1-17-1989

Muskie, Edmund S. oral history interview

Frank B. Poyas

Interview with Edmund S. Muskie by Frank B. Poyas

Summary Sheet and Transcript

Interviewee
Muskie, Edmund S., 1914-1996

Interviewer
Poyas, Frank B.

Date
January 17, 1989

Place
Washington, D.C.

ID Number
MOH 015

Scope and Content Note

This is the first of a series of interviews with Edmund S. Muskie conducted by Frank Poyas. At the time of the interview, Poyas was historian of the Roosevelt Campobello International Park and Muskie was serving his eighth term as Park Chairman. The interview is dedicated to discussions of many aspects of the Park's history and operation, including early plans for a Roosevelt memorial, the Park's establishment and early days, and previous commissioners.

Indexed Names

Clauson, Clinton Amos, 1895-1959
Dolan, Leo
Elizabeth, Queen, consort of George VI, King of Great Britain, 1900-2002
Hammer, Armand, 1898-1990
Howe, Claire
Hutchins, Curtis
Johnson, Lady Bird, 1912-
Johnson, Lyndon B. (Lyndon Baines), 1908-1973

Johnston, Murray J.
Kennedy, John F. (John Fitzgerald), 1917-1963
McLean, Donald A.
Macnaughton, Alan A.
MacNichol, Alexander
Nicoll, Don
Pearson, Maryon Moody
Pike, Radcliffe
Pike, Sumner T.
Ribicoff, Abraham, 1910-
Robichaud, Hédard
Smith, Margaret Chase, 1897-1995
Tully, Grace
Umphrey, Harry

Transcript

Frank Poyas: This is Frank Poyas, historian for the Roosevelt Campobello International Park. This tape is the first of a series to be done with Edmund S. Muskie, current chairman of the Roosevelt Campobello International Park Commission. This interview is conducted the afternoon of 17 January, 1989 at Senator Muskie's office in Washington, D.C.

Today we have a park and we have the commission and such which we've had for the last twenty-five years. Prior to that time, I'd like to cover a little bit of the earliest histories you remember, not only of the park itself but of the ideas of a memorial for FDR. I know immediately following his death there were various suggestions, some of which even in 1946 suggested that Campobello become a park. These were more or less letters to editors and things that were not official considered opinions but just thoughts. The government also set up their commission to establish an FDR memorial here in Washington, and of course in 1946 they did even put the plaque in (*unintelligible word*), so there was a lot of thought about it. I wonder if you remember anything in the early days, before our time in the early 1960s when the park started to come together, anything very early in regards to Campobello as to should it be maintained, should it be kept as a park.

Edmund Muskie: Not really with respect to a memorial to FDR. I never regarded Campobello as a substitute for an official memorial to FDR. Of course I suppose a lot of us noted that his own suggestion was something that now exists on Constitution Avenue, and that is the marble, oh, what do you call it, the marble, stone, what was the stone? I think it's virtually a copy of the marker on his grave in Hyde Park, it's about the same size. Anyway, that's all he ever requested.

And it wasn't until I think Senator Ribicoff in the sixties introduced legislation to put that into effect that that memorial was actually brought into being. And I think most people don't know of its existence today. I'm sure Senator Ribicoff remembers it. I remember it. But it isn't something

you can easily spot as you're driving down Constitution Avenue. I think I can remember spotting it only once in the last, in the, well, how many years, it's been roughly twenty years that it's been there.

With respect to Campobello, I remember that when I was governor, in the last year or two of my administration, I had a suggestion from one of the Pike brothers, it may have been Sumner, or it might have been one of the others, suggesting the building of the bridge across the Lubec Narrows as a memorial to FDR. And I took that up and it eventually, I think about 1962, that was constructed and dedicated and I was present at the dedication. Jimmy Roosevelt was. Franklin, Jr. was. I don't know if others members of the commission were or not. Eleanor Roosevelt had come up for that but she was not feeling well and did not leave the cottage. President Roosevelt, I mean President Kennedy, did not come but he made the presidential helicopter available for me to fly up to that ceremony when it occurred.

The idea of a park in Campobello, the first time I ever heard that was from my successor as governor, Clinton Clauson, who died after he got in office. And he may have picked up this idea from the Canadian side. I don't really know where it came from. In any case, Vice Chairman Robichaud has insisted right along that it was as much a Canadian idea as an American idea and that's the way I would like to see the story written, for obvious reasons.

But anyway, the first time I ever heard of it was from Gov. Clauson. And in '62, President Kennedy came to Maine for a visit to John's Island which was owned by Gene Tunney, an island off the Maine coast, and he flew up for that and we landed at the Brunswick Naval Air Station. And there was a ceremony on that occasion, mostly political I think, and I had talked to him about Campobello. And my recollection is that in the brief remarks he made on that occasion, he mentioned favorably the idea of a memorial park at Campobello. And it was as a result of that, I think, that this happened to be timed in both the time that the bridge was dedicated. I think it was in that connection that we flew up for that dedication. I may have my dates wrong but I think I'm right.

