



Planning for Permanence: the Speeches of J.C. Nichols
[Western Historical Manuscript Collection-Kansas City](#)

Central United States: A Sleeping Industrial Giant

Oklahoma City Chamber of Commerce December 5, 1941

It is inspiring to meet with a group where the pioneer spirit is still strong and true.

The miraculous transformation of your early cattle country into a great mining, agricultural, oil and gas producing area, adding more than a billion dollars of new wealth to our nation annually, is one of the outstanding epics of American history.

No state in the union enjoys a greater diversity of agricultural production. Here where the wheat fields of the north and the cotton fields of the south blend into a strong, agricultural economy, Oklahoma with nineteen major plow crops enjoys an unique position in American agriculture. Other central states present similar facts.

As great as has been the wonderful development of your oil and gas resources, you must recognize that through scientific technique, the number of men employed in these industries has long since reached its maximum, and it is your job to create new opportunities for employment for the great masses of your population.

The fight we made for recognition of coking qualities of our western coal may bear results beyond any of our dreams. The very existence of the three defense plants in the tri-state area will attract national attention to our resources, abundant power, cheap fuel, excellent labor supply and industrial competence, which even in peace times may mark a great new era for our region.

Here, near the corners of three great central states – let us not say the Middle West, because Ohio, western Pennsylvania, Michigan, Indiana, Kentucky, Illinois, all claim they are in the real Middle West, sailing under this proud claim, and to my consternation whenever a defense plant or defense order went to those states it was credited to our “honest-to-God Great Plains area” – The Central U.S. – and for months and months we stood with no defense plants between the Mississippi River and the Rocky Mountains.

When I went to Washington in June 1940 – to head one of Mr. William Knudsen’s seven divisions – not a single plant was allocated to our whole area. We were told speed was too essential – and undoubtedly it then was – to risk delay in establishing new plants out here.

They honestly questioned our supply of skilled labor and our executive and industrial “know how” to chance any experiment or delay.

Their mere honest “Habit of Mind” did not grasp the industrial potentialities of our area. Perhaps our agricultural greatness was so well known that it was perfectly natural for them to look upon us as having little industrial potentialities In fact, one

Eastern paper carried an editorial attacking me for urging defense plants in this section, “only fitted to raise hogs, wheat and corn.” Perhaps the terms, “Bread Basket of the World,” “Cotton is King,” should give way to a new industrial slogan.

We argued the greater safety in the center of the U.S.; our cheap fuels; our lower living costs, our American born labor; farmer boys trained from youth to “fix it” on the farm; equidistance to all four frontiers; our great transportation system; abundant raw products; our supply of power; but in the first allocation of plants, we were not included!

We were told we were too far from the northeast Atlantic coast, the probable first point of foreign attack; our freight hauls would be too long.

We asked, “Then why build a two ocean navy? Why lend hundreds of millions to Latin America?”

We argued that the whole machine of America must be mobilized – that the big Eastern factories alone couldn’t do the job in this world-wide industrial war – that small shops everywhere must be put to work; that our people must be marshaled into one huge producing army!

We maintained the costly drainage of men and machines from the central U.S. was economically unsound – that here we had abundant public facilities unused – immense vacant housing – masses of unemployed – we presented the need of national unity, national solidarity and hope of arousing the Mid-continent if they gave them nothing to do in the defense program except pay taxes and send their sons to the Army and Navy. We pointed out, the dangerous fallacy of a defense production program which would make Eastern, Pacific and Gulf Coast plants only bigger, and interior plants smaller.

Those great leaders, William Knudsen, and others who were not unfriendly to spreading production, finally gave recognition to our production facilities. Today there are some twenty-four defense plants between the Mississippi River and the Rocky Mountains, as well as hundreds of our large and small factories handling defense orders.

And here let me say, no leaders could have been more courageous, more patriotic in working for the defense program than William Knudsen, Don Nelson, John Biggers, W.L. Batt, R.L. Mehornay, and other Dollar a Year Men, giving all their time to their country. At times progress may have seemed slow, but the job was tremendous. Industries were not prepared to make war machines. It took tools to make tools, before a start could be made on a new tank or a new design of bombing plane. Supply of critical materials was not ample and it is our duty to accept our share of the sacrifices, to support the whole defense program.

Only unity will save America.

It is no time for any group, under cloak of defense, to press further undue social gains.

