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Grimaldi
3543 Broadway
Kansas City, Missouri

1958-1960

John M. Hewitt
Hewitt & Royer
607 Westport Road
Kansas City, Mo.

SKYLINES

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January, 1960

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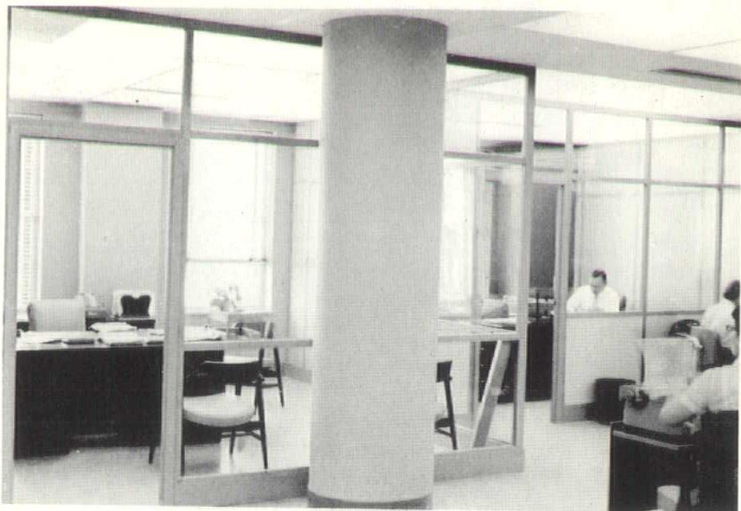
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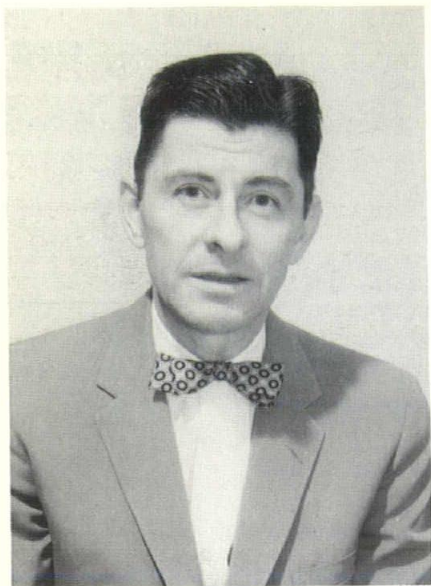
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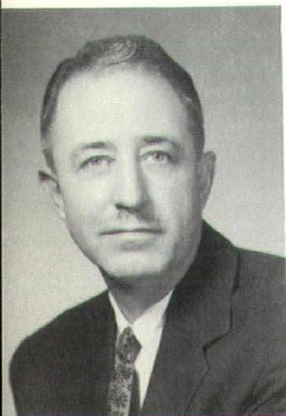
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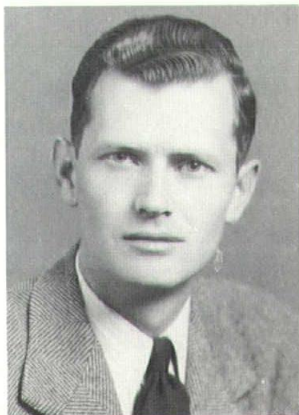


ANGUS McCALLUM
President

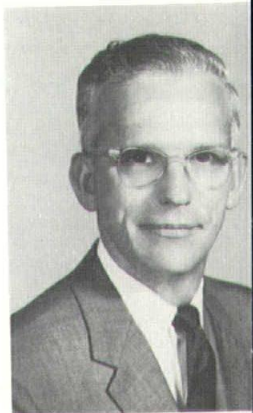
1960



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JAMES R. BAKER
Secretary



GENE E. LEFEBVRE
Treasurer

CONRAD J. CURTIS

Director 1960-62



EXECUTIVE BOARD

The architects on these pages will guide Chapter activities through 1960. Charged with the job of representing the profession in this area, all of the current officers and directors have already demonstrated their interest in Chapter affairs.

The Chapter membership as a whole, as well as individual members, are increasingly looked to for leadership in community planning and affairs. The Executive Board is aware of the architect's growing importance in our society as well as the desirability of advancing professional standards at every opportunity.

FRANK GRIMALDI

Director 1959-61



JOHN M. HEWITT

Director 1958-60



**ANNUAL REPORT
OF THE
EXECUTIVE COMMITTEE
TO THE MEMBERSHIP OF THE
KANSAS CITY CHAPTER AND THE
AMERICAN INSTITUTE OF ARCHITECTS**

Gentlemen:

Your officers and directors, composing the Executive Committee, respectfully submit this report in summary of the activities of the Chapter for the year 1959.

The year has been marked by growth in membership, and at least some progress in expanding and improving the functions of the Chapter. The stature which the Chapter has attained during the past several years, not only in our own area, but in the minds of architects over the entire country, should be a source of pride to each of us and a strong incentive to continue our development in representation of the profession. Culminating in the Honor Award which we received at the convention in June, our standing in the minds of Institute members has grown steadily during these post-war years. The efforts of the membership and our predecessors in Chapter offices have received recognition from numerous sources. John Murphy and Frank Slezak are currently serving on national committees, Dave Mackie is Chairman of the Octagon Committee on Awards; and Lloyd Roark is completing his term as Institute Board Member, and is to stand for the office of Second Vice-President of the Institute in April.

Chapter membership as of December 1, 1959, stands at 102 corporate members (an increase of 9 over the same period of last year) 37 associates (an increase of 5) and 52 junior associates (an increase of 8). Two Members Emeritus, Frederick C. Gunn of Kansas City and Walter Boschen of Saint Joseph died during the year. At the Annual Meeting in December of 1958 the membership moved that the incoming Board should establish a Chapter office in the ensuing year.