And subsequently, in due course, let's see, that took place. That trip to Maine I think took place in the summer of '62. And I can't remember when it was that Kennedy and Lester Pearson, who was prime minister of Canada, had a bilateral meeting at Hyannisport. I knew that they were meeting there. It may have been in the fall of '62. I'm not sure, but in any case I was traveling back and forth to Maine and I got word at, I think the Boston airport, that President Kennedy would like to reach me by phone. And so I called and he told me that he and Pearson were talking about the idea of a park at Campobello and they would like to know how to reach Dr. Hammer to ascertain its feasibility. Well they did locate Dr. Hammer, I think that same day, and of course he indicated what he'd indicated to us before, that he'd be happy to donate the cottage. And I don't know whether the ten acres of land was mentioned at that time or not, but that's how it finally ended up.

And in the course of the next year or so, this would have been all of 1963, the two governments worked on putting together a proposal which finally culminated in 1964, in a treaty signed in the

old treaty room of the White House itself, on the second floor. I'm sure that's where it was signed. And then subsequently, in very short order, both the Parliament and the Congress enacted enabling legislation and, in August, no, when was it, in December of '64 the park was dedicated by Mrs. Johnson and Mrs. Pearson. No, yes, that's right, dedicated by them. And in the fall of 19-, this was an election year, '64, I was running for reelection to the Senate. And the first meeting of the commission was held in Portland, Maine to organize the commission and to get the park started. I was elected the first chairman. Leo Dolan, who was one of the Canadian commissioners, was elected vice chairman.

FP: We're getting now into the actual park and it's starting and we'll get to that in a minute. I have a couple more things I'd like you to think about, about the creation of the park and how it came to be. I know it was a very long time ago, and I appreciate that it probably was not your sole consideration during that period of time and is difficult to remember.

John Burne, who was Gov. Clauson's press manager upon Gov. Clauson's death, referred the matter to you in January of 1960 when Gov. Clauson and Premier (*name*) had been discussing the possibility of a park. At that time, in January of 1960, you inquired through the National Park Service as to whether or not they might be able to establish some sort of facility there. Also various other people we'll talk about later got involved from the National Park, with Secretary Udall and such, and basically it was decided they would not do it at that time. I wonder if you can remember, since we have now such a unique international park setting that is working so well, how it almost became, perhaps, a part of the National Park Service and what their feeling was at the time, why they did not choose -?

EM: I can't tell you about that. I have to conclude that I was not, that I did not participate in whatever discussions took place on that point, and I can well understand that. January of 1960 I had been at the Senate just one year and was involved in the challenge of becoming a part of the Senate, which in those days was not an easy thing to do under the leadership of Lyndon Johnson. So I'm sure there were a lot of things on my mind, so I doubt very much that I was involved in that kind of detail. And I don't recall anything of what you've told me. That doesn't mean that it isn't true, and I suspect it is, and it's documented to some extent. I know Jed Burne would remember more about it than I would. I think all of us who have been involved with the park would retain, you know, quite a lot of recollections, detailed recollections of what happened there because it was an important development. But you can't remember what you weren't involved with.

FP: Well, by April 1961 when you -

EM: Sixty one?

FP: In April, we're jumping forward because things died down for a while. In April 1961 you wrote a letter which should become famous because it was your letter to President Kennedy. And it involved many other things, but in the letter it brought up this subject and I've seen many other accounts of the park that have attributed this letter as being the germ. Do you remember writing

the letter, do you remember at the time that this might be the start of something wonderful, or?

EM: Oh, we didn't regard it as something that would be easily done, no. Matter of fact, I think generally when people were asked to think about the possibility of a park at Campobello it was not regarded as a very practical or feasible thing to do. Although I don't think people had a very strong opinion one way or another. But a president's summer cottage didn't quite seem to a lot of people, and the cottage, you know, it was in pretty run down condition at one time, at least prior to the time that the Hammers acquired it. They, I gather, spent quite a bit of money restoring it, putting it in its, close to its present condition. Not only the building itself but the, they picked up Roosevelt furnishings and memorabilia and they did a pretty good job. As a matter of fact, I think a grandson of theirs is buried there on the seaward side of the cottage in an unmarked grave under a tree, two big trees roughly in front of the library, no, the dining room portion of the cottage. So they treasured the cottage, and they used it and put it in shape, painted it.

I can remember seeing pictures of the cottage in the papers, must have been in connection with Clauson's interest in it. And it, as I remember it, it was unpainted and it looked weather beaten and, you know, it looked run down. It hadn't been used for quite a while. And Elliott of course acquired Brandy's cottage during that time frame and he sold it off for the lumber, so we were told. So it didn't look like a very attractive idea, or a reason, to build a park. I guess, I'm just speculating. But there wasn't any great wave of public opinion one way or another about it.

So if I wrote that letter in April, you said, of '61, it probably was in connection with my interest in other things that I wanted the administration to focus on that we would like them to consider doing for Maine. There had been a proposal by the National Park senators to create a national park in the area of the Allagash River in the same time. Was that mentioned in that letter?

FP: This was separate.

EM: It was separate.

FP: I'll give you a copy of the letter.

EM: Yeah, and the Passamaquoddy Bay was still an ongoing dream for a lot of people. It may have been that connection. I don't know what would have triggered a letter in April of '61. That was some time after January of '60. If I see the letter I might -

FP: These are things we can go over in detail later.

EM: But what you've just told me about it rather surprises me because I didn't remember its existence.

FP: Well, you may well be able to take a large part of the credit as being a founder there. Prior, just prior to giving the cottage to the International Park, the Hammers actually had opened the cottage through some help from the New Brunswick Tourist Department running tours through

it, it was actually a tourist attraction at that time. Do you remember anything about that?

