

THE TEXAS ARCHITECT

DECEMBER

1967





Nixon High School in Laredo, Texas uses open plazas and malls to establish an expandable campus plan. The school, designed by Caudill Rowlett and Scott of Houston, expresses strength of architectural form and character with brick masonry and is a 1966 "Texas Architect" selection.

THE TEXAS ARCHITECT

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The Texas Regional Organization of
The American Institute of Architects

James D. Pfluger, Editor

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327 Perry-Brooks Building, Austin, Texas

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The Happy Environment — Recreation and Parks

“The Happy Environment” is made up of two elements.

The first is concerned with physical things—our physical external environment of land and water, buildings and roads—natural and man-made beauty.

Here we are in a period of transition. Not so many years ago we tried to make up for our ugly cities by producing islands of beauty, islands of grass and trees in an expanse of concrete and asphalt.

The second element is concerned with the spirit of mankind, with internal spiritual matters, with creativity, the ability and the need of man to create, to strive, to excel.

Here we are in a period of transition. Not so many years ago we thought that play, recreation, the creative use of free time, was for children only and that adults must work 60, 70, 80 hours a week.

Now we are breaking out of our parks and playgrounds. We are saying that recreation is for all people, young and old, rich and poor, city and rural.

We are saying that parks should not be limited to one or two special islands in a town but that our entire communities should be a park. That is, there should be beauty everywhere, in our streets, in our buildings, in our open spaces.

We are also saying that all men of all ages should have opportunities to live creative lives—full, enriched, happy lives. We believe it is time to make the pledge in our Declaration of Independence, the pursuit of happiness, come true for all. We believe recreation can no longer be restricted to our playgrounds and our community centers but should permeate our entire lives in all we do.

A happy environment is an environment of beauty in which every man through the pursuit of happiness—which is really the pursuit of excellence in all he does—may find complete fulfillment of his physical, mental, emotional and spiritual powers. Let us make the America of tomorrow a happy environment for all its citizens.

JOSEPH PRENDERGAST
Executive Director,
National Recreation Association

(excerpt from Proceedings of Texas Conference on
Our Environmental Crisis available from
School of Architecture, University of Texas)

TEXAS ARCHITECTURE
HONORED FOR DISTINGUISHED DESIGN



J. W. NIXON HIGH SCHOOL
LAREDO, TEXAS

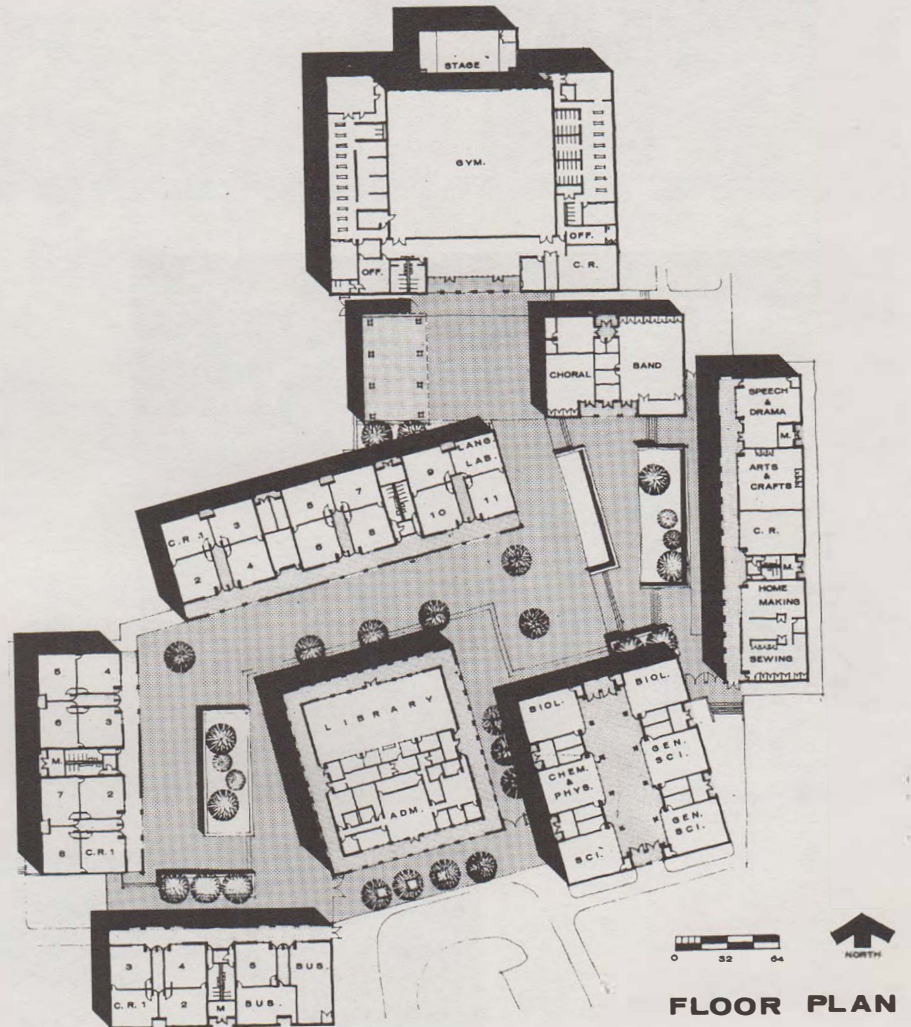
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This secondary school was designed for an educational program which anticipates growth and change. The initial capacity of 1,200 students in grades 7 through 12 must expand and change eventually to 1,500 students in grades 10 through 12. Expansion for the ultimate development can be provided with (1) an addition to a classroom wing, (2) an addition to the science wing for science and business education, and, (3) by the addition of a building for vocational education.

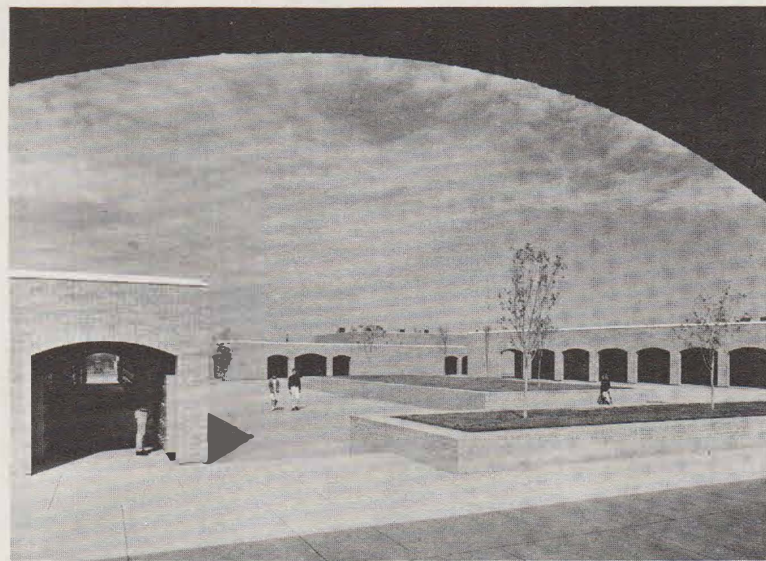
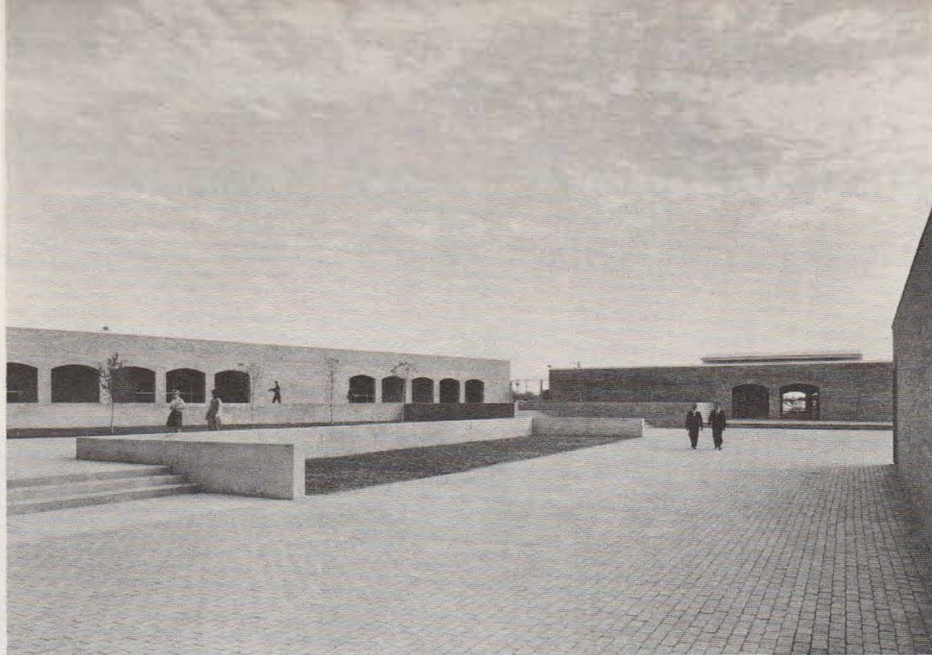
Buildings are located at different levels on the gently sloping site to avoid earth fill and to add interest through landscaped terraces.



