

Chrysler Center
(Maxwell Motor Company)
Bounded by the Davison Expressway South
Service Drive, Oakland Avenue, Woodland
Avenue, and the Grand Trunk Western Railroad
Highland Park
Wayne County
Michigan

HAER No. MI-142

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~~PHOTOGRAPHS~~

WRITTEN HISTORICAL AND DESCRIPTIVE DATA

Historic American Engineering Record
National Park Service
Great Lakes Systems Office
Department of the Interior
1709 Jackson Street
Omaha, Nebraska 68102-2571

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CHRYSLER CENTER
HAER No. MI-142
(page 1)

HISTORIC AMERICAN ENGINEERING RECORD
CHRYSLER CENTER (Maxwell Motor Company)

Location: Bounded by the Davison Expressway South Service Drive, Oakland Avenue, Woodland Avenue, and the Grand Trunk Western Railroad

Quad: Highland Park, Michigan 1:24,000

UTM: A: 17.328350.4696760
B: 17.328760.4696900
C: 17.329280.4695930
D: 17.328820.4695720

Dates of Construction: 1909-1971

Architects: Albert Kahn Associates; Smith, Hinchman & Grylls; Minoru Yamasaki and Associates; and others

Builder: Various

Present Owner: The Chrysler Corporation
800 Chrysler Drive East
Auburn Hills, MI 48326

Present Use: Vacant

Significance: The oldest of these industrial buildings served as the principle factory for the Maxwell Motor Company and Maxwell Motor Corporation in 1913-1925, but has been one of the Chrysler Corporation's main Detroit-area facilities between 1925 and 1995. Chrysler briefly assembled automobiles here, but used it primarily as an engineering center and as the location for the corporation's central business, sales, and legal offices. Most of the surviving buildings were the work of Albert Kahn, the premier industrial architect in Detroit and in the United States until the early 1940s. The complex includes significant work of the architect Minoru Yamasaki.

Historian: Charles K. Hyde, Wayne State University,
Detroit, Michigan 48202, February-May 1997

HISTORY

This collection of buildings has served as a manufacturing plant, engineering and design facility, and as the business headquarters of the Chrysler Corporation from its birth as a separate corporation in 1925 until the mid-1990s, when Chrysler moved its Highland Park operations to a state-of-the-art facility in suburban Auburn Hills, Michigan. Well before the birth of Chrysler in 1925, this was the site of automobile manufacturing by a half dozen different firms. The evolving ownership and use of this site before 1925 illustrates the fragile and fluid character of the American automobile industry in the early twentieth century.

A 1910 site plan prepared by the United States Motor Company showed three substantial industrial buildings on the site, along with two small office buildings, a powerhouse, and a Highland Park Fire Department station. The smallest of the three factory buildings, located at the south edge of the property, fronting on Massachusetts Avenue, was occupied by the Grabowsky Power Wagon Company. No part of this structure is extant. The second factory building, built in 1909, was owned by the Brush Runabout Company. It had an attached boiler house and was slightly south of the middle of the parcel. It was replaced in 1948. The largest of these industrial buildings, located at the north end of the property, was built by the Gray Motor Company in 1909. Gray Motor occupied the western third of the building, leased the middle section to the Alden- Sampson Truck Company, and the east end of the building to the Maxwell-Briscoe Motor Company. About half of this building has survived.¹

Max Grabowsky (1874-1946) was an important pioneer in the development of gasoline-powered trucks. His Grabowsky Motor Vehicle Company (1900-1902), reorganized as the Rapid Motor Vehicle Company (1902-1908), was purchased by General Motors in 1909. Grabowsky left Rapid Motor Vehicle in 1908 and founded the Grabowsky Power Wagon Company, which he sold in 1912 to the Budd Manufacturing Company. Grabowsky's building in Highland Park was probably used for parts manufacturing or storage, because the company also occupied a large four-story reinforced concrete factory designed by Albert Kahn and located on Mt. Elliot in Detroit.²

Alanson Partridge Brush (1878-1952) worked as a mechanic and engineer for the Leland & Faulconer Manufacturing Company and the Cadillac Motor Car Company, both in Detroit, in 1899-1905. After working as an independent auto designer in 1905-1907, he founded the Oakland Motor Car Company (later the Pontiac Division of General Motors) in 1907 and in 1909-1913 served as chief engineer for the Buick Motor Company. In 1906, he designed a small, inexpensive lightweight car, which he called the Brush Runabout. Frank Briscoe founded the Brush Runabout Company and produced the car under license. The Brush Runabout (1906-1912) was a popular model, with peak sales of 10,000 units in 1910. The large single-story brick and steel building erected here in 1909, no longer extant, was one of three Detroit-area plants of the Brush Runabout Company, including a factory on East Milwaukee near Woodward Avenue.³

The third major building on this site in 1910 was a one-story rectangular reinforced concrete structure built at the north end of the site for the Gray Motor Company, a manufacturer of gasoline marine engines. Gray Motor occupied only the western third of the building, the Alden-Sampson Manufacturing Company was in the middle section, and the Maxwell-Briscoe Motor Company occupied the eastern third.

The Alden-Sampson Company was an early manufacturer of gasoline-powered trucks, much like Grabowsky, offering its vehicles in 1905-1913, before going out of business. The Maxwell-Briscoe Motor Company (1904-1910) combined the automobile engineering and design talents of Jonathan Dixon Maxwell (1864-1928) with the financial and business ability of Benjamin Briscoe (1867-1945). Briscoe controlled the company, but Maxwell's name was put on the cars they manufactured. The mid-priced Maxwell reached peak production of about 10,000 units in 1910. The structure still standing, (Building 108) includes part of the original 1909 building.⁴

In early 1910, Benjamin Briscoe, with the aid of the New York banker J.P. Morgan and others, launched the United States Motor Company, which combined Maxwell-Briscoe, the Brush Runabout Company, the Gray Motor Company, the Briscoe Manufacturing Company, and the Columbia Motor Car Company. The conglomerate quickly went bankrupt and its remains were reorganized in January 1913 as the Maxwell Motor Company. Maxwell was in turn the most important element of the Chrysler Corporation, which was founded in 1925.⁵

Maxwell Motor Company owned this property in 1913-1925 and expanded its factory space substantially over those years. Automobiles with the Maxwell nameplate, which first appeared in 1904, were produced at this location in 1910-1925. The real estate brought together in the United States Motor Company combination of 1910 comprised approximately 48 acres, bounded by Oakland Avenue on the west, Massachusetts Avenue on the south, the Grand Trunk Railroad line on the east, and an east-west line from south of Farrand Avenue on the north.

A 1915 Sanborn insurance map of the area shows few changes from 1910. The Gray Motor Company factory is labelled "Maxwell Motor Company, Inc. Oakland Avenue Plant No. 2" and identified as a machine shop. The Brush Runabout Company building is labelled, "Maxwell Motor Company, Inc. Oakland Avenue Plant No. 1" and identified as an assembly building. Two new buildings appear in 1915, one immediately east of the originally building and connected to it, and the other just south of the original building. Both housed Japanning ovens where a lacquered finish was applied to automobile bodies.⁶

A plan of the site in 1921 shows a more densely-developed manufacturing complex. The Brush Runabout building was more than twice its 1910 size, with large additions of 1917, 1918, and 1919. A connecting sheet metal plant (1919) which extended south from the Brush building to Massachusetts Avenue and designated as Plant No. 3, it no longer stands. The Gray Motor building (1909) remained, identified as "Motor Machining & Assembly." The space between the two 1909 structures contained a half-dozen new buildings, including carpenter shops (1916). The Oakland Avenue frontage was also largely taken with new buildings, including a Highland Park fire station, employment office, restaurant, and a general office building.

