

[Yankee Innkeeper]

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What of the hotels since the rise of the automobile to power? What of their competition with this horde of low-priced substitutes engendered by the automobile?

An item in the day's news hints at the story. It records the letting of a contract for demolishing the million-dollar Mt. Pleasant Hotel, in the White Mountains, including the main building of 165 rooms, the dormitory of more than 100 rooms, and the quarters of

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for the help. Two reasons are alleged--lack of patronage, and the necessity of installing a \$500,000 sprinkler system, if the hotel is to continue in operation. It is a story of wide significance, told in two inches of space. It is an epitome of a condition for which all hotels are seeking remedies, sources of new vitality.

Is the condition chronic? Is the disease progressive? Is there such a thing as becoming inured to its presence, living with it permanently?

Mr. Robert E. Gould, for twenty-three years host of the Newport House, Newport, N. H., an hotel man who has neither lost faith in his first love--the hotel, nor bowed the knee to Baal, a man of wide acquaintance among hotel men and of keen understanding of their problems, speaks.

"It can't be denied that the hotel business has been changed a lot by automobiles, by the tourist rooms and the cabins following in their smoke and fishing for 72 their business. They've got a lot of it, no doubt..... scattered it around in little pieces.

"Some kinds of business, on which hotels used to depend, have almost gone....permanently, probably. But hotel men aren't taking the threat of this competition lying down; they're hunting new ways of making hotels pay, and finding them. Some of these ways are stop-gaps, to bridge us over this period of low income. For we expect...yes, that's the word..that, after people have had their fling with cabins and their like, they will be coming back to hotels again.

"Cabins are a new thing. They're one of the `anythings' that the American public will try...once. Already there are many people who tell me they don't like them after they have tried them. They say that in these tourist rooms and cabins they miss the little conveniences--the various gadgets-- which hotels provide. They miss the cozy little nooks, with desks, for writing letters, or sending post cards, or places for doing a lot of things travellers travelers like to do. They're more for hotels than ever.

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"They like the sociability of the lobby, the dining room, the chance to make new acquaintances. They like the feel of the crowd around them. I suppose there are some who like to sleep out in the woods; whose tastes are satisfied by the presence of the cold, fresh dew, and the little woods-pussies with white backs.

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"No, in the long run, the cabins aren't going to take the place of hotels. They can't do it; they can't furnish the kind of service people demand...not on the prices they charge. People like service. They have been brought up for years to be waited on by hotels. And they like it if they have money enough to pay for it. If the cabins attempt to supply hotels services they've got to charge hotel prices. And then? If people have to pay hotel prices for cabins, we know which they are going to chose...most of them.

"Take so simple a thing as hot water. People like plenty of hot water...running from a tap in their rooms, not a measly cupful or two...but hot water to luxuriate in. The item of hot water is important to the travelling public.. right where and when you want it. Ask the cabin keepers about hot water...they can't supply it...not as people prefer it.

"If we hotel men can stick out this period of people fooling around with cabins, we're going to get a lot of our old trade back.

"But there's one class of our old trade we'll never get back...one that hotels depended on considerably...the old-time drummer....salesman, to you. Some hotels depended on it more than others, but it was important everywhere.

"The Hotel Moody, over at Claremont..probably seventy per cent of their trade was of that class. Some hotels had even more perhaps as high as ninety per cent. Here at

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Here at Newport drummers represented about thirty thirty per cent of our business; seventy per cent was non-commercial---tourists, and visitors for various purposes. But that thirty per cent was important.

"Drummers used to come out from the commercial houses in Boston, New York, even from more distant points. They came by train, and lived in the hotels while on the road. They used to stay out the entire week, going in home, Friday or Saturday. If they came from far points they might be out for weeks....even months.

"But since they have taken to automobiles some go back and forth every night....home. They don't come in from distant places any more. It is the practice of the commercial houses to locate a representative near enough their trade to go back and forth every day. The swifter automobiles are made, and the smoother and straighter the roads, the farther a salesman can reach out, the fewer salesmen are required to cover the territory.

"The chain stores have hurt hotels...in the drummer trade. They don't buy of drummers; they have their central purchasing departments.