Accordingly on March 3, 1959 an office was opened at 306 Davidson Building and Mr. Gerre L. Jones employed as Executive Secretary. In addition to taking over all of the secretarial services, the office now receives all telephone calls addressed to the Chapter under our listing in the yellow section of the directory. The Secretary handles the production supervision and the administration of advertising accounts for Skylines; and has in addition, functioned as Editor pro-tem in the interim between the resignation of Dave Miller and the appointment of a new editor.

Between March 1 and December 1, 1959 the office handled a total of almost 9500 mailing pieces (an average of 49 pieces per day), which includes regular correspondence, news letters, meeting notices, and Skylines. Telephone calls (which average about ten a day), depending on the nature of the questions, are handled directly, or referred to the President or one of the officers . . . as a matter of interest the questions range from "how can I get back a deposit I put up for a set of prints" (it was not a Chapter member, we are happy to report who was increasing his income by hanging on to deposits) through applications for jobs to requests for lists of "golf course architects" and naval architects.

Public relations activities of the Executive Secretary for the past nine months have been reasonably self-evident. Publicity in the Kansas City Star has totaled 401 column inches . . . the equivalent of $2\frac{1}{2}$ full pages. A number of "spot" radio and TV releases have been made, and the coverage on the selection of the Kansas City Chapter to receive the A.I.A. Honor Award scored a "grand slam" on coverage with all three TV stations and the STAR carrying the story on the same night.

The Executive Secretary and your officers, in cooperation with the St. Louis Chapter and Officers of the Missouri Association of Registered Architects, worked with other professional groups in action in regard to six Bills which were introduced into the Missouri State Legislature. Two most serious matters were the proposal which would have had the effect of crippling our professional registration bill; and one which proposed the establishment of the office of State Architect. It is felt that in all cases our efforts were highly successful.

Delegates to the Regional Conference in Des Moines, in October, supported the candidacy of Oswald Thorson of Waterloo, Iowa, for the office of Regional Director effective April 1960; and in turn secured the promise of the cooperation of officers of the other chapters in the region in support of our nomination of Lloyd Roark for second Vice-Presidency of the Institute.

The Chapter is indebted to the Chairmen and Members of the various Standing and Chapter Committees for their activities during the year.

Particular recognition should be given to the Education Committee which, under Max Sandford, conducted a highly successful refresher program for men taking the State registration examinations; and has in addition carried on a series of meetings with the Curriculum Committee of the Kansas City Board of Education to assist in the development of a course to produce architectural draftsmen at the junior college level. The Chapter Affairs Committee met with the Executive Committee in July for a mid-year review of chapter activity. A number of the Committee's suggestions have been put into effect, and it is recommended that this committee continue their activity, meeting at least twice each year with the Executive Committee to insure a continuing re-examination of the whole program of activities.

It is strongly recommended that the professional progress of junior associates of the chapter be reported periodically by employers to the Membership Committee to the end that such members may be advanced to associate status at the earliest possible time consistent with their attainment of positions of greater responsibility in their work. As has been announced previously, the Chapter publication "Architectural Services and Compensation" has been reprinted . . . copies are available (at 20c each) at the Chapter office; and it is felt that the distribution of the publication to school boards, building committees and potential private clients will continue to be one of the most effective means of improving the standards of professional service in this area, and of bringing to public attention an objective recognition of proper levels of compensation.

Respectfully submitted,

James R. Baker
Conrad J. Curtis
Louis H. Geis
Frank Grimaldi
John M. Hewitt
John T. Murphy
Angus McCallum

8 December, 1959.

- DON'T FORGET
- A.I.A. CONVENTION
- SAN FRANCISCO
- APRIL 17-22, 1960



CHAPTER COMMITTEES FOR 1960

CHAPTER AFFAIRS

William H. Simon, Chairman
Frank R. Slezak
Ralph E. Kiene, Jr.
Martin T. Moffitt
Robert E. Ernhart

To study the efforts and objectives of all Chapter activities. To determine effectiveness of present Chapter functions. To evaluate new activities, participation with other groups, etc. Report twice during each year to Executive Committee.

PUBLIC RELATIONS

John T. Murphy, Chairman
David M. Brey
Robert Cowling
Ward H. Haylett, Jr.
John E. Hoffman
Robert G. Westvold

To promote local public relations activities. To work with Regional Committee on problem of public relations of the architectural profession.

MEMBERSHIP

Henry D. Krug, Jr., Chairman
Dale Allmon, Jr.
John L. Daw
Ernest P. Ward

To review applications submitted to Executive Committee. To recommend advancements in category. To develop a program of membership to maintain a strong chapter.

GRIEVANCE

Albert B. Fuller, Chairman
Ernest P. Ward
Joseph B. Shaughnessy
E. M. Robison

To act as advisory group only. To receive and consider charges of unprofessional conduct filed against any member.

OFFICE PRACTICE

Donald R. Hollis, Chairman
Thomas J. Geraughty
Dwight C. Horner
Arthur E. Pearson, Jr.
Guy L. Sumner
Clarence F. Watson

To study means of assisting the architect to perfect himself in his profession through technical improvement in office organization and techniques and to develop office aids to accomplish this purpose. Propose revised fee schedule as appropriate.

EDUCATION: RESEARCH AND SCHOLARSHIP

Max Sandford, Chairman
Earl R. Wilson
Thomas J. Geraughty
Porter J. Smith

The development of long range educational objectives, including education for practice and relations with the NAAB, NCARB and the ACSA. Cooperation with the vocational guidance programs of high schools in the region.

