

chair he persisted in retaining among my carefully selected antiques, and I in a little red velvet chair by his side. He sat for a long time looking into the flames, his dark face brooding. He said suddenly, "I think I'll build a city around the factory. There'll be little houses for the men so they can have their families near their work. It's going to be an industrial city built for and by machines, and I won't have a damned horse in the streets."

So Speedway City began, and it was to be everything Carl planned that night. It was the world's first industrial city, and it contained all that is now considered advanced industrial housing. Carl built its first small cottages and laid out its neat flower-bordered streets. Speedway was then, and it remains, an urban ideal for men who want homes, shopping districts, stores and schools within living distance of their jobs.

Carl was the first industrialist to bring the workman to the site of his labor and build a home for him there and to recognize the importance of recreation to the worker. Fun, to Carl, was as important as food. He demanded it for himself and for all whose lives touched his own.

While the city was building, the American automobile was undergoing its growing pains at Speedway and readying for the open road. By this time it was 1912, but there were still no good roads in America!

It was this year, with Joe Dawson winning the second victory for an American car on Speedway, that Carl first revealed his impatience with the lack of decent roads and his intention to do something about them. Everything he did stemmed from his passion for automobiles. He loved to drive and he loved to sell cars, and he was incapable of selling anything he himself did not enjoy to the full. He often said he hoped he would live to see the day when every family in America owned a car. This was one of the remarks often quoted as proof of Carl's "foolish faith" in the future of the automobile.

But in those days the road of driving enjoyment was hung with detour signs. The automobile was considered merely a thing of pleasure and of no practical use, but there was little