The great rank and file of loyal labor throughout America, if freed from too frequent selfish racketeering domination, will do the job Only a united nation can save America.

No magic wand will – preserve our freedom!

We must ... strengthen our nerves; harden our muscles; put calluses on the hands ... and do the impossible!

Ours, is no part-time job ... it must be green lights ahead for our factories!

Silent shops and idle mines will not do it.

We are playing a desperate game of keeps; our land must be fit for our children to live in!

Every tick of the clock is precious time. These are critical times, gentlemen. So let us not blindly, in overconfidence think that our country, without Herculean efforts can withstand the destructive, vicious, slaughtering band of barbarians today devastating country after country throughout the world.

Where in all this war-torn world today can you turn for a haven of peace and safety, other than in our own dear country? We must not do too little, we must not be too late.

In Washington I was able to get the quartermaster department to break the precedent of 150 years and establish f.o.b. plant bidding in a number of items, enabling our factories to compete successfully with Eastern firms. This procedure should be extended to ordnance items for Army, Navy, and Air Corps, and we should devote our efforts to this end.

I helped develop regional buying in certain items so that our manufacturers may bid for delivery within a reasonable distance from their factories.

We strongly urge that prime contractors be required to subcontract a fair share of their orders to put the whole production machine to work. Such legislation is now before Congress, and this is essential to speed the supply of munitions, for the Allies and defense of our shores.

It was natural that large industrialists would hesitate to split their executive forces, managing personnel, and laboratories. This was particularly true in the new airplane industry, and it was necessary for the situation to become extremely "bottlenecked" before the leaders recognized the safety of widespread airplane production.

In Russia, the importance of carrying on industrial operations remote from the borders has been well demonstrated. The Central U.S. is not only more accessible to the rest of the country by all kinds of transportation, but at the same time, as a war emergency it is less accessible to the enemy. In event of capture or destruction of the Panama Canal, the Central U.S. can serve both the East and West coasts.

It was evident that Navy bases and ship building yards had to be located around the coastline, or on the Great Lakes. It was obvious that the Government owned ordnance and arsenal plants could more quickly be expanded in their present locations far beyond our area.

Most of the air training bases, and majority of new cantonments were placed in the south for climatic reasons.

Eventually, it became apparent that concentration of defense production was becoming twice as great from Baltimore to Boston than it was in England, and finally

Washington authorities recognized that the facilities of the entire country must be utilized ... that no effort should be spared to avoid shutdown of small plants, and that they must be converted wherever possible into manufacture of defense materials.

More Government owned defense projects will be built and there are many areas throughout our Great Plains section where ample facilities are available. Thousands of our small shops and factories may soon be forced to close down through lack of critical materials unless we can command the use of these smaller industries.

This is a serious challenge to our business leadership. We have in this meeting today able representatives of the great state of Missouri, Mother of the West; men representing the hardy stock of Kansas, a state carved in a burning idealism; men from Oklahoma, a state still surging with pioneer spirit.

Let us face the facts.

Let us have courage to face the facts. Analyze the 1930-1940 census by counties and realize the alarmingly declining population of our central area. Mechanization of our farms is rapidly reducing our population; replacement of horses and mules has sadly reduced the market for agricultural products. Much of our farmers' cash today is spent for high cost farm equipment made in distant places, where formerly the farmer capitalized his time on his own land.

Until recent foreign demand, a large part of the export market for our crops had been lost. We have gone through ten years of drought, but God knows I hope we have now hit a wet cycle.

We have suffered low prices, but it is hoped that the new parity schedule will bring relief. It has been a long time since we have had good crops and good prices at the same time.

The drainage of our manpower, amounting to several thousands per month, has for years depleted our consuming population. The constant national trend to mass industrial production has concentrated industry in regions beyond our section.

We are in a power-age favoring T.V.A., Oregon, Boulder Dam section, and other remote areas. The lower all-water haul, via the Panama Canal, freight rates have adversely affected the Mid-continent; the St. Lawrence Seaway, if built, may only further maroon our section.

Shall we become an economic dust bowl?

The trade territory of all our larger cities is rapidly declining in buying power.

Large mail order houses pull business from the merchants of our small cities.

Ghost towns are beginning to appear in our region.

You know that we are not balancing agriculture with industry! We must have industry in near-by towns to give employment to our men released from our farms by mechanized farming requiring less labor.

This creates a vicious circle because industry prefers to locate near the largest consuming markets.