The Maxwell Motor Company suffered in the late 1910s from poor quality products and inept management. In 1915, Maxwell was the fourth largest U.S. producer, but by 1920, had fallen to eleventh place. Maxwell had also leased the facilities of the Chalmers Motor Company for a term of five years beginning in September 1917. The Maxwell Motor Company went bankrupt in 1920 and was reorganized in 1921 as the Maxwell Motor Corporation, with Walter P. Chrysler serving as manager and savior. The site plan for the Oakland Avenue plant in 1925 was virtually unchanged since 1921, reflecting Maxwell's weak position in the interim.⁷

The Maxwell Motor Company earned profits in 1922 and 1923, although its subsidiary, the Chalmers Motor Corporation, continued to lose money. In early 1924, Walter Chrysler introduced the "Chrysler Six," a mid-priced model featuring innovative design features, including a high-compression engine, four-wheel hydraulic brakes, and balloon tires. Following the success of the Chrysler Six, Walter Chrysler stopped production of the Maxwell and founded the Chrysler Corporation in June 1925. His fledgling company quickly joined Ford and General Motors as a major force in the automobile industry. In 1928, Chrysler purchased Dodge Brothers Company, instantly gaining a large manufacturing capacity and a strong national dealer network.

Chrysler simultaneously introduced two entirely new lines of cars in 1928--the low-priced Plymouth and the mid-priced DeSoto. The former Chalmers Motor Company plant on East Jefferson Avenue in Detroit produced the Chrysler models, while Dodge production continued at the Dodge Main factory in Hamtramck. The assembly of the Plymouth and DeSoto models took place at the Highland Park plant and is clearly shown in the site plan from late 1928. Once the new Plymouth Lynch Road assembly plant opened in 1929, Chrysler moved Plymouth assembly there and shifted DeSoto assembly to Jefferson Avenue. In 1936, Chrysler moved DeSoto production to a new plant at McGraw and Wyoming on the west side of Detroit.⁸

A 1928 site plan shows a substantial expansion of facilities since 1925. A four-story reinforced-concrete Engineering Building (1928) fronting on Oakland Avenue stood at the northern edge of the property. Chrysler enlarged this 60' X 400' building to five stories in 1929 and to six in 1935. It is no longer extant. An Engineering Research building (1928) which ran perpendicular to the laboratory survives as Building No. 138. The construction of these buildings marked the beginning of a gradual transition of the Highland Park plant from manufacturing to an engineering and administrative center. By the late 1930s, the Chrysler Highland Park complex was no longer engaged in any automobile assembly operations, but continued to manufacture components.⁹

An Export Building (1927) attached to Engineering Research and extending further has survived and is incorporated into Building No. 6. New buildings at the southeast section of the property included the Boiler House [Building No. 309], completed in 1927, and the General Storage Building (1928). The latter was a four-story reinforced-concrete building (No. 243), later enlarged and converted into a general office building (the K.T. Keller Building). A large steel-framed shed (1926) completed the new construction in 1925-1928. The Detroit architect Albert Kahn planned most of these buildings except for the Engineering Building, designed by the Detroit architectural firm of Smith, Hinchman, and Grylls.

There was no significant new construction at the Chrysler Oakland Avenue plant between 1929 and 1939. A site plan prepared in June 1949 shows eight substantial new buildings added since 1939. The four which fronted on Oakland Avenue are no longer standing, removed in the early 1990s. Two of them, the Chrysler Institute of Engineering (1942), which housed a technical training school, and the Medical & Personnel Building (1946), were located at the southwest corner of the site near Massachusetts Avenue. The other two, Engineering Storage (1948) and Engineering Body Design (1949) were at the northwest corner of the complex.

Three of the four remaining new buildings, which are all extant, were located in the northwest part of the site and were part of the expanded engineering facilities--the Engineering Dynamometer Building [Bldg. No. 136] (1939), Engineering Laboratory [Bldg. No. 135] (1941, 1942, 1948), and the Engineering Body Shops [Bldg. No. 132] (1946). The last new structure, the Fluid Coupling Plant No. 6 (also known as Plant 6), was built to the rear of Building 108 and was completed in 1939.

New construction did not stop at Highland Park after 1947, but certainly slowed considerably. Chrysler added nine buildings to the complex in 1948-1986, with four of these completed by 1956.

Chrysler made strategic long-term decisions in 1963 which determined the fate of the Highland Park facility for the next three decades. The company's Corporate Manufacturing-Engineering Office studied the long-term needs of Chrysler's Engineering and General Office departments and in July 1963 offered Chrysler's Administrative Committee several alternative plans. One would move some of the engineering operations to property Chrysler owned in Troy, Michigan, roughly 12 miles to the north in Oakland County, while keeping the rest of Engineering and all of Sales in Highland Park. A second, more radical plan would move the Engineering, Sales, and General Office to a new administrative center in Troy. The third plan, which was adopted in November 1963, would phase out all manufacturing at Highland Park and expand Engineering, Styling, and General Office facilities. This expansion plan would require renovating and enlarging existing buildings and new construction on additional property to the south of the existing plant.¹⁰

Chrysler's decision to expand its Highland Park facilities was due in large part to the City of Highland Park's commitment to acquire, either by purchase or condemnation, a 40-acre parcel bounded by Massachusetts Avenue on the north, Woodland Avenue on the south, Oakland Avenue on the west, and the Grand Trunk Western Railroad on the east. Highland Park acquired the land as part of an Urban Renewal project funded by the federal government. The city filed its preliminary application for Urban Renewal funding in April 1964 and the Chicago office of the U.S. Urban Renewal Administration approved the project in June 1965. The area was mainly residential, with some industrial properties on the fringes.

Acquiring and clearing the land was not a simple process and proceeded piecemeal, as did the relocation of utilities and new construction. The condemnation court cases were completed on April 26, 1966 and the relocation and eviction of tenants was finished by mid-September, with the parcel was cleared of all buildings shortly thereafter. Chrysler purchased 39.22 acres of urban renewal land from the City of Highland Park on December 28, 1966 for \$1,177,192.75. Highland Park, Wayne County, and Chrysler worked together to widen Oakland Avenue into a six-lane boulevard in 1966-1967 and to build a double bridge over the Davison Expressway north of the plant. In 1968, the State Highway Department also built a new interchange between the Davison and the Walter P. Chrysler Interstate 75) expressways north and east of the complex.¹¹

The last major new construction at the Highland Park facility was the large Styling-Product Planning Building (the Walter P. Chrysler Building) designed by Minoru Yamasaki and Associates. Although the architectural planning for the building began in 1964, construction did not get underway until 1968, with completion in 1971. A later section of this report will consider this project in detail.

