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September 16, 1960

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ETERNAL VIGILANCE IS THE PRICE
OF MAINTAINING AUDITORIUM PLAZA PARK

The following pages present by newspaper clippings the chronology of the latest attempt to sell the Auditorium Plaza garage for commercial development. Readers may recall a similar presentation in SKYLINES for January, 1960.

Since the 1960 clippings, as preserved in SKYLINES a year ago, proved valuable for reference purposes in the 1961 version, we have a two-fold reason for repeating the feature; to keep the stories in permanent (albeit miniaturized) form and to set out the whole story as it developed, built to a climax and the epilogue as contained in the STAR's editorial for Saturday, January 28.

Whatever moral or message may be contained herein must be drawn by the individual reader.
A GARAGE SALE
PLAN TAKEN UP
Council Will Ponder a Purchase Offer by Ray Moseley.
ITS LEGALITY IS ASSURED
Shafer and Nolan Say the Public Opposes Auditorium Plaza Project.

In his argument for the sale, Moseley said that a study has revealed that it is physically impossible for the garage to make enough profit to pay the principal of the bonds. He also pointed out that the city, if it desires a downtown park, could condemn land anywhere for the purpose.

Six Votes Are Needed.
The sale of the garage will require approval by six councilmen.

Pointing out that the council had considered several times leasing or selling the garage, Mayor H. Roe Bartle said no time should be wasted on the consideration of this offer.

"This is something that has to be taken care of in the next two weeks," Bartle said.

After Moseley had gone, Councilman Joseph M. Nolan said that Moseley had failed to produce a sufficiently detailed plan of the proposal for the garage site.

"It looks like a guessing game," Nolan said.

Shafer said that the citizens in the past have indicated they do not want the garage sold.

Arguing for the disposal of the garage, Councilman Harry S. Davis called it a white elephant, in that it had failed to pay.


THE AUDITORIUM PLAZA IS BEYOND PRICE.

INCREDIBLE as it may seem, several of the city councilmen (perhaps a majority) are considering sale of the Auditorium Plaza, the city’s downtown park and underground parking station. So far, the selling talk has gone ahead on the basis of only generalized proposals from Ray Moseley, the real estate broker. He indicates that a client would put up a big building on top of the garage site.

"It looks like a guessing game," Nolan said.

"This is something that has to be taken care of in the next two weeks," Bartle said.

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GARAGE AS THE SITE FOR ANOTHER HOTEL

The sale of the Auditorium Plaza garage and park would lead to a new hotel here, Ray F. Moseley said in a letter to The Star today. He suggested the park could be replaced by one obtained through condemnation of property on the north.

The letter referred to an editorial in The Star entitled "Auditorium Plaza is Beyond Price." It contends that comparing the sale of the garage with sale of park land or the Municipal Auditorium is ridiculous.

The letter:

"In the first place, the park board cannot sell any of its property; therefore, it could not sell Loose park or Swope park and, I believe you will agree that, and in the second place, the Auditorium itself would not make a wonderful factory or store building, so your three comparisons are unfair.

Initiative by City.

"As to the facts—we were approached recently by certain members of the city council inquiring if we still have a client interested in purchasing the garage in the event the city decided to sell it. The city council was the opinion of some councilmen (that it would be better to sell it than operate it).

"What we have been talking about is not a deal that would involve the elimination of the park, but which would give Kansas City a hotel. We do have a client that is interested in buying the block. Twelfth to Thirteenth, Wyandotte to Central, which would include the garage and our suggestion to the city was to sell this garage, which seems to be a costly operation to the city, and we in with it the acquisition of another downtown site. They do by far for the city, by which procedure the city would lose nothing because it could still maintain a park elsewhere close by but would gain the thing it needs most—a large hotel.

"For five years, we have diligently tried to work out a deal for a site north of the Twelfth to Twelfth, Wyandotte to Central to build a large hotel, believing that was the most desirable development for downtown Kansas City."

"We were unable to complete a deal on that site. We believe we have exhausted every other downtown site because no responsible hotel operator will build a large hotel south of the fourteenth or west of Wyandotte nor north of Eleventh or east of Baltimore. Furthermore, they need a large tract of ground and we have, we believe without question, tried every uninhabited area in this area to no avail and the Municipal Auditorium garage property was the last resort to try to get a large hotel for Kansas City.

For More Conventions.

"There is nothing Kansas City needs as much as a large hotel, which with the present facilities now in Kansas City, will be able to get conventions that are not now possible, which conventions would help all our stores, restaurants and—1 am told—even the other hotels.

