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The Times of May 22, 1930 "Mr. Mann speaking at the annual dinner of the Leeds Improvement Association the preceding night;

"In Kansas City we are "building the greatest inland city the world has ever seen. We must realize this. We must certify our faith in the Kansas City we love by voting 100% for the bond issues that will be submitted for the ten-year plan." "In downtown Kansas City there is a program of construction that is amazing," Mr. Mann said. "It does not amaze those who live here and see it happen as it does the man who returns to Kansas City after an absence of months or years.

"But it is marvelous, it is almost unbelievable. In almost no time, Kansas City has reason to be a city of ten and twelve story buildings. Today its skyline rises to thirty stories and will rise above that almost immediately.

"How are these new buildings financed? Whose money goes into them? Not Kansas City's, for only one of the large new developments is financed by Kansas City capital. It is the capital of Chicago, of New York, of San Francisco, of everywhere, that is being poured into the future of Kansas City.

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"Dollars do not go out where they will not be safe. And that means outside capital feels that the future of Kansas City is assured. In Kansas City we do not so much realize that fact. We must awake to it.

"We must realize that here on the banks of the muddy Missouri, we are building an inland city, the like of which the world has never known.

"I am for development. I am for a bond issue. I am for industry and for the culture that it makes it worthwhile. You men and women are for these things, too."

He went on to urge the people of Leeds to support projects for the benefit not only of their own section, but of all Kansas City and Jackson County.

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The Star of May 22, 1930 says that Mr. Mann has that day accepted appointment as General Chairman of the the "Civic Improvement Committee", originally referred to as

the "Committee of 100", and in that capacity will guide the development of Kansas City's ten-year plan.

"The appointment was offered by Mayor Smith several days ago and since then the Mayor has urged Mr. Mann to accept.

"Before Mr. Mann would agree to accept, it was necessary to lay out a new plan of organization. He did not desire to limit the general committee to 100 persons. He desired the necessary representation of all interests, whether the list numbered 50 or 200. For that reason the name was changed to the "Civic Improvement Committee" and all limits taken off the numerical membership.

It was agreed that under his supervision the general organization would be divided into some twenty subcommittee, the chairmen of which, with the General Chairman and general vice-chairmen, would constitute an executive committee.

The Star says that the appointment of the General Chairman gives the first real authenticity of movement that was begun more than a

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previously.

Albert I. Beach, former Mayor, and H. F. McElroy, City Manager, had accepted the suggestion of a ten-year development program and began the naming of a committee of 100 persons to represent the various organizations and interests within the city.

They agreed upon the personnel of the committee, but by that time it was so close to a city election and a possible change in administration that it was believed wise to hold up the naming of the committee.

"Mayor Smith's inaugural address sounded acceptance of the ten- year plan suggestion, and he announced a few days later that one of his first official acts would be to name a chairman and to get the general committee to work. His announcement of Mr. Mann's appointment was the fulfillment of that promise.

Through all the interval of delay, the City Plan Commission, which "will be the fount of all technical suggestions to the committee" has been working. S. Herbert Hare, City Plan Consultant, has been employed to work out a definite program. Additional money was apportioned to the Commission and since the fall of 1929 progress has been made in

preparing plans. Mr. Hare has been working on plans for seven months. The City Plan Commission

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had been receiving suggestions from other city departments, from civic organizations and from individuals. These suggestions were weighed, some accepted and others discarded.

The same day the newspapers carried a chart showing how the Civic Improvement Committee would be organized. This is the same as the diagram contained on page \_\_\_\_, except that the names of personnel and the number of members on the committee has been added.

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Clipping book No. 1 contains a clipping from the Star of January 17, 1930, on the occasion of Mr. Mann's fifty-ninth birthday, telling of his dreams of Kansas City of the future.

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Kansas City Star December 9, 1929

Referring to the dedication of the \$60,000 passenger station at the Municipal Airport on December 8, Mr. Mann said that Kansas City is the logical air transport center and should be the air productive center of the United States.