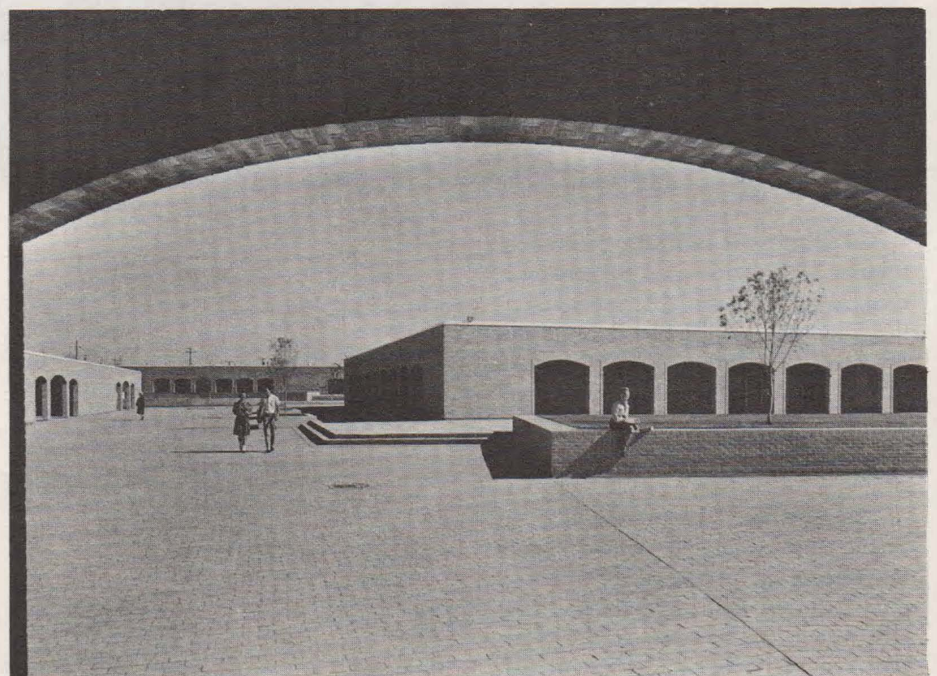
FLOOR PLAN

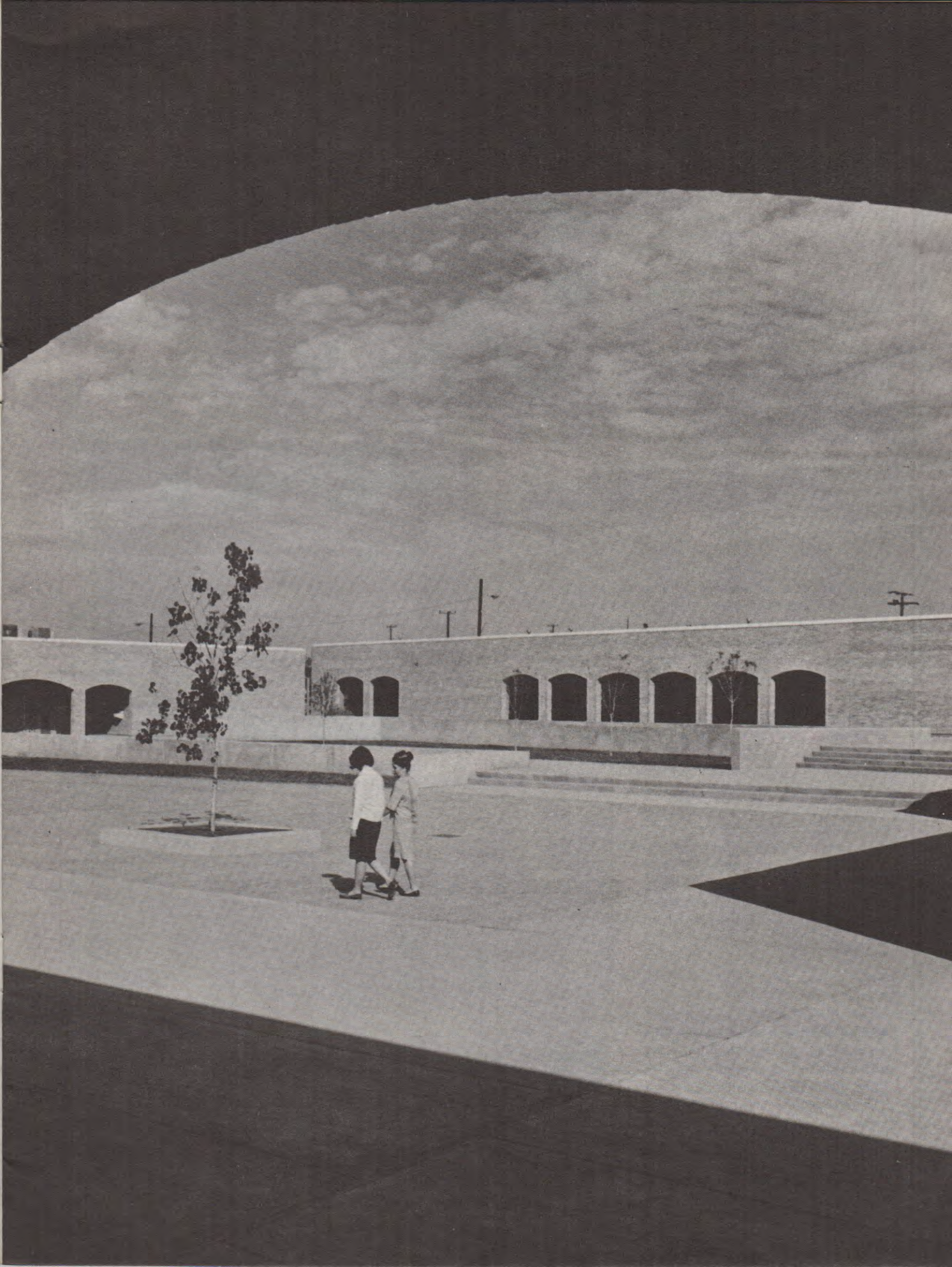
The library is centrally located in a quiet zone surrounded by academic classroom buildings. A noisier activities zone is established for buildings housing physical education, music, drama, arts and crafts, and home-making — and eventually vocational shops.

The attempt was to establish an architectural character which evokes the feeling of permanence and dignity required in a secondary school and which, at the same time, reflects the regional characteristics of an intimate pueblo.

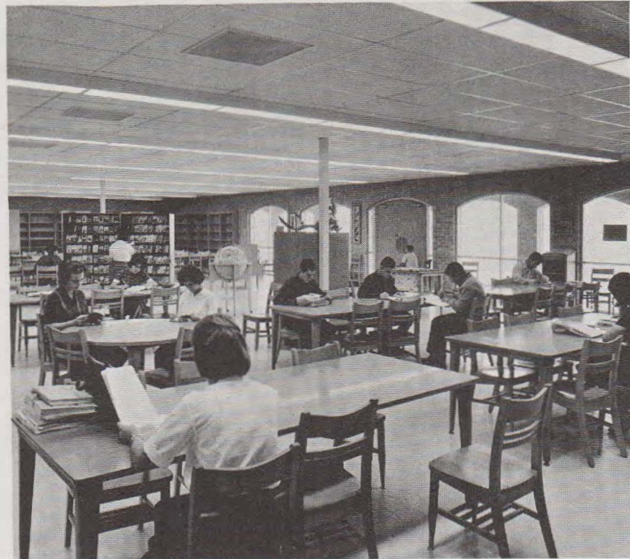


The buildings are grouped to form an enclosure, not only for control but for the creation of courts and controlled vistas. The buildings have a minimum of glass and a maximum of brick on the outer perimeter walls providing for sun control, directed views and lower maintenance.

