in the recreational activities promoted



by the Lansing Recreation Department. (2) The public department should make use of a City Recreation Enabling Act, and attempt to secure a mill tax to support public recreation. (3) The Director and employees of the Lansing Recreation Department should carry out a continuous program of public relations, similar to other institutions and organizations.

## Chapter VI

## CONCLUSION

The enormous amount of leisure time, both voluntary and enforced, which the people of the nation have today is creating a problem of the greatest importance. Leaders in education, industry, government, and other fields agree that this new leisure, if wisely spent, presents a rich opportunity for individual happiness and development. A great responsibility, therefore, rests upon the community and the organizations of the community to provide both suitable training for the wise use of leisure and adequate opportunities for enjoyment and participation in wholesome recreational activities.

Commercial recreation enterprises, always seeking big dividends, really anticipated this leisure problem and gave opportunity for recreation before the communities were stirred into making appropriations for this purpose. Commercial recreation had a great opportunity, but largely failed because it considered profits first of all.

Private and public recreational agencies having demonstrated their value and their function are gradually being accepted by the communities of the United States.

Of the private recreational agencies, this study is primarily interested in the industrial recreation type. A study carried out by the U. S. Bureau of Labor, dealing with



industrial recreation, shows that three-fourths of the 430 establishments included in the survey conducted both indoor and outdoor recreational activities for their employees; and the sports that proved successful for the formation of leagues within the factory were baseball, playground ball, basketball, volleyball, and bowling.

Fast experience of industrial concerns has demonstrated the fact that in organizing a program of sports within a factory it is well to guard against developing a few good players at the expense of the average player. This is especially true where professional and semi-professional teams are emphasized. If a number of good jobs in the plant are occupied by professional and semi-professional athletes, there is danger of weakening the morale, for ambitious and conscientious employees sometimes feel that their opportunities are lessened because they are not athletes. Therefore, it is important that the ideal of plant-wide participation is not lost.

In many cases where the industries have maintained playgrounds through their public welfare department, the original aim of catering to their employees has been enlarged into a neighborhood project, with directed play for all. In this philanthropic capacity the industry allies itself with the municipal recreation program. This alliance is exactly what happened in the Lansing Community when some of the recreation activities and facilities of the Deo Motor Car Company and

other industries of Lansing were opened to the Lansing Community.

The Lansing Community, in addition to having a strategic location in regard to agriculture, industry, and commerce, also has advantageous location in regard to the promotion of recreation. First, the temperature of Lansing is such as to stimulate a diversified recreational program both in summer and in winter. Second, the Grand River, originating near Jackson, and meeting the Cedar River in Lansing, enhances the beauty of the city in many places and serves as a playground for those interested in water sports. And third, the topography is of such a nature as to make possible easy development of a large number of parks and playgrounds along these rivers.

Lansing has been an industrial center ever since the first saw mill was established by Hon. James Seymore in 1843. During the last twenty years Lansing has risen to a point where, industrially, it is one of the leading cities of the state. In 1929 approximately one hundred and eighty manufacturing concerns were doing business and they were employing on the average of 18,000 men and women. Labor conditions up to 1929 were quite satisfactory. There has been a feeling of respect and cooperation between the employer and the employee. The industries realizing that the training of new workers is an expensive process, have encouraged long tenure by giving awards to their employees. This feeling of good will has been fostered through the employer taking a



real interest in the employees, and giving such cooperation as was necessary for the best welfare of all concerned. This cooperation is best exemplified by the work being done by the welfare and recreation departments of many of the larger industries.

Of the industrial concerns in Lansing promoting recreation, the Reo Motor Car Company sponsored the largest and most extensive recreation program. The Reo Motor Car Company was organized in 1904, and production was started under the roof of one small building with 304 men employed. Today the shops of the company have a total floor space of more than 52 acres, and during normal economic conditions more than 5,000 men and women are on the payroll.

The directors of the Reo Motor Car Company were aware from the very first that a recreation program was a valuable asset to the company because of its influence on labor turnover, social relationships, and happiness and contentment of the employees. Therefore, in addition to paying average wages the Reo has always offered a large number of social and recreational opportunities to its employees and their families.