"Another way drummers helped the hotel...you might not think of it...was the patronage they brought into the dining-room. The dining-room in hotels just isn't any more; it has become a cafeteria..a lunch room. People don't eat regular meals...full dinners...now. But the old drummer used to eat...and he used to bring in his customers...or those he was trying to make his customers...and they would eat. He'd 75 set them up to good dinners, with all the fixings, while he talked business with them.. Tose Those meals were a big item in dining room profits.

"And then, their houses allowed all that cost on drummers' expense accounts. It meant more business, and business meant profits....then. To-day business houses figure on saving postage stamps. They inspect expense accounts with a microscope.

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"There used to be three chief things on which hotels made their profits--rooms, liquor, and food. The drummer helped a lot on all three. You never saw a drummer under the influence of liquor but he was a free spender at the bar. He liked good liquor and he was free with his treats to his fellow drummers and to his customers.

"He largely supported the livery stable. The livery business never yielded much profit to us; if we broke even with it we did well, feeding the horses, keeping sleighs and buggies in repair, and harnesses. But the drummer needed them. There are old-timers still on the road who used to make the trips with the horse out from Newport. It was a central rendezvous for a lot of them. One trip which they called 'the trip'round the Horn' took from about half past six in the morning to about six o'clock at night. It ran from here to Croyden--to Grantham--To West Springfield--to Springfield--To Georges Mills--To Sunapee--to Guild--back to Newport. For a horse and buggy, drive 76 yourself, we charged \$5.00; for a double rig and driver, more. But that no more than 1ct us out even.

"Still there was an offset to that class of trade. We made a practice of giving drummers commercial rates... less than regular rates. And they wanted single rooms.. didn't like to double up much. Here's what I mean. Tonight we're having two teams come down here to play..... Dartmouth teams, fourteen men, each...hockey and basket ball. They're going to have rooms and breakfast; they'll double up and use fifteen or sixteen twin-bed rooms. The old drummer crowd would have used upwards of twenty-eight rooms, and room rent is now the chief source of profit for the hotel.

"I mentioned liquor as one of the chief sources of profit for hotels, before Prohibition. That source of income is pretty well shot now.

"Country hotels used to survive on liquor. In many small hotels the sales of liquor absorbed any deficits appearing in the other departments...brought them out on top at the end of the year.

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"Hotels never made any budgets. They didn't know what budgets were. They spent whatever was necessary for running a good hotel, and took in whatever came to them. They depended on liquor to pay the bills left from the other departments.

"We still have our license to sell liquor by the glass, in the dining room, or to carry it to the rooms. But people 77 have different different habits of drinking today; they acquired these habits in the days of Prohibition. They don't patronize the hotel tap room. People got into the habit of buying by the bottle. The bootleggers furnished it in bottles. They resorted to some handy place and drank it. Those habits still persist.

"Hotel guests buy from the state liquor store, over here. You see, the state is in the liquor business; we all have to buy our hard liquors from the state. There isn't much trade for the hotel tap room.

"So out of those three chief sources of revenue I mentioned, only the rooms constitute the biggest business for us.

"What's happened in the renting of room?

"Years back, when business was flourishing and people were making more money than they had any reasonable need for spending, they announced that fact to the world by building big houses...a dozen, fifteen, twenty rooms. Many of them, at that time, were pretty well filled by big families. These big houses have come down to the second or third generations; the big families have gone; the upkeep and taxes are an expense; the houses are hard to sell and turn into money. But they have plenty of unneeded rooms.

"There is a house over on that street which has a lot of bedrooms for which the people now living there have no personal use. So I made arrangements with them to accommodate some of my guests at overflow times. They got a 78 dollar and a half or two dollars per person.

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"They caught the idea...why not go into the rooming business for themselves? They did. The first season they took in some three hundred dollars.

"They confided to a neighbor; it looked good to the neighbor. Next season the original three hundred dollars was split up between them. Then more caught the idea.. tourist rooms increased and the profit for each of them grew less. And so the business went on, scattering into smaller and smaller pieces and bleeding the hotels of their legitimate trade.

"Rent from touristsit tourist rooms is clear velvet to the owners. There is no overhead--no service. Oh, they have a few sheets and towels to wash, but the expense of that is negligible. It's another case where the hotel can't compete on their ground.

"I suppose you can't blame people, in these pinching times, for doing anything which falls to hand to make a dollar...but it is unfair competitions from the hotel man's angle.

"That isn't the only unfair competition the hotel is up against in these times when cents count for more than dollars used to do. All the churches are competing with the hotel dining room. They give suppers...dinners...to raise money. They sell them at less than the hotel can buy the food for. The food is donated, the selling price is clear profit.

