

ASHRAE Leadership Recall (formerly Leadership Recalled)

Transcription

Interview of: John Fox

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Interviewed by: Ann Boutwell

Note: The original tape recording of this interview no longer exists.

Ann Boutwell

As You Look Back over the past 82 Years, Mr. Fox, how would you describe yourself as an individual?

John Fox

First of all, it's hard to realize it 82 years since we got started. I believe, I'm, a person who was granted an opportunity to participate in affairs and have been blessed with an optimistic outlook and I also was able to take advantage of opportunities that came along. But, primarily, over the whole event, I have been blessed with a very substantial health or good health and have not suffered from any of the human bodily frailties. That is about, I think, as far as what has happened over the last four or eight decades.

A.B.

Mr. Fox, what values or lessons that you learned from your parents have you carried with you and have affected both your personal and professional life?

J.F.

Well, worst of all, I'm the eldest of a fairly large family and my parents were those that develop in the traditional verities and also I had a very genuine belief in the Presbyterian ethic of work and paying your bills and, in other words, you try to make a contribution if you were given the opportunity. So, with my three sisters and I, we were launched on this world, and I think the four of us have continued to carry out some of our parental standards and things of that kind.

A.B.

Well, were there any experiences, say, in your educational background, and elementary or secondary school that influence your career direction and engineering?

J.F.

Yes, I think there were. And it's one of those indirect things that come along- first of all, my mother's side of the family was a line of professional folk. My father's had a different practical side, so that I had no real direction on what to go on except encouragement to go into some kind of education and when I started I was to complete it. In the early days when I was at high school in the local YMCA at a meeting, what today would be a counseling meeting, it went under the name of "Beans." Well, every Friday night we had a "Beans" meeting - there would be maybe 150- 200 high school students in attendance and the principal speaker was a man, upstanding representative of each profession such as medicine, dentistry, engineering, law, and so on. And, at that time, I was tossed between medicine, the law, and

engineering - edit cells have been one of the meetings that I attended there was a very dynamic young engineer who had recently graduated in chemical engineering. He's the fellow that kids leaned toward engineering. Once that decision had been made some my professional relatives indicated "what do you know about this thing? You better investigate." So I visited consulting engineers, contractors, and people of that kind. Every place I went I was more impressed and more determined that I was going to carry on and this was a decision that was being made by a kid was about 14 or 15 years old. And, I've never regretted the decision that was made at that time.

A.B.

You went to high school a Central Technical School during World War I. Where was your high school located?

J.F.

In Toronto.

A.B.

Toronto. Can you remember any effects that World War I added on your career choice for your education?

J.F.

Well, I don't know what it had on my career, but it certainly had a great influence on some of our behavior because by the last year, that was to be my last year of high school, the war had carried on and it was in 1918. Most of us who were too young to really get into the Army or the service, told our parents, that okay, we'll go back and finish this year provided that when we get through in the spring, but what would be 1919, we could join the Army or something of our choice. And, it's hard to realize that there were so many of our brothers, cousins, uncles, and people all the way overseas. Unfortunately, some never came back. My class was determined that they finished their fourth year of high school and then, they somehow or another were going to get into the service at 19. Fortunately, the war ended in November '18 so that action was not necessary. The war had quite an influence on what we were doing. In the later years, we had some teachers that had come back to teaching who had served overseas and I remember one had lost a foot. He was one of the most brilliant mathematical teachers that I had the pleasure of meeting and that's the type of thing that happened.

A.B.

You received your college education at the University of Toronto in the late 1920s and graduated in 1917 how would you compare your training in the late 1920s with the training that engineers get today?

J.F.