REGISTRATION

John C. Monroe, Jr., Chairman
Dave P. Clark
Harold A. Casey
Lewis P. Andrews

BY-LAWS

Frank P. McArthur, Chairman
Henry D. Krug, Jr.
David M. Brey
Luther O. Willis

AIA-AGC

Edgar B. Voskamp, Chairman
Edward M. Fuller
Cecil E. Cooper
Edmund L. Bower
Raymond E. Meyn
Robert E. Earnheart

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Kenneth E. Coombs
Evans Folger
Robert W. Royer
Robert Cowling

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Chairman
Bruce E. Law
Leslie W. Cory
Dale A. Nelson
Robert J. Koppes
Eldon K. Edwards
Paul S. Staats

MEDAL AWARDS

William M. Conrad, Chairman
Ward H. Haylett, Jr.
John E. Hoffman
Roger E. Smith

PROGRAM

(This committee from July,
1960, to July, 1961)
J. David Miller
Howard Nearing
Raymond L. Voskamp, Jr.
Joseph B. Shaughnessy, Jr.
Richard E. Gyllenborg

Act as necessary to support registration laws. Investigate possible revisions of existing laws. Cooperate with other groups of similar interest.

To prepare revised text of By-Laws including all amendments; and to obtain the opinion of counsel and approval of the Octagon as to the legality and form thereof.

To cooperate in matters of mutual interest to both organizations.

To cooperate in matters of mutual interest to both organizations.

To promote utilization of architectural services by merchant builders and to collaborate with associations in the home building field.

To plan and direct annual program of Honor Awards. To investigate possibilities of Honor Awards for outstanding examples of work in allied arts and by building trades craftsmen.

To arrange programs for all chapter meetings. Provide facilities and assistance required for social activities, dinners, programs and business meetings.

PUBLICATIONS

Frank R. Slezek, Advisor
Robert Jarvis, Chairman
Robert W. Jackson
Elizabeth M. Brooker
Gene Norton
Theodore H. Seligson
Jerome D. Jackson
Ethel Sklar
Richard N. Bills
Herbert E. Duncan, Jr.
Dorothy Quant
Roger Blessing, Jr.

To select from within the committee an editorial chairman for the Chapter publication, "SKY-LINES"; and to prepare and assemble material for each issue. To solicit contributions of photographic and editorial material from entire chapter membership. To prepare other publication matter as necessary.

K. C. '80 AND COMMUNITY DEVELOPMENT

Dwight Brown Co-Chairmen
Clarence Kivett
John T. Murphy
Charles E. Mullin, Jr.
Gene Norton
George P. Keleti
John C. Morley
Albert C. Esterly
Roger E. Smith
Donald M. Palmer

BUILDING CODE

Raymond L. Voskamp
William H. Simon

ASSOCIATES AND JUNIOR ASSOCIATES

Robert Ervin Co-Chairmen
Jerome D. Jackson
Robert E. Sixta
John J. See
Charles E. Steele, Jr.
Elpidio Rocha
Gerald B. Baru
Robert E. Champlin
William H. Wilson
Ellis R. Jones

To study problems affecting associates and junior associates. Report to the Executive Committee when requested. Act as service group for other committees needing assistance.

HOSPITAL AND HEALTH

Cecil E. Cooper
Robert W. Royer

ALLIED ARTS

Guy L. Sumner
Horst B. Engel

SCHOOL BUILDINGS

Robert S. Everitt
John R. Horner

PRESERVATION OF HISTORIC BUILDINGS

David Mackie
Homer F. Neville

FROM THE CHAPTER OFFICE . . .

QUESTIONS FROM THE PUBLIC COVER WIDE RANGE OF SUBJECTS

The executive office of the Kansas City Chapter, A.I.A., has now been in operation almost a year. In that time a list of the most-asked questions (usually on the telephone) by the public and architectural offices has been compiled.

With the thought that the questions may indicate areas needing improved educational efforts by the profession, some of the questions are shown below. A condensed version of the usual answer follows each question.

- Q. What does an architect do, anyway? (most asked)
- A. An explanation in brief form, is given of the design, site selection, supervision, etc., aspects of the architect's work. The caller is always asked for his name and address so we can send them a copy of "Architectural Services and Compensation."
- Q. Please give me the name of an architect who designs homes.
- A. We explain that many architects are interested in home design and that we have a list of all Chapter members who've indicated such an interest (the list was made up from the questionnaire sent out to the membership several months ago). We send the caller a copy of the list, together with a copy of "Architectural Services and Compensation."
- Q. What is the method of initiating arbitration?
- A. The name and address of the American Arbitration Association in New York City is given to contact and the caller is referred to A.I.A. Document M-201, Standard Form of Arbitration Procedure.
- Q. Where can I find a golf course architect?
- A. We've uncovered two of these specialists—one in Indiana and one in California. There is also a "golf course architect" in Oklahoma, but we understand he's scheduled through 1963.
- Q. Where there is a variance, which governs; the drawings or the specifications?
- A. Specifications, usually.
- Q. Where is a good architectural school? and
- (a) Where can I learn to be an architect by mail?
- (b) Why doesn't Missouri University teach architecture?
- A. To the main question, we list first the nearest schools accredited by the National Architectural Accrediting

Board, then gradually fan out geographically. Usually the caller has a specific school in mind and just wants to know if it's a recognized department.

(a) Sorry—it just isn't possible.

(b) This is a good question. M.U. formerly had a course in architecture about 20 years ago. All of the state universities in the states around Missouri have recognized schools. Apparently the Board of Curators at Missouri doesn't feel there's enough interest in one to support it.

Q. (From a supplier) How can I arrange to talk or show a movie about my product at a Chapter meeting?

A. You can't. (As alternatives we suggest he get his product story to architects through a Producers' Council session. In some cases we can suggest an ad in SKYLINES.)

Q. Can you give me the name of a naval architect?

A. Caller is referred to the Society of Naval Architects and Marine Engineers, 74 Trinity Place, New York City.

Q. How can I get a set of plans for a specific building?

A. The answer varies with the caller and the problem. We've helped locate architects, owners and generals in various cases.

Q. Where is _____? (a fly-by-night firm with a name similar to an A.I.A. member, who apparently left a lot of creditors holding the bag).

A. We don't know—always pointing out that the subject is not a Chapter member.

Q. The name and/or firm name of architects in other cities.

A. If the architect is a member of A.I.A., we can get the necessary information from the A.I.A. directory. Otherwise, we can usually run down the name in the Public Library's collection of out-of-town telephone books.