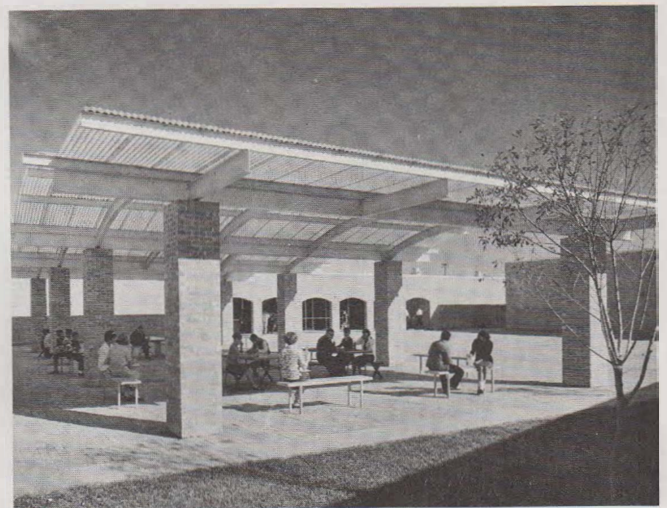




Nixon High School Laredo, Texas



The library, seating 80 students, provides shelving for 11,700 volumes with expansion for a collection of 18,000 volumes.



A snack bar serves indoor dining in the multipurpose gymnasium lobby as well as outdoor dining under a plastic canopy.

A plastic canopy covers the open courtyard corridor of the science wing.

The library-administration building and the music building are air-conditioned. All other buildings are provided with evaporative cooling, in which air is mechanically forced out of classrooms to prevent dust infiltration. ■



Photographs by Jay Oistad

KASSABAUM



ARCHITECTS ON ARCHITECTURE

Address by George E. Kassabaum, FAIA, president-elect of the American Institute of Architects, to the twenty-eighth annual meeting of the Texas Society of Architects.

When one architect talks in a formal way to other architects, it is difficult to be both challenging and optimistic. To be challenging, one just has to deal with things that have not yet been done and, when one dwells on what still must be done, it somehow comes out as pessimism about where the profession is and where it is going. I am not pessimistic. I am very optimistic about the future. I am optimistic because of the challenges—not in spite of them.

Now this doesn't mean that I am optimistic about the future of every architect in this room because I'm not. I tour the country and talk to many architects. I fear there are some who are content to offer little, and I certainly see many who seem to have little intention of making much effort to improve their potential.

It seems to me that there are three forces working on today's architects, and the future of each of you will depend on how you react to each of these forces.

Certainly the major force is the force of change. I see no need to take much of your time elaborating on the theme that we are practicing in a changing world. However, there is nothing that says that these changes are *automatically* going to be for the best, or that they are going to be easy. In fact, I suspect that they probably will be painful for many of today's architects, and will be accepted, if at all, with the greatest of reluctance.

But change is inevitable, so we can only try and *control it, go along with it, or resist it*. Change has always been created by the few and resisted by the many. Perhaps there is not outright resistance on the part of today's

architects, but, on the part of some, there is a kind of a *baffled confusion* about what it all means.

The self-questioning, dynamic and aggressive architects have a great future ahead of them, because the challenges are stirring and the need is there. *But*, since our world does not yet agree that its architects are the ones that can give it help, there are things to do today if we are going to have a chance to realize the profession's future potential.

Change of any type happens only as a result of a force. Since headlines tell us that our world is almost in turmoil, there are obviously many forces working in 1967.

The most prominent forces seem to be connected with the population explosion and urban living. Since we can say that the year 2,000 will be even more urbanized, and since the physical environment is an area where the architect is, can be, or should be something of an expert, the profession has a great opportunity to become *one of history's great forces for good*—if its members will make the effort. And you can't be any more optimistic than that. Pessimistically, it's only the "IF" we have to think about.

Today's architects should be actively concerned about air pollution. Today's architects should be actively concerned about water pollution. But even more important, today's architects should be actively concerned about the visual pollution—a type of pollution that is more dangerous than the other two, for it is a pollution that hammers at our nervous systems and smothers our sensitivity—the two things that do much to separate humans from the other animals, yet two things that our world often seems to consider unimportant.

There is no question that the urban challenge is going to be solved by someone—solved by someone—in the very, very, very near future. After the events of this summer, and when Viet Nam is settled, you can be sure that our government will make a massive effort to find fast solutions to the social and environmental problems created by today's cities. For political reasons, the Government's emphasis will be on speed. As architects, we have an obligation to be ready so that the programs are fast—and good!

Are today's architects prepared to meet this challenge? Optimistically, some are. Pessimistically, many are not. Now we must not be arrogant about what an architect can do and what he cannot do. Perhaps we must honestly admit that we are not as well prepared as we should be, *but we are better prepared than anyone else*, and that's a lot to offer.

Change means opportunities, and with such a need, and with at least something to offer, today's architects should be among the world's most satisfied men. But, of course, we aren't. We are really quite frustrated, and this seems to me to be mostly because we feel that our world refuses

to allow its architects a serious role.

And so, the second force—our own frustration. Like the force of change, our frustration can be a force for good, or a force for bad. No progress would ever be made without frustrated men, for some men react to frustration by inventing new things and making the world a better place to live. Others withdraw in sullen confusion.

We have a choice to make. We can retreat into our laboratories and be content with producing architecture for architects—and some who only emphasize design will—or we can make the effort that it will take to move out into the main stream of the life of our communities. The profession's hope is that enough will.

I don't know too much about your own cities, but if you take a moment and name the five people who today are having the greatest influence on the development of your city, would you honestly name an architect among them? If you can answer "yes," I will further complicate the question and ask how many architects who are the better designers are having such an influence? From my experience around the country, I doubt if there are many. Bankers—certainly, real estate men—yes, political leaders—obviously, businessmen—of course. Maybe even a few engineers, but no architects. The future of your community is being determined with only secondary advice from its architects.

For some reason, today's profession is content to let the basic decisions be made before they bring their talents into the picture. Too often, some *more or less insensitive* person decides to build a building of a certain type and size, picks the site and sets the budget. *We* are satisfied *if he then* calls in the architect to solve what is left of the problem. This is not being a dynamic part of environmental design. We can only say that we are providing environmental perfume in that our talents can possibly make the wrong building on the wrong site a little more attractive, or more functional or more efficient than it otherwise would have been. However, we will not have solved the bigger problem, even if the building does get published in one of the leading magazines.

If we do have much to say that our world should hear, we have to first get its attention. So, we must become involved in our world—involved in our government, serve on boards, and make every effort to be a leader in our community. Some by nature or circumstance may find this too difficult, but as a minimum, we must *speak* up on important matters—especially if they affect the development of the environment.

Now I know that architects are not unanimous on anything—we can paraphrase an old Syrian saying, "If you get four architects together, you get five opinions." So, perhaps we do disagree among ourselves more than other professional groups, but we have let this lack of unanimity discourage us from taking a position on *anything*.

KASSABAUM

This just has to be interpreted by others as a form of weakness. One cannot even hope to show leadership by meekly keeping quiet. Even when we have spoken out in the past, it has too often been only in a negative way of opposing the ideas of others. Is this leadership? **IF WE ARE THE EXPERTS, AND EVERYTHING IS ACCEPTABLE TO THE EXPERTS, HOW CAN WE HOPE FOR A SOCIETY THAT IS SENSITIVE OR QUALITY-CONSCIOUS OR SHARES THE VALUES THAT WE CONSIDER IMPORTANT?** We must take the time away from our desks to become an intimate part of our community.