"Please understand, we have no intent or desire to eliminate the garage. If people of Kansas City want a downtown park, we think this is fine, but we don't believe it has to be in this particular place, where due to the elevations of Wyandotte, it is of very little benefit to the auditorium as a park. The only advantage is from Twelfth street. As an illustration the Eleventh to Twelfth, Wyandotte to Central block would be a much better location for a park without a garage.

"Our hotel client would still very much like to have the Eleventh to Twelfth, Wyandotte to Central block, which it could acquire this property for a price if it is available at a fair price, but we believe from past experience that some of the owners in this block this will not sell us at a price that would make a hotel deal feasible, but the city has ways in which it could acquire this property for a park at its actual value. None of the property now is covered with buildings that are an eyesore and the park is not surrounded with beautiful buildings, as your article infers. The buildings to the north and west are far from what you described them to be.

For Another Park.

"If our people should acquire the garage site for a hotel development, they would naturally look with favor on a park in the direction in which the garage goes, as very desirable, and we believe the city could materially improve its financial position by finding out a location and acquiring a site elsewhere for a park, to say nothing of the additional revenue that the new development would create in taxes.

"We made explorations to the San Francisco Union Square. How about Los Angeles' park over their garage, which was one of the first of its kind in America? While I am told the garage is such a success, the parking lot would like to get rid of this park.

"The writer does not care to suppose The Star, which is unquestionably one of the greatest influences in the West, and which has always been friendly to the writer; on the other hand, we believe you have been misinformed as to the facts in this case because there was no intent on the part of the writer to eliminate the park, The only thing our company is attempting to do is get a large hotel for Kansas City.

As Unfair Competition.

"The municipal garage is simply the city in competition with private industry—and I don't believe The Star would want its property owned by the city government competing with them. And I don't think the city has the right to conduct a business competitive to private business unless it is something that cannot be handled otherwise—such as a supply of water—and this is not the case with the garage.

"Answering your article further, the city would not be liquidating its public assets in selling this garage; for if a downtown park is desired, as previously stated, this is simple to acquire by the city using the same method it did the day to acquire the present site.

"The selling of the garage and if the park is desired by the city, it can be made a part of the deal so this part of the funds from the sale of the garage go towards acquiring a site for a park close by.

As Great Asset.

"We agree the city's future is beyond price, but we believe and are sure lots of others agree with us from what we have heard, that a large hotel in the downtown district would be one of the great real estate developments. If such a development, we are sure clients, nor any other hotel operator would be interested in coming here.

In conclusion, all we are suggesting is that the garage is presently operated by the city government in competition with private interest, he sold to a developer who will build a large hotel and still maintain the garage for its present use.

"The sale of the garage and if the park is desired by the city, it can be made a part of the deal so this part of the funds from the sale of the garage go towards acquiring a site for a park close by.

ARCHITECTS LIST

GOALS AT DINNER

Two Speakers Outline a Program for the Kansas City Chapter.

WOULD KEEP GARAGE PARK

Group Will Oppose Sale to Private Interests—John M. Hewitt Is Elected.

Goals of the American Institute of Architects were outlined last night by two speakers at the annual dinner and installation of officers of the Kansas City chapter.

William H. Scheick, recently named executive director of the A. I. A., with headquarters in Washington, was the first scheduled speaker. After word was received yesterday afternoon that he was delayed in Denver, Oswald H. Thorson of Waterloo, la., central states regional director, was obtained as a substitute. Scheick arrived in the middle of the dinner at the Carriage club to provide the 80 members and their wives a double feature. Thorson had arrived earlier by plane from Iowa.

Oppose Garage Sale.

A third program planned in the event neither speaker appeared was presented in an abbreviated form. It was given by Angus McCallum, immediate past president, and read in unannounced approval of a motion that the chapter continue to oppose any move for commercial use of the Auditorium Plaza garage and park.

The three goals of A. I. A. presented by Scheick:

1. To continue to exert a major influence for creation of a cabinet official for urban affairs.
2. To provide for the health of the profession.
3. To create an environmental arts center as a new headquarters where architects and others working with them could meet in forums and for advance studies.

Wells of Research Need.

Thorson, a member of the firm of Thorsen & Brom in Waterloo, discussed action taken at the recent board meeting in Washington and stressed the need for a new research program. Scheick installed these chapter officers:

John M. Hewitt, past president of the firm of Hewitt & Royer, president; Frank Germain of Shaugnessy, Rowser & Germain, vice-president; William M. Conrad, secretary, and Maxwell T. Sandford of Des Moines, director.

A plaque was presented McCallum for outstanding service during his two terms as president and a certificate for outstanding service was awarded to James R. Baker, outgoing secretary.

Frank Sierzak, chapter past president, was the master of ceremonies.