That would be an extremely difficult comparison to make. First of all, the disciplines that are in effect now were not in effect then. A lot of our current knowledge was not available to us then. Computers were non-existent. Air conditioning hadn't been heard of. T.V. and radio and things of that kind were non-existent. It's hard to realize what was going on. We found for instance, in the University of Toronto, of which I am an alumnus, it started off in 1875 as a diploma school developing craftsmen, surveyors, people of that kind who, today, would not qualify for practice in our time. Well, that has emerged. The Electrical Department has developed as the transmission of electricity came along. Now, the Electrical Department includes radio and all of those things of the modern day. Chemical Engineering was not heard of. Civil Engineering was in effect as the difference between military and civil requirements. I wrote my thesis on the welding of steel structures so that in my lifetime the welding of

buildings has come along. And these are all the changes. I do know that the boys haven't got enough time now to do some of the things that we were doing. Even though we took lectures on Saturday morning and things of that kind. We had a six day week at the University, but we had a shorter term. So, comparison would be very, very difficult. It was adequate, and I think good with the time, but the boys today speak and entirely different language. They have computers. They have things of that kind that we never had in the earlier days.

A.B.

What would you think, it's not on the list here, but I thought of it, what do you think have been, say, oh, 3-5 most outstanding scientific achievements during your lifetime?

J.F.

That's a terrifically wide-ranging question.

A.B.

In your industry.

J.F.

In the industry? Oh, well, there are several things. Chemical refrigeration and Freon. Electric Control is one of the things. Insulation knowledge. It's hard to isolate any one thing. It seems to me that the whole of the arts and sciences of our profession and particularly our discipline in air conditioning and environmental comfort have been a succession and a broad spectrum of advance in knowledge over the years, all going on continuously and some of them at the same time. I would like to interject that I don't think there's one single item that probably has greater importance than any one of several others. It's, as I said earlier, a broad spectrum of technological advance.

A.B.

When you entered the University of Toronto did you know what you wanted to do when you graduated?

J.F.

I hadn't the foggiest idea. In fact, I didn't know there was such a thing as specialization. So, as a matter of fact, I looked at the calendar at the time, the syllabus, and I picked the course that seemed to be the broadest in scope, so I selected Civil Engineering which seems to have a touch of everything that went along and then later, in my third year I went into specialization in Hydraulic Engineering under Civil Engineering. And the reason was that not only did I get structures and foundation, I got a certain amount of transmission and thermodynamics and a little bit of chemistry thrown in. It was a pretty heavy course, but we had a lot of fun and I've lived to appreciate that fact. So, I took the most I could get with no knowledge of which way I was going to go, but I figured if I had a broad base, I would have something to move on.

A.B.

After you finished the University you stayed on there about a year or so, didn't you, as a demonstrator? What was your function or responsibility with the University then?

J.F.

The function was to help the third and fourth year students through with their hydraulics lab and I did a little bit of lecturing and instruction and checked lab reports and things of that kind. It wasn't a very arduous job. I got paid a thousand dollars for the year's course which was good money at that time and at the same time it gave me an opportunity to look around for job opportunities.

A.B.

Had you ever considered education?

J.F.

No way was I going to stay on as an educator. I liked working with students and people like that, but I'm not all that great as far as educating is concerned. So, I think I knew my limitations and I was using that as an opportunity to look around. And, you must remember in those days, that over 25-30 percent of the Canadian engineering graduates were coming to the United States for a job. The going rate for a full graduate at that time was \$110 in Canada per month. It was \$125 in the United States. Twenty-five to thirty percent of our graduates at that time came to the United States for the differential of \$15 or \$20 per month. And, we have some ex presidents of ASHRAE who became American citizens who were some of the people who came to this country.

A.B.

Why did you remain in Canada?

J.F.

Because I was fortunate to find a job at \$125 per month and the comment of the senior professional at the time, he said, "Fox, you're not qualified, that's not your field." I said, "Professor, I'm the one that's going to make that decision." So I got \$125 which was a high pay in those days to get started.

A.B.

And what was the first firm that you went with and how long were you with them?

J.F.

The first firm was C.B. Dunham and I was with them, for '34 or '35 when I moved over to the Honeywell organization and I took the Dunham account as my first account in marketing with Honeywell.

A.B.

What did you do for the Dunham Firm?