There is another effort we have to make. There are a lot of architects in the country, and it is proper that some should do kitchens while others design large sections of big cities, but as we search for the "glue" that holds our profession together, we must agree that each needs to be technically competent. In this room—on a Thursday morning—I have to confess that there are probably some who give a low priority to excellence in their own services.

It's time to quit blaming the package dealer, the engineer, the contractor, the prefabricator, and others for many of the problems facing today's architects. It's time we looked at ourselves and very honestly ask ourselves—each of you—today—tonight—tomorrow—what are you doing that will make you a better architect?

George Harrell and I went through an interesting experience at the last Board Meeting. The Board was discussing the possibility of the Institute's embarking on a national advertising program to promote the service of an architect. We were wondering what we could say that was positive and dynamic that would apply to all of our dues-paying members. Should we suggest that every architect could supply reliable estimates and get the building completed without delays caused by arguments over extras? How many of you would want your last few clients to return to you on the next project and say that all of these things, and more, were your professional obligation because your own society said so in *Fortune*, *Time* or *Look*?

It seemed to many of us that such a program, which on the surface looked so good, might actually hurt many of today's practicing architects. It might favor the so-called big firms and hurt the smaller ones. I doubt if you would want your dues to do that. If you could advertise, and there was a truth-in-advertising bill, what would you claim about your own office? Think about it.

If we are going to expect our age to follow us into new and better worlds, we had better give it what it expects in this one. Our age expects great technical accomplishments from its experts. It has a right to. Do you know

more about the building process than anyone else in your community? Perhaps a major cause of our frustration is our own conscience.

I have an idea I would like to see some Chapter try. What if yours established a "professional" committee who regularly reviewed documents that were submitted for a building permit? Reviewed—not for design, but just for skill, thoroughness, clarity and competence. Shoddy documents—and my friends in the Building Commissioner's Offices say that there are many from the known offices—would be discussed with their author in private. In this way, at least, the AIA would bring some pressure and exert some force for the good.

And this is in an area where we need some force for good because my main condemnation of too many of today's architects is that our frustration creates a tendency to criticize and thereby avoids a responsibility to be constructive—a tendency too often prompted by the third force affecting the role of tomorrow's architects—today's jealousy.

I know that we live in a competitive world, and, perhaps. I am asking too much when I ask that the force of frustration stir you into a desire to do better, make you analyze the standards you've established for your own work, and give you the necessary spur to try harder.

Most often, the effect is the opposite. Jealousy leads to petty criticism of a fellow architect, and withdrawal from the profession. The profession needs constructive self-criticism, but it needs *less* public complaining.

Jealous complaining does great harm to every member of the profession. It confuses a client who thought he was doing the right thing in hiring an architect. It does great harm to the group, for the resentment that it creates prevents joint action on important matters, results in an unwillingness to share lessons that could greatly benefit those that follow, and *fractures any set of architectural values* that our society might try and establish.

When you get a few architects together, too often, the conversation turns to a disgruntled talk of fee cutting, to sadistic discussion of another man's leaky roof, or a sarcastic description of a project in which others have done less than they might. There is very little exchanging of new knowledge and very little discussion of how each could be a better architect. Somehow we have allowed our jealousy of our fellow architect to prevent the creation of an environment in which everyone can learn.

I don't know each of you very well, and so you will have to be the ones who will say whether what I am saying is true of Texas or not, but I submit that possibly your expressions of jealousy have created an environment in which frustration is about all that any of you have a right to expect.

Well, if I am anywhere near right, it's certainly not too

late to do something about the problems that I've discussed. Even though I would admit that many of today's good AIA members are not everything they could be, I can still say that a building today is a better one if an architect has been connected with it than if he has been by-passed. I can still say that we are less ignorant than others about what is needed to make tomorrow's cities pleasant places to live. The only thing that concerns me today is how long this sort of statement will hold true, if you don't do more than you are now doing to make it hold true.

By tradition, the architect has been the leader of the industry. In the next few years, we can expect that this will be seriously challenged as never before. There is nothing that your Chapter or the AIA Board can do by taking a vote that will automatically maintain such a position. In a competitive world, the most fit survive, and the leader of the construction industry tomorrow will be the man that is best qualified to be that leader, whether he calls himself an engineer or an architect or a contractor, or some name that has not yet been invented. I hope the AIA can help its members so that such a leader is the design member of the team.

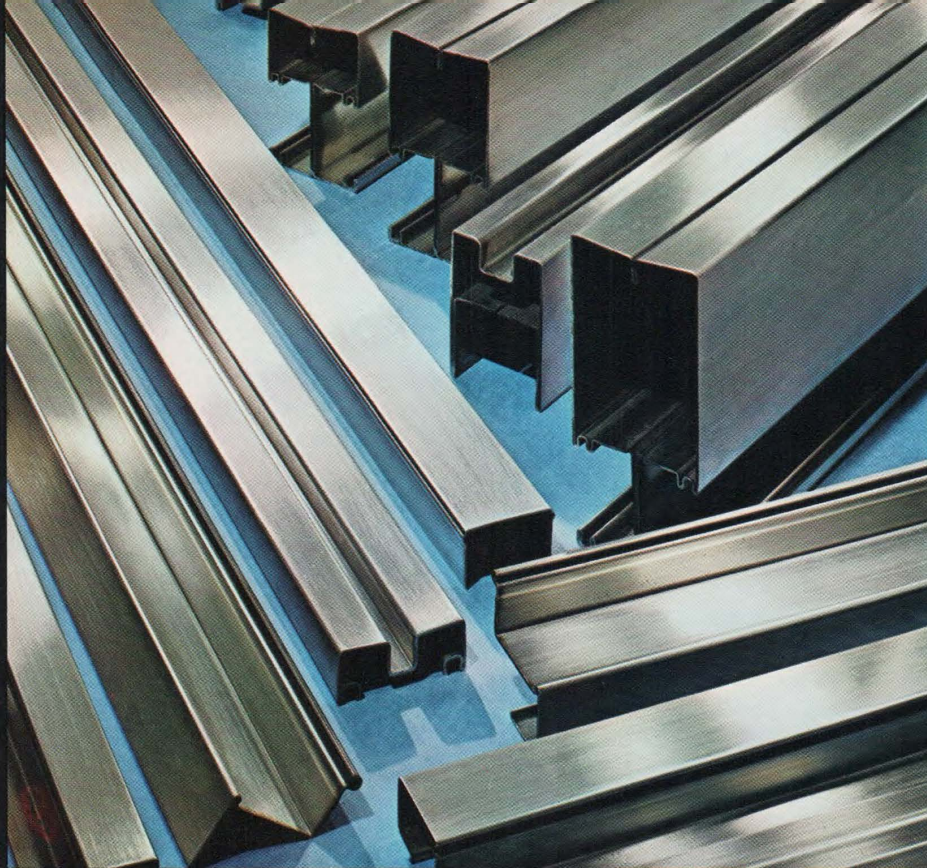
But an organization can only help. In a wealthy, democratic, highly technical world, *where a man is free, you will do what you want to do.*

There are many psychological studies that show that we are—right now—what we really honestly want to be. It's often a frightening thought.

I have suggested that your future will be determined by how you react to the outer forces of change, and the inner forces of frustration and jealousy. Other men are eagerly trying to fill any gaps that are created by our ineffectiveness today, and while there will always be somebody who draws blue prints, an architect can do so much more for a country that is floundering with its urban problems, with its pollution, with its housing problems, with its social problems, and looking for a man-made environment where men can live closer together and be happier. Many are looking for leadership in areas where we are, or could be, the expert.

We can be quite sure that tomorrow's world will be one that man has built for himself, and since nothing was ever built by chance, it will be a world that *someone* will design. It is for the best that this "someone" have the same values as today's better architects, for our world desperately needs the sensitivity and awareness of human values that today's architect is still the best qualified to give.