"We have the finest airport in the world, " Mr. Mann said. "I have seen most of them and I am not boasting when I tell you ours is the best.

"Only one man is entitled to the credit for this port. His name is McElroy. Despite public opposition he forced ahead. He located the most advantageous port, acquired a lease on the 700 acres of land and started development before the site was purchased.

"So, in accepting this station to be operated for the convenience of the traveling public, we are going to turn it back to you, Judge, for you and Matt Murray to operate and develop for the next four years."

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From the Star November 5, 1929:

Following his reelection as President of the Chamber of Commerce Mr. Mann urged the planning of a large program of public improvements to be financed by a bond issue.

He told of the difficulties encountered in accommodating the Republican National Convention and pointed out the additional thousands of dollars that would have been spent in Kansas City if it had been possible to accommodate twice the number of visitors in an adequate municipal meeting place.

He urged completion of the 6-foot river channel and construction of a wharf to be ready for the barges when they start coming. He said he was not interested in where the wharf shall be; "but let's quit fussing and get it ready. It should be placed where it will get the greatest tonnage.

"I love Kansas City," Mr. Mann asserted, "I would fight for it. I do fight for it. Any man who cannot see good in his home town reminds me of the man who stands on a street corner and talks about his wife. If he doesn't like the town, he can pack his valise and get out."

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Kansas City Times November 27, 1929:

In his inaugural address at the annual meeting of the Chamber of Commerce, Mr. Mann said "when we get over quibbling and talking, and get the bigger viewpoint and start working, Kansas City's house will be put in order."

Mr. Mann attacked the methods which had been used on some occasion in the past in connection with bond proposals and declared the need is not for a partisan program, but a non-partisan. Kansas City- spirited movement that will put the thing over. If this man is for the Fire Department, he is against the Police Department. If that man wants viaducts, he is against the river front improvements. He referred to the pride which the Kansas Cityan gets in showing an out-of-town visitor through the boulevards, parks and residential sections of the south and east side, and contrasted these with the surroundings of the City Hall and Court House on the north side.

"We heard about nine months ago of the committee of 100 to be appointed by the

City Manager and Mayor. committee was appointed, all right, but there never was a chairman named because Beach and McElroy could

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not agree on one.

"If the Mayor and the City Manager will leave the naming of a chairman of that committee to the President of the Chamber of Commerce, I will guarantee that it will have a good chairman within twenty-four hours."

He pointed out that much information has been gathered by the City Plan Commission and in other attempts to get the voters to vote bonds. "The job is to determine what is needed, then do it."

"Oh yes look at taxes. I have heard the old cry that the City Hall gang will steal it and all that, and when you wait until the next crowd is in power there, the cry will be that they will steal it, too. That does not put over the program. It is narrow-minded.

"I am opposed to making improvements of benefit to the whole city, the cost of which is to be paid by a benefit district.

"When we get over this quibbling and talking and get the bigger viewpoint, Kansas City's house will be put in order."

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Editorial from Journal-Post June 11, 1930 entitled "Making Its People Plan."

"Conrad Mann, President of the Chamber of Commerce and head of the committee to map, put in shape and convert the requisite number of voters to a ten-year improvement program, very wisely sensed the fact that it will be a people's plan. The large committee chosen from various parts of the city, from various walks of life and from various civic bodies, is not merely to \*put over\* something that has been planned in secret. It is to determine what should go into the program for the permanent, far-sighted, balanced development of Kansas City.

"This will mean work, of course. It will call for not only a close study of actual needs, immediate and prospective, but it will require considerable coordination for the program must be kept within the bounds of reason, and, as has been observed, it must be

balanced. No one section and no one interest can be allowed to dominate.

"The undertaking is a vast one and will involve conciliation as well as clear vision. Few men would face such a responsibility with equanimity. But Mr. Mann is not an ordinary man. He has tremendous energy and his enthusiasm is infectious. There is nothing little or narrow in his

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conception of Kansas City.