J.F.

I was what they chose to call an assistant to the chief engineer, not assistant engineer, but it was "assistant to" and there was a great difference in that he had all the responsibility. I guess I was a more or less glorified draftsman or blue print boy or something of that kind, but it certainly was a fine basic education and training in how to prepare specifications, drawings, calculations, everything else and I'm most appreciate of those years in which I had the opportunity to really get started in the industry.

A.B.

About the time that you left the Dunham Company you joined the American Society of Heating and Ventilating Engineers which is a predecessor society of ASHRAE. Were you active in ASHVE at this time?

J.F.

Oh, yes, it's no secret. In 1919, when I joined the Dunham Company, Dunham had about 5 or 6 people, members of the Toronto Chapter and I would have been an extra one so they denied me membership. I would have had to pay for it myself. They gave me \$2 or \$2.50 a night to go to the meetings and I ended up as being the projectionist for the Ontario-Toronto Chapter in 1929. Actually, I recounted this incident on the occasion of receiving my 50 year badge last month and indicating, actually, it's 55 years of service I gave rather than 50 years because I was the projectionist, the official projectionist for Ontario Chapter for five years before Honeywell said, "Hey, go join the members and go to the meeting," and they paid my way.

A.B.

So you were a volunteer, you volunteered your services.

J.F.

Volunteer, no. No volunteer, I was told to attend.

A.B.

Subpoenaed, huh?

J.F.

It's great.

A.B.

So you let Dunham in?

J.F.

The spring of '35.

A.B.

Right, and you started with Honeywell and this was right before World War II?

J.F.

Well, no. Well, it was before, but there was a four year interval. I joined Honeywell in the spring of '35 and was attested into the Army of October of '39. So there was about 3 and one half years interval that I was working for Honeywell and much to my surprise, I turned out to have a liking for, and maybe a knack in marketing, merchandising, and things of that kind. I found the relationship between salesman, engineer, architect, contractor and all extremely interesting and extremely rewarding. Honeywell certainly gave me every opportunity to develop along that line.

A.B.

So you started with them in 1935 in sales?

J.F.

I went into it in '35 to head up an Engineering Department with Canadian Honeywell. And I took a training course in Minneapolis with many people who were active in ASHRAE. The day I went back to Toronto I heard my boss at the time saying, "Yes, yes, he's back. He knows all about it. He'll be up to see you at 7:00 this evening." And I went up and I hit it off with this difficult customer or client and I never went back to engineering afterwards. It's just one of those things, life's twists that if you grab the opportunity you can have.. it was much more rewarding in the marketing and sales than it ever would have been in engineering section.

A.B.

So that was the definite turn.

J.F.

That was a turn. That was the turn. I could almost date it and time it. When I moved from strict engineering to engineering applications and things of that kind.

A.B.

What made you decide to join the World War II effort?

J.F.

Well, it's one of those things. It's a very personal decision. I guess I'm what you'd call a loyalist. During the time of uneasy peace between the wars I had taken my officer training course, qualifications as an infantry officer and as an engineer officer so I had my qualifications for officer. And, when the war came

along, of course, I had all the traditional, from the previous thing and, actually, I was too young for the First and too old for the Second, but they came. Promotion came fairly rapidly and the opportunities that were provided during the war time, there teas were tremendous. I had been led to believe by a favorite uncle o mine that if you ever had the opportunity to be in the Army on the administrative or operational side It was the best business training you could ever have. So that, when I had the opportunity to take commend of, first of all, small units of about 25, 40, or 50 and then gradually ended up at the end with 2,000 troops and 2,000 civilians, it as a large operation which was a business training insofar as- sure, there were a lot of nasty periods and things of that kind. But, there were a lot of rewards, there were friendships, there were a lot of things that come out of that time of difficulty that you could never, never have an opportunity to get.

J.F.