The Chrysler Corporation faced adverse conditions throughout most of the 1970s and barely survived the decade. Because of its relative small size compared to General Motors and Ford, Chrysler offered a more limited line of cars than their rivals and had specialized in full-size models. The 1973 OPEC oil embargo devastated Chrysler's sales, which slowly began to recover by the late 1970s. However, the oil crisis of 1979 created a even more serious sales slump which nearly forced Chrysler into bankruptcy. Under the leadership of Lee Iacocca, hired as President in November 1978, and with assistance of a federal loan guarantee of \$1.5 Billion approved in January 1980, Chrysler survived. The corporation introduced popular and profitable new products, paid off its federal loan guarantees in August 1983, and resumed dividend payments to its stockholders in April 1984.

Chrysler made a series of decisions starting in the early 1980s which eventually led to its departure from the Chrysler Center in Highland Park in favor of a new complex in Auburn Hills, a rural community in Oakland County, some 20 miles to the northwest. Initially, the corporation planned to move only its engineering and technical staff to a Chrysler Technology Center to be built in Auburn Hills. The new center was Lee Iacocca's brainchild. He believed that a modern state-of-the-art facility, where engineers and designers could work together in an attractive and safe environment was essential to Chrysler's future. The new offices would facilitate an integrated approach to design and engineering of new vehicles and would make the Chrysler Corporation more attractive to young technical talent. Initial planning began in 1982, with ground breaking in 1986, and completion in October 1991. Many of Chrysler's top managers criticized the Technology Center as an unnecessary extravagance and derisively called it "Iacocca's Mausoleum." Investment in the center was reduced from the original projection of \$1.5 Billion to \$1.0 Billion, but the project went forward. With the opening of the new facility, roughly 5,000 jobs moved from Highland Park to Auburn Hills.¹²

When Chrysler first announced its plans for the Technology Center, Highland Park officials were understandably concerned about their city's future. As early as January 1986, real estate experts speculated that Chrysler planned to move its Highland Park operations to Auburn Hills. Chrysler had bought 508 acres there and had asked Auburn Hills to rezone the land to allow for construction of up to 8 million square feet of new buildings. In October 1986, when Chrysler first officially announced its plans to build its Technology Center, Chrysler's Chairman Lee Iacocca vehemently denied that the corporate headquarters would move there as well. Highland Park officials estimated that the loss of 5,000 jobs would mean a drop of \$2 million a year in city income taxes, or 30 percent of the total. Following groundbreaking ceremonies for the Chrysler Technology Center in late October 1986, one Chrysler official, Gerald Greenwald, told reporters that Chrysler would attempt to replace some of the technical workers moving from Highland Park. Chrysler would move more than 1,000 employees located in rented office space elsewhere in the Detroit area into the empty Highland Park offices. This strategy, called "backfilling," would reduce the loss of jobs at Highland Park.¹³

Chrysler and the City of Highland Park held a series of negotiations during the first four months of 1987 over a compensation package Chrysler would pay the city in return for Highland Park's approval of its move to Auburn Hills. Under Michigan law, the Highland Park City Council had to grant Chrysler a waiver so the automaker could receive tax abatements from Auburn Hills for the project. The tax breaks were estimated to be worth about \$100 million over a 12-year period. In late December 1986, Chrysler initially offered Highland Park an economic development aid package worth roughly \$5 million, which the city rejected in early January 1987. In early February, Chrysler agreed to aid Highland Park, to the tune of about \$250,000, to hire consultants to prepare a counteroffer for the city. Highland Park Mayor Robert Blackwell, amidst controversy over his attempts to personally control those funds, eventually returned the money to Chrysler. Highland Park nevertheless presented Chrysler with a counter-proposal in March.¹⁴

Chrysler presented a new compensation offer in mid-March and insisted that the Highland Park City Council approve the deal (and Chrysler's tax abatements from Auburn Hills) by April 1st. Chrysler offered a \$14 million package, including \$5 million to establish a business development corporation for the city and an additional \$9 million to be paid out over eight years to offset lost tax revenues. Chrysler officials threatened to withdraw the offer and move ahead in Auburn Hills without the tax breaks if Highland Park did not approve the waiver quickly. After a series of delays, the Highland Park City Council accepted the offer in mid-April.¹⁵

Highland Park moved ahead and in October 1987 created a development corporation, Highland Park DEVCO, to launch economic redevelopment to cushion the effects of the loss of Chrysler jobs. The Chrysler Corporation presented Highland Park DEVCO with its first installment of \$2.5 million. One of the immediate plans was to develop a commercial shopping plaza at Woodward Avenue and Manchester, in Highland Park's central business district.¹⁶

Since the decision in 1987 to shift its engineering staff to Auburn Hills, Chrysler had denied any intent to move its headquarters, as well. With the company cutting thousands of white-collar jobs in the late 1980s to reduce operating costs, there was no possibility that Chrysler could "backfill" the jobs lost to Auburn Hills. In September 1992, Chrysler announced plans to move its administrative offices to Auburn Hills. Chrysler Chairman Lee Iacocca, Chrysler President Robert Lutz, and other company officials explained that changing conditions necessitated the move. Chrysler could not achieve the efficiency needed to survive as long as engineering and executive staff had their offices 25 miles apart and were required to travel back and forth frequently. Chrysler's growing reliance on "platform teams" to design, manufacture, and sell new vehicles required constant coordination among all the major departments. Lutz and Michael Glusac both argued that the decision had been made only a month or two before the public announcement.¹⁷

Once enough office space was available in Auburn Hills, roughly 4,500 Chrysler employees would move there from Highland Park. A new headquarters building would be constructed in Auburn Hills to house about 1,500 employees. By 1995, only about 500 would remain at Highland Park, mainly to run the dynamometer testing facility, which would be discontinued by the year 2000. Highland Park officials estimated that this move would cost the city \$5.3 million in income taxes and property taxes, a large part of the city's \$16.7 million annual budget.¹⁸

Much like they had done in 1987, the City of Highland Park and the Chrysler Corporation negotiated an economic aid package to mitigate the loss of jobs. Highland Park and Wayne County initially mentioned a figure of \$40 million in compensation in December 1992, but by March 1993, they were discussing a figure of \$250 million, the amount Chrysler paid Kenosha, Wisconsin after shutting down an assembly plant there in 1988. In late November 1993, Chrysler offered Highland Park a \$90 million settlement, which included \$30 million in economic development funds and tax payments, plus an additional \$60 million to prepare the site for economic redevelopment. This later figure included the cost of demolishing buildings and cleaning up the site. At the end of November 1993, Highland Park accepted the package.¹⁹

Chrysler opened its new 15-story World Headquarters Building in Auburn Hills in June 1996, completing the new office complex. By that time, the old Chrysler Center was largely empty, except for the Dynamometer Laboratories, which employed 500. Chrysler began demolition of part of the old facility in July 1994, when five buildings fronting on Oakland Avenue were razed.²⁰

Following Chrysler's 1992 announcement that it would move its headquarters to Auburn Hills, knowledgeable observers suggested that much of the complex would have to be demolished to attract new tenants. At the time this report was prepared, the Stuart Frankel Development Company of Troy, Michigan had agreed to buy the 144-acre site and redevelop it. Frankel plans to build a research, technology, and commerce park with about twenty new buildings to be used for light industry, warehousing, and research. Sometime after 2000, the site will be cleared of all the remaining buildings.²¹