We can be optimistic about our own future if we can control our inner forces in a way that will permit all of us to become better architects and a more vital force in our community. ■



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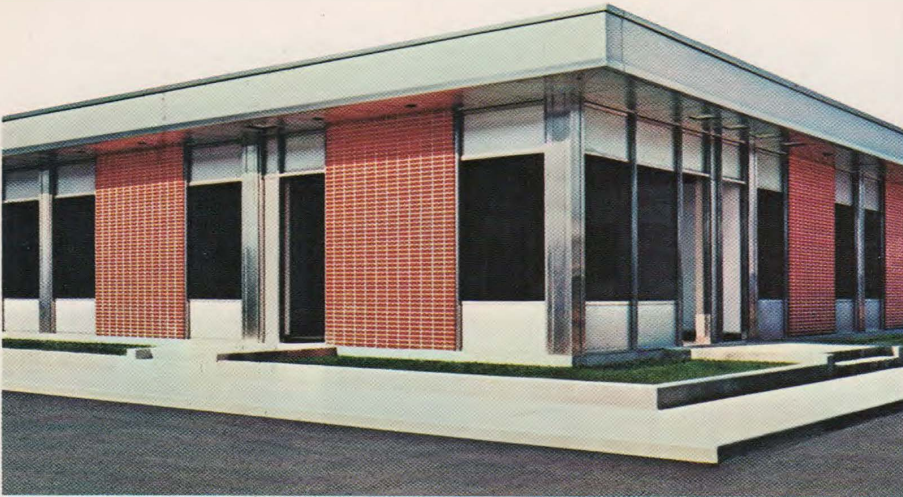
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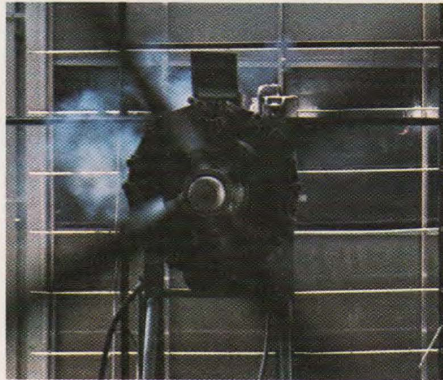
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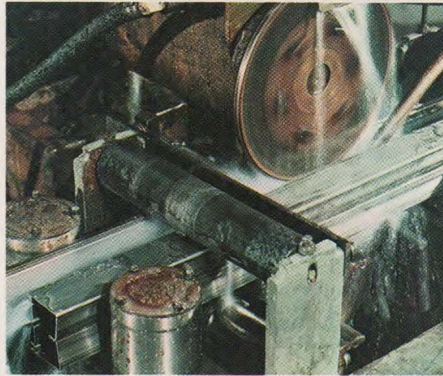
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THE CITY

EDWARD J. LOGUE

*Address by Edward J. Logue, Development Administration
Boston Redevelopment Authority to Houston Chapter.*

The Houston City Council, I am told, is a very responsible and orderly and well-mannered, as well as an effective body. It seems to me that architecture and city councils in America are not terribly well acquainted. I think this is a remarkable tribute to the A.I.A. and to the Houston City Council. I would like to join those before me who have expressed congratulations to the Houston Chapter of the A.I.A. for its splendid spirit of volunteer effort in producing Houston's "Blueprints" for the future.

The work indicates that perhaps they are not all sure that the ordinary operations of private enterprise can solve all the problems in making Houston the finest city you all want it to be. This is a fascinating phenomena. Cities everywhere, and I have been in cities in most parts of the world in the last two years, are taking a new look at themselves in different ways and different places. In Tokyo it results in strange things like trains that run 125 miles an hour very efficiently.

In America, we are facing the challenge of (affluence) the fact that we are over the shortages for families who can find gainful employment. There is some kind of housing, some kind of job, something to do and something to buy for nearly every American family who is confirmed and qualified for steady employment. And with this problem solved, we are looking at the problems of poverty, housing, education, jobs. All over the nation, we are realizing that we want opportunities for all. We want an opportunity for all kinds of people to make their own way in the world. We are far from agreed in any part of the country just how we should go about doing that.

The rural areas of our nation in every one of the 48 states—I know nothing about Alaska and very little of Hawaii—are solving their problems in this connection by seeing to it that the rural poor—the rural unemployed come to our cities.



They come to Houston. They come to New York and they come to Boston. Opportunity is in the city. Opportunity for the most exciting jobs, the most creative jobs. But I think we also have to agree that in the cities today, north and south, east and west, we have trouble to spare. We have great beauty and the ugliness.

Our cities, particularly American cities, are places of contrasts. It seems to me, as true in Houston as in Boston, that the city, the Texas cities and Massachusetts cities are the next crucial proving grounds of our society. We are learning to look at cities—and you have done a magnificent service as an A.I.A. Chapter and particularly those of you who directly worked on it to require your fellow citizens to look at Houston as they haven't looked at it before by the work you have done.

As we learn to look at our cities more and more carefully, more and more thoughtfully, we realize that we may have made them successful, functional and efficient, but we haven't made them very attractive. And in increasing numbers when we feel a need for relief, despite President Johnson's urging, we make our own personal contribution of the balance of payments problems. We flock to the cities of Western Europe at every possible opportunity and when we get there, what do we do? We walk and walk, walk and look and look and look. And we learn that these older civilizations, from which we all came, have learned how to arrange cities in a way that's more attractive than we have.

I'm going to talk to you for a bit tonight about Boston. And let me make clear that I don't claim that we're in competition with the cities of Western Europe. We have our fair share of tourists and we will continue to have and I think we'll have more. But Boston has its share of problems. It's an old historic city. It began in 1630. And

in 1775, the first important crucial battle of the American Revolution was fought there.

I think that we can agree, that with the exception of a small part of New Orleans, Boston is the most European of the American cities, and it's our proud boast that it's the most workable. I think we can agree that Los Angeles (per se) is the least workable. You are somewhere in between, and, knowing your city better than I do, you can determine which you are near.

Boston in 1960 was saddled with rising taxes. Today \$115 a year taxes on every \$1,000 evaluation which I would guess is about 3 times your rate. Polling population, we lost 25% of the white population in the last 15 years. Fleeing industry was widespread because we are a built up city with no ways for modern industrial enterprises to spread out. And, as a consequence of all this, spreading blight. All of this leads easily and directly to a lack of new investment—lack of hope. But, in this picture of despair, there are certain very strong things. We have a sound economic base in Boston, as sound as any city in America. One that is least likely to become obsolescent. And I'll tell you what it is. It's M.I.T. M.I.T. is one University which doesn't care if all of its faculty become millionaires, putting into practical application the things that they develop in a laboratory. But this enormous educational base is what insures Boston the growth of the metropolitan areas and against the kind of obsolescence that it faced 15 years ago when textiles were too important there.

In 1960, an effort began in the city to try to do something about the problems under a very strong minded mayor, who had conquered polio and set out to conquer the problems of blight in Boston. And the question is: How did he go about it? How do you go about it? The question for you gentlemen tonight—tomorrow—is now that you have conceived these things and put them forward—how do you go about doing it? In Boston, we decided that we were going to have a comprehensive program. That is to say, we were not going to do a project here and a project there, but to try to deal on the scale required with the amount of blight that we had. This of necessity led us to try to determine how we could do rehabilitation and not slum clearance. Try to figure out ways to save everything that we could and improve it rather than to tear it down.

Well, I'm saying that Boston was in pretty rough shape, and we got a very young Mayor who decided to do something about it. And I think Mr. Newhouse is politely generously giving me too much credit. It's been my experience, looking at this city and other cities around the country, Boston, that is, New Haven and others—the ones that really make the progress are the ones who have the strong mayors—if the city *councillors* don't mind my saying that.

The mayor is the one man the electorate looks to—he is the one man that can produce for you or can say he would rather not get involved in another controversy. The good mayors have to relish controversy. But if

you try to fix up rather than tear down—if you try to do it on a large scale rather than a small scale, you quickly get to the idea that the city has to do it. The city has to see that the schools are as good as they are in the suburbs—and suburbs are much more important to us than they are to you. Boston as a metropolitan area is twice the size of Houston metropolitan area. As a city we are only 60% of the size of the city of Houston. But we have schools that are too old, streets that are too tired, lights that are too dim. This kind of thing discourages people from living in a city. Or to recognize that and decide that the city's got to do its share and try to do it well and quickly. And then you are faced with another . . . which is that you do not impose urban renewal on a neighborhood—you have to plan with the people who live in the neighborhood and you have to give them confidence that if they don't like it, they won't have to put up with it.

We followed this approach in the last five years and today we have 3 major neighborhoods of Boston with a total of 75,000 people who have accepted these plans—made it clear to the city council that they want them and they are either in execution or about to be.