I had what they called and Advance Base Workshop in the last two years of the war, which was based in Antwerp and we prepared fighting vehicles for crossing the Rhine and maintained guns, machine guns, flying instruments and all that kind of thing and as I mentioned I had 2,000 troops working and 2,000 civilians. Well, I arranged it so that the civilians worked in the daytime and the troops worked at night. We ran 7 days a week and 24 hours a day when the pressure was on and that went along for about 2 years and then, finally we had a clean-up period at the end and we were asked to prepare and ship back for the war museums units of the V-1 and the V-2 rockets which we prepared and sent back. There were a lot of very interesting things that went on.

They're now in the museum in Ottawa. They're for the Canadian records, you see. While we're still with the Army exercise in Antwerp, I would comment that the Canadian Services was an entirely volunteer group and probably that had something to do with the attitudes and all that we developed across the years and the months and from a personal item, maybe it's of interest to know that in recognition of the work we did in Antwerp, I was summoned to Buckingham Palace and received one of the last investiture Awards, The Order of the British Empire from the late King George VI. So, maybe we made our contribution and I'm pretty sure that some of the material and assistance we gave to the Belgium's who had suffered for 4 years was appreciated.

A.B.

After the war, you rejoined Honeywell. Is that correct? And you rose from the position of sales manager to vice president during the next twenty or so year, is that right?

J.F.

That's right.

A.B.

And, what do you remember as your greatest accomplishments during those twenty years?

J.F.

Once again, I don't know as there is any single even that you could isolate or point to, but I would comment that when I got back in December of '45, my boss at the time, or, the man who was to be called me up and he said, "We suggest you come back to work on Monday." And this was on a Thursday or Friday. I said, "Tom, listen. I have no clothes, and I want to get reorganized." "Well," he said, "I think it will do you good to get to come back to work," and he said, "come back to work in your uniform." He said, "we got a desk for you." And, he used his good persuasion and I ended up on Monday morning in the Honeywell office. In the meantime, I had 30 days of landing leave and all these kinds of things so by

the time I got straightened away in April of 1946 new clothes, new car, and everything else, that was when we started to really go to work. Over the next years we had the plan, the opportunity and privilege of moving from one or two branch office set-up, and when I finally retired we had three regions, fourteen branches, and 2,300 people working in Canada. That's kind of a bit of a reward in view of the fact that I was number 19 when I was hired back in '34 and '35.

A.B.

That's quite an amount of growth there. I understand that you have some patents. You have received some patents. What are they on and what significance do you think they have to HVAC and our industry?

J.F.

I don't think they have very much significance. One of them had to do with an air throttling system for round ducts which seemed to be very good on paper, but when it came to practical application it was not all that rewarding. Another one had to do with the casting of T-forms for twin hydraulic pumps, in order to divert their return flow. That one worked, but there were very limited opportunities to apply it. The third one was some kind of trick circuit on a thermostat control. So, I have 3 patents, one pneumatic, one hydraulic, and one electric, and only 2 of the 3 are of any practical value.

A.B.

Are these applications on the patents that you have today still used?

J.F.

Oh, well they were assigned, I got three American dollars for which I still carry with me as my patent assignment.

A.B.

And when did you get these patents?

J.F.

Oh, I got one in the early '30s, another one in the early '50s and the other one in the '50s too. They're pretty obsolete now, but they look good on your CV, you know as a part of your personal history.

A.B.

You are a former president of the Ontario Chapter?

J.F.

Yes, of ASHVE I was president in '49, in other words, the boys made room for me right after I came back from overseas and I moved into the presidential chair in '49, I remember the late Nat Hunter came up and had lunch one day and he said, "We'd like you to look after the territory of Canada, the branches, chapters in Canada," and I said, "Nat what are you talking about. "We," he said, "we have a chapter in Montreal, we have a chapter in Winnipeg, we have a chapter in Vancouver and we'd like you to look after it." So, in essence, I became the first Canadian Regional Director.

A.B.

And was Nat Hunter a President of ASHVE?

J.F.