Large factories for defense materials being built elsewhere on a plan of a five-year amortization of buildings and equipment are creating grave competition for any future new plants in our area for generations.

Let us not be misled in our thinking, that the few defense plants erected in our area permanently solve our problems. We have violent headaches ahead unless we plan now for the post emergency period.

Have we the superhuman leadership? Have we the stamina? Have we the spirit of cooperation among our several central states to accept the gauntlet and build private industries to balance our agriculture? Can we stem the tide of declining population?

Can we avail ourselves of our vast reservoir of raw products and build industry in our area?

I am not thinking simply of more large factories in our big cities, but am pleading for small shops and factories in the towns throughout our entire section.

The hand on the plow should lead to the loom in the nearby town, the end of the furrow, a smoke stack nearby. Cities can only grow with wide distribution of prosperity in their trade territory.

I challenge America that no area has a finer supply of intelligent American-born labor.

I challenge America that no other section has such wide unused resources and known reserves of natural and raw products, ready to support industry.

I challenge America that no other community has cheaper or more abundant supply of fuel or finer distribution of land and air transportation services. Certainly the full use of the Missouri River, clear up to Yankton, S.D., and the Arkansas River must be added to our cheap transportation facilities.

Decentralization is opportunity.

A great migration of industry has been under way for many years. The textile industry has moved largely from New England down along the Atlantic Coast; the paper industry into the south; the electrical industry mostly into Ohio; the automobile industry into Michigan; the moving picture industry into California and so on through a long list of migrating industrial centers. Large industrialists are recognizing the economic hazards of over-concentration.

But what is the situation in the Central United States? The records tell the story that our industrial production is not keeping pace with the average industrial growth of our country and my purpose in coming here today is to charge the red-blooded, two-fisted leadership of our region as to what we can do to develop new industrial uses for the products of our farms and mines through scientific research; to build new industries based upon our natural resources and to claim our share of business in the nation's industrial progress.

Will we meet the crisis confronting us? "Men of our area, awaken, because we have great things to do today."

We don't propose to accept idly a closed economy for our territory.

During the World War, great new industries were born. From the present emergency, due to the need of substitute materials, many new industries will be created.

“Shall we sleep on our gigantic resources?” Daring industrial pioneers are needed today.

I propose that the research authorities of the institutions and private industries in Kansas, Nebraska, Oklahoma, Colorado, Iowa, the Dakotas, Missouri, and other adjacent areas, all suffering the same declining population and slow manufacturing growth, work out a coordinated, allocated plan of scientific research as to industrial uses of the products of Central United States.

The Mineral Industries Building being erected at Kansas University, and the new Research Building at Oklahoma University and Nebraska’s and Colorado’s and Iowa’s research programs show our states are aroused. Let us arrange a series of joint meetings of the best scientific research men of our section.

Let us lay before ourselves a list of all products – agricultural and mineral. Let us find out what studies are under way in our own institutions and in the four great United States research laboratories and other national laboratories and not duplicate their efforts.

Let us particularly pick those products on our list in which research today is not being fully prosecuted.

Let us send a committee of our best scientific men to travel from laboratory to laboratory to ascertain all research work under way relating to our products. Then let us not duplicate our efforts, but by definite assignment allocate certain fields to each of our state institutions and our own existing private research laboratories.

The heads of several of the largest national research laboratories were reared in our region. Dr. E.R. Weidlein of the great Mellon Research Institute, Dr. Ernest F. Reed, head of the Union Carbide Laboratory. John Brentlinger, head of Industrial engineering for duPont and others are keenly interested in our cause.

Mobilize research for progress.

I suggest we call into conference, after we survey our field, these able men to counsel with our best research men.

Let’s urge our legislatures to be liberal with appropriations to support this broad research program.

Let us approach the whole field from the standpoint of our general area.

Let us share our findings, let us exchange our studies; let us admit no discouragement.

Then let us have the daring, the vision to support financially the beginnings of new industries which bid fair to prosper in our region.

Think what the early courage and undaunted spirit of a few men in Wichita in the early, feeble days of the aircraft industry has finally achieved for that part of Kansas, which is already bringing to our area some half billion dollars of orders of airplanes in Wichita alone.

Certainly we have the men and companies of means that will supply the “risk Capital” to exploit the commercial potentialities of the most promising results of our research efforts.