Typically, let's talk for just a bit about residential urban renewal. Just put a few facts on the record about what it is and what it is doing. I think you have too much the idea that the only kind of urban renewal that exists is where you take a bulldozer and clean out everything in sight. That's obsolete. Cities that still do that, don't know what they are doing and don't know how to make the best use of this new tool.

On the average, we saved 75% of the occupied dwelling units in a residential area in which we have urban renewal. Three out of four; 25% which are cleared are families who have been relocated and their housing extended and that they can afford. We try, as a rule of thumb, to put in one new housing unit for everyone we take out—not necessarily in time for a family to move into it but in order to keep the population more or less the same. We try to see that these neighborhoods have in schools and streets and sewers and in other things the community facilities which will give them confidence in the city's attitude about the future of their neighborhood. In all of these things, in housings, in schools, we tried to maintain an effective concern about the quality of design. On the average, these neighborhoods have 25,000 people, 500 acres and, on the average, these plans propose a \$100,000,000 of public and private investment. The majority of it far and away, the majority of it is private investment in new housing, shopping centers, etc., and in community facilities of one kind or another.

For a neighborhood this is an exciting and sometimes a very controversial experience—sometimes it knits a neighborhood together—sometimes it tears it apart, but, already, 5 years after we began—and five years is a rather short time in the life of Boston—we have already been able to generate a new faith and hope in a city as a place to live and a place to raise a family.

Our first objective is one which needs to be understood—

understood better in Boston—but understood anywhere we are trying to talk about what we are doing. That is to renew a neighborhood for the people who now live there. That's a simple idea, but too much of the early redevelopment projects were to chase the people who now live off so that other people of much higher income could come in.

Our second objective is complimentary to our first. And that is to make these older neighborhoods which are much more convenient to downtown working and shopping areas competitive. So that when a family can afford a choice economically they will not automatically decide that because the schools and the streets and everything else are better outside

But a city is, as you architects know so well, not just residential neighborhoods. A city isn't really a city unless it's an effective market place, not only for the exchange of goods and moneys and ideas, as well, it should be exciting, attractive and efficient. You can think of Los Angeles and think of Boston in those terms and, in many respects, we are already and even were six years ago a far more efficient place to do business than Los Angeles. I shall not forget making a luncheon date in one of my very, very rare trips to Los Angeles knowing nothing about the city, assuming that travel would take ten minutes—and an hour later winding up at his office. The buildings are newer. but they are much too far apart.

So, I think we think we have to consider the downtown area, really, you in Houston have to consider the future of your grandson. In Downtown Boston today we have what I would like to think is an effective combination of public and private enterprise. We have learned that private enterprise cannot do it alone and we would learn that public enterprise cannot do it alone. We have a combination of individual initiative and a very carefully structured partnership between public and private interests. In downtown Boston we have the West End Project which will provide 2500 apartments very near the center of the city. I cannot claim their design is anything but inferior and nor do I approve that kind of urban renewal, but it will in the final analysis make an important contribution in the revitalization of Boston. We have the Government Center Project, which is going to be an interesting, exciting and some will say bewildering collection of modern architecture. It used to be old Skully Square and known far and wide as the home of the Old House. Our City Hall was designed as a result of an architectural competition.

In the waterfront we are fortunate as a city to have one of the most handsome harbors in the world.

This program began in 1960. Its target date is 1975. We will have spent well over a billion dollars—it's so far over a billion dollars I haven't bothered to count it. Most cities in America have a thing called the City Planning Board which sits off in a room by itself not responsible to the

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Mayor and to the Council who have to get elected on the plans they propose and a redevelopment authority which is very seldom in the same building, and often not even in the same part of downtown, which is supposed to carry out the kind of plans that can be carried out. Well, in Boston, we have the public agency which combines city planning and urban renewal. I believe that it makes the city planners more responsible and the urban renewal technicians more sensitive. Time alone will prove whether I'm right. The Redevelopment Authority today has a staff of 463 people. It includes city planners and urban renewal technicians, but it also includes traffic engineers because we do the transportation planning for the city. It includes a sizable staff of architects because as I will describe briefly later we have a very crucial function of design and review. It includes a staff of lawyers, social workers and just plain administrators who try to make all the others fit together in some way that can move together and get things built. We have a transportation master plan for the Boston metropolitan area which is well on its way to being carried out, which involved not only highways but rapid transit. We have, which I must confess, delight in telling our suburban friends that we have no intention of arranging things in Boston so that they can drive in from their suburbs in their own cars without traffic jams and at the peak hours and find an easy parking place. We suggest to them that if they want that, they should move to Los Angeles. And, of course, there they will find it hasn't worked either. We are trying our best, so far with very little success, to improve the quality of public education. It's the preparation for modern technology. The ability to get a job and the background and education to improve with that job as its requirements change, which keeps you off the poverty and welfare list.

We rely very heavily on urban renewal in Boston, and we consider it the most attractive and flexible way that has yet been devised to do something about cities and, as I guess you can gather, we feel that Boston has quite a lot that needs doing. We rely, therefore, on Federal money. We are not terribly interested in Federal advice or Federal assistance—all we want is their dough.

I think you have demonstrated that in your way. Your Ship Channel was not paid for by tolls. Your space center was not a private enterprise. The oil depletion allowance which we rant and rave about in the East is not a pure piece of private enterprise. I think that if Houston decides that it does not want to bother with Federal urban renewal because it's too complicated because there's too much red tape or because you just don't think you have any problems that are serious enough, that's fine. But don't put any phony principles behind it that you don't want Federal dough—that's how you become what you are.

Now, let me go quickly to a most important part and perhaps something of some interest to you. Design review. Too often, in America, the business of urban redevelopment has been a business which has not concerned itself with the quality of the final product. There is a lot of red

tape. It does take too long. It is so controversial that you forget that there is one magic moment in each aspect of every urban renewal plan that I've been involved in—and I've made enough mistakes so that I know how to care. When you decide whether it's going to be attractive or not, and you really make that decision, by deciding who the architect, whether you are going to allow the developer to have his own way with the architect or whether you are going to insist on a good one and insist that the architect be respected. This we do and I think to me it's the most satisfying point of our work.

All of our land disposition contracts—these are the contracts by which we sell the land we have acquired—have a clause known as Section 302b. That clause gives the Boston Redevelopment Authority the right to decide whether or not it approves plans. Architect's plans, preliminary plans and eventually final plans to the extent that they conform with the area from the preliminary plans. We assert this right because we say that we have a public responsibility to see that we create beauty and not ugliness. We do not make this decision—I'm a lawyer as you've heard, not an architect, although I'm recently an honorary architect. We have a design advisory committee. You might be interested in their names: Hugh Stubbins, Senior Vice President of the A.I.A., is the Chairman. Nelson Aldredge of the long-established Boston firm is a member. Lawrence Anderson, Chairman of the Department of Architecture at M.I.T., Jose Louis Suit, Dean of the School of Design at Harvard. Pietro Belluschi, Dean Emeritus at M.I.T. This is not a bad design panel, and do you know what they work for? They work for free. And they look not just to the 40-story buildings but on a relocation housing project and even other small projects.

To assist them, we have a Design Review Staff of 8, headed by a very talented young architect with some practical operating experience in a big Boston office. I would assert this evening that this approach has been effective in improving design and, if I may say so with all respect to you, in supporting what—in Boston, at least—was a somewhat timid profession in its struggle with clients who don't know where to cut costs and when they're cutting quality, and who too often are not well informed on matters of design. Our established concern with good design has encouraged developers to seek to work in Boston to get the best architects. It has improved the work of offices that had stopped trying and encouraged them to recruit talented young designers. It has even led to some of those who got business in older, less attractive ways to consider associating with talented design consultants. It has led the Boston Globe to do a weekly column on architecture. In addition, for the profession as a whole, it has led to more work for everybody and because we are a factor in the job market, because we have more than 8 architects on our staff as a whole, we have succeeded in raising the pay of the younger members of the profession. Not an unimportant thing if you want to keep talent in your home town. This is a rather lonely fight to begin with, but I think it's picking up support, and an occasional bad

building outside our territory helps.