Oh, Nat Hunter, L.N. Hunter, he was one of the extremely highly regarded presidents of the predecessor society. He had quite a bit to do in helping the planning of the merger, but I am still amazed at the informality that went on of traveling from Johnstown up to Toronto, having lunch, saying, "Okay you're the Regional Director," and of course I didn't know enough to say no and from there on it was just a

short trip until membership on the council, we called it a council instead of Board of Directors in those days. In '56 I took a sabbatical leave from ASHAE in order to lead into being the president of the Association of Professional Engineers of Ontario, which is a three year trek as first vice president, president, and then immediately past president from the professional association. I was able to combine the professional association and activities and some of the ASHAE activities in my travels across Canada. So we had the two things going on and then I came back immediately ahead of the plans and programs for the merger with ASRE.

A.B.

Do you want to tell us a little a bit about the merger?

J.F.

Well, there was so much of overlapping of interests or mutual interests or whatever you like. ASRE, as I understand it, had originally been established to look after the interests of refrigeration machines, those using refrigeration machines, probably more in the food industry- ammonia brine, and things of that kind, very heavily accented in and around Chicago, St. Louis, these places with meat and food processing. Air conditioning- year round cooling- mechanical cooling, became an accomplished fact in the early in the 30s and 40s. so that there was a mutuality of interests between those in the refrigeration field, the manufacturers and those in the environmental field, in heating and air conditioning as it became. There was so much of an overlap that it seemed the logical thing to do. The same people were in the same organizations. They were overlapping in the membership and the only place of resistance that seemed to be lay principally here in Chicago with the refrigeration people concerned with the packing industry. I'm not saying it was an easy job to resent the program of merging. You had to arrange to accommodate the officers. You had to arrange to accommodate the headquarters staff, you had to arrange to accommodate the finances, and all of this kind of thing. I found myself, maybe as being an innocent from outside the country frequently being the ambassador to talk to places like Chicago, or others, and Cleveland, where there seemed to be a little bit of resistance against the merger going forward.

A.B.

What were some of these resistances? Do you remember an example?

J.F.

Well, they thought they were going to lose their identity, that their produce and organizations we submerged, that probably some officers would lose office, membership might be lost, there was no resistance as far as the permanent staff was concerned. They were all for it, but to me it was somewhat personal and local resistance for reasons. The whole merger seemed to me to be so logical that anybody that talked against it was talking to the wrong person.

A.B.

Well, did you find that there was any resistance in Canada, any Canadian resistance?

J.F.

No, the ASRE was pretty small, pretty junior and there were only two chapters as far as I recall and they were probably chapters within a United States region of ASRE because there was no uniformity between the VE and the RE regions. Now, VE had Canada as a separate region. RE picked up Toronto Chapter and Montreal Chapters as part of the American set up. It was, I found in dealing with the press and all, no matter what I said was wrong. I remember and I hope I remember correctly, the gist of it was that

we had a good meeting down in Columbus, Ohio and I think we had got the thing pretty well swung around that the audience was in favor. The next day, I think it was called the Refrigeration News or something that was published, and I had used a, commentary, you know, "The sun was rising in the east," or something you know. Trying to get quite dramatic and all of the rest of it and by golly if the editor didn't pick it up and twist the whole thing around that it was an indication that I was concerned that the two things would not go together. He did a high class job of putting the thing 180 degrees out of perspective. And that was the kind of thing, now no names, and it's so long ago in history, but there was local resistance like that. Now, when I say The Refrigeration Service News, it was published here in Chicago and the center of resistance was here in Chicago too. Now another item came out in the course of the merger which people seem to have forgotten. The deal was that the chapters, both chapters, would merge on a local level. Like in Toronto, the ASHVE and the ASRE chapter would merge and they would merge their officers and their membership accepted as the term of the merger. At the same time, we had to arrange for 3 or 4 locations to have 2 chapters, which was contrary to the deal. One of them is in Chicago here with the Illinois Chapter and the Chicago Chapter and I think the other was in New York. They had 2 chapters and another one was in St. Louis and maybe San Francisco, certainly no more than 4. But if you look up the original plan, you'll find that accommodation was made to have chapters, provided the community was a million or more in population and there was sufficient justification to warrant establishment. But "R" in refrigeration as we know it today, that's where it came from and it's a deal that I made down here in the Chicago ASRE Chapter.