OPEN SPACES NOW A DOWNTOWN TREND

Director of Architects Institute Says Major Cities Are Following the Plan

BLOCK HERE AS EXAMPLE


The new executive director of the American Institute of Architects commented here today that a proposal to build a hotel on top of Kansas City's Auditorium Plaza garage is the complete reverse of a nationwide trend to create open spaces downtown.

William H. Scheick, Washington, a speaker at the annual Kansas City A. I. A. chapter dinner last night, said the block-square park between Twelfth and Thirteenth, Wyandotte to Central, with its fountain and landscaping would be envied by many other large cities.

Many Communities Join.

"Every major city in the country is doing what it can to create open spaces downtown, not fill them in," Scheick said.

He emphasized that he commented only on the architectural considerations involved here, and not on other specific factors involved in the controversial negotiations between the city council and Ray F. Moseley, realtor, who seeks to acquire the garage site for a hotel.

Re-establishment of the park on the block to the north would upset the developing pattern of a central plaza, Scheick noted. The area now has the Municipal Auditorium south of the park, modern hotels and an attractively-remodeled garage front on the east. Older, less desirable buildings on the blocks to the west and north offer future development potential he added.

"The Seagram building in New York occupies only a part of the tract it is built on, the remainder being utilized as park-like open area," Scheick said.

"Rockefeller Plaza is an older, better-known example of a private developer creating space for trees, fountain and sculpture to make a downtown site attractive to the public." Such features, built on premium real estate, achieve aesthetic values at considerably lower sacrifice of utilitarian building space, he asserted.

The Norton building in Seat-
It should be time for men who talk about selling the Auditorium Plaza to come down to earth. Presumably the council has a legal power to sell but it would be in clear contradiction of the will of the people. They voted the bonds for a downtown park with underground parking. For their money the people got a distinguished feature of downtown Kansas City and it belongs to them. This isn’t something to be huckstered away on the whim of a half dozen councilmen and a real estate operator. These revived arguments about competition with private garages and the value of a park were settled some years ago by the final authority—the voters.

We have no quarrel with Ray Moseley, the real estate broker. He is in the business of making money. The responsibility for protecting the public’s priceless assets falls on the council.

The only new reason for a sale is based on Moseley’s claim that this is the one tract that he can sell for a hotel. Certainly an additional fine hotel should be a splendid asset for the city. But it is a strange situation if the only remaining place for a hotel is on a city park. Not for a minute do we believe that Kansas City’s growth potential is so pitifully limited.

Several years ago a big hotel chain showed an interest in a large tract east of the Auditorium. The project was dropped but not for lack of a site.

This bizarre idea reaches a kind of climax with Moseley’s suggestion that the city let him sell the Auditorium Plaza and then condemn the block to the north for a substitute park. The city has already used its condemnation powers to assemble the present site. To sell and start over at a new site would be intermingling the city’s condemnation powers and private dealing to an amazing and expensive degree.

Perhaps a purchaser might hope to make a saving on cost by picking up an already assembled tract from the city. If a special inducement is needed to attract a hotel the city should be able to offer something other than an outstanding feature of its downtown district.

The Auditorium Plaza was conceived as part of a vision for the future of Kansas City. By their votes the people showed that they believed in the vision. To turn back now would be outrageous.
A TRIAL vote taken Wednesday indicated a majority of the city council favored selling the Auditorium Plaza garage, it was learned yesterday.

Six of the nine council votes are required to sell city property.

Favoring the sale in a vote taken at a closed meeting were Mayor Bartle, Councilmen William E. Royster, Charles W. Fisher and Councilman Joseph M. Welsh.

Councilman Harry S. Davis, who did not attend, is known to favor the sale. Councilmen Thomas J. Gavin and Charles C. Shafer voted against the sale and Councilman Joseph M. Nolan, who was not present, also is against selling the garage.

Councilman Sal Capra, who will cast the deciding vote if council sentiment remains the same, arrived late at the meeting and did not commit himself. He has since declined comment.

HOPE TO SETTLE ISSUE

Chapter Declares in Letter to Mayor and Council That People Oppose Move.

The Kansas City chapter of the American Institute of Architects yesterday reiterated its stand against the proposed sale of the Auditorium Plaza garage in a strongly worded letter to the mayor and city council.

The chapter recommended in the letter that the Auditorium Plaza Park and the air space rights above it be deeded to the park department.

Such action, the letter stated, would be the logical and desirable disposition of the land and further would relieve the "council of an annual debate as to whether it can or should dispose of the area."

Once land is deeded to the park department and becomes park property it can be disposed of by the city only after a vote of approval by the citizens.

Unanimous in Opposition.