Although the Reo recreation program is administered through a special department established for this purpose, the employees are given almost the entire responsibility in the organization and administration of the leagues in such sports as bowling, baseball, volleyball, and basketball. The director of Reo's recreation program has charge of the

activities of the clubhouse and acts as a leader and advisor in the organization of athletic competition within the factory.

The study carried out by the U. S. Labor Bureau showed that of the 430 establishments included in their survey, a large majority of the industries financed their recreation program through employee associations or other types of organization in which the employees paid nearly the entire cost. The Leo's method of financing its recreation program is quite contradictory to the policies and procedures of these concerns, in that by means of a special yearly appropriation it pays nearly the entire cost.

The first issue of the "Leo Spirit", as well as interviews with some of the "old timers" of Lansing, has shown that Leo conducted recreational activities in baseball, basketball, indoor baseball, band, picnics, and noon-hour meetings, during 1915 or previous to this date. It also showed that of the six activities mentioned above, the only one to continue until 1932 was basketball.

During the years from 1915 to 1927 several new recreational activities were introduced into the Leo recreation program, and many of those already established were enlarged. The new recreational activities introduced during this period were, namely: "Leo Spirit", Leo Rifle Club, Leo Clubhouse, Leo Fair, men's bowling, motion pictures, volleyball, soft ball, lyceum courses, and a broadcasting station. The Leo conducted

athletic leagues of baseball, basketball, softball, bowling, and volleyball within the factory, and sponsored a representative team in each of the sports. This representative team played in the city industrial leagues and against independent teams of Lansing and nearby towns. The other activities such as motion pictures, lyceum courses, cards and billiards, lounging and reading, and the broadcasting station were located in the Leo Clubhouse, and administered from this point.

The year 1927 witnessed the first curtailment of the recreation program of the Leo. The activities that were discontinued that year were as follows: the Leo Band, noon-hour meetings, men's baseball, Leo Fair, and the Leo Broadcasting Station. The exact reason for the abandonment of the recreational activities could not be determined, but it might be construed as the first indications of the coming of the present economic conditions. Although several activities were discontinued, this period also represents the introduction of several new activities into the Leo recreation program, and a shift from the conducting of an independent athletic league program within the plant to participation in a community athletic team program. The new team games that were introduced included girls' basketball, girls' bowling, junior baseball, golf, and girls' diamond ball. The years 1930, 1931 and 1932 show a continuation of the same trend. Representative teams participated in the city leagues, and the only leagues conducted within the factory were softball and bowling. The



activities which were being conducted in 1931 include movies, bowling, basketball, clubhouse activities, "Leo Spirit", softball, diamond ball, volleyball, baseball, and golf tournaments.

Of the other industries of Lansing conducting recreation programs the Olds and the Motor Wheel were the foremost. The Olds conducted leagues within their factory in softball, indoor baseball, and bowling, and sponsored representative teams in the city and industrial leagues. Although Motor Wheel did not conduct a program within the plant, it was very active and progressive in the recreation movement in the City of Lansing, and sponsored representative teams in nearly every league that was organized. The other industries of Lansing confined their recreational activities to sponsoring representative teams in the city and industrial leagues, in holding plant picnics, and conducting tournaments for the office workers in such sports as golf and tennis.

Public recreational agencies differ from private recreational organizations in that their purpose is to invite universal participation without direct charge to the players. Although the movement of providing community recreation is a recent innovation in the United States, it has developed rapidly, especially since the organization of the National Recreation Association of America. This association is interested in furthering the recreational opportunities of every community in the United States. Its Year Book summarizes the public recreation situation of the entire United States,



and includes topics dealing with recreational expenditures, recreational facilities, recreational leadership, and recreational administration. Recreation leaders do not agree as to the best method of administering a municipal recreation program, and this variation is shown by the number of different types of municipal departments and the combination of municipal departments reported in the 1930 Year Book. The emphasis placed on the type of municipal department through which the recreation program is administered is partly caused by the yearly fight for a budget. Although the budgets of many municipal recreation departments are still subject to political manipulation, the tendency in many cities is to provide a mill-tax supported recreation department.