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"Why pick on the hotels? Why cut under the business that hotels specialize in..from which they get all the profit they have? Why not sell hardware, shoes, jewelry, dry goods...other goods. They probably think, 'Oh, well, the hotel..it doesn't mind little things like that..what little we do.' But we do mind it. It is competition which, in the aggregate, robs hotels of a lot of business. We have to buy our food; we have to sell it at going prices. It costs us \$29,000 a year. We spend two-thirds of that money locally-for milk, butter, vegetables, meat, etc.. Churches ought to get some help from the amount of business.

"Of course, business is coming to be based on price, not quality. The main attraction about these tourist rooms is price. The great expense about touring places [is,?] in many

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people's estimation, the overnight stop. They could carry their lunches, but...wait! why not carry along the lodgings, too?

"Hence there was a time when we used to see, going through here, automobiles with their running boards piled high with tents, collapsible stoves, bedding... everything to make life in the open comfortable and economical. They began to do without hotels. Roughing it in the open was 'the life.'

"It didn't take people long to get fed up with this stuff..you don't see them any more, with their tents. Then came the cabin...a permanent tent...where you wanted 80 it, without the bother of a tent of your own. Dollar a night, everywhere, and all the pleasures of roughing it.

"But people began to tire of the pioneer stuff. It was all right for a thrill...but they hadn't forgotten the comforts of the old hotel. But the price! They sighed, but the old-line hotel man was stubborn. He had his ideas about what a hotel ought to be and ought to charge to maintain the American standard, and he stuck to it. In a few isolated cases maybe he tried to compete with dollar-a-night rooms but he couldn't do that and offer the old service.

"Cabins responded to this homesick longing of their trade for the old hotel life and became more luxurious, put in toilets, running water, heat, etc.. Then their prices began to rise...are still rising. And when they level off with hotel rates our old trade is coming back to us. We hotel men figure that when people's income get back nearer to where they were before 1929 they are going to spend more freely, they're coming back to hotels.

"Tourist rooms and cabins are no more than stop-gaps between periods of normal income. People haven't forgotten hotel life, they have had to take up with living conditions on the road just as they have had to in their own homes... not what they like, but what they can afford.

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"The second main reason for people taking up with cabins is..clothes. And that's really price, too. It used to cost a lot of money for a wardrobe with which to spend a summer at a resort hotels. For a vacation in cabins, three or 81 four cotton shirts, a pair of slacks, and a bathing suit make an ample clothes supply for either man or woman.

"They're even beginning to dress that way in the hotels, now; and it is O.K. with us.

"The defenses which hotels can put up against these inroads of the cabin on their business are limited. They can't adapt themselves to changing conditions as agilely as the more nimble cabins. They can't reduce their expenditures to any great extent without ceasing to be true hotels and failing to give the public the service they have always given. The overhead goes steadily on; costs are ever with them. So, but few have attempted any price reductions to meet the prices of the cabins. That part of the competition will take care of itself as time goes on. What hotels are seeking for, is new and steady income to take care of the outlay.

The old dining room has gone; profits from liquor have largely faded away; renting of rooms, night by night has become chancy. To-night our rooms may be full, tomorrow, nothing doing. Dependable business is the thing that counts.

"I remember what Joe Elliott, up the Pemigewasset, said to me once.

"A young hotel man came up here to see me,' said he, 'and he turned up his nose pretty high when he saw all these elderly people I've got boarding at this hotel.

"What do you have all these old fossils hanging around for, Joe? Why don't you get rid of them, and get in some 82 young folks...have some life around the place. Don't make it an old ladies home.'

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"Young fellow, 's'd I; 'there's just three reasons: 'these folks' checks are always good--I know that d--n well; 'nother thing, they don't eat much...don't cost much t' keep 'em; I know that d--n well; and they don't have t' hurry back to school, the first of September.'

"The old drummer trade represented a steady income... one you could plan on. Each of those drummers had his regular route, and he stuck to it like clockwork...same day, same train, week in, week out, barring accidents. We could placn our food ahead, know how many rooms would be taken.

"To-day there may be a crowd here, to-morrow, a handful. I may have a telephone message this afternoon... dinner for fifty people. Ever catch us short? Oh, yes, but we do the best we can. That's where our local markets serve us; we're better fixed than many country hotels.

