f 4a Complementarity Benefits of closer settlement

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Ronald B. Peterson

Director, Industrial Location Service

External economies from residences:

Large land sellers usually make special efforts to sell to settlers, not specs. Well, r.r.s did, but this might be ~~partly~~ just to get traffic. But, fact is, they did raise prices after settlement started. CP, & all land sellers, raised prices c. 1903, because settlement started. Hedges, 163 or from it to 174

What affects (determines) division of urban expenditures between domestic & imported goods & services.

Study effect of various key factors on

(If, as income rises, higher & higher % expenditures are for domestic produced services, wd. mean basic reorientation of structure of ec. — less interurban & interregional trade, %-wise

But I suspect on balance is no such trend. In T.T., the opposite seems to prevail. At higher inc., more demand for imported luxuries.)

✓ Return to original focus: ratio of ~~basic~~ export - ~~nonbasic~~ domestic income generation. Let other study be 2dry — I doubt it wd. yield results of interest. How prepare to accommodate new ~~ind-y~~ export ind-y? Need to know 2 equilibria; & likely hazards of journey between them. Also something of layout you wd. encourage — & how that wd. affect hazards of journey.

Local motives vs. national: how abet, how conflict.

e.g. 2dry ben.

~~Expansion~~

Mnpy & mnpsny local motives — terms of trade, balance of payments.

Type of ind-y to attract

Effects on aggregate

Talk with Henry C. Moore, 12-18-56

Ratio of export - domestic - (dependents), esp. as affected by ~~wage rates~~ annual wages (as modified by numerous factors)

Cf. 4 cities. Get local plann'g bds to ask qns, work thru Nat. Assoc'n of Planners. Thus get basic info. at local level.

Also work thru F.R., unempl. comp., sales tax,

Find static cities, no growth, & no Δ basic empl., there show no change of basic - nonbasic. (?)

Where find data on employment? Maybe income wd. be better.

Related fields of theory:

- 2dry benefits
- Employment multiplier, export multiplier
- Balance of payments
- Consumption fns
- Bus. cycles

Try Greenhut at Chapel Hill.

Argument: get new focus on these bodies of ideas by passg phenom. thru new viewpoint.

Moore says many ec. agents do not foresee 2dry effects. New Western Electric plant in Winston-Salem, he approached Texaco Co. but they ~~say~~ foresaw no need for new stations. School board foresaw no need for new site for schools. Thinks this study might help wake them up.

Summary of my statement to Addison re Winston-Salem project

Very interested. Extended benefits, and dynamics of urban growth, especially. Also, Moore's interest in when is it desirable to attract new industry leads to conflict of local and general interest.
(I might have added it leads to conflict of interests within town; and question of tax base, tendency to decide question on basis of whether services cost more than tax revenue to be had, ignore other benefits. This wouldn't happen if collected all rent in taxes)

My role in W-S project. Write Moore again, try to float it. A prt. pipeline to a big fortune is very nice. Tho might be more limiting than an institution.

Focus of my int. somewhat diff. from Moore's, great overlap. Common int. in dynamic aspect. Process of movg betw eq, when new export ind-y enters town.

Forecast for how many will need p.u. — but then those who come to build p.u., & serve builders, & serve servers, upset — & the higher the ratio of service to basic, — the greater the upset. & the ratio itself will change w cycle, for in boom hi wages mean higher $\frac{\text{service}}{\text{basic}}$, bust v.v. (Except that low wages mean cheaper costs of personal service, etc)

P.u., build ahead of settlement, subsidize?

Ratios of pop to tax base (when you're taxg a very low % of rent, then many things look bad, will Δ city expenses > taxes. & thus be rejected even tho basically ee.!)

Bonded debt & ee progress

Extended benefits. — ee. of assoc-n.

~~Contradictg cities~~ Fragment-n to evade taxes.

Urban disintegr-n

" mnpy

Balance of payments analysis

Effort of city fathers to turn terms of trade in their favor, oft by restrictive practices, e.g. shiftg from exp. to dom. ind-y.

Moore's Winston-Salem Project.

Pro	Con
Entrée into city planng	Devote much time to details of findg ratio of basic to service workers, & effect of income on it.
Work in the economies of association, bf. up ch. 1.	Work w. Moore, limits freedom to write as please.
Material for causes of rise & fall of cities. Use w. art. on S.T. & L.A., etc.	But wdn't I rather work in ec. of recreation, Nat Parks, which wd bring me to the parks?
Material for city as mnpy.	Don't want to strike roots here. Want to write my way out of this place, strike roots when get where want to be, e.g. Colo.
Constr. cycles, cumulative process	
Semi-pvt. source of funds in Babcock.	
Leisure for writg which funds afford.	
Ec. of full empl. — Moore interested in.	

Very int's project.

Common ground esp. dynamic process. – is a major focus of my int., wd be ready to devote ~~large~~ nearly full res. time.