Synthetic chemistry rests upon certain basic pillars; coal, gas, oil, lime, stone, water, air, and farm products. In all these products our Central Empire abounds. But have we the ingenuity to utilize these God-given resources?

We cannot think of the future industrial horizon of our domain without considering its relation to synthetic chemistry.

Ponder the mysterious alchemy by which the gases of the air and the minerals of the soil are transmitted into waving grasses, and tossing foliage by the radiation of the sun.

As miraculous as it seems, synthetic chemistry today is outdoing nature in breaking down molecules in matter and rearranging atoms into articles of daily use and necessity. This juggling of atoms spells future industrial growth for the central U.S.

Nature works with catalysts called enzymes, which bring about reactions in living organisms. Our chemists, delving into the mystery of earth’s contents and products, set up new compounds, rearrange matter, and outdo the soil and rays of the sun. They bring into existence hundreds – yes – thousands of materials, creating a new world and a new frontier for the industries of our land.

Yes, chemurgy puts chemistry to work for ages to come.

Cheap power is the basis of all industrial operation, and in our area we have potentially the cheapest power in the United States from our great gas fields and coal deposits.

Here we have in this immediate area enough bituminous coal (based on present consumption) to last some 9,000 years, and yet we know that synthetic chemistry can make nearly ten thousand things from coal; such as aspirin, dyes, perfumes, drugs, ammonium nitrate, saccharine, TNT, plastics, acids, textiles, brushes, furniture, artificial leather, rubber and chemicals.

The 1,200,000 estimated tons of metallic manganese – not just ore but actual metal – in South Dakota, and immense beds of lignite in that area should play a big part in our defense program, and the future development of our central area. A Pilot Plant is now in operation at Chamberlain, South Dakota, to test this great body of manganese. There are also great bodies of coal within a radius of 400 miles of Rapid City, S.D.

Chlorine and sodium made from salt are the principal tools which the chemist uses in synthesizing new products. The other chief requirement is low power cost.

Here we have great supplies of natural gas and petroleum from which a multitude of articles of daily use can be made through synthetic chemistry.

The petroleum and gas industry of the Mid-continent has already been most aggressive in its research – bringing millions of dollars of wealth, and immense employment in our region.

But what can we do to reduce the piping of our oil and gas out of our territory which is now building industry far beyond our region?

Cheap gas can make electricity at as low a cost as can be done with waterpower.

Power puts chemicals into active form, and one or more electrolytic plants should be built immediately as there is now a dangerous shortage of chlorine, metallic sodium, and metallic magnesium.

In the tri-state area we have large reserves of lead and zinc, basic to so many industries.

Would not a slight raise in the price of lead and zinc bring into operation immense fields of our lower grade ores?

Your ammonium nitrate plant will train men in synthetic technique which may have far-reaching results in a greater use of these products, but we must be industrially conscious. Remember an ammonia plant is a real basic chemical plant.

Perhaps from these huge piles of chat in your lead and zinc fields, magnesium a critical material can be salvaged.

From our resources untold plastics may be created.

Nylon, rayon, duprene, butadiene rubbers, fabrics may be made from your coal, your petroleum and your gas; phenols from your coal tar; formaldehyde from your gas, Lucite glass and a whole range of plastics from coal.

TNT is now being made for the first time from toluol coming from your petroleum gases mixed with sulphuric and nitric acids.

Henry Ford has well said that the future automobile may be “grown” from our soil. Already some 243 items in an automobile can be made from plastics derived from coal, oil, limestone, and farm products. Some 100 parts of an airplane can already be derived from the same sources.

Within ten years, from our limestone and coal and our petroleum gases, rubber may be produced cheaper than we can obtain it from the East Indies.

Startling results are coming from laboratories of our land, making superior fabrics from casein. Aralac wool from milk is rapidly becoming a part of your hat, your clothing, and draperies. In fact hundreds of products, through synthetic chemistry can be developed from milk. Some day the old family cow may be dressing as well as feeding us!

You know, the story of the soybean and the 300 products which may be produced from it. Soybean oil is as old as the Chinese painted idols – yet as new as tomorrow’s plastics.

Sugar beets, broomcorn, sargo, kaffirs, peanuts, castor beans, cornstalks, sweet clover, cowpeas, sunflower, straws, milkweed, lespedeza – yes the common, hated weeds of our farms and roadsides may spell industrial opportunity!