"Rents are looming large in present hotel economy as sources of income. In the past hotels didn't consider them; in the future, they will become of more and more importance to hotels. New hotels will definitely be built to have as much space for permanent rental as is consistent with the plant for hotel use.

"One type of permanent rental--a thing which city hotels once would never have done--is renting rooms, singly or en suite, for the winter, or by the week, or month. There are people who live back in the country who like to enjoy the city conveniences for the winter, if they 83 can afford it. These people like the service of the hotels, rather than to do their own housekeeping. So hotels are considering that form of rental, now.

"Other forms of permanent rentals are the letting of rooms to doctors or other professional people, whose business can be accommodated by such space. In the rear of this hotel is a garage which stands on ground leased to it by the hotel, and a filling station in whose business we have an interest.

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"More and more hotels are endeavoring to give up their whole ground floor for rental purposes. New hotels will plan for this; old hotels are remodelling to clear out their ground floor for stores; and the like.

"The old Eagle Hotel, in Keene, has done that, as well as converting itself into a type of self-service , inn. The proprietor runs a restaurant on the ground floor. His patrons may, or may not, as suits them, use it for their meals. The rest of this floor is used for stores. Outside the building is old, not prepossessing in appearance. But inside, upstairs, the rooms are excellent, the same as those of the Ellis Hotel, just across the street.

"You enter by a hallway leading to the second floor; you engage your room at a cashier's window, and are assigned your room, and given a key. When you leave you pay at the cashier's window. That is all there is to it. No service goes with the room beyond keeping it scrupulously clean and making the beds. You pay for no bell-hop nor other servants

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The cut in overhead is your saving.

"Rentals of various sorts will constitute a substantial part of the future hotels' income.

"Hotels are also meeting competition of these hotel substitutes on their own ground...taking the bull by the horns. If people really want to vacation in cabins rather than hotels, why not furnish them? Naturally city hotels, unless they own land in favorable places, are out on this. But one of the White Mountain hotels is building cabins for guests, I understand; The Eastland, in Portland, Maine, runs a lot of cabins. A Concord hotel man, not being situated to operate cabins of his own, builds portable cabins for those who do have space to operate them. He does this in slack seasons of the year. Follow the cabins out..meet 'em on their own ground..that's the idea.

"People have taken to diners for their eats. All right. give 'em diners. I know of a hotel that has a diner, ingeniously backed up to a connecting door, cut in the rear of the hotel,

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which serves food that people won't come into the hotel dining room to get; through the diner...the same food from the hotel kitchen, that is served on its own tables...at diner prices. It can do this because it has to add no overhead to the proceeds of the diner.

"For example, other diners in town have to pay rent for the land they occupy...\$50 in one case. They have to pay for their heat, and for their hot water...perhaps 85 \$400 or \$500 a year. All that, the hotel furnishes its diner at no extra cost. I believe, by the way, that this hotel has not publicized its method.

"Some cabin men defend the cabin as being necessary to accommodate the great increases in our summer trade which have occurred, late years; that there are not enough hotel rooms to house all the people who need lodgings. Rarely that may be true, on holidays and week ends. But I don't see this great increase in summer trade people talk about. It isn't what it used to be, a dozen or fifteen years ago. Yes, perhaps there may be a greater number of people travelling traveling about in low-priced cars, but I'm talking about the volume of trade...the amount of money spent in the state. Even about the numbers of people, I'm not so sure. Week ends, especially if they include a holiday, make a big show of crowds travelling traveling around...but how about the middle of the week..every week?

"And people don't bring the money with them they used to. I know that they don't have it to spend, as formerly. To get a vacation at all many people have to budget for it a long time in advance.

"You see those two girls...out there in the lobby," indicating tow two young people, dressed in appropriate winter sports suits, quite evidently up for a glimpse of the north country in snow time; "they're from down Providence way, and they're getting a week's vacation on a budget planned almost to a cent. They know their fare up and back on the 86 bus...they've saved out the return money; they know their exact hotel bill; they know, to a cent how much they can spend for incidentals. That's the way people are now..if they pay their bills at all...lot of people don't. Honesty is vanishing...I've had more bad bills since 1929 than in

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all the years before....a good many more. Why? People are different....they're going to get a living any way at all.