At its regular meeting Tuesday, the chapter unanimously adopted a resolution opposing the sale of the plaza.

Ray Moseley, a realtor, has told the city council that he represents a client who wishes to buy the land and build a hotel there. Twice before Moseley has sought to purchase the property and lease the air space over the garage.

The council announced last week it would decide in two weeks whether to sell the garage.

Six council votes are needed to sell it.

"Almost 12 months ago to the day," the letter states, "the first attempt was made to convert Kansas City's Auditorium Plaza garage to private commercial development. At that time many civic and professional groups, including the Kansas City chapter of the American Institute of Architects, spoke out in protest against what seemed to be a clear violation of proper city planning and development of the central business district."

Have Support of Public.

"That such a move would go against the express desires of the voters, who elected to support a bond sale to build the Plaza was also a consideration."

FIRMLY AGAINST SALE OF GARAGE

Architects Repeat Opposition, Urging Site Be Given to Park Department.

The Kansas City Times for January 16, 1960, carried the following statement by the original proponents of the sale plan:

"We want to go on record as withdrawing the proposal. We want to do what is best for Kansas City."

The letter continued, stating that like an apparition the plaza sale question seems doomed to arise again and again. The letter then referred to the resolution adopted Tuesday by the chapter so that its continued opposition to a sale would be plain.

Cite Need for Hotels.

"As architects," the letter states, "we are in complete agreement with the statement that more first-class hotel space is needed in downtown Kansas City. We concur absolutely with the front page editorial in The Kansas City Star for Wednesday, January 25."

"However, protestations and oppositions, unless followed up by suggestions for a solution, are essentially negative."

"Therefore, it is the recommendation of the Kansas City chapter of the A. I. A. that the park itself and the air rights to the block composing the park, be deeded to the park department. This is a logical and desirable disposition of the land in question and would have the further merit of relieving the council of an annual debate as to whether it can or should dispose of the area."

The letter was signed by John M. Hewitt, president of the chapter.
REALTOR DROPS BID FOR GARAGE

At Same Time, Mayor Says Council Has Decided Against the Hotel Plan.

TO PUSH FOR NEW SITE

Help From Officials in Acquiring Land Is Mentioned by Bartle.

A proposal to buy the city's Auditorium Plaza garage downtown for a large hotel project was withdrawn in the face of criticism today by Ray F. Moseley, realtor.

Mayor H. Roe Bartle said the city council had voted to drop the idea, anyway.

Moseley, in a letter to Bartle, said that because of "divided opinion among the citizens" on the project, he was advising his client, whom he has not identified publicly, to forget any further negotiations.

Opinion of the Council.

Bartle said at the same time, however, that the council, in an informal poll taken by the mayor, had decided to abandon the plan "for now and henceforth" and to continue city operation of the garage.

"If the people want this, that is what they shall have," Bartle asserted, "and we will do our best to make the garage give the best service possible."

"However, the garage under its present setup and the present condition of the country never will be able to carry itself (financially)

"We are competing with private businesses, which is something we shouldn't have done in the first place."

Bartle said he had instructed Ben M. Powers, associate city counselor, to tear up the proposed garage sale contract and "throw it in the waste basket."

Help in His Quest.

He added that the council will encourage Moseley to find a new site for his client and do everything possible to help him in acquiring a large new hotel here. Bartle suggested that some "close-in, border line" properties might be suitable locations, and might be obtained through provisions of the urban renewal laws.

As for the garage, Bartle said he believes the city now should vote general obligation bonds to pay off the $4,100,000 in revenue bonds, adding:

"The way things are going now, revenue from the garage never will be sufficient to pay off the revenue bonds."

Such a move would protect the bondholders and also reduce interest costs by half, Bartle said.

The 1,200-space, 3-level garage was opened in December, 1935. Revenues have paid in interest on the 30-year bonds, and principal payments are scheduled to start this year.

Help From Officials in Acquiring Land Is Mentioned by Bartle.

In the letter today, he said he hopes property owners there will see the advantages to the city of a large, new hotel here and "be more realistic in their view concerning their property."

The text of the letter:

"From the telephone calls we received from different sources after the city took over the operation of the garage itself, we were under the impression that it was the feeling of several of the councilmen that the best thing to do was sell the garage under the circumstances, and that was the reason we reopened our discussion with you relative to the purchase of same."

Gives His Reasons.

"However, inasmuch as there seems to be a divided opinion among the citizens of Kansas City as to whether or not the park should be eliminated and particularly, inasmuch as The Kansas City Star feels so strongly opposed to the eliminating or moving of the park over the garage, and considering the weight of The Star in the influencing of public opinion, we are advising our client that we recommend forgetting any further negotiations for the purchase of this site."