EM: Now that you refresh my recollection, I do. I don't remember that I'd known a lot about it, but I remember they had one of those outdoor toilets located there on the corner, you know, just before you cross the road from the visitors' center to, you know, that path, that road that goes by the right hand side. And that was still there, as I remember, in the summer of '64 when the park was dedicated. But I do remember vaguely that that happened. And I think that may well have been part of their motivation in restoring the cottage and furnishing it.

FP: When the legislation was introduced on the United States side, you introduced the bill in the Senate and James Roosevelt introduced it in the House and it was finally his bill they agreed upon, they were identical bills, and went through. Do you recall during that time, I know there were various public hearings and things, was there any type of controversy, any argument? Or was it one of these very clear cut things that just slipped right on through?

EM: It sailed through.

FP: It's hard to imagine too much controversy involved with it.

EM: No problem at all.

FP: Had to ask. Okay, so now we have a park that is created on paper. Now what we have to do is we have to implement the paper work, and we have to create this commission that's going to run it, and then the commission has to figure out what to do. I would imagine one of the first things was to create the commission itself, I mean you can't have a commission meeting without commissioners. Can you recall, how was that done, how were these commissioners selected, the original ones?

EM: The framework was devised by the bureaucracy, in the National Park Service and I suppose National Parks Canada, I suppose that, it was their idea for the commission of three, maybe three Americans and alternates. I had never heard of alternates for a commission before. I don't know of one now that has alternates. It's worked well for us. And you've attended at least one of our meetings and you know that we don't separate the alternates from the commissioners. But on key votes, when we actually vote, we're careful to take the votes from the members of the commission so that there's no question of the legitimacy of the decision. But other than that we'd all participate in the discussions and we'd all participate in the consensus that is formed, which is the basis for park policy. And of course that makes the alternates a very workable idea because if a commissioner's missing, as they were in Boston this last week, we can fill in with alternates who are fully aware of the park's history and the issues.

FP: Now, we're going to be talking a lot the commission and its operation and its members. But first of all I'm really interested at the beginning, two of the, well all of them presidential appointments in the U.S. side, one nominated by the governor of Maine. It's difficult for me to imagine Lyndon Johnson taking the interest and going around and asking people and selecting

the commissioners from the U.S. side. And yet there was no existing commission. How were you approached? Did you go up and say, "I'm from Maine, this is my pet project, I want to be on the commission."? Did somebody come to you and say, "Please, we need somebody." I'm just wondering how these original commissioners were chosen.

EM: Well, I think, it was really very simple. I was never, it never occurred to me that I would be a commissioner, I didn't have any particular ambitions for it. I just, my part was I thought the creation of the park and that the rest of it would be up to the bureaucracy. I didn't view it as a political thing, although obviously it was in its creation. If I hadn't introduced it I doubt very much that it would have been created, unless Margaret Smith had done so, you know, she, (*unintelligible phrase*), I didn't regard it as something I was interested in. But it was the White House, Kennedy White House, you know, they knew that I was the, a leading figure here so they came to me to ask me. It was that suggestion, why shouldn't you be on the commission? I said, "Well, I don't know." Because then it was obvious to think of Franklin, I guess they probably had that idea.

I don't know who thought of the idea that the governor of Maine should, should recommend. He recommends, he doesn't nominate, he recommends to the president. No president has yet refused the governor's, or rejected the governor's recommendation so it's been sort of treated as his right to name. Now who was the first one? Sumner Pike. I suspect, I may have suggested Sumner Pike because, you know about Senator Pike's background, and he was sort of the king of Lubec, you know, the presiding patriarch of the Pike family and his home. You ought to visit his home, you ought to visit his former home there, quite a place. So then, all right, then it was the White House and my office combined to put together that slate, and I think we also put together the slate of alternates on the American side. I think Harry Umphrey was one of them.

FP: Like I say, we're going to get into great detail, on all of these people -

EM: Roosevelt, all right, I was just refreshing my memories on the names. But that's how it came out. And I think that probably Don Nicoll, who was my administrative assistant at that time, who was the staffer on my staff who generated these ideas and probably suggested to me that I ought to be on it and that, especially since it was my reelection year, it would be a good idea, you know, if I were on it. You know, all freshmen senators look for some achievement they can take credit for, so I suspect that's how that event happened.

FP: The commission's first meeting in October of 1964, it was held in Portland, and I'm sure around that time the commissioners had visited the park and looked at it. I wonder if you can recount what your first impressions were of what this commission had inherited and what they were faced with, like some of the immediate problems, what are we going to do, how are we going to start on this?

EM: Well, we had met of course at the dedication, and participants in that dedication outside of the first ladies, who were members of the commission. I think Robichaud may have been there. Now he's a member of the commission, but maybe he was lieutenant governor of New

Brunswick. I'm not sure about that. But somewhere in the records I'm sure that is found. So we had met. I can't recall that any were absent. There's Dolan, there's Johnson, who was the other Canadian at that time. We were all present, we met it must have been at the Hotel Eastland in Portland, and I had to take time out from my campaign because I think we met in October, am I right? And by that time the Maine election had been changed from the traditional September until November so I was still in my campaign. So we didn't have to much time to give to this meeting, so it was the Canadians' suggestion that they come down to Portland to meet with us, or at least they acquiesced to it. So, what were our first thoughts? Well, we knew that we had some money because as I recall it, the legislation had provided for, did it provide for annual appropriations at that point? Twenty-five thousand a year as I remember?