"The fine spirit he is showing should be shared by other town builders in his fight which all will win and nobody will lose, for it is that peculiar kind of Campaign, the victor being the entire community."

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June 8, 1931, Kansas City's long anticipated ten- year plan was formally launched. Announcement was made by Conrad H. Mann, General Chairman of the names of 856 citizens, men and women, who, with him, would constitute the Civic Improvement Committee. (Before the program was completed this number was increased to 990). In announcing the heavy responsibility upon the members of the committee, Mr. Mann declared, "that is the gratifying thing about the whole matter. Every person I have called in, no matter how busy nor how valuable his time, has agreed without argument to do his task. It is a mighty hopeful sign.

Mr. Mann desired to make it clear that this move toward city betterment is a new deal; that if anything is done about it it must be done the citizens themselves; that no one is going to produce a ready made development and ask them to approve it.

"I think that has been the mistake in the past, he said. Small groups have put their heads together, thought out the things that seem necessary, then put out the plan and asked the taxpayers to approve it.

"This is going to be different. Any city-wide plan that is produced must be produced by the citizens. I have no plan. Senator Reed

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has no plan. Even the City Plan Commission, which has been working for years, merely will submit the ground-work and the data it has accumulated.

"It will be up to this representative committee, split into fifteen or more subcommittees, to receive ideas from individual groups all over the city, develop them, hold public hearings and, if opposition to a project is general, discard it. If approval seems general, then the project should be welded into the general plan.

"When we get through it will be no one person's, nor one group's plan. It will be Kansas City's plan, because the whole city will have had a part in its making. That seems to me to be the only logical way to go about developing any plan that will have any chance of success." While the physical part of the program was under way, Mr. Mann proposed to have experts working on the financial angle side of it. When it is completed, on paper, he proposed to have at his command actual figures from which the property owner may determine just what the plan, carried to actuality, will cost him year by year.

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At the same time the personnel of the Civic Improvement Committee was made public, announcement of the selection of the following executive officers to serve under Mr. Mann was made:

James A. Reed, General Vice-Chairman

Mrs. John E. Patterson, General Vice-Chairman

Mrs. David Benjamin, General Vice-Chairman

Frank Hilmes, Assistant to the General Chairman

Walter S. McLucas, Treasurer

Ray W. Wilson, Executive Secretary

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From "A Ten-Year Plan for Public Improvements in Kansas City" Page 12:

A committee of 100, the starting point of the Civic Improvement Committee, was appointed by Mayor Albert I. Beach and City Manager H. P. McElroy in the fall of 1928. This committee had been increased to 160 when Bryce B. Smith became Mayor in 1930.

As a requisite to his accepting the Chairmanship of the committee, Mr. Mann insisted

the committee be increased to be thoroughly representative of the various organized civic groups of Kansas City and Jackson County. In all, 209 such groups responded to Mr. Mann's request to nominate five of their members from which one or more would be appointed to the personnel of the committee. The names of the organizations which responded with nominations and the roster of members of the Civic Improvement Committee are given in Appendix I and II.

Every ward in Kansas City, as well as the various townships in Jackson County, were represented on the committee.

The wards and their representation:

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Ward No.	Representatives
1	39
2	10
3	17
4	16
District No. 1, Total	82
5	90
6	81
7	74
8	250
District No. 2, Total	495
9	39
10	42
11	29
12	25
District No. 3, Total	135
13	40
14	66
15	50
16	85



District No. 4, Total	241
	953
Jackson County Outside	
Kansas City	37
Total	990

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In explanation of the apparent disproportion between the number of representatives from District No. 1 and District No. 2 for example, it should be pointed out that representation given in the table is distributed on the basis of residence address. Representatives from many of the downtown business and civic clubs had their places of business in District No. 1. Had the listing been made from business addresses there is no question but that this district would have shown a larger representation than District No. 2.