"We believe this likely will result in the loss of a new large hotel for Kansas City at this time and even though we believe that a large hotel is one of the most important things that downtown Kansas City needs today, we don't want to be a party to all this dissension or to anything further where we could be criticized for selling property involving a public park."

"Furthermore, we do not believe that in the final analysis our client would want to come to Kansas City with the opposition that seems to have developed in either the giving up or moving of said park."

Asks Realistic View.

"Our only hope is that property owners in the area required for such a development will see the advantages of a new, large hotel for Kan-

AUDITORIUM PLAZA, TEST OF PUBLIC VISION.

There was no mistaking the opinion and temper of Kansas City. The move to sell the Auditorium Plaza brought out hot opposition from many quarters. Today we believe there can be no doubt that the people of this city want to push ahead to develop a finer Kansas City. They don't want to turn back by liquidating any distinguished feature of their city.

We hope this same progressive spirit will animate the whole leadership of the city—business, labor, civic and political. Given the aroused and competent leadership there is no known limit to a city's destiny.

Of immediate interest is the talk about a new fine hotel. If there is serious interest in a Kansas City location, a good building site can most certainly be found. We are glad to hear that Ray Moseley, the real estate broker, expects to explore all possibilities in privately owned tracts. Normally builders look only to privately owned tracts for their building sites. Assuming aroused community leadership, Kansas City will be working for many standout additions to its skyline in the years ahead.

In itself, the Auditorium Plaza simply provided a test case. In the face of mounting opposition to a regressive step, it became apparent that the sale proposal could not win in the council and the offer was withdrawn. According to Mayor Bartle this is the end of any idea of selling the Auditorium Plaza.

But, looking to the long future, it might be well to consider putting the downtown park in the park system. This safeguard was suggested by the Kansas City chapter of the American Institute of Architects. As part of the park system the Auditorium Plaza could not be sold without a vote of the people.

Of course heading off such a backward step is highly important. We hope it can now be taken for granted that Kansas City is looking ahead, not back. The big thing, then, is to push forward on all fronts.

Mayor H. Roe Bartle is on record that any plans for sale of the Plaza are abandoned "for now and henceforth." Nevertheless, we believe the Chapter's recommendation that the Auditorium Plaza park be placed in Kansas City's fine park system, as outlined in the above editorial, merits serious consideration by both the City Council and the Park Board.
An old chestnut at the Bureau of Standards, one that may be even older than the 60-year-old Bureau itself, is making the rounds again to "prove" that heaven is hotter than hell. The story has been attributed to a number of scientists there, including the late expert on international temperature scale matters, H. T. Wensel. It is even incorporated on a film slide to provide diversion for speeches on more weighty subjects. This is the way one veteran at the Bureau, William Roeser, tells it:

Our authority is the Bible. Isaiah 30, 26: "The light of the moon shall be as the light of the sun and the light of the sun shall be seven-fold, as the light of seven days." So, heaven receives from the moon 50 times as much radiation as we do from the sun—seven times seven plus one. We can use the Stefan-Boltzmann fourth-power law for radiation—50 equals the fourth power of H divided by E, where H is the absolute temperature of heaven and E is the known absolute 300-degree temperature (273 plus 27) of the earth. This gives H as 798 degrees absolute or 525 degrees centigrade. Now, hell must be cooler than 444.6 degrees centigrade, which is the temperature at which brimstone (sulphur) changes from liquid to gas. Revelations 21, 8: "But the fearful, and unbelieving ... shall have their part in the lake which burneth with fire and brimstone." So, with the temperature of heaven 525 degrees C. and that of hell no warmer than 445 degrees C., heaven must be hotter than hell.

"This theory will not revolutionize theological thought," Roeser predicts. "In fact, it even has a few scientific flaws. For example, in that part about the temperature at which brimstone changes from liquid to gas, the factor of pressure down there is disregarded. It is a significant variable."
• We received this nice letter from Mrs. Don L. Werner, Secretary of the Mid-Town Opti-Mrs., following a talk to the group by Lou Geis on KC/80:

Dear Mr. Geis:

We want to thank you for being so nice to take the time to give us a speech at our January 4th meeting at the Trail House.

Your talk was so interesting and I believe if more people could see the pamphlets you distributed on "Kansas City — 1980" that maybe the people could get behind this project and push it through. You really showed us that downtown Kansas City could be a beautiful place and also a convenient place to do our shopping.

• A recent item in the Bay State ARCHITECT pointed out that the construction industry uses 250,000 bars of soap every year for purposes having nothing to do with cleanliness. Some diligent soap industry P.R. man estimated that's the number of cakes used for making X's on the windows of buildings going up or down.