FP: It didn't specify a figure.

EM: Well, I think we had a, we had given it a grant of a hundred and thirty-five thousand I think, something like that, for capital additions, which seemed like a hell of a lot of money to us at the time. Hell of a lot more than it is now. And then we started with, I think the first year appropriation for first year's operation was about twenty-five, from each side as I recall it, (*unintelligible phrase*). So I don't know that we did much at that point except, you'll have to rely on your records for this.

FP: I would imagine they would have been very concerned with securing this new property that you had come into, having a staff making some rough plans.

EM: Well, in October of course it wasn't necessary to have much of a staff except, I'm not sure what we did. I really don't remember what we did to protect the property at that time. I'm sure you have those first minutes. What did they cover?

FP: Well, there were many things, obviously. You had to secure it, and of course you were concerned about the insurance and all that. One problem is, as I recall, is you had to pay back New Brunswick for having run it, I mean you owed Brunswick money.

EM: Oh, we did?

FP: Yes.

EM: It couldn't have been very much.

FP: It seemed like a lot at the time. But all of these are of course in the record now. There was one incident I'd like to see if you recall. Now this was a year later, this was in November of 1965, and as with all organizations there were obvious start up difficulties and problems that were encountered. But by November of '65, you felt fairly strongly that consideration should be given to perhaps contracting out the running of this. In other words, keep the commission but have the U.S. National Park Service or Canadian Parks actually take over the housekeeping and the running of the park. Do you recall the feelings at that time that this was a serious effort?

EM: I don't recall that as a serious issue. It may have been an option on paper that we discussed, but I don't recall it as something we seriously considered. But I wouldn't swear to that.

FP: There was one incident at the time I just wanted to get your recollections on. The Hammers, of course, had owned the house and had donated it and had turned over the deed. Oh, yes, the deed, do you remember any difficulty with the deed at that time?

EM: Well, one detail that had to be worked out was the, they were interested of course in the tax benefits that they might get from a, (*unintelligible word*) was a question of setting a figure that the IRS would recognize. And of course we relied on the Hammers to give us, you know, present their argument and I don't recall that we argued with them about it. So we, I think we accepted their figure. What was it, about a hundred and fifty or so? Something like that I think. There was no difficulty other than that.

FP: Do you remember the deed being lost?

EM: No.

FP: (*Unintelligible phrase*) recollections at the time where the deed could not be found. For almost two years the deed had disappeared. It was finally discovered that Victor had taken it back to New York and had it, and the commission did finally get it and do now own the park. But there was some question there at the time. Do you remember the Hammers discussing -?

EM: Did Don Nicoll remember that? You've talked to Don haven't you?

FP: I've talked to Don but I don't think he recalled that (*unintelligible phrase*).

EM: Well I, there's a lot of this kind of memory that he would have because I relied on him to do, not only in this project but other projects, to deal with a lot of this kind of detail or problems. He may well have decided not to tell me about the loss.

FP: Fortunately he wrote you a lot of letters that still survive. Do you recall at the time the Hammer family talking with the commission about possibly utilizing it during the summer and having a -?

EM: Very much so, yes.

FP: Could you, if you'd like, mention a little bit about that and how it was (*unintelligible word*)?

EM: Well, there isn't really too much to say. They did express that interest. Did we discuss it at that first meeting? I don't think so. My recollection is that it happened later in the following

summer or something of that kind. No, we considered it and we just thought it out of order and (*unintelligible word*). They accepted it. I think one of the reasons was that the, you know, the, that grave that I mentioned earlier, you know, they had some personal attachments to that cottage. And that third floor has never been used as you know, for safety reasons I think, and security reasons. And we just did not see how we could ever be justified to the public, you know, to have them occupying and using that third floor. So it was accepted. There was no controversy because they didn't argue about it, and they accepted it and that was it.

FP: So we have a park that is created and we have a commission. Now I think I would like to spend some time talking about the structure of the park. Later on we're going to get into the actual operation and the planning and the expansion and the advances, some of the issues and things. But for the little, I think for the rest of today we'll discuss a bit on the structure, and this brings us of course to the administration and the commission specifically. The commission obviously involves a lot of people, and this is the heart and soul of the operation and also of the work that I'm doing. One of the things that I was asked to do is a very biographical sketch of the commissioners, but I think I also need to discuss their role in the park, and of course I'll have access to much outside information.

What I would like to do now is reminisce with you about individual commissioners, not in any particular structure, but just if I give you a name then you can sort of recall how involved this commissioner was, maybe what his pet projects were, or anything at all that you would care to say about the particular commissioners. Now, what I would like to do is start, and I certainly don't mean to imply it's with the least important but with the least involved and work my way up to the most involved commissioners. So some of the earlier ones are going to be a bit obscure, but anything at all that you can recall about them, about their personal lives and what they did before they were a commissioner, their involvement while they were on the commission. I think this would be a good way to sketch out some of it. Will you start off with Judge Rosenman?

EM: Well, I never met him, he was appointed for obvious reasons. I don't think I need to go into those, but whether or not it was ever discussed with him and whether or not he agreed, he never indicated, and I think his, I don't remember when he died but in any case he never attended a commission meeting.