Headquarters were opened in the Assembly Room of the Chamber of Commerce, where many of the committee meetings were held. In order that Mr. Mann and his organization might carry out the work independently, not financial aid was asked or received from the city or county administrations, nor was any financial support received from use the Chamber of Commerce other than the use of office and meeting quarters, which was given by the Chamber. The various city and county departments, however, did cooperate in furnishing data and reports and in some cases public employees, notably those of the City Plan Commission, Public Works and Park departments furnished their services in aiding with the studies made by the various committees.

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Shortly after the so-called "Committee of 1000" was named, the personnel of sixteen committees, entrusted with the responsibility of making studies and of reporting to the Executive Committee, was announced. The subcommittees and their chairmen

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In his inaugural address Mayor Smith said:

"I am in favor of a ten-year plan of city improvements, not merely for the special lines of improvements set out, but more especially for the reason that it affords a definite program and time limit. Ten years in the growth of a city is not much. It is hut a brief time to make comprehensive developments, hut it gives an impetus and a goal toward which to work. At the end of one ten-year period we may attach another, hut each decade will witness something done, some aim set and attained. The only way to better the city, to improve conditions, is to map out a program and follow it. We may make some mistakes, hut we will accomplish something and not waste our time and the people's money in windy speculation. Let's go ahead with the program.

"Shortly after this Mayor Smith and others prevailed upon Mr. Conrad H. Mann to accept the chairmanship of the committee. Mr. Mann agreed, with the stipulation that the committee would be enlarged to make it truly representative of the various interests in Kansas City and Jackson County. To this end invitations were sent first to the president and secretary of every known women's organization in Kansas City asking them to attend a meeting. Those organizations represented were asked to suggest five names of their members,

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from whom would be selected women for the committee. Later the president and secretary of the various men's organizations were invited to attend a similar meeting.

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supplemented by correspondence with those organizations which for one reason or another were not represented at the meetings, resulted in nominations from 209 organized groups, from which the personnel of the Civic Improvement Committee was built up to 990 men and women.

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In appointing these committees, Mr. Mann emphasized his idea that any city-wide plan which might be developed must be produced by the citizens. "There is no set plan," he declared. "Even the City Plan Commission, which has been working on this since its

inception, merely will submit the ground-work and the data it has accumulated. It will be up to these subcommittees to receive ideas from individuals and groups all over the city, to develop them, to hold public hearings, and after due consideration either to recommend them to go into the plan or to be discarded."

In all, 585 members of the main committee actively served on the various subcommittees in the work of developing the program. These subcommittees, appointed June 17 began their work early in July.

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KANSAS CITY STAR \* Dec. 4, 1932

#### MANN'S RECORD

In June 1931 after Cobrad H. Mann had led the ten-year plan to its great victory, Ruby D. Garrett, at a dinner given in Mr. Mann's honor, said of him:

"You are the embodiment of the civic spirit of Kansas City and are the guarantee of its future."

That in a word is what Mr. Mann has come to mean to Kansas City in the twenty-five years he has been identified with it. For many years there have been few civic enterprises in which he didn't have a forceful part. Gradually his dynamic personality has spread his influence over affairs in Missouri and elsewhere until recent years he has become a national character.

Mr. Mann is 61 years old and on his last birthday anniversary he said he had no more idea of retiring than he had when he was 21 years old.

He was born in Scott County Iowa and lived on a farm until he was nine years old, when he was taken to Marburg, Germany to live with a grandfather and attend school\* He returned to Iowa when he was 17 years old, attended a business college and in 1893 went to Milwaukee. He established a real estate and insurance business there and continued in it until he came to Kansas City in 1907 as national secretary to the Eagles.

Since then Mr. Mann has become virtually the head of the Eagles, but he has had time for other things. In 1909 he became associated with the brewing industry and after two years became secretary and general manager of the Kansas City Breweries

Company, which owned three plants.