This was immediately followed by an agonized plea from the glass industry (via a P.P.G. spokesman) to construction people to quit using soap on windows anyhow — it costs the glass companies or clients thousands of dollars a year to replace panes scratched by a workman applying soap.

Meanwhile, we're sitting quietly by, watching this struggle between two industrial giants. Future developments, if any, will be reported exclusively in this column.

• Northern & Palmer announce a change in the firm name to Northern-Palmer-Hamlin. The address, 3915 Main Street, remains the same.
We continue to turn up Chapter members engaged in teaching as well as architecture. As most of us know, Tom Geraughty, John Morley and John See are permanent faculty members in the K.U. department of architecture. Prof. Beal reminds us that the special visiting lecture group in architecture is made up of John Murphy, Louis Andrews, Dave Runnels and Ward Haylett.

Ted Seligson and Ralph Myers are teaching an evening course, Introduction to the Humanities, at the University of Kansas City.

We've probably missed several — if so, we'd like to know about them.

"Public Relations," in the Scandinavian language, has no equivalent, says Inger-lise Christiansen, deputy manager of PR for the Denmark Region of Scandinavian Airlines, so this is how it is explained.

If, when boy meets girl, he tells her how lovely she looks how much she means to him and how much he loves her, that is "Sales Promotion." If, instead, he impresses on her how wonderful he is, that is "Advertising."

But if the girl seeks him out because she has heard from others what a splendid person he is, that is "Public Relations."

Buildex, Inc.'s Ottawa Plant passed an interesting milestone January 5, 1961 when the millionth yard of Buildex aggregate was loaded and shipped.

Buildex, the trade name of Buildex, Inc., is lightweight, expanded shale aggregate. The yardage moved during this period would supply aggregate equivalent to the amount required to produce about 72,000,000 regular dimension units. Were these laid into a wall four feet high it would extend from Ottawa, Kansas to Los Angeles, California.

Buildex, Inc., is a subsidiary of The Mackie-Clemens Coal Company, Pittsburg, Kansas.
If you haven't been getting many grocery store jobs lately, the above page from the BULLETIN of the National Association of Retail Grocers might explain some of the reasons why.

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GUIDING PRINCIPLES FOR COMMUNITY DEVELOPMENT

The following is adapted from a proposal to the Philadelphia Redevelopment Authority concerning the purchase of land and development of a community to be called Eastwick. We thought the principles of community planning contained in the presentation would be of interest to SKYLINE readers. Doxiadis Associates, Inc., are consultants for Eastwick and the sponsors are Reynolds Metals Company and Messers. Samuel A. and Henry A. Berger. The material is reprinted through the permission of Reynolds Metals Company, Richmond, Virginia.

1. THE UNITY OF PURPOSE

There is no satisfactory human settlement that can be economically right and yet ugly, or technically right and uneconomic. Every satisfactory human community has to be the right one from all points of view:

the economic,
the social,
the political,
the technical,
and the cultural and aesthetic.

This is what we call unity of purpose. Our task is to create a happy and secure human community, and in order to do so, from the overall conception down to the last detail, we must satisfy all economic, social, political, technical, and aesthetic-cultural needs of the people. (See graphic illustration.)
When we conceive the cost of a house, we must be sure that this cost can be paid by the family corresponding to it, but we must also be sure that what is built and sold for this cost is technically and aesthetically satisfactory for its inhabitants, and that it connects them socially and politically with the other families around them. When we think of a community facility, of a traffic road, of a bridge, or of a pool, a garden, or even a monument, we must be sure that their cost can well fit the economics of the whole project, and that each is accepted by the people themselves as providing the right solution.

Every community has to comply with all the rules of economics. It must be built in a way that will allow the people inhabiting it to pay for it, to pay for the acquisition of the house, of the shops, the industries, etc. Community facilities have to be related to the incomes of the people inhabiting the settlement, to the incomes to be produced in the industrial and shopping areas. The whole community should be such that the people with their incomes can maintain the areas which have been assigned to them, their own houses, shops, plots, gardens, squares or paths, which according to the city regulations, have to be maintained by them.

At the same time, every community has to satisfy all social needs. When built, it must serve in the best possible way all social needs of all people inhabiting it. It has to create the proper social surroundings in the small social unit created between adjacent groups of homes, and the major unit created within the whole complex of houses, or in even broader areas, or in the whole community of the city. The people must find within this area the proper place to live in, the proper place to walk, to shop, to be educated, to relax, to pray to God, and to dream.
The community needs also to be completely satisfactory from the political points of view, in the broadest sense of the word. People should feel at ease to form their own natural communities, their own natural units of administration. They must be induced by the formation of the whole project, to recognize the hierarchy of the local administration and the people who are in charge of all problems within their area.