"You don't see many hotels being built to-day. A lot of them have pretty well gone to the wall; many have burned; many have been torn down. There's got to be more trade than now appears to warrant building new hotels...regular, dependable trade.

"Much of this touring you see on the roads is people going through the state; much of it is people swinging through the mountains on a two-three hundred mile day's run...bringing their lunches with them. That trade doesn't leave much money in the state...little gas, perhaps...nothing to build hotels on.

"It doesn't cost much to build a cabin. It can be built. ..a luxurious one...for \$400 or \$500, perhaps less. It can be built, as wanted, from last year's profits.

"But not a hotel..there's a capital investment. It can't be put up, one room at a time, according to the demands of the trade. It has to take future business on trust.

"To build a very ordinary hotel, of wooden construction, of thirty rooms, will require \$25,000 or \$30,000. The heat, plumbing, electric service, gas, or whatever you have, have to be installed at the time the building is put up. And it has to be provided with decent devices for the safety of the patrons. The interest on the investment constitutes a heavy burden of overhead; before you can reckon any profits, taxes, services of all kinds have to be figured in.

"And after it is all done a simple shift in the location of a trunkline road, the building of a cut-off around or between towns may wash it up high and dry. And you can't carry it around as you can cabins or filling stations.

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"Location means everything to a hotel; it may make or break a hotel. People don't visit a hotel for its own sake; they come because it's a handy place to stop while they're doing other things. It's the nearness to those other things which count.

"Location in the capital of the state, for sessions of the legislature and other state business; location in the county seat for court sessions and like business. I've known an extra eight days of trial in our own court, here, to be worth a thousand dollars to this hotel.

"The Boston Garden makes the Hotel Manger; the Christian Science Church is the main support for a couple of other hotels in Boston. For adherents of the Catholic Church nearness of a hotel to a church of their faith makes all the difference in the world in a week end stop, or over Sunday. Proximity of colleges, schools, in these days, closeness of 88 boys and girls' camps, secures for properly situated hotels a lot of patronage from the friends and parents of the young people there.

"Stores and professional business call in a lot of guests to nearby hotels. But perhaps more generally important than all is location on main automobile routes. Automobiles determine the roads; they follow the highways which give them the easiest and the quickest travelling for their purposes.

"An illustration of that is what has happened on Route 10, between Greenfield, Mass, and Hanover, N.H. during the last few years. The stream of traffic used to run on this route through Newport, and a good many of the travellers patronized this hotel. But it was a rather narrow, winding road, although the best at that time. When Vermont constructed a good cement highway on the west side of the Connecticut River it drew away much of our traffic, and much of our trade.

"Lately New Hampshire has been expending considerable money on Route 10-- straightening and widening curves, resurfacing, building a cut-off straight over Winchester mountain to the Northfield, Massachusetts line, thereby shortening the distance between

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Greenfield and Hanover by five miles,--and traffic is beginning to come back onto Route 10. There are bad curves on the Vermont side of the river that the state finds it very difficult to eliminate.

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"I don't think our townspeople realize what a hotel means to a town, a good hotel. People on the outside don't appreciate what they stand for.

"The hotel is an essential part of the social structure of the community in which it stands. From ancient times , it has served the public as no other institution has. It , is, to be sure, a privately-owned, profit-making enterprises but it is more. It is the traveller's home and shelter and insurance against untoward happenings while he is on the road.

"It doesn't attempt to be a moral or religious influence, like the church, nor a purveyor of education. It occupies just as important a position in its community. It is a center for all the innumerable, unspecialized social services to the public, that nothing else provides for. It is the representative to outsiders of that complex thing known as 'the town'; it is a sort of contact agent between strangers coming into the town, and the town itself.

"A man comes into town looking for a place to locate a business...professional, merchant, manufacturer ,. Naturally, the first place he heads for is the hotel, if there is one. He finds, say, a right-up-to-the-minute place..the kind that treats him right, welcomes him, serves him the way he likes to be served. Chances are good that he'll give the town a second thought.

"If he finds a shabby, down-at-the-heel hotel, where they don't step around to look after his interests..poor rooms...second class food...what then? The first impression 90 a hotel makes on a stranger is the feeling he carries away with him, about the town.

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"It costs good money to ran the kind of a hotel which advertises the town favorably. We get our money from the same source as any other business...we have no private gold mine. We aren't a philanthropy...can't afford to be; we have to be a going, profit-making concern.