A.B.

Now were you serving on this committee, this merger committee?

J.F.

Well, I happened to be a vice president or something.

A.B.

So you became president in '62?

J.F.

Oh yeah, but that was afterwards. And when the merger came along the deal was, they had two sets of officers, two presidents, two vice presidents, two treasurers, and all the rest of it. And, in order to get rid of these people, or get them off the scene fast, the deal was made to serve 6 months, like Art Hess and Dan Wile served 6 months. Now the first full time president when I say full time president, serving a full year, was Jack Everetts and I was the second. So when Jack Everetts was president, I was his vice president. But prior to that, he and I were part of the contract and the deal. He was to be a vice president and I was to be the treasurer so he served two six month periods as a treasurer and then from treasurer to a vice president from there on. But Everetts and I, and I think Frank Faust and some others were all part of the contracting of the merger.

A.B.

Let's look at the time, 62-63 in your presidential year. Did you have a theme that year, or an emphasis, focus, of what you wanted to do?

J.F.

No these theme years seemed to have come in more recently. I think our principle project at the time was to get ourselves organized or reorganized after the merger. We were struggling to survive financially. We had head office accommodation things like the United Engineering Center and all we

had to move. There was quite an adjustment. A.V. Hutchinson and Dorothy Wilder had run for many years the ASHVE contribution and Bob Cross had been the ASRE and those people had to be accommodated. Andy Boggs came in and there was an awful lot of work of reorganizing to be done and I remember in the time that I would spend about one or two days a week, or certainly every fortnight in New York from Toronto and we had a lot of special committee meetings and things, so in that time rather than a theme, I guess there was an element of survival that we were concerned with. But we survived.

A.B.

Do you remember any incidents that happened during your presidency other than the ones that you mention that you know, any humorous ones.

J.F.

No, there was a lot of travel involved. We were all over the United States and much of Canada and it was a tremendously rewarding thing as far as I was concerned. Meeting people in El Paso, Los Angeles, San Francisco, all up the coast all around. I'd have to get out my diary to find out.

A.B.

Did you do any traveling outside of the US or Canada?

J.F.

No, no. At that time there was no, you didn't even have Alaska, certainly not Hawaii, nothing in Britain. We just had, we had nice friendly relationships but there was nothing established or things like that.

A.B.

Now looking back at your professional career with Honeywell, there weren't too many years after you were president of ASHRAE that you eventually retired from Honeywell, is that right?

J.F.

I retired from Honeywell at the end of '67. No all I did was change jobs. I have never retired. I've changed a lot of jobs. As a matter of fact, I had a plan all established before I left Honeywell. I'd left Honeywell a year earlier than I had to, but it was pretty well determined that you're going to be through and I joined up with, or was taken in along with a friend of mine, a consulting engineer, for what turned out to be a four year relationship. And during that time, I prepared a lot of proposals for projects overseas like cement plants, airfields, slaughter houses, paper mills, harbors, and sometimes that ended up like a trip to Africa or to Nepal or the Philippines or something like that so ones again the engineering aspect of my life was rewarding and I traveled to far places.

A.B.

So in the retirement end was the focus more on the engineering than the marketing or was it a combination?

J.F.

No I think it's more, well it's a combination. I think you'd have to have the engineering background and have the vocabulary and things of that kind. Maybe it's merchandising, promotional. And after that thing, I took a 3 week appointment with the Canadian Post Office and that was for the purpose of selecting and hiring qualified technical personnel to operate the highly complex mail sorting devices. That job ended up 6 years, which was a fair change from 3 weeks, and since that time I had one of the extremely interesting things and my only regret is that I'm as old as I am because I've had a retainer for the Ontario Provincial Government Ministry of Energy developing energy management programs for

religious buildings in the Province of Ontario and in the 4 years I've made contact with over 1,100 churches, visited 350 churches and synagogues and temples and it turned out to be something that was never even heard about before. Can you imagine a person like me working with the religious community?