A community project should at the same time solve all technical problems. It should provide the people with all feasible technical facilities, and to say more, it should also open the road for them for technical amenities to be added. As for example, air conditioning, which may seem today a luxury for most of the families living in the area, but which may be in five or ten years a necessity for all of them. House design should be such as to allow additions of all technical elements which will have to be added.

Finally, a community should be such as to serve all cultural and aesthetic needs of the people and to teach them how to create better surroundings for themselves. The project should be, in this respect, as well as in the social and political, such as to educate towards a better way of living.

It is only when every single house, the shopping center, the industrial plant, the parks, the playgrounds, the landscaping, are done in exactly the same spirit, that we can create the human space which we need around us; create a human landscape within which human beings can live happily, that we can justify ourselves to add the final refinement which will be expressed by sculptures,
THE UNITY OF PURPOSE

A project must be satisfactory:

- Economically
- Socially
- Politically
- Technically
- Culturally aesthetically

A still larger community needs an imaginative center, more provision of public services, entertainment, cultural facilities, etc., etc.

Larger numbers of families need houses of worship, schools, shopping centers, parks, health facilities, group meeting places, etc.

Several groups of families need a playground, a school, some local shopping facilities, and some larger, illogical area.

A group of families needs a common open area and a corner shop.

Every family needs a house and some need a garden.

HIERARCHY OF FUNCTIONS
by murals, by fountains, and other elements which are going to be created by artists serving the overall purpose of creation—a cultural habitat.

We must manage to give to the project aesthetic values equivalent to those found in a natural village, developed over centuries by the peasants themselves, which have an artistic value by themselves. We must give to the project the aesthetic values similar to those of the public squares of ancient Greece, or the Renaissance and the medieval cities. It is only then that sculptures, murals, and other elements can become truly meaningful and expressive parts of our whole physical environment.

In a modern society, in a modern community, which has to serve all needs of all people, we must recognize that there are certain functions corresponding to certain numbers of people, to certain numbers of families; there is a hierarchy of functions which corresponds to a hierarchy in the scale of community size which is better defined in a successfully developed area.

An elemental community has certain very basic needs which can be satisfied through a most basic function which it can establish and support by itself. Such a community, however, is not able to support by itself a similar function of a higher order. A higher order function is thus established and supported by an aggregation of elemental communities so related as to themselves form a community of higher order.

For example, a small community may need and be able to support a delicatessen, but not be large enough to secure business for a good size grocery. Within, however, an aggregation of similar small communities which themselves form a larger community, there can be a large grocery which justifies its presence by the fact that it serves the shopping needs of not only its surrounding small community,
but of a number of them. Similarly, the needs of this larger community and a number of neighboring similar communities may justify the existence of a supermarket which will offer services of even higher order to a considerably larger community present in this case.

Thus, a hierarchy of function is established which is defined by two motivating forces. On one hand, the desirability to have a function as close to the people as possible, and on the other hand, the ability of a certain volume of people to support a function of a certain order of importance. The more rational and coherent is the structure of a city, the more rational and well-balanced is the hierarchy of the functions it requires.

This, in the case of Eastwick, has to be expressed in the following way: every group of houses must have its own small shop, its own road, its own square where people can sit and talk, an open meeting place for all the people in the immediate surroundings. A greater number of houses should have playgrounds and other functions, and an even greater number of houses should have their own school and their shops, while a still greater number of houses should have their own larger shopping center, churches, etc. Every function corresponds and serves a certain number of people. It has therefore to be provided for them.

See the graphical representation of the principle of the hierarchy of functions which can be witnessed in every city and in all the expressions of city life.
3. THE FOUR DIMENSIONS

We usually build our cities in three dimensions: in length, in width, and in height. It is true that sometimes we forget the matters of height, but whether we want to or not, we give to our communities the notion of height even if we build with one or two story buildings. But our cities do not have only three dimensions; they have a fourth one: the dimension of time which is even more important in our era.