This enterprise which has now just this month been given a new dimension, Mayor Collins in attempting to compromise the problem of Commonwealth Avenue, that glorious boulevard, which has become too much a rooming house district, has suggested that we have limited especially controlled towers and has proposed that the Boston Redevelopment Authority as the city planning board be given the power of design review even though they are not in urban renewal areas. It has encouraged forums to discuss architecture throughout the Boston areas.

I think I've said enough about Boston—you may wonder where it's all going to end, and I'm not sure I know. But we began in 1960, we decided after awhile we needed a target—1975 is convenient—it's the right time for a world's fair and, after all, 200 years after the battle of Bunker Hill calls for some kind of celebration in Boston. It gives us and others a target, and I learned in a recent visit to Tokyo that the 1964 Olympics were of incredible importance in pushing bureaucracy and lethargy in that city well out of the way.

That's another reason for a World's Fair. And also it may give us an excuse to (rush). What does all this mean to Houston? Well, I'm not sure I know. Should Houston try to follow the Boston pattern precisely? Of course not. Should Houston try to do anything at all? Well, one of your members took me on a tour and I must say you have your full fair share of slums. They are as big and ripe as anything we had in Boston. They may or may not be as visible, but they are there and they're not more than ten minutes' drive from this club. And I think you have another problem we in Boston have—the (pollen) air pollution and the fact that our city is old and tired in many ways. You've had this marvelous series of individual decisions here and in uptown, as I think you call it. Individual decisions which have led to very imaginative buildings in many places that we would be very proud and pleased to have in Boston and in most other cities of the United States would be proud and pleased to have your near downtown areas. But it does seem to me, if I may be a one-day expert, that your real challenge is to try to make them fit together into a city. To try to create some walking precincts—some ways that will make it desirable or attractive to impel people to walk around and enjoy these things when they are standing on their own two feet and not from a car window.

That's not easy to do. And there are no simple ways to do it. You're famous, as I guess you know, as the only important city in America not to have zoning. You don't seem to be too bashful about that. I can say, with some authority, I think that zoning is not the cure-all that people have said it to be. Every zoning ordinance in the United States has an escape hatch and sometimes it's as big as that exit from the Astrodome. Where they bring in the elephants and platforms and anything else that they need to bring in. The master plan in the traditional sense,

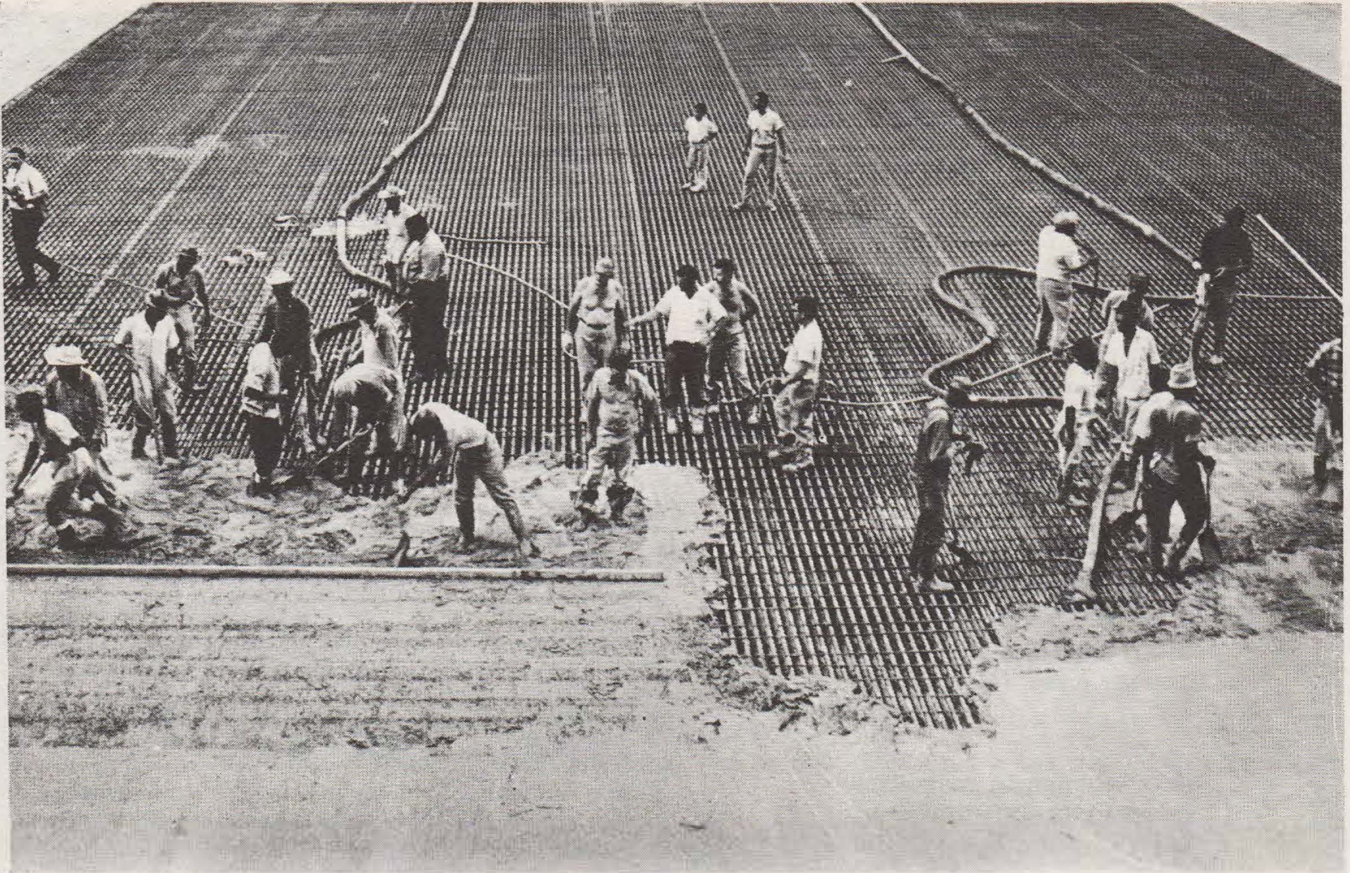
THE CITY

I would be confident, would be a waste of time. The thing they call community renewal program will spend all your energy in preparing an approach before you ever get around to doing anything about it. Some clearance such as of the slums that I saw today is not practical. You can't displace that many people that quickly. Public housing used to be regarded as a kind of cure-all—I think it is quite clear it is not, as a rule. Urban renewal is the kind that we do in Boston. I would like to see you more actively involved in urban renewal. Knowing Houston's energy once you get started, I'm not sure I'd like the competition for the limited amount of dough that's available.

The City of Houston has the same kind of financial problems in different dimensions as every other city in America has. The Federal Government has pre-empted upon source of public funds and we all become beggars in one way or another. The Housing Act of 1965 in the run-down areas of Houston offers Federal support for demolition, for code enforcement, for streets and sewers—things like that which can make quite a marked difference if they are prorated intelligently, sensibly and on a marginal scale. But in the downtown area, the difficult job is getting this city together, and this is not unique. Boston is maybe so knit together it should be pulled apart a little bit, but the cities in the West and the Southwest do have this spirit which doesn't—which seems to leave something. I think that the number of tourists in Western Europe is higher here than from the East Coast.

There is some kind of a need to feel what a city is like as you walk around it and as you sit and look on it. It isn't easy. I think you have made a major beginning in getting your fellow citizens aware. And I hope that some other professions, perhaps the profession of Law, which is mine, will consider the steps—public and private—which need to be taken if some of these dreams out here are ever to become reality. I think you could, for example, foreclose the debate and say just for the fun of it that all of you—and I know architects well enough to know this is impossible—that all of you agree entirely with every proposition that's out on those boards, and you wanted to see it happen tomorrow. You are then faced with an enormously complex task of putting together public and private money and public and private power to make it happen. I think you need some kind of an engine—I don't know what it is—some kind of an organization. I would like to think that a city which built the Astrodome, which built all these handsome buildings, which sliced the Manned Space Center away from Boston—we thought we had a lock on it—can figure out some way to this problem because with your energy, your imagination which you've shown outside, the talents you have, the resources you have, you'd do a lot of good for a lot of cities even including the old ones on the East Coast which need a lot of the energy which you have in such abundance. ■

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ERIC PAWLEY, Professor of Architecture—U.S.C.