DESCRIPTION

Detailed descriptions and floor plans of ten individual buildings are found in the separate building reports which make up the rest of this documentation. They are presented as follows:

MI-142-A	Bldg. 108	Engineering Garage	1909
MI-142-B	Plant 4	Service Machinery Building	1916, 1918, 1919, 1926, 1948
MI-142-C	Bldg. 138	Engineering Research	1928
MI-142-D	Bldg. 409	Boiler House, Air Compressor Building	1927, 1928, 1955
MI-142-E	Bldg. 243	K.T. Keller Building	1928-1963
MI-142-F	Plant 6	Fluid Coupling Building	1927, 1939, 1950
MI-142-G	Bldg. 136	Dynamometer Building	1939, 1956
MI-142-H	Bldg. 135	Engineering Research	1941-1956
MI-142-I	Bldg. 132	Engineering Laboratory	1946
MI-142-J	Bldg. 411, 412	W.P. Chrysler Building	1971

NOTES

¹A series of site plans for the Oakland Avenue plant for the years 1910, 1921, 1925, 1928, and 1949 are appended to an unpublished typescript, A History of Events Leading Up to the Formation of the Chrysler Corporation, With Charts Showing Changes in the Highland Park Area and Items of General Interest in Connection With the Growth of the Automobile Industry, compiled by the Budget Office of the Highland Park Manufacturing Division, September 4, 1952. The typescript can be found in the Chrysler Historical Collections.

²Genevieve Wren, "Max Grabowsky," in George S. May, editor, Encyclopedia of American Business History and Biography: The Automobile Industry, 1896-1920 (New York: Bruccoli Clark Layman, 1990), pp. 237-238 and W. Hawkins Ferry, The Legacy of Albert Kahn (Detroit: Wayne State University Press, 1987), pp. 12, 42.

³George S. May, "Alanson Partridge Brush," in May, editor, The Automobile Industry, 1896-1920, pp. 54-59 and Robert S. Danilovich, "Location and Distribution of Defunct Automobile Plants in Detroit, 1900-1956," M.A. Thesis, Central Michigan University, Department of Geography, 1974, pp. 66-68.

⁴James A Wren and Genevieve J. Wren, Motor Trucks of America: Milestones, Pioneers, Roll Call, Highlights (Ann Arbor: University of Michigan Press, 1979), p. 357 and George S. May, "Maxwell-Briscoe Motor Company" in May, editor, The Automobile Industry, 1896-1920, pp. 329-333.

⁵Donald Finlay Davis, Conspicuous Production: Automobiles and Elites in Detroit, 1899-1933 (Philadelphia: Temple University Press, 1988), pp. 153-155.

⁶Sanborn Map and Publishing Company, Insurance Maps of Detroit, Michigan, Part 10 (New York: Sanborn Map and Publishing Company, 1915).

⁷Davis, Conspicuous Production: Automobiles and Elites in Detroit, 1899-1933, pp. 154-155.

⁸A History of Events Leading Up to the Formation of the Chrysler Corporation, pp. 16-18.

⁹For the opening of the Engineering Building in 1928, see "Chrysler Adds a New Building: \$1,000,000 Structure Will be Used to House Engineering Staff and Equipment," The Detroit News, 1 July 1928, p. 1 and "New Chrysler Building Open: Many Auto Magnates Among Thousands Who Inspect \$1,000,000 Plant," The Detroit News, 3 July 1928, p. 5.

¹⁰Calendar of Events in Development of Highland Park Complex, undated typescript in the Chrysler Historical Collections covering February 1963 - January 1968.

¹¹Ibid.

¹²Doron P. Levin, Behind the Wheel at Chrysler: The Iacocca Legacy (New York: Harcourt Brace & Company, 1995), pp. 210-211, 291-292 and "Exodus May Be the Final, Crushing Blow," The Detroit News, 9 September 1992, p. A-10.

¹³Robert E. Roach, "Chrysler Denies Shift to Suburb," The Detroit News, 26 January 1986, p. A-1; Ann M. Job and Gregory Huskisson, "Chrysler to Move 5,000; City Is Anxious," Detroit Free Press, 24 October 1986, p. A-3; and Edward Miller, "Chrysler Eyes Job Shifts: Transfers Considered to Aid Highland Park," The Detroit News, 31 October 1986, p. C-1.

¹⁴Gregory Huskisson, "Chrysler Proposal Rapped," Detroit Free Press, 25 December 1986, p. A-1; Earle Eldridge, "Chrysler Pullout Proposal Rejected," The Detroit News, 9 January 1987, p. B-1; and Earle Eldridge, "Chrysler Helps City Hire Advisers," The Detroit News, 4 February 1987, p. B-7.

¹⁵Gregory Huskisson, "Chrysler Tells HP It's April of Else; Automaker May Find New Base," Detroit Free Press, 26 February 1987, pp. A-1, A-6; Gregory Huskisson and Dawson Bell, "Chrysler Offers Highland Park Cash in Move," Detroit Free Press, 9 April 1987, pp. A-1, A-18; Scott Martial and Kathleen Bohland, "Chrysler Offers Highland Park \$14 Million Deal," The Detroit News, 9 April 1987, pp. A-1, A-8; and Earle Eldridge, "Chrysler's Offer Accepted," The Detroit News, 15 April 1987, p. B-1.

¹⁶Earle Eldridge, "Highland Park to Use Chrysler Cash For Mall," The Detroit News, 10 October 1987, p. 1-B and "Chrysler's \$2.5 Million Launches H.P. Development Corporation," Michigan Chronicle, 12 October 1987, p. 1-A.

¹⁷Keith Naughton and David Sedgwick, "Move Inevitable: Iacocca Says Entire Team Must Be at One Site," The Detroit News, 9 September 1992, pp. 1-A, 12-A; Robert Ourlian, "Chrysler Couldn't Solve Communications Problems," The Detroit News, 10 September 1992, p. B-2; James V. Higgins, "Chrysler's Moving Bill: \$100 Million," The Detroit News, 10 September 1992, pp. E-1, E-3; and Michelle Maynard, "Lutz: Chrysler Move Was A Last-Minute Decision," The Detroit News, 18 September 1992, p. E-1.

¹⁸Maryann Struman and Valerie Basheda, "Exodus May Be Final, Crushing Blow. Highland Park Hard-Hit: After Sears and Serial Killings, Chrysler Departure May Speed Decline," The Detroit News, 9 September 1992, pp. A-1, A-10 and Angie Cannon, "Chrysler Exit Guts Highland Park's Tax Base," The Detroit News, 10 September 1992, pp. B-1, B-2.

¹⁹Valerie Basheda, "Chrysler Gets Moving Bill: \$40 Million," The Detroit News, 6 December 1992, p. A-1, A-7; Valerie Basheda, "Highland Park Sets Chrysler Demand: City Wants \$250 Million to Ease Sting of Losing Headquarters," The Detroit News, 21 March 1993, pp. C-1, C-8; Tricia Serju and Valerie Basheda, "Chrysler's H. Park Offer: \$90 Million," The Detroit News, 21 November 1993, pp. A-1, A-12; and David Markiewicz, "Highland Park, Chrysler Make Deal," The Detroit News, 1 December 1993, pp. E-1, E-2.