A.B.

How do you meant that? A person like you working with religious

J.F.

Well I thought I was a bit of an infidel. Sure I pay my dues to the Protestant Christian community, but I have found that there are about 75 recognizable denominations, faiths, and creeds. I've learned where to put my hat on when I go to church; I've learned where to take it off. I've learned where to take my shoes off and where to put them on and this shouldn't happen to a fellow my age. It should happen to a younger person that's going to live long enough to enjoy these things.

A.B.

Well I don't understand why you say it shouldn't happen to you though.

J.F.

Well when so many younger folk seem to be looking for jobs, searching for things to do, when things was sitting right on their doorstep for somebody to pick up. Of course I will admit that, that it was not just as easy as it looks. I've run across plans and specifications, 50 and 60 years old that a young engineer of today wouldn't know what we were talking about. So maybe it's a case of having 50 years of experience on young shoulders that just isn't possible.

A.B.

All right, we've talked briefly before but here we are today, Sunday January 27, here we're in Chicago attending the ASHRAE Winter Meeting and you have devoted, well 55 years of service to the society and still participate. What is your active participation in the society right now, at the present time?

J.F.

As of today, I'm a member of the Historical committee, which is national. I happen to be historical representative in the Region II Canada, which is an amplification of what I was doing before for the engineering community in Canada. I'm also active in the Life Members, on the executive of that group and all told, I seem to keep myself going fairly well and also we're concerned with research collection and things of that kind, so there's plenty of opportunity.

A.B.

How do you think the society close some of these generation gaps? Do you think it's a handicap or an asset to the society?

J.F.

Well, I could be somewhat biased, but I think there's a fund of information, certainly a fund of experience available and the thing is to me, that it is not just thrown aside, cast away. And maybe by invitation, the older person is asked to continue certainly I don't think he should be one to impose himself, but also as you get older there's the matter of health and not all of us are given the opportunity of continuing actively so it becomes, there's no general statement as to what can be done. It's a matter of individual cases. I don't think the older folk should be cast aside because they have years. On the other hand I don't think they should ask or demand to be recognized just because they have those years. So there's kind of an appreciation both ways. I'm the first to admit, I don't know what the kids today are

talking about. But I think I'm old enough to know what I don't know and if I have to know something, I'll hire or become associated with a younger person. Maybe I have an opportunity to contribute to them. Certainly they have an opportunity to contribute to me. As of the present moment I have a little office of my own called an engineering company and surprising as it may seem two or three of the younger fellows that I worked with want to join up with me and get in the organization, so I don't know whether it's a personal relationship or not, but it certainly to me is a most rewarding thing to find that these younger fellows that I've known for a few years want to join up with the old man. Well I think we could have a happy relationship. Sure I can go and talk to the older people, the gray hairs, and the younger fellow can talk to the kids. We complement one another.

A.B.

Is there anything else that you would like to say that we did not over in this interview, any different areas?

J.F.

Well, Ann, this has been an extremely wide-ranging thing and I've done a lot of rambling, which is probably a sign of age, but maybe if this type of thing is a contribution to the archives and records of the Society, I very, very happy to have been a participant and you can be sure that if there's anything going on that I can help with I would like to do so. One last parting comment, in so far as preserving the record is concerned, I've been the historian of the Toronto, or the Ontario Chapter since the beginning of time. A few months ago I took all of the records of the Ontario Chapter, the minutes, the original charter and all from 1922 to 1951 and have them on deposit at the official provincial archives conservation in Toronto. They have the original banner. I am continuing to deposit at regular times, records, in so far as the chapter is concerned, and if there is anything that people want to know about the Ontario Chapter it's on the record.