Also int-d, less degree, in ratio of ~~basic to service~~ export to domestic ind. ~~Orig. thought~~ At one time heard Moore's emph. on this wd. detract from my int., but changed: is ~~so~~ basic to und-g & effect of inc. on dynamic process; & 2d, is itself cd only be meaningfully studied in dynamic context, as income & ratios change w stage of dev-m't. E.g. new basic ind-y ... ensu's boom, unstable basis of anticip-ns, ... service workers for service workers, constr. as temporary export ind-y, ~~en~~ subdiv-n, w. export of land titles as temp. export ind-y, destined to become an import as debts paid, land & bldgs bought locally.

This qn will inev. become ~~alt. focus~~ major one. ~~Lies~~ Involves many of my major ints.

Moore's ultimate int., to know if 'desirable' to attract given new ind-y. ('Desirable' in terms of tax base & ~~so~~ cost of required services.) Benefits/costs analysis, analogous to p.w. ec.

Extended ben, esp – closely involved w. exp/dom. ratio.

Also involves terms of trade & urban disint-n, & pol. fragmentation to avoid taxes, etc. ad inf.

Purpose

Study a 'mixed' ec.

Mainly in ~~this~~ respect to these interrelated aspects.

1. Implications for internat. relations,

   a. Tendency of soc. to reject int. trade & inv. because it is not susceptible to nat. planning. Relation to ITO, IMF, & all internat. ec. coop. – which was inconsistently achieved under free trade & int. g.s. Emphasizing autonomous mon. policies as cause of imp. restrictions, neutral to trade.

   b. Tendency to use power to regulate for. trade to use ~~extract~~ monop. power latent in nat. state. Bilateralism etc. Explain the switch from mercantil. bias to mercantil. in terms of changed pol. power, end of full empl. & imp. comp. ind. dominance, beginning of soc. with means of distrib. monop. gains among all. Test hypothesis of course country have always used it to a degree; soc. perhaps more, the degree

In addition, if I go to Fr., Bm, or Eng:

For Eur.

   c. Tendency of soc. to become nationally focussed organic units, difficult to unify – ~~the vested interest~~ prop. rights of nationals in their states & govts. preventing change. Using Benelux as example, or W.G. ~~& difficult to bring to any internat. agreements.~~ Hence Eur. 1st choice. Formal devotion to nat. govt. as it is.

   ~~d.~~ In view of ~~Evaluate~~ socialist assertion that internat. disharmony ~~wars~~ (is a product of capitalism); & Viner's counter-claims. (& Robbins) would disappear under soc-ism;

   ~~e.~~ Evaluate ECA policy in view of findings, & its hope for success. Possibility of making soc. states behave in world interest ec-ly, as in free trade.

~~If to Australia or NZ~~

~~Subsidiary purposes~~

d) Study relationship of local to nat. govt. in country, see how nat. makes local act in nat. int., try to apply to world govt. (This may seem outside my field, but actually I have had experience in land ec. study, for a main incentive of local govt is to raise local land values. This has many implications for soc-ism – if land not privately owned, who has local incentive, etc.). How private prop. has been ~~organ~~ stimulus to local govt.

Australia. NZ I shall make this inquiry with an especial interest in irrigation institutions, with which I am familiar in Cal., & in which ec. incentives of municipalities are clearly exposed.

Finally, I would become familiar with the conditions & motives that impel men to socialism, with a view to preventing those conditions in U.S, or finding better remedies for them.

My purpose in foreign study will be ~~to examine a 'mixed' socialist-capitalist economy, with its emphasis on state economic intervention & planning by national government.~~

- to explore the implications of national ec. planning & intervention for international relations. I propose to ~~emphasize~~ scrutinize particularly the following inter-related aspects of the subject:

a) The tendency ~~of socialist governments to reject~~ internat. trade & investment because they are not susceptible to national planning. ~~First,~~ First, I will study how ~~because decision to pursue~~ autonomous monetary policy leads to import rationing; & related trade barriers; & uncontrollability 2d, ~~because~~ Their unpredictability of for. countries leads to attempts to avoid contact entirely. I will ~~study~~ try to evaluate the ITO, IMF, & (if I go to Europe), the ECA as solutions of the problems posed.

b) The tendency to use the monopoly power latent in the nation to extract more favorable terms of trade. I recognize that this has always been done to a degree, but I wish to test my hypothesis that socialism increases ~~frequency without~~ of national monop. acts, because:

i The power to organize to restrict exports, & discriminate, etc, is greater. ~~Not only can~~ Govt. power can be used to divide mkts. Thus bilateralism,

ii The unemployment created by restricting production to exploit monop power ceases to be such a problem, with the state to care for unemployed labor. The gains from monop. can be widely distributed among all voters — The problems of cartel organization, described by Patinkin, can be solved ~~much~~ by a socialist state: monop gains can be distributed among the idle resources. ~~Hence the change~~

~~My hypothesis is that the change from the prewar undervaluation bias to the postwar overvaluation bias is due to the growth of socialism in large part is the expression of the~~

A major ~~purpose of the ongoing~~ question in my study will be to see to what degree the postwar overvaluation bias, as contrasted to prewar underval. bias, is an expression of the tendency of soc. govt. to be able to use its monop. power.