Q. Where can I find an architect to design our church (or school)?

A. We suggest that the committee select several existing churches (or schools) they like and call us back. We then determine who the architects were and give the committee the names. At the same time we suggest that we send a copy of "Architectural Service and Compensation" for their information.

Q. Where can I get a job in an architect's office?

A. The caller is asked to send in a resume. If it matches any requests for personnel we have on file from architects' offices, we notify the architect.

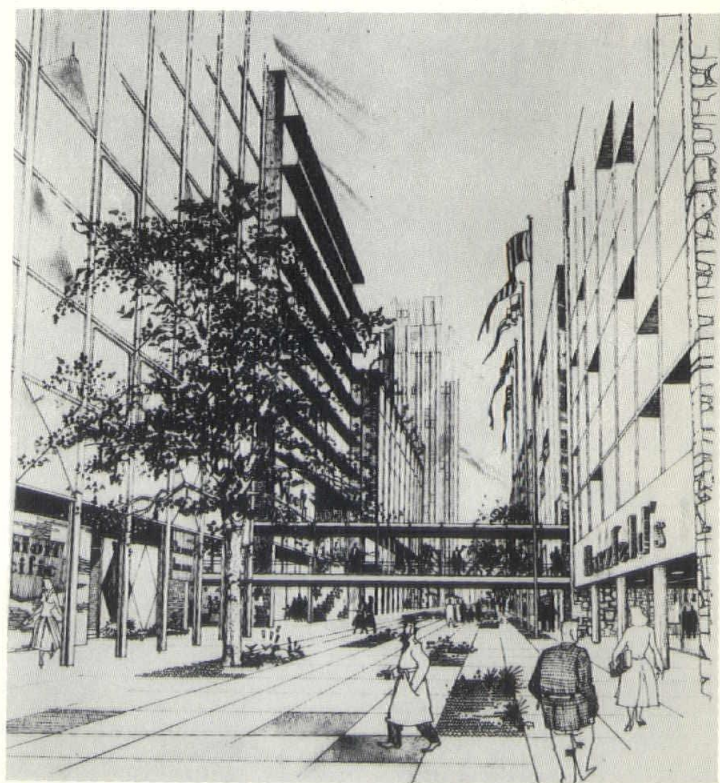
PETTICOAT LANE - - -

THROUGH THE YEARS



Most of us, through contact with KC/80, are pretty familiar with Petticoat Lane, looking east on Eleventh Street from Main, as it is now. The picture in the upper right corner is a colorized version of the photograph above, and the drawing to the right is the KC/80 interpretation.

The picture above was recently uncovered in going through the old negatives of a Kansas City commercial photographer. It is the same view as the one taken around the turn of the century. Emery-Bird-Thayer is easily recognizable on the right, at Eleventh and Walnut, its present site. Browning King & Company, on the left, has given way to Harzfeld's, of course. Few of the other buildings visible are still standing. Note the old Kansas City Junior College building in the background.



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JANUARY 13, 1960

(THE Morning KANSAS CITY STAR)

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Morning (daily average) 331,957
Sunday (average) 359,629
Weekly Star Farmer (average) 364,331

MONDAY, JANUARY 11, 1960.

AN AMAZING THREAT TO THE AUDITORIUM PLAZA.

THE Auditorium Plaza combined with the Municipal Auditorium is an outstanding feature of Downtown Kansas City. Any serious talk of selling the park for private development seems incredible. This is one of those rare projects of bold vision that distinguishes a city. The park with underground parking provides a splendid approach to the Auditorium. With further development on two sides the Plaza might become more impressive than the famous Union Square of San Francisco.

The proposal before the council is to lease the air rights over the park for the construction of a hotel possibly combined with office space. From the city's standpoint the idea is so preposterous that you would think it would be turned down without further discussion. Instead, the proposal is being turned over to the city councillor for a report on the legal obstacles.

We don't pretend to know whether some legal way could be found to sell out the Auditorium Plaza. At this stage we don't care. It shouldn't be necessary to explore the city's legal rights to do an incredible thing. There is no question of the council's legal authority to turn down the proposal.

A new hotel should be a fine development for Kansas City. Given an economically sound project, a hotel could be built without taking the city's most valuable small park. There are other possible sites that could be cleared to the general advantage of Kansas City.

Obviously the city could offer a special inducement by handing over the site for a relatively small rental. It looks like a form of subsidizing a private business. If the council could sell Swope park to private developers at bargain rates it could stimulate a building boom. And ruin the park system.

You don't build cities by selling off their rare distinguishing features. The people of Kansas City showed vision by voting bonds for the Auditorium Plaza. We hope vision hasn't lapsed in the City hall.

CRITICAL OF HOTEL ON PLAZA GARAGE

Angus McCallum Hits Proposal to Lease Air Rights at Auditorium Park.

WOULD MAR CIVIC BEAUTY

Suggestion Is Now Before City Council, Architect Tells Lions Club.

The president of the Kansas City chapter of the American Institute of Architects declared yesterday that the proposal before the city council to sell or lease air rights above the Auditorium garage plaza for commercial purposes would be a desecration of a civic beauty spot.

Angus McCallum, partner in the firm of Kivett & Myers & McCallum, in a talk before the Downtown Lions club at the Hotel Muehlebach, said the proposal apparently indicates the city no longer is willing to make the civic efforts necessary to insure growth and progress.

"Carrying the proposed plaza desecration a few steps further," McCallum said, "it is not too difficult to envision the Liberty Memorial mall leased to a drive-in theater operator and the Volker Memorial fountain utilized for a public swimming pool."

McCallum quoted parts of an editorial printed in The Times Monday morning concerning leasing of air rights over the Auditorium park for construction of a hotel.

"This fantastic proposal," he said, "should bring a flood of protests from our citizens—and the citizens of Liberty, Olathe, Independence, Grandview—from everyone of us who believes in the future of the Heart of America."