Though only a small amount of data are available dealing with the early public recreation movement of the City of Lansing, it has been definitely ascertained that the Lansing Y.M.C.A. organized an industrial league in indoor baseball and basketball in 1913. And that during the years from 1918 to 1928 the public recreational activities of the Lansing community were confined to industrial athletic leagues, and playground activities financed by private organizations. Then in the year 1928 a group of men interested in the advancement of amateur athletics in Lansing organized the Lansing Athletic Federation and secured financial aid from the City Council.

As the public recreation program expanded the Lansing Athletic Federation realized that a full time director was necessary, who with his training and experience could take





the work already done and build solidly upon it. This step was taken in 1929 when at a joint meeting of the Board of Education, the Park Board, a representative of the National Recreation Association, and the Mayor, the Lansing Department of Recreation became a fact and Mr. August Fischer was hired as the Director. The organization of the new department was a progressive step in the furthering of recreational opportunities for the Lansing Community. During the years from 1915 to 1928 the recreation opportunities of the worker and his family were limited to a few team games, and the greater part of the Lansing population could take part in the activity only as passive participants.

During the first year the Director was employed many new activities were introduced into the public recreation program. The department promoted athletic leagues in 7 different sports. Included in these leagues were 120 teams consisting of 1,537 active participants. Baseball was by far the most extensive of the individual sports. The baseball program consisted of 5 leagues, or 40 teams who played 279 games witnessed by approximately 191,000 spectators. Besides the team games mentioned above, the Lansing Recreation Department introduced or enlarged the following activities, namely: playgrounds, tennis, swimming, ice skating, movies, holiday celebrations, dramatics, marble tournaments, archery, horseshoe, and social recreation evenings.

During the years 1931 and 1932 the Recreation Department continued to increase its program. However, in 1933 its

progress was temporarily halted when part of its financial aid was withdrawn, and the directorship was discontinued.

Having traced the development of industrial and municipal recreation in the Lansing Community, the next procedure is to determine their relationships, and to recommend certain changes in the existing order. A community consists of several fundamental institutions and many voluntary organizations and groups, such as the Chamber of Commerce, scouting, luncheon clubs, and both public and private recreational agencies. The Reo Motor Car Company and the other industries of Lansing Community are included in the private recreation group. The industries of Lansing promoted several types of recreation in this community before any attempt was made to organize and promote public recreation. The industries served as pioneers for the public recreation department of Lansing in the promotion of basketball, volleyball, softball, and bowling leagues; the directing of a large fair; and the erecting of a large recreation building. In addition to serving as pioneers the industrial leaders of Lansing cooperated with the Lansing Y.M.C.A. when it organized athletic leagues on a community-wide basis. And finally, the industrial leaders were influential in securing a recreation director for the City of Lansing, and in organizing a municipal recreation department. Upon the inception of the Lansing Recreation Department a large number of social and recreational opportunities were made available for every age group

and agency of the Lansing Community irrespective of size or financial status. This new department was able to promote a varied recreation program because it had control of a large number of facilities which included school and park playgrounds, athletic fields, tennis courts, school gymnasiums, and out-of-door swimming facilities.

By having control of the many recreational facilities in the city, the Lansing Recreation Department was able to render a large number of services to the people in the Community. These services were provided for the people in Lansing in the following manner: (1) By organizing and administering city-wide athletic leagues in baseball, basketball, diamond ball, indoor baseball and soccer; (2) By developing and administering supervised playgrounds during the summer months; (3) By conducting tournaments in golf, tennis, horseshoes, marbles, and kite flying; (4) By organizing and supervising social recreation clubs; (5) By providing training in social recreation leadership; and (6) By serving individuals or groups seeking information on recreational problems.

The above mentioned services were taken advantage of in many ways by the industrial and other private organizations of the Lansing Community. When an industrial concern desired to sponsor a team in any of the city-wide athletic leagues, they sent a representative from their concern to the general meeting held for this purpose. When a group of men wished