FP: There's not a lot to say about that, is there? Murray Johnston?

EM: Murray was appointed by the Canadians. As a matter of fact, he was one of the original commissioners. But he never really wanted to be a commissioner, he wanted a job. And, now Alex MacNichol was made the superintendent, so what job title did we give Murray? But we gave him a job that we thought, and it was a logical job for him, it fitted his background. He was a conscientious, hard working man as far as I knew, and so I think it was in our first year that we found a way to give him a job. Was he put in charge by Mc-, he was sort of second to MacNichol.

FP: Yes, buildings and grounds I believe.

EM: Buildings and grounds, something of that thing. Incidentally, because his sister I think, or sister-in-law who owned the Johnston cottage that we ultimately acquired, Murray himself did not own it. And the Johnston cottage and the Hubbard cottage was in a state of virtual collapse, particularly the Hubbard cottage at that time. Oh, you would never recognize it. I think I have some pictures of it. But anyway, the Johnstons, or whoever were the heirs at that time, owned the Johnston cottage and then also owned the Hubbard cottage, which was not then called the Hubbard cottage. It was we who gave, you know, resurrected that name on its history to do it. And we had subsequently to buy it, those two pieces of property. Johnston had nothing to do with,

I'm just trying to scratch through the connection that Murray Johnston had, but I thought it ought to be clear that he was connected. I never really saw much of Johnston from that time on, and he was an employee of the commission for what, ten years, twelve years, something like that? He never asserted any sort of attention attributable to his once standing as a member of the commission at all. He was just an employee. Accepted that status, he was efficient, effective, period.

FP: And the next one up is Harry Umphrey. He was an appointment on a recommendation of the governor of Maine as an alternate, as the alternate to Sumner Pike.

EM: I suspect the idea had come from some of the rest of us. Harry was a Republican, he was a very important potato grower in Aroostook county. And I think I went out with him once when I was governor to visit Bakersfield, California which is in the heart of (*unintelligible word*) county, an important potato growing, cotton growing, lime growing county in California. Also oil producing county. All of those were important elements. But anyway, Harry asked me to go out and see Maine potato farmers for a conference out there, and that's when I came to know him. He was also, in the early fifties, before I was elected governor, I remember him because at that time the first Hoover Commission existed. Remember the Hoover Commission, headed by former President Herbert Hoover at the request of President Truman to review the structure of the federal government and recommend changes. And they created citizens' committees for the Hoover Report in every state, and I was appointed as the Democratic member of the Hoover Commission in Maine. And Harry Umphrey was one of the Republicans, and who was the chairman? I think it was President Charles Phillips at Bates who was the chairman of that. And that's how I came to know, and of course a Democrat, this is about 1950 I think, a Democrat in Maine didn't amount to anything. And to be recognized, and I was just a young fellow, hell, I was only thirty six years old at that time. I was just a young fellow. And so it was sort of a feather in my cap to be picked out, you know, to serve on this committee.

So naturally, you know, when we were looking for a Republican for the governor of Maine to recommend to fill this, Harry Umphrey came to mind and he loved it. He didn't live very long, I forget how long. I think Larry Stuart succeeded him eventually. And I don't recall if Harry ever attended a meeting. I think he must have attended at least one. I'm sure he must have been there at the park for the dedication. We were sorry to lose him. And the governor was, who was the

governor at that time? My successor. No, it was not, it was Governor, it was a Republican, Gov. John Reed. Well, John came from Aroostook county and he knew Harry Umphrey so there was no problem for them to pick out a Republican that was, you know, acceptable. Senator Pike was acceptable, so there was no controversy about the selection of that committee. I just regret that Harry didn't live very long after that.

FP: All right, the next person I'd like to talk about is Mrs. C. D. Howe.

EM: Canadian lady, she was a very big woman, very impressive persona, but very warm and down to earth. She also didn't last very long after she, no, wait a minute, I know she was with us at least through 1967.

FP: In '72 she resigned.

EM: Yeah, yeah, I do remember that. I'm not sure if she attended too many meetings. But I remember particularly when we met with the Queen Mother, Elizabeth, in St. Stephens in 1967 and then came over on the Britannia from St. Stephens to Campobello, and Mrs. Howe did attend the Queen Mother's visit to St. Stephens. And then we had a lunch on the yacht and the Queen Mother had three martinis before lunch, I remember that. And it was sort of a fun trip. Mrs. C. D. Howe?

FP: Yes, Claire.

EM: Very nice. She was very interested but my recollection is that she did not attend many meetings.

FP: Okay, now next one up, Leo Dolan.

EM: Well, Leo unfortunately didn't live very long. And he was very interested and a very cheerful man, very gregarious, very open. And, you know, just as cooperative as could be. It was his idea that I be the first chairman. He was a practical politician. He knew I was running for reelection and he said, "Why not, we got to start with one or the other." And I think, I don't know when we developed our by-laws, can you refresh my recollection of that?

FP: I don't have the exact time of that.

EM: It was in the by-laws that I think we worked out this arrangement for two year-terms, you know, swapping off the chairmanship and the other offices. But in any case, we worked all of that out together. One of the most difficult problems was the exchange problem. I mean here we were getting American dollars, or the equivalent of American dollars, same amount from both governments. Well, what kind of a bookkeeping system do you set up with Canadian dollars that were worth, because we, of course we paid the Canadian workers with Canadian dollars, so we had that problem of how to work out our bookkeeping with two different currencies of different value coming into the, into our treasury. Well, we worked out some very simple things, but you

may be getting into that later so I won't -

FP: I will get into that. Okay, following Leo Dolan, after his death in 1966, was Alan Macnaughton.