Starches and plastics from our sweet and Irish potatoes – cigarette paper from flax – may create new values for our farms.

Agriculture is our bulwark.

While on the subject of farms let me say that the time has come in the depletion of our soils in this whole central area that we must give serious consideration to its up building. Sulphuric acid made from the pyrites of your coal, or from your zinc roasters, mixed with the 20,000,000 tons of phosphate rock in Northwestern Arkansas and the large deposits in Oklahoma, can produce a super-phosphate fertilizer at some half the cost of that shipped today from Baltimore, Md., which, strange to say, is now the center of the fertilizer industry of America.

Reports from seven of our Mid-continent agricultural colleges show the need of more than a million tons annually to maintain the fertility, and to build the prolific production of our own soils. Soon we may be growing vegetables and other products to provide oils and fats which will supply industrial needs for fabrics, furniture, building materials, and a host of other items.

Experiments are under way at Kansas and Nebraska Agricultural Colleges as to industrial use of our sorghum family, which can be produced in such tremendous tonnage in our states.

Do you know that more than 200 products are today being made from our corn? In fact, corn sugars are being used to coat steel!

And don't forget that some 12 million acres, or nearly one-third of the area of the state of Oklahoma, and large areas in the Ozarks are covered with timber, comprising 134 species – offering untold potentialities for pulp for paper, plastics and other products.

Furfural, a liquid made from corncobs or oat hulls, may in turn be used to convert more corncobs, cornstalks, oat, and wheat straw into valuable plastics.

Houses of the future may be built with building board made from our immense beds of gypsum ... or glass houses may be the result of our cheap fuel and sand.

Oat hulls and cotton are already proving valuable as binding material for paving of our roads ... Houses may some day be largely built of cotton, building boards made from waste farm products or glass from our sands.

Corn alcohol, our salt, our cotton, gas and coal and air will be used in making smokeless powder at the Chouteau plant.

The question is – have we reached a static farm maturity? Or is there an ever-surging, irrepressible spirit to accept the industrial challenge to hew out the rightful destiny for central U.S.?

Men you can make a plastic from the products of our soil that has ten times the strength of steel, are you content to allow that new industries of our times be built far removed?

Our 53 billion tons of coal reserves and our lignites can serve some 90% of the chemist's needs of our country.

Cellulose from our cotton and other farm products can make celenese fibers far superior to many natural fibers heretofore known.

Are you astounded to know that Nylon machinery bearings are made today far superior to steel products? And that they need no oil for lubrication?

This whole region abounds in limestone, “that Great Monarch of the Mineral Kingdom,” and from calcium they can produce ceramics, glass, nylons, and the synthetic rubbers Duprene and Neoprene which find increasing usefulness in the commercial world. Your granite marble is as fine as the “Rock of Ages” from Vermont.

Now cotton is being bred for highly specialized commercial uses. Cellulose plastics from cotton is even today being used in aircraft, ships and automobiles. A whole new world of articles made from tobacco is on the horizon.

Tobacco does not end necessarily with smoking.

Nearby areas offer immense possibilities in charcoal products to be used in all kinds of metallurgical uses, solvents, clarification of water.

When Texas was promoting a plant to make newsprint in Lufkin, forty publishers agreed to take the production of this six million dollar plant. Is the time not here, when a similar procedure could be followed by consumers in our area, of various products that can be made from our raw resources?

Here, where we have the cheapest and greatest supply of fuels and sands to make glass, why cannot we manufacture glass for our area? Here, where we have the limestone for rock wool and building materials, the chalk, the diatomaceous marl, the clays, the volcanic ash, helium gas, the bentonite, tripoli, tungsten dolomites, cadmium, germanium, manganese, brown iron ore, indium, inexhaustible supplies of salt, asphalt rock and cement, hematite, oil field brines, carbon black, novaculite, sandstone, shales, limonite, magnetite, iron oxides from our coal, magnesium salts, bauxite ores, alabaster, barite, diaspore, lignite; what is the limit to our production?

Tung oil may be produced from tang trees grown in the valleys of Southeast Oklahoma.

We have the greatest agriculture area in the world with no forbidding mountain ranges or barren expanses of lake or sea, and don't forget the clearer, brighter living conditions of the Central U.S. Smoke and darkness are damaging to factory output, while sunshine and clean air certainly add to health and well-being of our people.

There is no other section in our country that has such close proximity of immense agricultural and mineral resources.