Mr. Mann's first civic activity here was a membership in the old Commercial Club in 1910. Three years later he was a director and treasurer and founded the Convention Bureau, which had since brought hundreds of conventions to Kansas City. He was one of the organizers of the Co-Operative Club and gave the organization its name.

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The Commercial Club became the Chamber of Commerce, of which Mr. Mann is serving his fifth term as president, a record never before attained by any president.

It was Mr. Mann who led the ten-year plan organization which brought about the adoption in 1931 of a city and county plan and a 42 million dollar bond issue to put it into effect.

It was Mr. Mann who planned, with the changing leaders, year after year, the charities campaign and it was he to whom the leaders turned in the darkest hour for advice and encouragement.

It was to Mr. Mann that the city turned when it wanted the Republican National Convention in 1928 and it was Mr. Mann who led the delegation that went East and brought it back.

It is doubtful if there is a busier man in Kansas City than Mr. Mann. His activities range through many lines of endeavor. Aside from his civic activities and his various official position with the Eagles, he is a director of banks here and elsewhere, a director of building and loan associations, a grain farmer, a cotton farmer, a grapefruit rancher and a chicken raiser.

Here are some of the outstanding of Mr. Mann's activities in K. C.

President of Associated Industries of Missouri

President of Standard savings & Loan Assoc.

President of Downtown Garage Co.

Director of Empire Storage & Ice Co.

Director of Kaw Valley Railroad

Director of Convention Hall

Director and Vice-president of The Walnuts Corporation  
Chairman of the Ten-Year Plan Advisory Committee  
President of The Chamber of Commerce  
Director of the First National Bank, Mercedes, Texas.

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KANSAS CITY TIMES - Sept. 16, 1932

#### TRIBUTE TO CIVIC LEADERSHIP

A tribute was paid to the civic leadership of Conrad H. Mann at a surprise dinner at the Hotel Muehlebach.

A large oil painting of him by Austin Ketchum was unveiled and presented to the city. At the completion of the new Auditorium it will be hung there for the generations of the future who will read of him and his work in Kansas City.

Mr. Mann opened the dinner with a review of the work done under the Ten-Year Plan and with references to the auditorium, the replica of which rested under a bank of flowers upon a pedestal in the center of the room.

The dinner was attended by 288 of Mr. Mann's friends.

Mr. Mann introduced Matthew S. Murray, director of public works, who described the auditorium as attendants lifted the banks of flowers from it.

Then Col. Garrett announced the real purpose of the dinner. A program outer bearing a photograph of the portrait of Mr. Mann on its/cover was handed to the guest of honor, so that he might read:

'Given by the men and women of Kansas City in appreciation of Mr. Mann's long, faithful and unselfish service to the community.'

"We did not come to canvass what has been done toward the Ten-Year Plan," said Colonel Garrett, "we came here to do honor to a man who for a long time has done great honor to Kansas City.

"For some time, Mr. Mann, while you have been talking about the progress being made under the Ten-Year Plan, others have been talking about doing something to show Kansas City's appreciation for your great service.

"With the completion of this replica a group of men stepped forward and said they

would bear the expense of a dinner in your honor."

Colonel Garrett introduced George B. Longan, president of the Star.

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Mr. Longan placed Mr. Mann among the leaders that stand out in the history of Kansas City. He related the benefits to Kansas City through those leaders, and showed how the works of Conrad Mann are equal to the great services of the past.

"Mr. Mann's civic work has been so large and so varied," Mr. Longan said, "that much of it, of great importance to Kansas City, would no doubt be classed by Mr. Mann as all in a day's work."

Mr. Longan listed some of the major achievements of Mr. Mann in behalf of Kansas City - the Republican Convention four years ago; charities campaign leadership; the Ten-Year Plan bond campaign; Missouri River development; the ending of the milk strike; the Chamber of Commerce 5-year plan of industrial improvement; Kansas City Southern stock sale controversy; state unemployment leadership and other problems.