EM: Dolan lasted until '66? Well, Alan was a member of the Canadian senate. I forget who was prime minister at that time, was it still Pearson? In any case, the Canadians arranged that succession and I don't really know what went into it. But Macnaughton in due course showed up for his first meeting, and that must have been in the summer of '66. We all liked him and, I mean he agreed on the American side. Apparently there were problems on the Canadian side, but I wasn't aware of them at that time. And Alan showed a very active interest in the park and used his influence in Ottawa to help with the park, attended every meeting, participated actively, and was a real park booster. I liked him.

FP: In his letter of resignation, he very nicely says that he was appointed. He served as chairman and he served as vice chairman and felt that he'd fulfilled his calling to the park and was resigning.

End of Side A
Side B

EM: . . . Owen's turn to be appointed, and I think Macnaughton was appointed chairman, sort of a, you know, logical, a logical thing to do. And there was no challenge to that as I recall. Then when his term expired in '68, I was reappointed chairman and he was appointed vice chairman. But then the next time, upwards in '70, in his next term (*tape fades*) . . . it was the Americans' turn. We nominated a chairman. And that was automatic.

But at that meeting in 1970 for some reason Macnaughton was not present, and the Canadians recommended, I think, David Walker. And it was that result I think which, I can only speculate since he doesn't mention it any further, was the reason for his resignation. Apparently there was some bad feeling for some reason on the Canadian side, but I never probed. But that's how it turned out, and that was Walker's only term as chairman as I recall, '70 to '72.

FP: Okay, next person up my list is Donald A. McLean.

EM: He was a very bluff, big, rugged fisherman. Well, he wasn't a fisherman, he was in the fishing industry. Don didn't have to be a fisherman. He was in the sardine industry as I recall. God, you thought to look at him that he'd live forever. He was big and rugged and healthy, cheerful, really a very congenial member of the commission. And he attended regularly and conscientiously, participated actively, and it was rather a shock to us when he died, which was when?

FP: Seventy-four.

EM: So he's no longer, who did he succeed?

FP: Well, he was an original alternate.

EM: An original alternate? So he was there from, he was there for ten years, yeah. He was a real loss, I thought he was. It was important to have people from the private sector I thought and the fishing industry was a natural place, and in terms of personality he just suited this fine.

FP: There's one item I'm not clear about with McLean. Were there two McLeans? Was there a nephew or a cousin or something? There's a Senator Don McLean, but quite often people refer to the McLeans, plural, and I haven't quite unraveled that in my research yet.

EM: He had a wife, didn't he?

FP: Yes, but -

EM: You think there's another reason why they -?

FP: Well, somebody had mentioned at one time that there was a nephew, they thought there had been a nephew or somebody who -

EM: Associated with the park?

FP: Somehow associated in some way.

EM: I don't remember that.

FP: I'll keep digging.

EM: Yeah, I don't remember that.

FP: Okay, Grace Tulley.

EM: Oh, she was a dear. She of course was Roosevelt's secretary, and so she was our principal source of stories about the Roosevelt years, about the president himself. And as long as she was physically able, she was a very conscientious attendant and participant in the activities of the commission. Everybody loved her. And I forget when it was that she stopped coming to commission meetings, but she didn't stop until it was, she was, it was no longer physically possible for her to come. She was an inveterate smoker. There were several women associated with the commission then. She donated the Roosevelt books that we have. She offered to resign at any time it was convenient for us to put somebody else in who could be more active, but we never did. We never, we let her stay home until she died. I mean, how do you sell an antique, you know? A treasure.

FP: Sumner Pike.

EM: Ah, he was a great, he's a great old fellow. He was a national figure, really, he's served on the Atomic Energy Commission, I think as chairman. Was he the first chairman, I think he might have been.

FP: He was in the original commission.

EM: I mean, Roosevelt knew him of course, so he, the Roosevelt ties with Campobello and Lubec and so on. And of course Sumner was a great booster of the tidal power project, and a great fund of Campobello stories, old smuggling days, particularly during the Prohibition period and before. Oh, he was a treasure. I told you, he was with, it was his idea that produced the bridge.

And he was a great lover of books. His eyesight failed in the last years and when we used to go over to his home to visit him, he'd be sitting there in his chair with the latest accumulation of books he received from the publishing houses. And I think he, I think he had a permanent order with just about every major publishing house in America and these books would come in and he'd stack them up around his chair. And he had difficulty reading but, and I don't know how thoroughly he read them all, but when he was through with them he sent them down to the local library. They must have thousands of books that Senator Pike donated to them.

He just had, I think he and his brother Rad, who was, well we'll come to him a little later, were the "Luther Burbanks" of the gasless beans. You ever heard of the gasless beans? You must have by this time. And in meetings in the fall when you'd go over to see him, he and Rad would often be busy mailing seeds from their gasless beans to people who'd read about them in the papers. This was publicized all over the country. The only trouble with the gasless beans was that you couldn't can them, they fell apart when you canned them, which of course is why they exerted no pressure on, which gave them their reputation. They were delicious. Personally, I never saw any difference between them and the other type because the other type has never bothered me, but they do bother some people. But he, oh, that was a real project. You know, I imagine these two intellectuals sitting around the living room evenings mailing packages of gasless bean seeds around the country. Full of stories, wonderful.