"Needless to say," he said, "one of our greatest crimes against our civic responsibilities is our complete indifference to the importance of the ballot box."

"Speaking as an architect and, I trust, for all architects, as the ones responsible for the design of the physical environment of our city, we can in conscience only resist any and all such efforts to destroy the enlightened approach to civic responsibilities and planning."

McCallum said that civic interest in Kansas City has been diluted by the mass migration to the suburbs.

JANUARY 16, 1960.

THE KANSAS CITY STAR.

Founded September 18, 1880, by
William Rockhill Nelson.

The Kansas City Star Company,
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During December, 1959, the net paid circulation of the

Star was as follows:

Evening (daily average).....336,051

Morning (daily average).....331,657

Sunday (average).....159,429

Weekly Star Farmer (average).....568,331

THURSDAY, JANUARY 14, 1960.

CONSTANT FIGHT TO PROTECT
A FINE CITY.

THERE can be little doubt by this time as to how the public stands on the proposal to sell off Kansas City's one downtown park for a private hotel development. The disclosure that certain city officials would even take the plan seriously enough to investigate its legality has been greeted with widespread amazement.

The president of the local chapter of the American Institute of Architects obviously delivered the verdict of his fellow-citizens, when he called the proposition "fantastic" and pointed to the implications of a philosophy which would treat the Auditorium park as a marketable commodity. Where, indeed, would you stop, once you had established that precedent?

Fortunately, this community has a great tradition, against which to judge all attempts to exploit on a commercial basis what has been done for the common good. Few Kansas Citizens now have even a childhood memory of the tremendous struggle required in the 1890s to create our park and boulevard system. But that battle has become part of the Kansas City legend.

To be sure, it may sometimes seem that the moral of the victory over those earlier forces of civic reaction had been forgotten. And there have been recent instances, when the vision of the men and women who built the city we know has appeared to be vanishing under the impact of short-sighted concepts of the public interest. So far, however, almost every major challenge has produced the necessary resistance.

THE board of park commissioners has been particularly active, whenever a threat has developed to the city's present system or to plans for its future expansion. The city plan commission has valiantly opposed proposals for spot rezoning that weaken the whole fabric of orderly growth. Only the other day these two bodies joined with a unanimous city council in halting one such project on the main north approach to our new Cultural Center. And they have usually been able to count on the support of an aroused public opinion.

The general response to the Auditorium park proposition offers the latest proof of the vitality of a tradition that hard-won community assets must not be frittered away at the behest of private enterprise. Yet it is not always easy to hold the line.

Such attacks have not, and will not, cease. Constant vigilance and the ability to foresee consequences remain essential if we are to preserve—let alone build on—the magnificent achievements of our local past.

THE KANSAS CITY TIMES

JANUARY 15, 1960.

A PLAN TO PAY FOR SPACE

Hotel Firm Would Spread
Payments Over 50 Years.

A proposal whereby the Hilton Hotel corporation would pay 2 million dollars, with payments spread over 50 years, for the air space above the Auditorium Plaza garage was made yesterday by Ray Moseley.

Moseley, a real estate developer, said in a letter to city councilmen that the proposal might be a means of getting around a 30-year lease limitation the charter requires on rented city property.

"We believe the corporation would consider paying 2 million dollars for this, payable at the rate of \$125,000 constant for 50 years," Moseley wrote. "This would mean you would get your 2 million dollars plus interest at 6 per cent, and should overcome anything pertaining to a 30-year lease objection."

Moseley appeared recently before the city council and said Hilton desired a 99-year lease that would allow the firm to erect a hotel over the garage. He was reminded then of the 30-year limitation.

DROP ALL TALKS
ON HOTEL PLAN

Council Decides to Drop Talks
on Using Auditorium
Garage Space.

THREE OPPOSE ACTION

Hilton Spokesman Says An-
other Site Will Be Sought
—Will Not Fight City.

Consideration of the Auditorium Plaza garage park as the site of a 1,000-room hotel was dropped by representatives of the Hilton Hotel corporation yesterday after four city councilmen said they were against any further talks on the matter.

"We want to go on record as withdrawing the proposal," said Ray Moseley, realtor, who had been working on the proposal for the Hilton firm.

To Abide by Ruling.
"We want to do what is best for Kansas City," Moseley said. "If the council feels this isn't the right thing, then we'll have to look for another site."

Earlier yesterday, Moseley sent a letter to all the councilmen, offering to withdraw if the council so desired.

"We have no desire, nor does Hilton, to fight the community," Moseley wrote. "We felt we were rendering the city a real service and if it is not so interpreted, we definitely wish to withdraw the proposition."

The motion to discontinue talks on the proposal was made by Councilman Charles C. Shafer at the end of yesterday's council meeting. Councilmen Sal A. Capra, Joseph M. Nolan and Thomas J. Gavin voted with Shafer.

Believe Action Hasty.
Councilmen Harry S. Davis, Joseph M. Welsh and Mayor Bartle voted "no," saying the action was too hasty.

Councilman William R. Royer had already left the meeting when Shafer made his move. Councilman Charles W. Fisher was out of the city.

Shafer said the council had been receiving adverse publicity since Moseley's proposal was made. Moseley said Hilton would be interested in either paying \$125,000 a year rent on the property for 99 years, or buying it for 2 million dollars with payments spread over 50 years at 6 per cent interest.

Critical of Park.
But Davis said Shafer and the other councilmen had taken criticism before, and they could stand a little more while they gave Moseley's suggestions more thought. Davis said the park was little more than an expensive show place seldom used by anyone.

Capra said he must side with Shafer, because the Auditorium Plaza park was one of the few park improvements made by the city in his district.