"Suppose these tourist rooms and cabins should take away enough business from the hotels to drive them out of business; suppose all there were for travellers, winter as well as summer, and for the people of the town, were tourist rooms and cabins....what then? Every community needs a dignified place in which to hold non-sectarian meetings of all sorts---the Woman's Club, entertaining guests to hear some lecturer of note, or musician; the Rotary Club, for its weekly luncheon; a manufacturer of high grade products, as Westinghouse or General Motors, for demonstration of their lines; a salesmen's convention. Where does every drive for raising money for public service start? The hotel. The hotel is the answer for all questions like these.

"Yet the public seem to think the hotel equal to all the favors asked of it. For example, some local organization wants to put on a lunch...small banquet, perhaps. They come in;

"'Can't you get us up a feed...nothing elaborate..just a good, plain little feed...cost around 60--65 cents a plate?'

"If I look a little dubious, they hasten to assure me,

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"'You know we want a good crowd, and we can't get 'em out if they have to pay more than that.'

"Well...we can't get up any sort of a banquet for that...not and pay ourselves anything; they know it, too, if they stop to think a minute. Neither can we afford to put any feed on that will hurt our reputation.

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"Of course this is just thoughtless. But we do ask a fair break...we want them to consider us as much entitled to an honest profit on our business as in any other concern in town.

"A hotel is one of the town's going businesses, one they should take an interest in protecting. If this town had a small factory or commercial business which employed ten or a dozen people, and it was in danger of losing it, people would bestir themselves to keep it..offer it inducements to stay...tax abatement, or some equivalent.

"This hotel has fifteen or sixteen help the year round; in summer we employ twenty, or more. They are mostly local people, and they receive comparatively high wages, counting in board, room, gratuities, etc. with the cash wages.

"We expend \$29,000 for food, on much of which is a mighty narrow margin of profit. Two-thirds of this money is spent locally. Is that a good business for the town?

"A thousand services we do for everybody carry no charge with them...no profit; they are all in the day's work. It would make a book all in itself...the record of all those things in the course of a year.

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"The hotel is an information bureau. We are supposed to know everything that anyone wants to know about..more about the town...all about everything they want to know while on a journey.

"We're open twenty-four hours a day. They come here at night, out of gas...or have a break-down. People are taken ill on a journey...or they have an accident, sometimes fatalities with it. They want a doctor, at once...or the police. The hotel is on duty, wide awake.

"I remember an instance of a woman running into a child while touring through here. A perfect stranger, she knew of but one place to go for help...the hotel. She brought the child

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along with her for first aid. She couldn't delay on her trip, if it was possible to avoid it..she was afraid for the child..she was in real distress. We helped her with the child...a doctor; I knew the judge, well, and I took her to him. She arranged with the court for appearance whenever necessary, arranged for the child's care...was on her way with very little delay.

"Another couple came in here, in a rush to be married. They wanted to have a five-day law waived. I helped them arrange matters with the court...all O.K.

"Just instances of the variety of assistance a hotel gives people on the road. They come in here to take a nap... tired out on a journey. Deaths have occurred here...and births. Everything, eventually. Can you tell me what in the world would take the place of hotels?

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"This lack of appreciation, on the part of the general public, for the hotel is all a part of the general decline in civic pride which has been going on for some time. The old-timers--men who had the interests of their town at heart, have been dropping out. The chain stores are partly to blame for it. The old native merchants were among the staunchest supporters of any civic improvements. They worked for them , gave liberally toward them, took pride in them. The chain stores? They're out-of-towns. The personel or these stores changes oftener. People, as a rule , don't stay with them long enough to get an interest in the town.

"In the past , men of means used to think that erecting hotels in their respective towns was a worthy way of perpetuating their memories among their townfolk. What better thing could they do for their old home towns than to give them first class hotels, and name them after themselves. Usually they would give the principal part of the money themselves and interest others to take shares. A lot of the best present-day hotels were built that way.

"But we haven't the old element any longer with us.. the men who took that much pride in their public schools, their churches, their public buildings, their hotels, the town's social quality.

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"But there's a hope. There's a new, younger set of men coming up...new citizens who bear new names...Finnish, Greek, Polish, Italian...but they're beginning to take the 94 same pride in their adopted town's institutions as did the old-time natives before them.

"The hotels of the present day are a lot different from those of the past in the methods of organizing their business for profits.