Why can we not tan our hides, manufacture cereals, can our fruits within our own states; dehydrate our farm products? Process food by quick freezing?

Springfield, Mo., area has in a few years increased cheese production from 8,000,000 pounds to 43,000,000 pounds. The whole dairy industry offers immense potentialities for our area.

The question is, whether we have the grim leadership to coordinate a research program for the development of products at our very door? Shall we become the economical hinterland of our nation or can we rally our leaders to meet the issues of

today and build industry to use the inexhaustible products of our domain and create an increasing consuming population rather than a declining people?

And in all this let us not overlook the importance of the study of our under-ground water resources and need of ample dams and lakes to offer essential water for industry.

And let me call to your attention right now that our Central U.S. – so accessible to Gulf ports and Mexico is a perfect natural for manufactured articles to supply our growing trade with our friends in Latin America. Tom McNally, of Pittsburgh, has already demonstrated the possibility of this foreign trade.

Conclusion.

Courageous men of Kansas – daring men of Missouri – pioneer men of Oklahoma, have we the courage to meet the challenge of our time? Are we satisfied to sit idly by and see our population dwindle – to see our factories become smaller and smaller, and ghost towns appear?

Shall we resign ourselves to seeing the big industries of the East and West and Gulf Coasts drain our men and machines? Or, shall we proclaim ourselves the undefeated champions of the rights of “Central United States?”

Shall we become permanently retarded by the concentration of industry in areas far removed from us? Or shall we carry the flag of industrial development and build more industry for our Great Plains states?

Let’s create industry for the use of our farm and mineral products, and a market for a larger population.

Let us encourage resident farm ownership so essential to safe Americanism.

Let us ruralize industry. Eastern Oklahoma has today the second worst rural unemployment section in the entire U.S.

Let us create a larger nearby consuming market for our manufactured articles, and the farm products of our area!

Let us proclaim blowing of factory whistles in all our towns our “march of time” ... the daily, happy employment of increasing thousands in our industry will be our truest safeguard against communism, and nazism, as well as the blessed assurance of the continuance of our American institutions.

Gentlemen, any lesser goal of achievement; any lesser task, would be untrue to the daring pioneers who carved our great states from a wilderness of prairie and plain. I am confident that every man in this room is ready to devote his time; his energy, his soul and his resources to the future economic progress of the Central U.S. – a progress that will place us on a reasonable parity with the rest of our nation; a progress which will revitalize our farms, towns and cities, attracting, and holding our youth in their native heath.

Let the hum of factory machines be the booming theme song of our time. We have the creative genius – we have the faith – we have the driving energy – we have the adventurous spirit and courage to meet the challenge of today.

Gentlemen, I leave it to you ... have we the ability? Have we the vision? Have we the indomitable leadership and willingness to consecrate our lives to establish a balanced economy between agriculture and industry?

Let's not despise any small beginning ... even a tiny spark can easily burst into a mighty flame.

Let every man put his shoulder to the wheel if we are willing to risk "our all" for our part of the country which we so dearly love, and there shall never be an industrial blackout for the central part of America.

Let us awaken our own sleeping industrial giant!

The J.C. Nichols Company Records (KC106) – Speech JCN075

Arguably Jesse Clyde Nichols (1880-1950) was the single most influential individual to the development of metropolitan Kansas City. Moreover his work, ideas, and philosophy of city planning and development had far-reaching impact nationally – so much so that the Urban Land Institute has established the J.C. Nichols Prize for Visionary Urban Development to recognize a person or a person representing an institution whose career demonstrates a commitment to the highest standards of responsible development.

Nichols' objective was to "develop whole residential neighborhoods that would attract an element of people who desired a better way of life, a nicer place to live and would be willing to work in order to keep it better." The Company under Nichols and his son, Miller Nichols (1911-), undertook such ventures as rental housing, industrial parks, hotels, and shopping centers. Perhaps the most widely recognized Nichols Company developments are the Country Club District and the Country Club Plaza Shopping Center, reportedly the first shopping area in the United States planned to serve those arriving by automobile rather than trolley car.

The J.C. Nichols Company Records (KC106) contains both personal and business files concerning J.C. Nichols' private and business life. Included are personal correspondence, family related material, and speeches and articles written by him. Business and financial files pertain to actions of the Company, including information about different developments and the securing of art objects; and printed materials produced by and about the Company.