²⁰David Sedgwick, "No Brickbats For Chrysler Workers, Just Bricks: Employees Can Buy \$5 Bricks From Firm's Headquarters. Profits Will Go to Help the Schools in Highland Park," The Detroit News, 10 August 1994, p. B-1.

²¹Kim Trent, "Abandoned Complex a Developer's Opportunity," The Detroit News, 9 September 1992, p. A-11; Corey Williams, "Troy Company Eyes Chrysler Headquarters," The Detroit News, 15 February 1996, p. D-2; Dave Phillips, "Troy Developer Agrees to Buy Chrysler's Old Headquarters: Stuart Frankel Sees Project That Triggers Highland Park Rebirth," The Detroit News, 14 March 1996, pp. B-1, B-3; and R. J. King, "Troy Developer Bets Fortune on Highland Park: Lawyer Will Use Own Funds to Turn Chrysler's Former Headquarters Into Research, Technology Site," The Detroit News, 8 September 1996, p. D-1.

SOURCES OF INFORMATION

- A. Engineering Drawings: The largest collection of engineering drawing of individual buildings are located in the offices of Albert Kahn Associates, Inc., Architects and Engineers, Albert Kahn Building, 7430 Second Avenue, Detroit, MI 48202. Kahn's office did a total of about 120 commissions at the complex, but drawings have not survived for all of them. None survive for the two 1909 building in the complex. The Chrysler Historical Collections, currently at the Chrysler Center, has various historic site plans of the complex and miscellaneous building drawings. The Chrysler Historical Collections will move to Chrysler's World Headquarters in Auburn Hills, Michigan in 1998.
- B. Historic Views: Three significant collections of historic views have survived--The Chrysler Historical Collections has more than 500 views of individual buildings and the overall layout; Albert Kahn Associates, Inc., has about 80 views of Kahn-designed buildings; and the National Automotive History Collection, Detroit Public Library, 5201 Woodward Avenue, Detroit, MI 48202 has more than 100 views of Maxwell and Chrysler buildings.
- C. Bibliography
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Anonymous, Calendar of Events in Development of Highland Park Complex, undated typescript covering 1963-1968 found in the Highland Park plant files, Chrysler Historical Collections.