"The hotel of the past offered its patrons cleanliness, good beds, good food, a bar, barber shop, and very little entertainment. This last the guests provided for themselves, or went without.

"The hotel of the present offers cleanliness, good beds, rooms with much color and many new gadgets, liquors, many forms of entertainment. We have to have, now, connections for such things as electric shavers near room mirrors, and connections and properties for moving pictures in our convention room. Today the hotels makes much of their profits from side lines, commissions, and rents.

"Present day hotels have been classified, by some leading hotel men, into resort, transient, and apartment types. I would add another type which I think has established itself -- the convention hotel.

"The hotel of the future is going to be a combination of all these types, or at least of more than one, in those places not large enough to support a specialized form. It will seek income from as many money-making side lines as is consistent with its operation as a hotel. It will seek as large and steady an income as possible from rents, both of space and of rooms.

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"A new hotel, built to-day for future trade, will devote its entire ground floor to rent to of stores; its hotel business will be done on its second floor, up. It will make much of color, in its interior decorations. It will have offices to rent, beauty parlor, barber shop, news stand,

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and the lobby will have space for auto display. It will have a bridge room, a convention and a banquet room, or both in a double purpose room. It will have much space for display.

"Let me sketch out here, roughly, my idea of a hotel such as I would build. I'd find a good location--a little out from the town center, probably, with plenty of room around it. I'd build the main part of brick, or some permanent, fireproof material. On either side would be two wings, of less expensive material--wood, likely. The gneral general ground plan would be like this:

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"There you get a general idea. The main hotel would contain all portions of the hotel used for year round purposes. (a) is the year round dining room, (b) in is the tap room. The wings are to open up for the rush seasons and for conventions and in some locations apartments for year round business. A gas station would be located conveniently at one side. Also, in some desirable location on the grounds would be cabins, for those who wished them, and a store, through which the hotel would sell articles and supplies to its guests and to the public.

"The emphasis on money making side lines will be greater and greater. The color note in the rooms is more and more demanded, even now, much color. More and more electric fixtures and gadgets will find their places in the rooms. For example, the personal electric instruments carried by travellers, as the electric shavers, demand convenient socket, near mirrors, to connect with current.

"To-day we hotel men are making much of sidelines. In this hotel about 12% of our revenue now comes from rents--outside ground space and inside office rooms and apartments--commissions, sale of post cards, candy, magazines, maple syrup vending machines, weighing machines, guests' laundry, dry cleaning, five-cent toilets, etc.. Sale of locally made goods, either in the hotel store or from some room connected with the lobby, will become more and more the order of the day.

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"Most hotels have abandoned operation on the so-called 97 American plan and are running on a modified European plan. This has been caused by the demand for cutting down expense, by the travelling public. It isn't a straight European plan; it is that plan, altered to suit American conditions. You pay for your room, and you pay for your food, separately. But the dining room has broken up the old idea of a course dinner....pay your money, a set price, and eat the whole thing or not as you choose. Hotels have become more cafeteria-like---you select what you want and pay only for what you eat. A main dish, like a roast of beef or a chicken, costs so much; add a soup, if you like...a salad, a dessert, at so much a piece, build up your own meal, for whatever you want to pay.

"That's the idea in the dining-room. Now, the future hotel will apply the same idea to rooms. They will have rooms at a wide variety of prices. The differential will not be based on the plan in operation to-day, uniform price or nothing... poor room at a poor price...but one will be able to get a good room, equally clean, equally equipped with standard conveniences, varying in size, or location, or bathrooms, but all with the services of the hotel, with good beds, and color.

"And hotel men have learned that there is a country hotel, and there is a city hotel, and that one cannot be made into the other. You can't carry the city hotel into the country, nor the country hotel into the city. You import for instance, into a country or small town hotel, the methods, the service, the menus of city hotels; prices obtainable in the country won't support such things. People, 98 in the past, have made just that mistake. City and country, each have their own excellencies, but one is not the other; and hotels, to be successful have to recognize that fact.

"Winter business among hotel men has not developed as we might have wished. People have not yet become winter-minded; they haven't become convinced that winter touring in New Hampshire is as good; or even better, than much of the time in summer.

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"Snow trains are of no help to hotels. Week-end ski parties are somewhat more profitable; any thing that means renting rooms, is helpful. People have not shed old habits of long standing--hibernation in winter."