America's cities of the 20th century are losing their character. Few of them still have characteristics which make us think of them as places with a real identity. Places today are not places because everything begins to look alike. If you were suddenly set down in any one of a dozen major cities in our nation today you would have a difficult time, just by looking around, to determine where you were. You might be in Los Angeles' West Side, on Chicago's North Shore, or even Boston's Boylston Street.

American cities once had character and you enjoyed them for their differences. This is not nostalgia for old ways. We're actually losing something by permitting regional and local traditions to be leveled down with "plaid" curtainwall exteriors, with the supposed power of air-conditioning to permit us to disregard climate, and with the sterile substitution of fluorescent lighting for daylight. Our sharp edges and sterility begin to look exactly like everybody else's sharp edges and sterility.

Not only are we destroying places with which people identify themselves, but our attempts to create new places are rather badly done. Here and elsewhere we pour millions into vast new cultural centers, whose locations and operations are dubious, and then completely ignore our waterfronts, one of the great neglected assets of those cities fortunate enough to possess them. If a hill is in our way we move it or scar it up in order to notch out flat pads for flatland houses, instead of thinking out attractive solutions for hillside housing.

Architects and city planners, working separately and as individuals, will never solve the problem of city identification and character. But a new and broader approach may lead us to some answers. That influence will come when all the resources of a given community are brought to bear on its problems through such organizations as broadly based, heavily supported institutes of urban ecology. Through such an organization, the total weight of a community can be exerted to solve problems—even the problem of making a place into a place people will remember.

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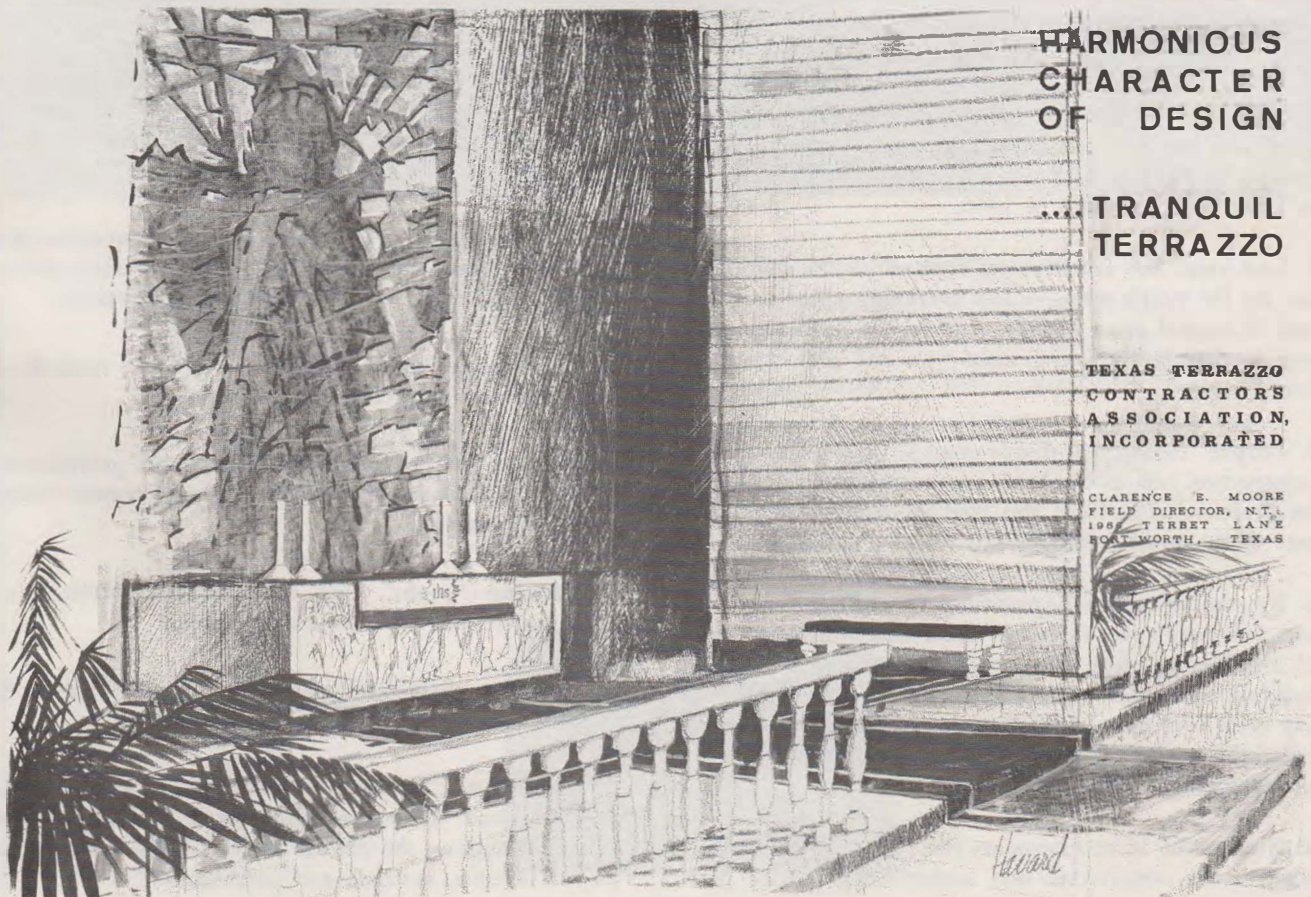
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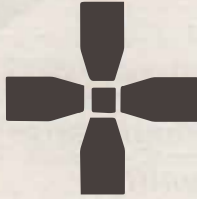


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The preliminary findings included the following:

1. There was a sharp increase in the direct costs of performing architectural services from 1960 to 1966, and there was a steady rise in the cost of outside consulting services from 1950 until 1966. Overhead has been maintained at a relatively stable level despite significant increases in the pay scales of employees in the architect's office.
2. The pretax income or profit of the average architectural firm has declined from 22.6 percent of total gross receipts in 1950, to 17.8 percent in 1955, to 15.8 percent in 1960, to 9.2 percent in 1966.
3. Last year, one architectural firm out of 12 suffered a loss for the year's work—a loss averaging about five percent of annual gross income. And on the average, architects are currently losing money on one project out of four.
4. Despite recognized disadvantages involved in using construction cost as the basis for compensating architects for professional services, this method was used in 84 percent of the projects analyzed.
5. By comparing the *Engineering News-Record* building cost index with pay rates for direct and indirect services of architectural firm employees, it was found that the building cost index has risen 13 percent since 1960, but pay rates have gone up 25-44 percent. Case and Company called this an "excellent example of the price-cost squeeze which is plaguing the architect."
6. Nine out of 10 architects say their clients now demand much more complicated and sophisticated service than

they did 10 years ago. These demands include increased risks, increased liability, increased programming, and increased engineering.

Today's architects thus face a serious dilemma, and are asking such questions as:

How can I provide clients with attractive, functional and sound buildings within their budget limitations? How can I maintain a high quality of design in spite of constantly rising costs for services and materials? How can I manage my practice so that my monetary return is proportionate to my investment of time, money and effort—plus the value to my client of my skill and knowledge?

It was noted that there are no quick easy answers to these questions, but it said that the survey has identified areas where there is a need for remedial measures. These areas are:

1. Overcoming the pressures of the profit squeeze—budgeting job time, controlling costs and expenses, pricing services, and using technical manpower effectively.
2. Determining better and more equitable methods of compensation for architectural services.
3. Deciding to what extent architects should provide some or all of the services for which they now engage outside consulting services.
4. Planning "profit" into architectural practice—into each project and every year's operations.
5. Educating clients and the public in what architects do, how they do it, and how they earn their fees.
6. Devising an "information bank" where architects can quickly obtain up-to-date facts, figures and trends pertinent to "running the office," such as costs, policies, employee benefits, methods and techniques. ■

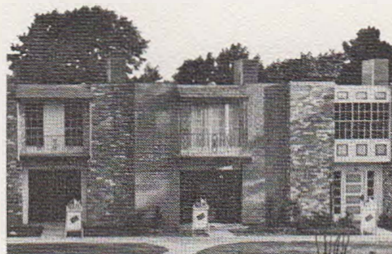
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