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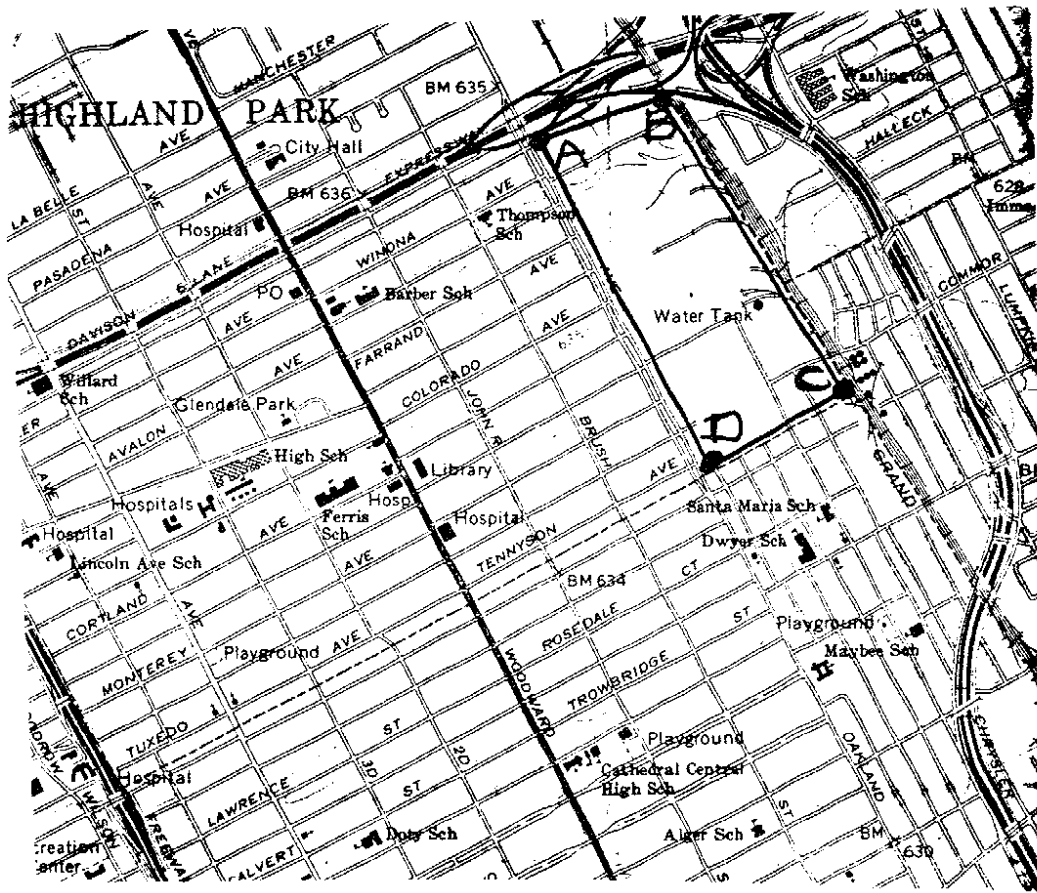
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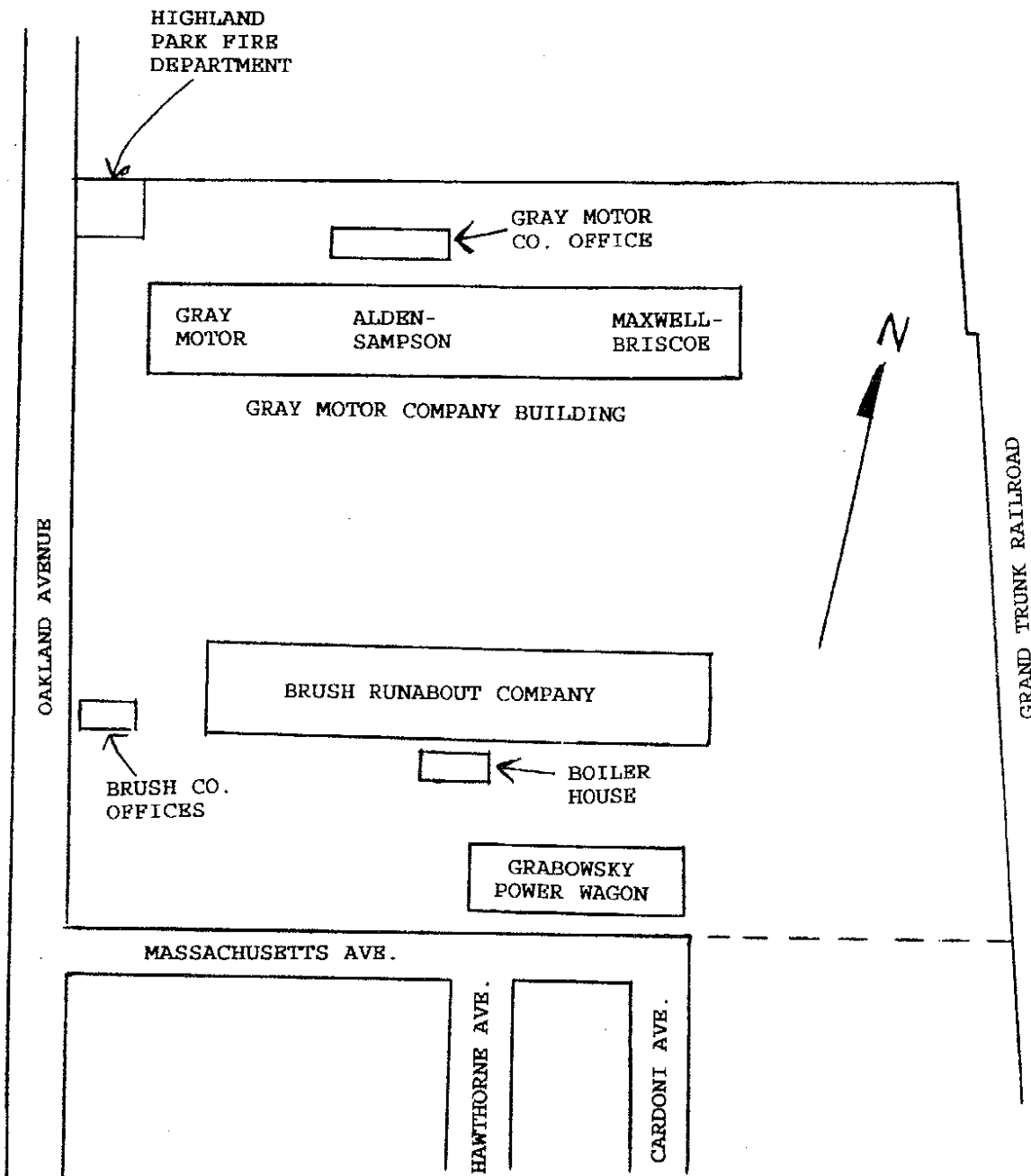