HOW TO IMPROVE BUSINESS AREAS



The following article on business community planning is another addition to the growing bibliography on revamping and restoring the Central Business Districts of our towns and cities. Reprinted by permission from the October, 1959, issue of *TODAY'S BUSINESS*, the article has one rather noteworthy omission—nowhere will you find a reference to an architect or the services he is willing and qualified to make available to groups interested in planning. If you can forgive Mr. Stephenson overlooking the entire profession, you'll find the article contains some interesting material which, if not particularly new, is at least stated in understandable terminology.

Our cities are generally from 50 to 150 years old. Yet we continue to live, plan and do business in them without looking to see if they reflect our changing way of life and commerce. Our business districts, which are usually among the oldest portions of the city, have, in some cases, stagnated completely. So says Ralph J. Stephenson, one of the country's leading planners of business areas. In the following copy Mr. Stephenson cites his concepts and recommendations.

SOME INDICATORS. Most business people sense something is wrong. They are aware of vehicular traffic congestion with little increase of pedestrian traffic; they suddenly realize how old and decrepit some of the business buildings are; they have experienced uneasiness when they find their suburban competition is grossing \$70/square foot to their \$50.00. These and other indicators illustrate that they cannot expect to maintain a good competitive position just because they have traditionally done well at a certain location.

At this point it is important to examine some basic facts to help establish a firm footing. First, people are the most important ingredient in the city. Without them there would be no need for shops, offices, banks, hospitals, theaters or even parking. People always have and, in the foreseeable future, always will represent one of the few constants for planning our environment. Most humans have somewhat the same physical characteristics, enjoy most things in common, and are subject to similar annoyances and discomforts. Our business communities should be primarily planned—not for automobiles, nor for stoplights—not for streetcars, nor railroads, nor buildings—but for people.

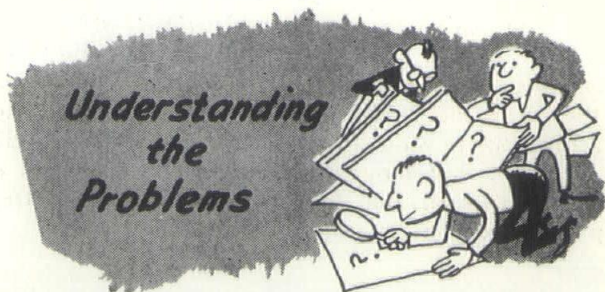
THE PEOPLE CONCEPT. By starting with the people concept a new and fascinating range of possibilities opens up. There are endless ways of arranging parking lots, streets, utilities, buildings, busses and cars so they serve, not dominate, the business community population. The successful application of this idea to many outlying shopping centers has convincingly proved its validity and soundness.

What can we do to improve our business areas? There are four well-defined phases in a program of planning for the existing business community: 1) Understanding the problems; 2) Organizing to solve the problems; 3) Planning; 4) Implementation.

Unless a proper understanding of the problems is had by all affected parties, inadequate motivation will plague any effort to properly plan the business community.

There are important questions that must be answered at this time:

QUESTION: What are physical symptoms indicating study of business community problems?



Congestion, encroachment of physical blight, and a declining rate of increase in business volume are the tangible symptoms.

Not so apparent but equally important signs are reluctance of outside business interests to locate in the community; poor employee efficiency and attitude; lack of occupant enthusiasm and increasing absentee ownership.

QUESTION: Why should any effort be made to save or replan an existing business community?

To understand what a business district can mean to the community look at any downtown area. Downtown is not just a retail district. It houses governmental, commercial, culture and entertainment facilities; it contains offices and hotels; and is the terminus for practically all mass transportation which enters and leaves the city.

It is the focal point of community life, where a large segment of the urban population work, play and meet. Financially it is the area that, with industry, contributes more dollars per square foot in tax money than any other land in the community. To allow a business community to deteriorate and die is an unthinkable waste.

QUESTION: Who should initiate a planning program for the community?

Two main groups normally sparkplug a planning effort—the municipality and/or private enterprise.

The city planning commission is usually quite sensitive to the planning needs of the community. However, as with most governmental agencies, they must distribute their efforts fairly and equitably among all parts of the city.

This means that although the business sectors will receive their share of attention, it unfortunately is not always available in sufficient quantity to insure a proper job of planning. Adequate funds might not be available, personnel skilled in commercial planning problems may be lacking (particularly in smaller communities) and political pressures might make government hesitate to engage in detailed planning of the kind needed for effective action.

Private enterprise, on the other hand, is well equipped to contribute significantly to a planning program for

its business area. Adequate funds are usually available to retain competent professional assistance, planning contributions made by members of the business community can be earmarked without criticism from other parts of the city, and sound, concerted action by business groups is usually assured a sympathetic ear by governmental agencies concerned with implementation of planning efforts.

Experience has shown that a jointly initiated program in which city government and local business interests cooperate is the soundest possible procedure. Usually it is necessary in these cases that the business interests finance the planning operation and see that proper recommendations are brought before the city government.

QUESTION: Can the business community be planned separately from other parts of the city?

Yes, business district planning can proceed independently of most other city planning efforts so long as the impact of the trade area is considered. This does not mean to say these other planning efforts should be ignored.

However, the business community is usually a unique area of a definable size and with specific and peculiar problems. Its planning can be compared to the planning of a regional shopping center which is fitted into an existing network of roads, buildings and people.

In many cases proper planning of the business district actually gives direction to the establishment of a better physical and economic relation between the components of a community. A properly planned business district tends to encourage better and more logical growth of neighborhoods, recreational facilities and street patterns.

QUESTION: Is it necessary to tear down and start over when replacing an existing business community?

No! Any meaningful plan is based upon an absolute minimum of enforced demolition. Experience has demonstrated that this goal can be achieved by careful planning. Naturally a replacement program is always underway in any urban business district. A good plan gives direction to such a program within the competitive forces of our free enterprise system. Upgrading and replacement of obsolete structures along with better land use must be a result of increased land value and return to the property owner and investor.

QUESTION: Who should participate in a planning effort for the business community?