Eventually, when we first, had our first meetings up there before we bought any cottages, you know, we had to find places to stay when we went up for meetings, and we'd stay at Sumner's house. That was quite a house to stay in. It ought to become a monument in its own right, really.

FP: Here's a lovely letter I ran across, and I'll have to see if I can get a copy of it for you, of the Pike rutabaga. And he apparently had sent you a box of them, to your home, and there's this letter and he gives a full recipe of how to prepare them. He just seemed so nice.

EM: Well, that was the sort of thing he was constantly doing. After he left Washington, you know, the last term on the Atomic Energy Commission, what the hell was he ever, he must have

been on the Federal Power Commission, too, at one point. But in any case, when he, left, he came back to Maine then he ran for the legislature, served in the legislature as a Republican from Lubec when I was governor as I remember. And you could always sit down and talk with Sumner, you know, there was no partisanship to him. I mean, it probably didn't mean a goddamn thing to him except that he'd rather be a Republican than a Democrat, but other than that, it didn't matter. No, we miss Sumner. And he was I think, he made the contact with Matten on, that eventually led in the contribution of the Matten cottage to the, now Prince cottage.

FP: The other contact that he made I believe was with Curtis Hutchins, I think he was involved there, and when Pike died Hutchins became a commissioner. Curtis Hutchins is our next one to talk about.

EM: Well, I had known Curtis a long time. I mean, his name was a familiar name to me for years before I met him because he was one of the Republican establishment. He was part of the industrial establishment in Maine. He owned the Dead River Company and in eastern Maine, in Bangor, Curtis Hutchins, you know, was a name to conjure with. I first met him I think, and his wife Ruth, when I was getting an honorary degree at Colby College which was her alma mater, may have been his too. And she was so amazed at the ovation I received from the students at Colby College that she became one of my fans. And then of course I, through that contact I came to know Curtis.

Now that, let's see, that was 1956 I think, and he didn't become a member of the commission until Sumner died in '76. So in other ways I ran into him from time to time. Always liked him, always respected him. I just liked his way of doing things. He was, he did not have a very expressive face. He was sort of stone, you know, you could never tell whether he was pleased or not. His smile was just sort of a vague relaxation of his face. But there was warmth there at the same time. Small man, he and his wife were devoted to each other. And we, see we used to visit them in their home in Bangor when I was governor I think. I can't remember exactly why. But I thought we had a good, long relationship aside from the park, and I was delighted that he was available when Sumner died.

FP: Now, Dead River of course, owning a good bit of the land, our neighbors if you will on the island, that I would imagine that he -

EM: Well they own the natural area.

FP: Right, so there was much involvement before he even became a commissioner I would think.

EM: Oh, that's right. No. And he offered us a lot of the land that is now part of the Campobello estates project. I sometimes think now that we should have accepted it, but we were concerned that this is again a diversion. But at that point there was a feeling on the island. That the park was trying to gobble up the island, and we ran into some of that feeling, so we were reluctant to acquire anything that we couldn't see ourselves putting to use. And that was one of the reasons

we turned down the gift of the island at (*unintelligible phrase*), and the reason we turned down the Dead River offer.

And we welcomed the establishment of the Provincial Park adjoining ours as a ray of, you know, of extending the ambiance of the park without our being the proprietors. Now we probably, you know, history might say that we were too sensitive about that and that we should have accepted the gift of that. But if we once accepted it, we would have had to keep it, we couldn't, I mean a park couldn't, you know, of itself, divest itself of land that it didn't find relevant to its purposes. But we may have been too conservative.

FP: We'll have an opportunity to discuss policies toward land acquisition later. James Henry Rowe, Jr.

EM: Another treasure. We had quite a collection of treasures. He of course was one of Roosevelt's White House boys. I can remember this, when the Roosevelt White House staff consisted of six administrative assistants, at least that's the way they were described in the press, and Jim Rowe was one of them. Now, of course it consists of maybe thousands of people now, in the White House at least. But anyways, so Jim Rowe, being part of that relatively small staff, you know, was close to the history of the New Deal and Roosevelt, and so he was a great source. And he had wonderful common sense judgment. He's a Montanan of course, or was, and just one of the most likeable people I've ever met, one of, in the category of those others we've already discussed. Congenial, pals, buddies, talked the same language, saw things the same way, Democrats, Republicans, you know, and Jim Rowe was one of that company.

He had rather a conservative streak when it came to spending park money. He felt that some of our ideas about expanding or engaging in acquisitions were a little too expansive. He was particularly a restraining voice on the building of the administration building, and we really had to stretch that out quite a while before we finally brought him around and, that was one of Hetty Robichaud's pet projects, to build that administration building. And so Hetty, who was a practical man, about such things, finally got the cost down I think to something under fifty-thousand dollars we built that thing for. A real buy as you look at it today. And so when Jim died we named it the Jim Rowe administration building, which we thought was very appropriate. Oh, a very premature death. And of course his, his wife is, she's going to come to the twenty-fifth anniversary celebration. She, you know these spouses on the commission have been as important really as the members. All characters in their own rights.