\* \* \* Mr. Longan said Mr. Mann had taken his place among those great citizens who have made the spirit of Kansas City what it is and that he has been and is one of the most valuable citizens Kansas City ever had.

The Rev. John W. Keyes, of St. James Catholic Church said:

"Emergencies always beget leaders. 1930 and 1931 were years demanding the best efforts of all citizens. Not only the best effort, but also united action. To unite, to have driving power, a leader was necessary; a leader with a convincing brain and high intent and driving power. We found such a leader in Conrad Mann.

"Recall his influence in charity campaigns, in our great Ten-Year Plan, in our civic needs and you will have real inspiration that has motivated this testimonial. It is motive sufficient.

"Only the deaf and the blind do not know the great activities of Conrad Mann. We read daily of his wonderful activities. We read of him in Washington, New York, Los Angeles, Florida and Canada. We swell with pride to know that he belongs to us; that his home is in Kansas City; that he is our Conrad Mann."

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J. Emmett Woodmansee, chairman of the charities campaign in 1931 paid tribute to Mr. Mann's leadership through the campaign.

"I once read a quotation", Mr. Woodmansee said, 'To pity distress is human - to relieve is godlike.' This quotation, by an author of the same name of the man of whom I am privileged to speak, is in my mind applicable to the daily life of Conrad Mann.

"His friends love him for the energy and devotion he spends in the interest of the under-privileged. Never has he declined to accept his full responsibility, and more, on civic problems and in the interest of the public. Yet in his busy life, he finds time to listen to the trials of others and give friendly advice.

"His council is wise and his knowledge is almost unbelievable; and through it all there appears not the least self-gain or selfish motive."

Bishop Robert Nelson Spencer - "The civic deeds of Conrad Mann honor him far more than any words we may speak tonight. We speak these words sincerely as being but a transcript from the record that his life and services have written into the great record of Kansas City's advance.

"it has been said that an institution is but the lengthened shadow of one man. In the case of a city it is, of course, the lengthened shadow of more than one man. But I say in simple truth that whatever the rising sun of Kansas City's growth moves over these towering buildings and across these institutions of merciful alleviation of poverty and pain, it casts no taller shadow than that of the man whom we are trying to honor here tonight."

Mrs. George W. Fuller, speaking in behalf of women civic leaders, paid tribute to Mr. Mann.

Also Rabbi H. E. Mayer and Mrs. John L. McLaughlin, who has worked through charities campaigns with Mr. Mann.

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KANSAS CITY TIMES - June 17, 1931

New York June 16:

"Kansas City, the real heart of America", capital of a great inland empire, has gone

steadily forward in a program of orderly development, confident and unafraid, in the time when panicky feeling prevailed everywhere else. "

Thus Lou E. Holland, managing director of the Chamber of Commerce, a guest speaker here at the National Convention of Advertisers Federation of America, yesterday characterized conditions in his home city.

Mr. Holland told of the lack of knowledge of industrial conditions in Kansas City before 1928, and of the survey that gave an illuminating picture of the situation. When the survey was completed, the city learned of many opportunities for business investment and for new utilization of raw material.

"Armed with this knowledge," Mr. Holland said, "Kansas City business men banded together in a five year industrial expansion program that involved the judicious spending of 2 1/2 million dollars.

"It is only a few days ago that the people of Kansas City went to the polls and in an election remarkable for the high percentage of total registered vote, cast a vote of four to one, authorized the issue of almost 40 million dollars in bonds to stimulate business and to improve the city in a studied program of improvements over a ten year period. An additional 10 million will be spent by the board of education over the same period.

"The voting of the bonds was Kansas City's vote of confidence in itself confidence of the same kind that had been shown over the comparable period referred to by outside capital, resulting in giving Kansas City a new sky line that pierces the clouds."