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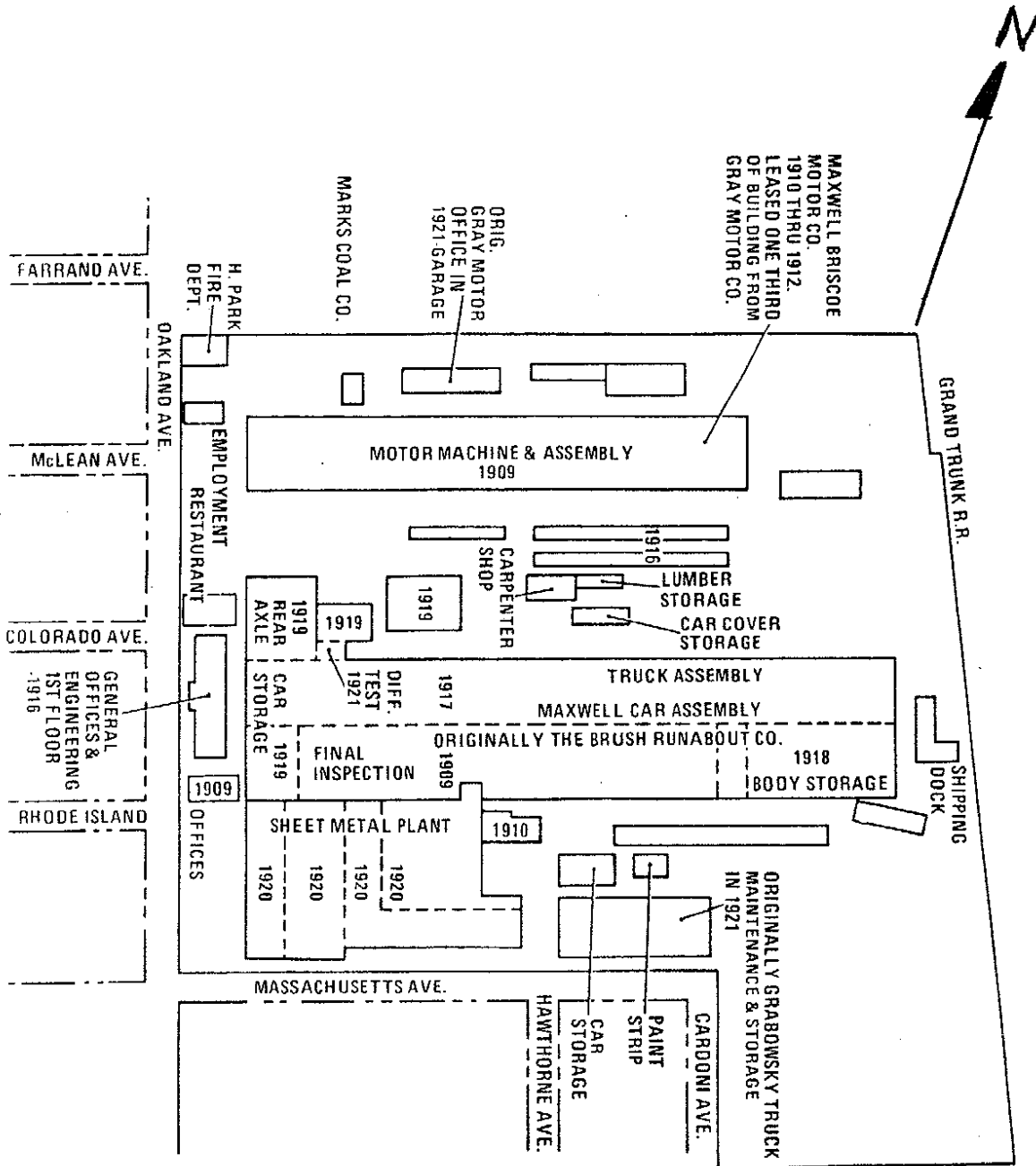
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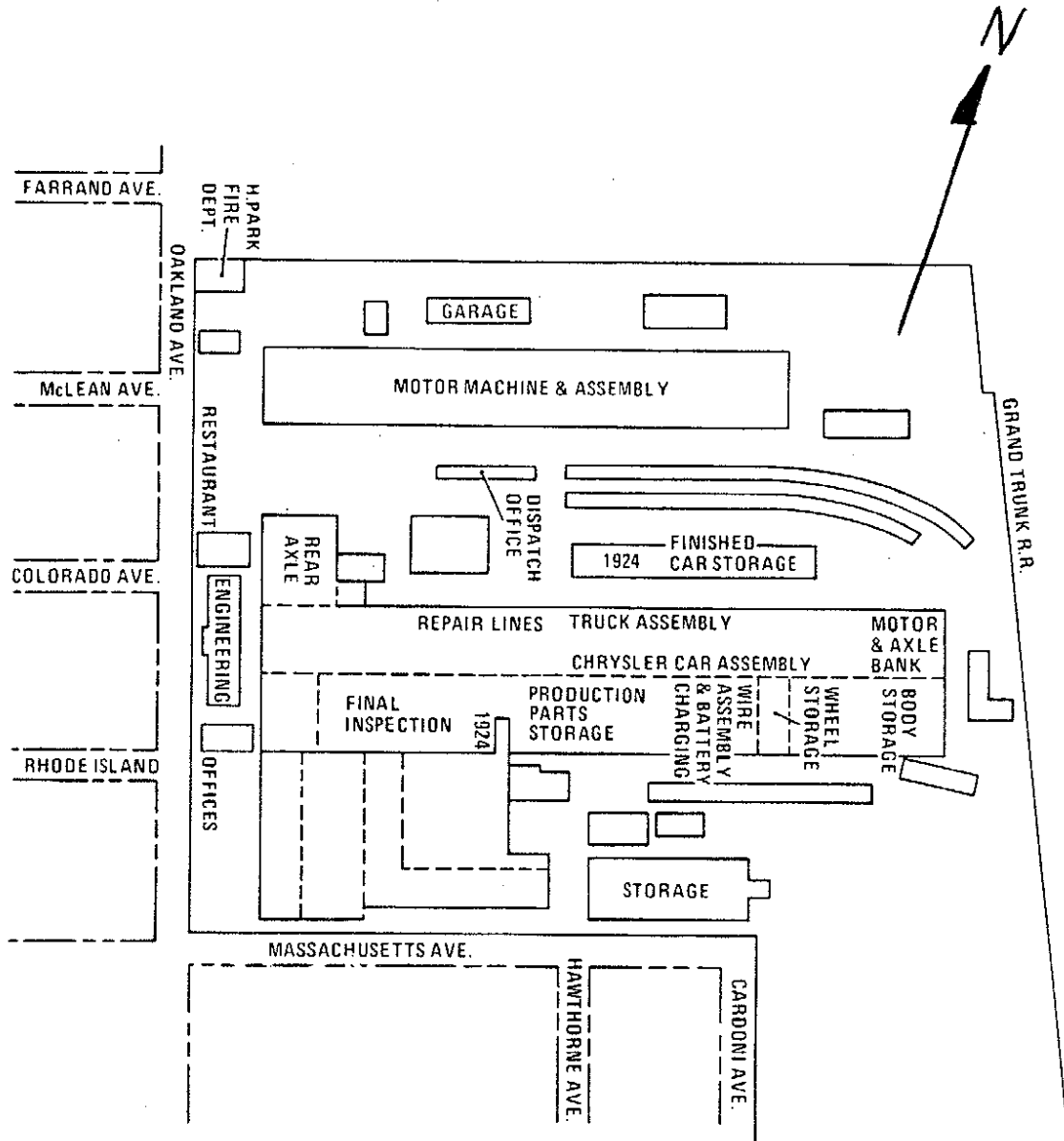
GENERAL SITE PLAN, 1910