FP: Well, I think we're up to the point now where the rest of the commissioners are current or almost current members and I think we better hold off on that when we have a bit longer. We also want to discuss the actual operation of the commission and of course many, many other things. We're running a bit short here but we have a few minutes. If at this point you'd like to comment in general on anything that we have covered so far, or also any thoughts you have for issues that you'd particularly like to get into in our next couple of sessions.

EM: Well, I think I might make the point that we have, since I've just talked about the

expanding, we really had no grand plan. The park commission didn't have any grand plan for expanding the park. And there was authority, of course, to acquire land, but the Park Service had not laid out, you know, a blueprint of potential acquisitions at all. We had ten acres associated with the cottage and that's all. And it was certainly not our first idea to acquire anything else.

We were concerned about making sure that the cottage was in good shape. The ten acres of course, also included the site of Brandy's cottage, and so we were concerned about what we did with the ten acres that ran down from the cottage down to the ocean. And there was that walk that was in battered condition. And of course the land itself from the cottage down to the ocean was all grown up. Alex MacNichol took care of that the first winter I think, or maybe the second. He just cut everything down, much to the dismay of many members of the commission, but as you look back on it now and look at it in it's present condition, was exactly the right thing to do. If you tried cutting it down tree by tree until you devoured each one, you know, we'd still be a forest there.

And as a matter of fact, we never did, we never considered the question. Well now this, was this what the park looked like when Franklin Roosevelt was active here in the early decades of this century. We never inquired. I mean, actually there were very few trees at all on the Prince cottage land or on the Roosevelt cottage land, on the Hubbard cottage land. There's one picture in the visitor's center, over the pictures that I took, the park from the air, that shows you how few trees there were in the same area that my pictures cover.

But we knew that the important thing was to decide what condition we wanted to put the land surrounding the park in, what we needed to do to protect the building, and we were concerned about water supply. Not just for drinking, but also for fire protection. And it was at that time sometime that we converted the old basement of Brandy's cottage into a lot of storage area and then we put other such things in place. So it was protection, security, fire.

We also of course, had to do something about a visitors' center. I don't know if we owned, if the ten acres included the land that the visitors' center sat on. But anyway, we, I mean we included the, part of the capital funds that we had been given, of course had to go to the construction of a visitors' center, so we had to pick an architect and get a design. And we did that pretty cheap. I think that cost us about a hundred and thirty five thousand dollars to build that building which you couldn't touch today for that kind of money.

And I don't know whether or not. . . . At some point very early the Dead River Company told us they were willing to sell us that natural area land, but I think before we got to that, we had to acquire some additional acreage from them for the parking lot, and the visitors' center itself. And sometime between that and '67 we were, very quickly I think, we were offered the Prince cottage. And then we were offered the land that a lawyer in Chicago owned, the land, either the land that the administration building sits on, or the next piece next to it which we decided we wanted to acquire. And then the Johnston properties we learned we could acquire for sixty-five thousand dollars I think.

So that first two or three years we were involved in land acquisition without having planned it or having in mind a target as to what we wanted. The natural area existed in the form it's in. Not in the shape it's in, but in the form it's in. We haven't added to that. Well, we may have acquired a little bit between us and the bridge to add to that, but other than that all of that acreage came from the Dead River Company and I think we got that, all of that, for dirt cheap price. Sixty-five thousand stands out in my mind as, for that twenty-five hundred acres.

But we figured we made the, after we got started, we figured that it was important to acquire whatever land we would need as quickly as possible for obvious reasons. Once we began to put together something that was attractive, the price would go up. and so we were prepared, you know, to gamble our entire, what was it, two-hundred and seventy thousand dollars or thereabouts, on land acquisition. But number one, of course, protecting the Roosevelt cottage, number two building the visitors' center, but then number three pick up as much land as we could. As a matter of fact, we borrowed the money to buy that land from the Chicago lawyer, we paid him I think something like eight thousand dollars. Went to the local bank and borrowed that. We didn't need to but we thought we ought to establish our credit.

And then of course we, along the line there, we acquired the (*name*) cottage which was not part of any of these other acquisitions. That was the first one that we restored. That was in bad shape. I think Alex MacNichol was, Alex was a great guy to have as superintendent when we acquired property. He loved it, he loved, you know, and of course he built a staff, a built in staff to, you know, masons and carpenters, people that we could hire for a song on a year round basis there. Not that we deliberately set out to be a low wage employer, but we paid the prevailing wage and there weren't jobs available at the prevailing wage so they were eager to come to work for us. It was a secure job. They liked it. And God knows they were able, you know, you couldn't get help like that anywhere else.

And so they did a hell of a job on the (*name*) cottage, the Johnston cottage, the Hubbard cottage, the Roosevelt cottage, the visitors' center and (*unintelligible word*) to Johnston cottage. It was all our in house labor that did all that. This is why the Park Service can't understand how the hell we put together that park with the amount of money that we've acquired. I don't know what it totals now, the total amount of money we've received. It's beginning to climb as inflation has escalated the dollars, but even today our annual budget I think will exceed a million dollars for the first time, next year. Half American, half Canadian.

FP: Well, we're going to have a lot to discuss about the budget a little later on. I don't want to keep you too late today, so this might be a good point to -

EM: No, I'd like to leave because I'm not sure when the -

End of Interview
moh015.int