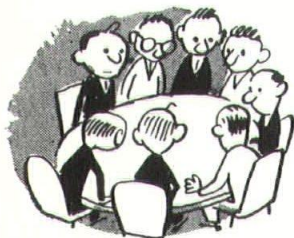
Everyone of its occupants and land holders.

The time has passed when our prime competition was the store next door, the bank around the corner, or the hotel across the street. Competition now is other business districts. The modern customer is so mobile that she can visit several trade areas in a single shopping tour. The aim of a business community should be to make their area the place where the customer can browse, compare and buy without shop-hopping to another business area. Thus, it is a collective responsibility for every occupant of the business community to interest himself in its over-all improvement. Merchants, newspapermen, bankers, hotelmen, all are needed to insure sound thinking and successful results in replanning the business community.

At this point in the planning program it can be assumed that awareness and interest have been sufficiently stimulated to make some preliminary organizational efforts worthwhile. Several methods can be used. For example, eight or ten businessmen might form a task force to study the problems faced; conduct an educational campaign among other persons in the community. This task force, as it gains acceptance of its ideas and support for its goals, can undertake preparatory steps for the formation of an entity to carry out the program contemplated.

PILOT GROUP. Occasionally an existing organization—such as the Chamber of Commerce—can initiate action through a branch or committee of the parent organization. An early pilot group formed in this manner has the advantage of an established administrative and financial pool from which to draw.

Whatever group takes the early steps, its membership should be as diverse and representative as possible. Adequate opportunity should be given everyone to ex-



*Organizing
to Solve the
Problems*

amine, question, analyze and constructively commend. If funds are available, the group should counsel with competent professional planning help. Such consultation will insure that preliminary efforts are being directed in the proper channels and that the most efficient and useful expenditure of members' time and efforts is being made.

Activities of the task force should be related to building a sound foundation for the continuing planning effort since at some point it invariably becomes desirable for the long-range planning group to form its own independent, autonomous organization.

The organization can remain a small committee which has the advantage of flexibility, but the disadvantage of poor representation and expensive individual funding; it can become an association pledged to give all its members an equal voice in its proceedings; or it can be established as a non-profit corporation, elect a board and issue stock.

The latter course of action has many advantages. It gives continuity to the business entity, provides tax benefits to contributors, and is a business-like method of running what amounts to a substantial planning operation.

Concurrent with its educational and organizational activities, the task force should begin collecting data which will be of educational value as well as being valuable to the planner during the actual planning phase.

Such data might include:

1. Business Statistics—Sales volumes within the area related to establishment size and type and covering 5-10 year past period.
2. Traffic Counts—Physical counts of the number of cars and/or pedestrians, passing key points or stations during certain time periods.
3. Comparable Business Data for Competitive Business Communities—Might include dollars per square foot volumes; car spaces per square foot, areas of various establishments by type and estimate of trade area size.
4. Occupancy Rate, Real Estate Values and Assessed Valuation Data for the Business Community Relative to the Entire City.
5. Absentee Ownership Data for 5-10 Year Past Period.

LAYING THE GROUNDWORK. There is much other information which must be collected in the planning proc-

ess. However, its gathering and evaluation is best left to the professional consultant with whom the group will ultimately work.

When it is apparent that the program has reached as far as it can go without trained technical assistance, it is time to consider the retention of a professional planning advisor. The city planner, if one exists, should now be formally approached and asked to assist. If he is able to undertake a detailed study of the business district, by all means solicit his active aid. However, often the planning department is severely understaffed and will be unable to undertake the comprehensive study you will need. In this case, retain an independent consultant, making certain your own local planner understands the situation thoroughly, is sympathetic to your requirements and is encouraged to participate in the entire planning effort as much as possible.

Occasionally a community will have no planning agency. In such cases, the cooperation of the mayor, the manager and the council is solicited when undertaking the study. These parties can contribute significantly to the group and the planning consultant during the implementation of the plan but should be involved early to insure their full support.

Likely, they will require only to be kept posted on progress and will want to avoid active participation until they have specific duties to perform relative to their own governmental positions.

A WORKING FUND. Whichever course is adopted, the sponsoring group should next establish a working fund. The fund should be large enough to finance a minimum of one year's, and preferably two years', activity. Uses to which the fund is put will include planning fees, preparation and conducting of an educational program, and administrative expenses such as duplicating and mailing. Although the amounts required will vary from city to city, a rule-of-thumb allotment of funds for a two-year period might be:

Planning fees	70%
Educational program	12%
Administrative expenses	3%
Continuing planning fees during implementation phase	15%

Money can be raised by one or more of several schemes, including:

1. Assessment by property valuations.

2. Assessment by uniform contributions.
3. Assessment by front foot occupancy.
4. Assessment by business volumes.
5. Voluntary contributions.
6. Contributions from city planning budget.
7. Grants from non-profit foundations or funds.

There are, of course, other means by which business community planning can be financed, but the above represent the most common methods in use.

THIS ARTICLE WILL BE CONCLUDED IN THE
FEBRUARY SKYLINES

CHAPTER NEWS

- Judged the best home Christmas decoration in the annual contest sponsored by the Junior Chamber of Commerce was the display at the home of Frank R. Slezak. The display was selected as the best of more than 300 entries and won a savings bond and trophy for the Slezak family.
- Angus McCallum spoke on KC/80 to the Kansas City Host Lions Club on Thursday, January 12, and on the Profession of Architecture to the American Association of University Women on Wednesday, January 13.
- James Mantel and William Conrad recently announced that Charles E. Steele is a new associate member of the firm of Conrad & Mantel.
- Jim Marshall and Dwight Brown, founders of the firm of Marshall & Brown, were hospitalized at St. Mary's Hospital after a serious accident in the going-home traffic at 27th and Main Streets.