In a whole city, the dimension of time is mainly expressed by the fact that the population is increasing to such a degree that it is changing the contents, the form, the shape, and the character of the city at a very quick tempo. In a building, the dimension of time is expressed by the fact that a building which is serving well its purpose today may not be adequate tomorrow. Educational institutions, a library, a shopping center, very seldom cover the needs of the people they are going to serve five or ten years after their creation. There is a problem of expansion which is a very important problem for every major building we are creating. Even the house itself, which could have three rooms for a young small family becomes inadequate when the family grows, when the young couple has children. We try to get around this by creating bigger houses right from the beginning, or by making the family move frequently, in spite of the fact that this is an uneconomical procedure for the community and for the family. The houses should in some way also grow in time together with the families. The same is the problem for everything that has to be created within a city as long as this city grows.
3.  THE FOUR DIMENSIONS

4.  3 MASTERS AND 3 SCALES
Another important factor leading to the same needs and conclusions about an expanding city is the factor of the individual income. In many neighborhoods, in many areas, in big cities, in the whole nation, an increase of the average income is taking place, and this means that the people are going to require greater facilities in the future than in the present. If no provision is made for that, then the communities are not going to serve their inhabitants. Higher incomes of the people mean also higher revenues for the local government, and a possibility to spend a higher percentage, per every person and family, for community facilities.

These are the reasons why a project at the time of its conception and design must be designed to include the dimension of time. This means that provisions have to be made for Eastwick to continue to develop and change in the next generation, and even the next two generations. Installations which are now not possible, and are not necessary perhaps, but could be expected, should be foreseen; roads and railways which have now level crossings, will be antiquated in five or ten years, and will require a different connection; avenues which may have now a small number of cars, small-size traffic, will carry a very big traffic in ten years. We can see clearly that we have to foresee and to make provisions for such an evolution in our design.

This is why we have to plan for the future and then build for the present; always build for the present to stand it financially, but always look into the future and what it is bringing.
In order to achieve good results with our design, we must recognize that in the community we are creating we do not have one master anymore, but three of them. The three masters are the people, the cars, the airplanes. In the past our cities had only one master; the people. But for the last fifty years the one master has practically been driven out of his cities by the new master who invaded them, by the motor car, which has taken the central and best and greatest part of the streets, has driven the people to the sides of them, has forced them to walk beside the buildings only, and is gradually taking more and more space within the cities, either in order to move, or in order to stay idle. What is worse, this new master, the car, is no happier than the people, since in our present cities it cannot run as it is designed to.

In our case we also have a third master, the airplane, which has taken over a certain part of the city and has imposed its new conditions on other parts of it. The airport is the definite conquest of the airplane while the area controlled by the flights and sounds of it is an affected area.

How can we face the problem of these three masters? We have certainly to serve the first one, because this is the real master; people should be the masters of the cities although this has been lately forgotten. The people have to take over the city. People must have a part of their own; this part should not be attacked or offended by the other elements of the city. It should be the part of the pedestrians. This part by necessity has small scale dimensions; it corresponds to the human scale. People cannot walk over the whole
length of big cities and they should not. People impose a certain scale on their city, a certain scale to their gardens, to their houses, to parts of their streets, a certain scale to the squares, to the playgrounds, to the avenues meant for them. This does not mean that the parts of the city which are meant for the people should not become independent of the other parts which are controlled by the cars. The parts meant for people must have a length of half a mile to a mile, i.e., distances to which people are used, distances between a house and a school, a house and small shopping center, and these parts should be interrelated to the parts controlled by the cars so that the cars will serve them also—but not break them into pieces.

The cars also must become much happier in the cities which should not continue underemploying them. This means that we must give them special roads; not only the very big highways where they can develop high speeds and then be thrown in the usual pattern of gridiron networks of smaller roads, running between small blocks and being stopped at every intersection. We need here also a hierarchy of roads in order to make the cars approach gradually our houses from the big highway down to our house. A new pattern of roads is needed which will provide much greater unobstructed distances for the car; a pattern over which the cars will develop much higher speeds than in the present roads of the city. The new roads should not cross each other at distances smaller than half a mile so that the cars can develop high speeds between crossings. Such roads will have only controlled passages for the pedestrians.

The demands of the human beings to have their own scale and their own sector, and of the cars to have their own scale, are very well blended together if we stop thinking of the city divided into old-time blocks, and if we start thinking of the city divided into
sectors. On the outside of the sectors, we can have the cars running easily, developing all their speed, covering greater distances in much shorter time while within the sector we can have the human beings, the people walking freely. We certainly need the cars to enter the sectors; but this can be done through a system of secondary roads and cul-de-sacs in a way that all people will be able to move within the sector and to approach the major functions of it, without crossing any car paths; children should attend school without crossing cars, and the cars while approaching every house should be able to go outside of the sector without having contact with the pedestrian traffic.

In this way we can create a city, or Eastwick as a part of a city, with two scales: the human scale and the scale of the car.

But we have the third master also, the airplane. This imposes its own scale in a part of the city, in the airfield, and determines conditions for the development of the city around it. On the other hand we cannot build houses either because of the noise of the airplanes. This by necessity is the third scale of our project as imposed by the airplanes.

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