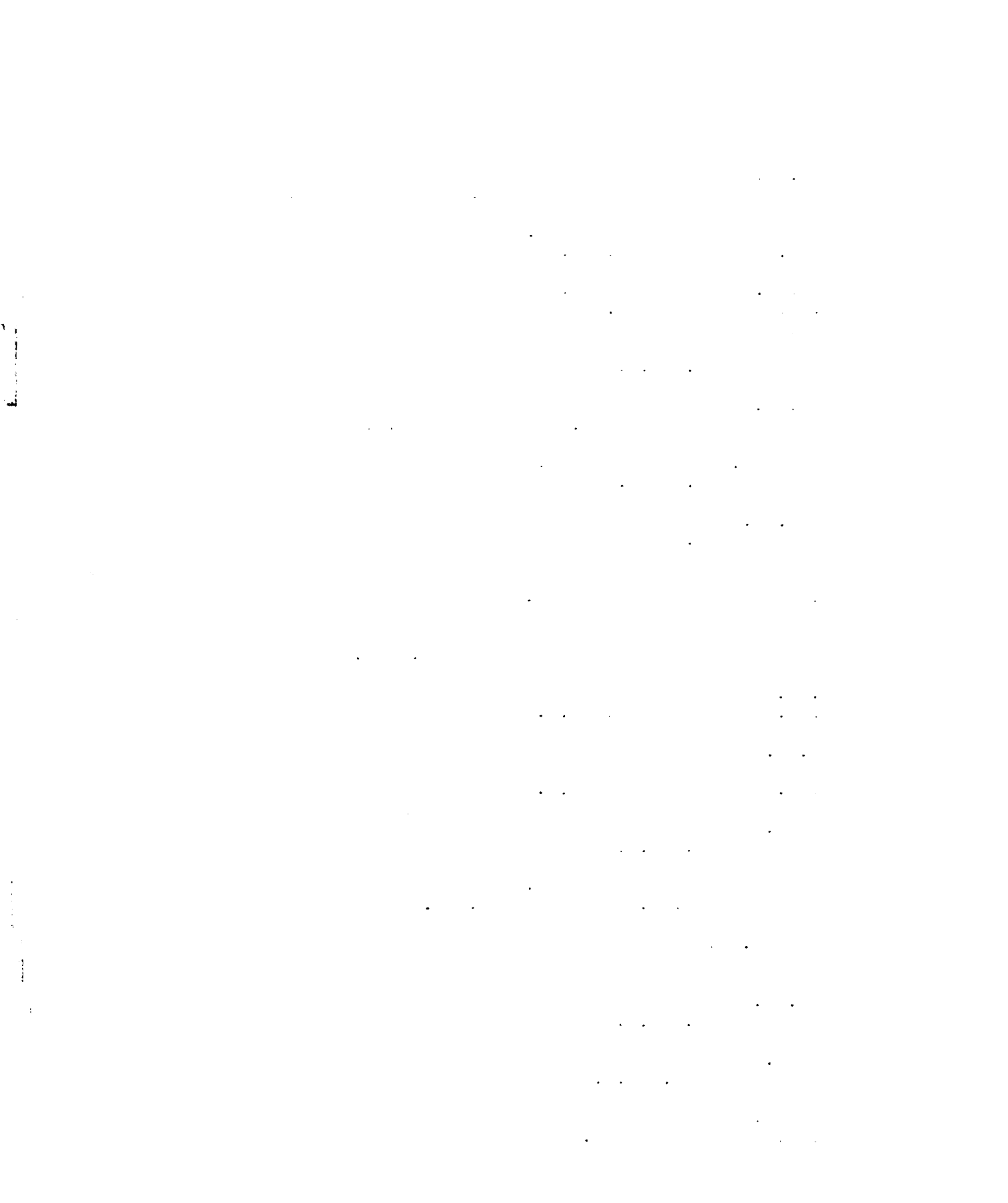
to secure a gymnasium for recreational purposes, they called the Lansing Recreation Department and made a reservation. When any organization desired to hold a game practice or to conduct an entre-rural league within their plant, they secured a play area from the Department. In this manner a continuous relationship was manifested between the industries and the municipal recreation department of the Lansing Community.

In concluding three recommendations are offered to the existing recreational situation in the Lansing Community. First, the leaders of private organizations should be encouraged to administer intra-mural recreation programs as well as participate in the recreational activities promoted by the Lansing Recreation Department. Second, the public department could make use of an Enabling Act and attempt to secure a mill tax to support public recreation. And last, the Director and employees of the Lansing Recreation Department should carry out a continuous program of public relations. These recommendations, if carried through, would increase the relationships of industries with the municipal department, insure a diversified recreation program, and establish the Lansing Recreation Department as a permanent organization.

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