**"... so much for
so little!"**

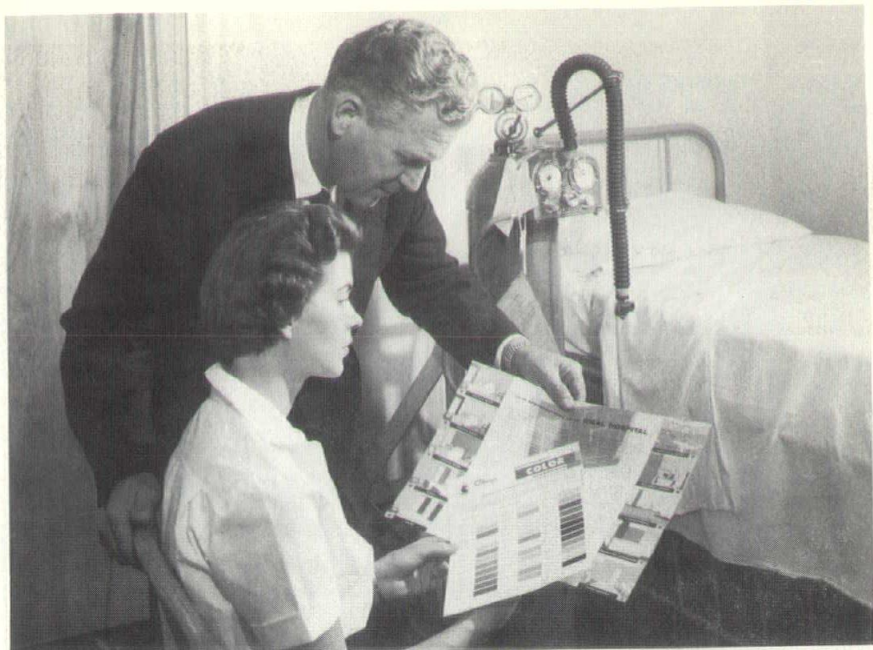
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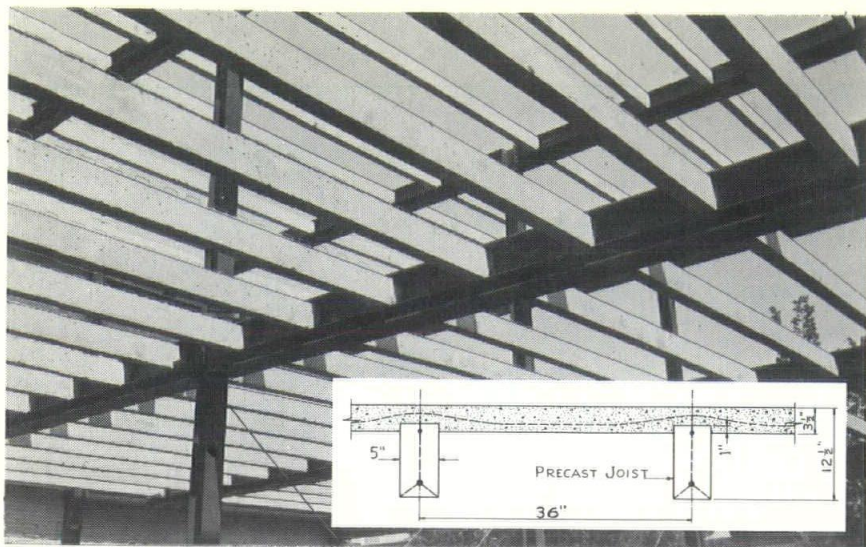


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Harzfeld's Addition, Country Club Plaza, Edward W. Tanner & Assoc. — Architects
Harry A. Noble — Structural Engineer, J. C. Nichols Co. — Contractors

Precast Haydite Concrete Structural Members

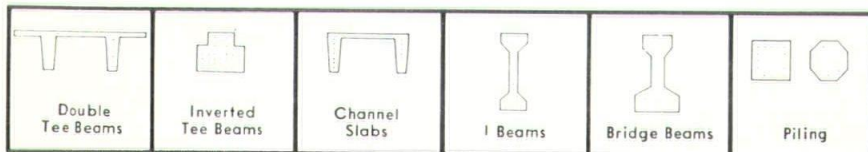
Precast Haydite concrete joists with a $3\frac{1}{2}$ " Haydite Concrete floor poured over standard Corruform was the solution to the weight and fireproofing problems of this 2-floor and roof addition to Harzfeld's.

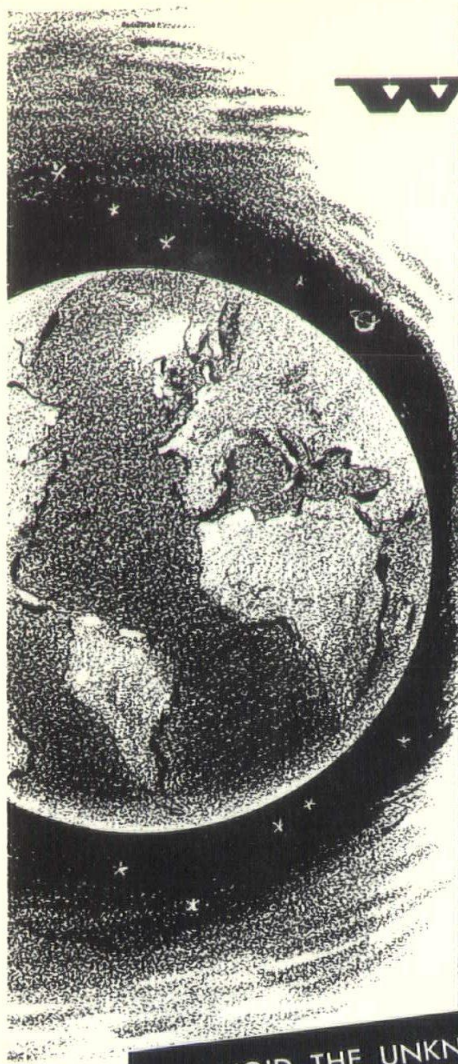
Result: a total weight of 40# per square foot of floor construction.

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