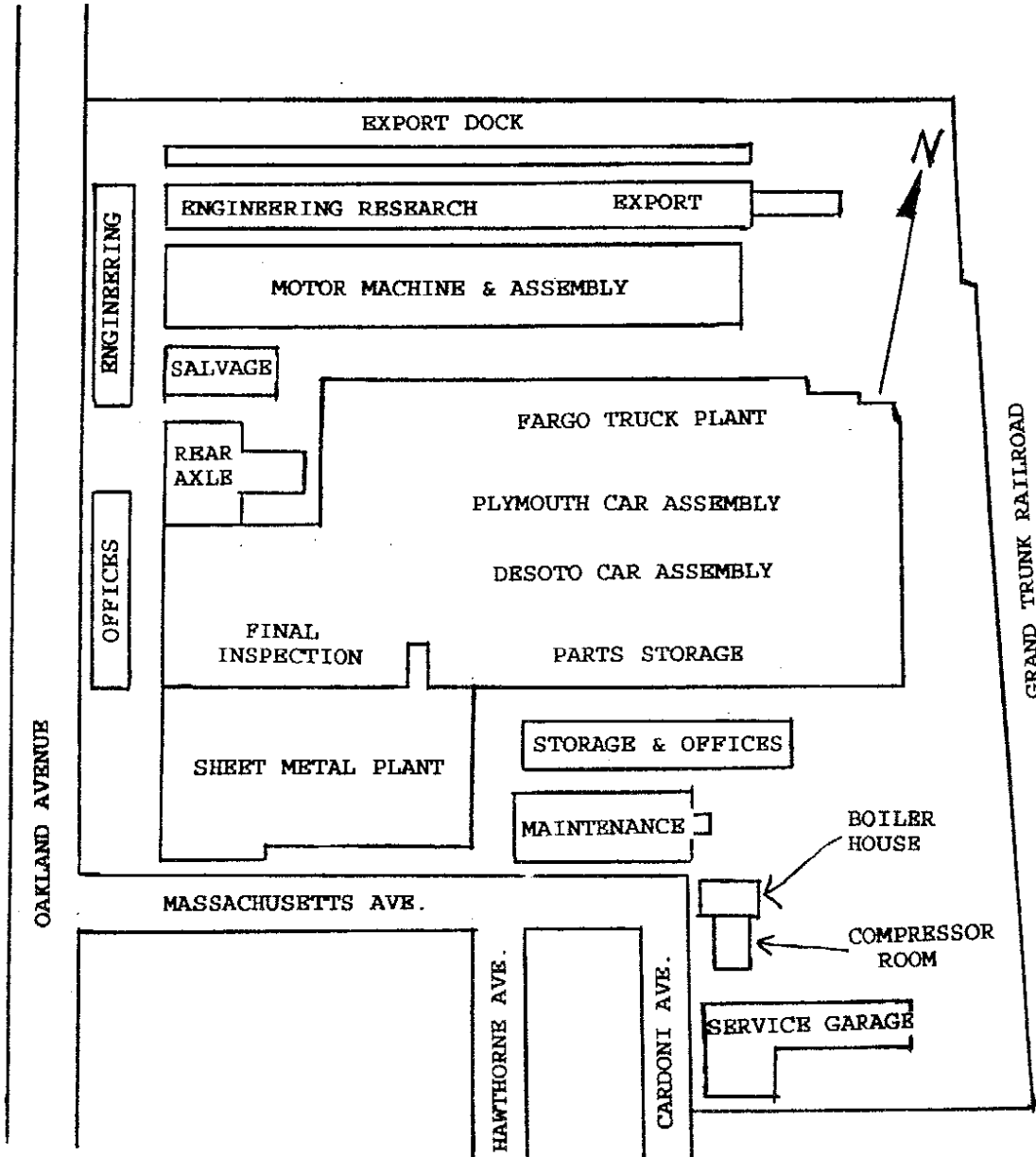
GENERAL SITE PLAN, 1921



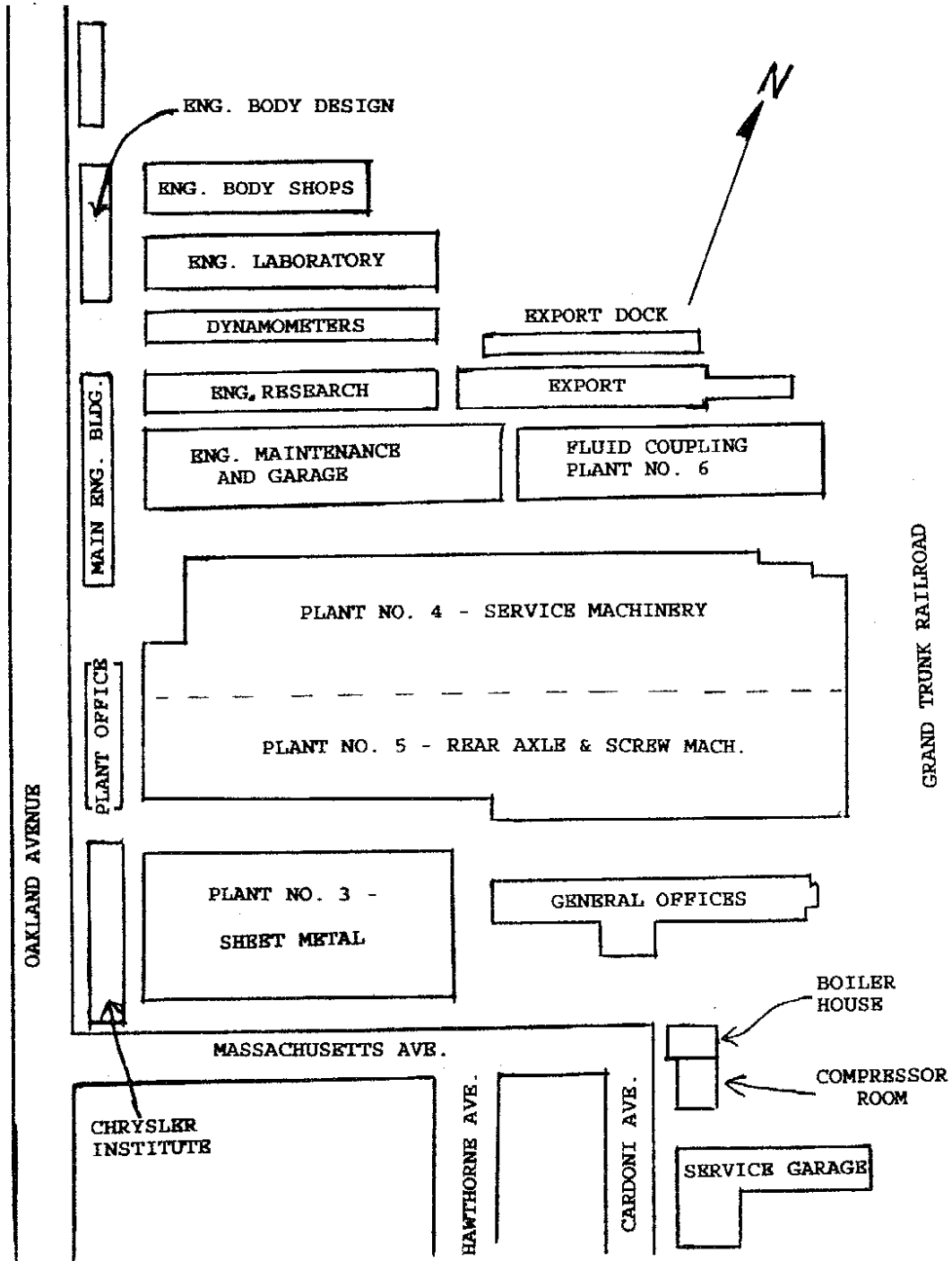
GENERAL SITE PLAN, 1925



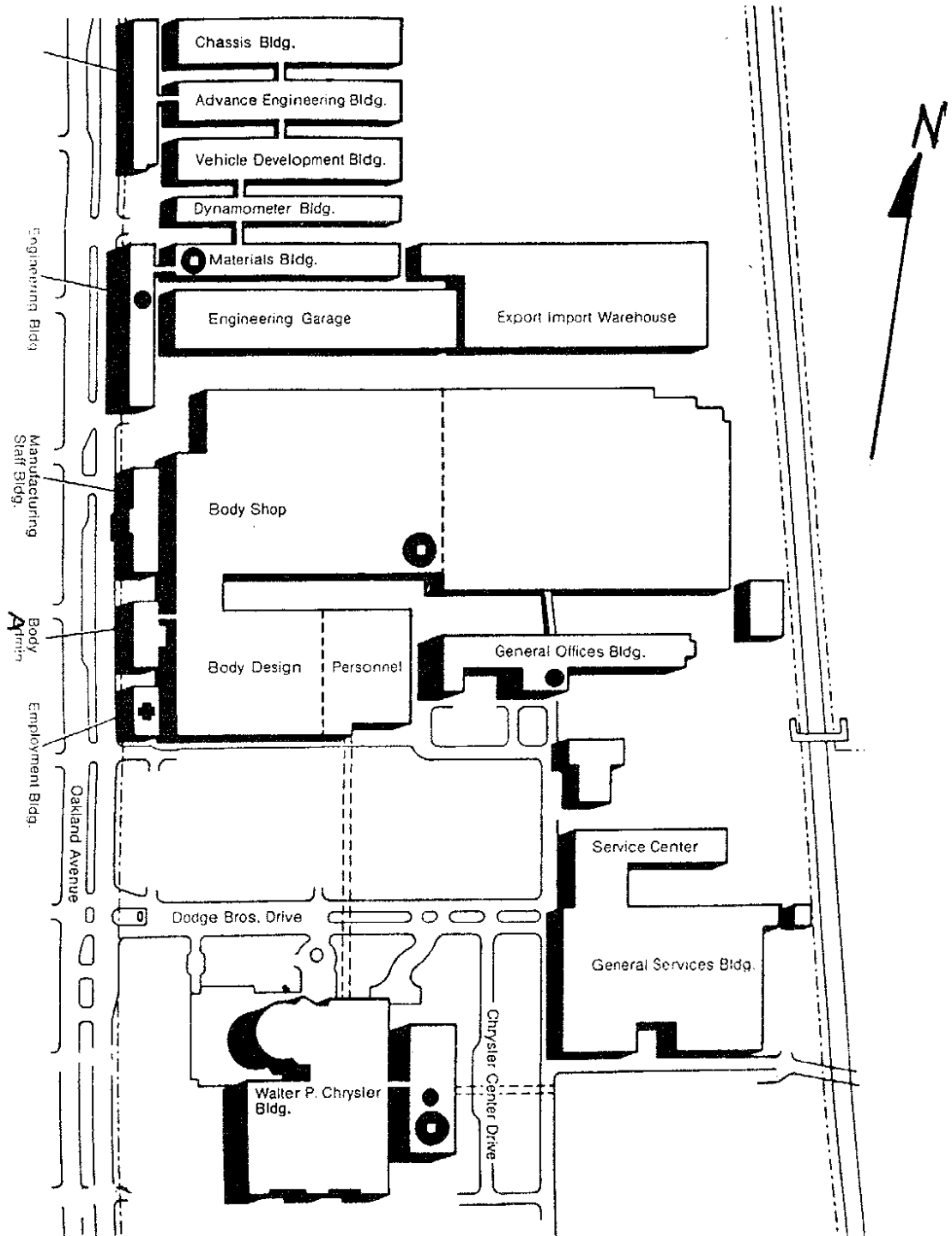
GENERAL SITE PLAN, END OF 1928



GENERAL SITE PLAN, JUNE 1949



GENERAL SITE PLAN, 1971






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