~~c) Tendency of soc. govts. to become nationally focussed, see. units.~~

c) Tendency of those receiving vested interests from nat. soc. govts, like pensioners, to develop great conservative bias that prevents change. Particularly changes in internat. relations. Effect of this on possible world unity. ~~Explore Viner & soc. argument.~~

d.) Study relationship of local to nat. govt., to see how the nat. govt. gets local govt. to act in general interest, where that differs from local int. – or how institutions make 2 interests coincide. Try to draw analogy to world vs nat. interest. ~~Test hypothesis that private prop.~~

If I go to Bern, this involves Benelux study, & that seems best, hence my 1st choice. If to Eng. or Fr., W. Union, & ECA. If to Austr. or NZ, not so much stress on (c), more on (d), esp. re irrig. inst.s, in which mimic. ec. incentives & control are clearly shown, & ~~with~~ which I have studied in Calif.

In view of findings, I would evaluate socialist position that internat. strife is a product of capitalism & Viner & Robbins to contrary. & try to see what prospects for world ec. coop. are under soc-ism, & what ~~this~~ those who believe in world ec. coop. or govt. should do about it.

finally ----

Advantages of more compact city, unused remarks.

Intellectual gains. Small town, small market rather, seller must cater to lowest common denominator among buyers -- which means often lower than most of them want to be. No stimulus to pull others up.

Develop individual personality more. Find others who share special interests. Don't be ashamed to differ.

Like embers, all radiate to bring out complete oxidation occurs in each, yet each radiates heat that helps others oxidize, which in turn makes them send back heat to help original

City a great cooperative enterprise

General principle of compl-ty:

Something built for one purpose also has other uses, & facilitates other developments. E.g. xptn facilitates move much besides staples.

Inventions are applied outside field, & one may catalyze many others, give nucleus around which inchoate thoughts or techniques crystallize.

Cheap raw materials go into many uses. etc etc.

Mantoux
ch 2
Value of good location

Maritime trade was cradle of Eng. industry from start. Regions near ports, which exported, grew first.

Producers were often ingenious, but rarely enterprising. Merchants were enterprising & aggressive, took wares all over, put pressure on mfrs. to improve methods.

Matthew Boulton of Soho, a merchant who had the nerve to finance Watt's invention, made Birmingham – which already was a center of small iron mfrs.

Shouldn't consider complementarity to other factors.

final solution.

Returning to problem:

(incidentally, it is just as possible for labor to shift to uses less compl. to land; and op too.)

We do consider the social loss from lower labor productivity when we shift land to non-complementary uses; for the loss in productivity is precisely the rent which we reject in order to take the higher rent from the less compl. use. This holds true even for finite movements where wages are lowered. For when they are lower each unit of land can consider shifting back to the original use, at a higher rental than before due to the lower wages; and this higher rental, which includes the consideration of labor's lowered productivity elsewhere due to the movement, is what we ultimately reject in sticking to the non-compl. use. Hence we are considering the loss in labor productivity. It is more than balanced by the gain in rent from shifting. Because the entire loss could be recouped as rent to the landlords who shifted -- this is the crux.

So, finally, we reject for good the idea that land should be forced into more complementary uses for the reason that it raises total production thereby, by keeping up labor productivity.

The inheritance argument is good, until we collect rent for all.

And there may be something to the general complementarity argument, which is what I deal with next.

& spatial compl. is undeniable, a qualification of free mkt allocation.

Often you just can't avoid helping others when you do what you must for yourself. A road may be built and paid for by a town for the sole consideration of helping itself, yet it is not economic to keep others off it, up to a point.

etc etc

Note, re this fringe of enterprises with large opt size business: each new one that comes in will be, by definition, a monopoly, and unique. Hence it will have a falling demand schedule and it will set a price somewhere down on that schedule. All the area above that price is a new benefit, free to society. No one loses it, for no one was in that business before.

I believe this opt size business is what I had in mind re general complementarity. Check back in thesis on that. "greater specialization" I referred to.

everything fine in music

Sherman Clay



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Teacher Kills Another Over Wife

SUNDOWN, Texas, Feb. 28 (AP)—A teacher quietly interrupted a murder play rehearsal here to kill a friend he accused of forcing his wife to make love.

Blond Jack Killingsworth, 29, told his story today to reporters and officers at a bond hearing in nearby Levelland.

The man he killed last night was Richard McChristial, 37, vocational agriculture teacher at Sundown High School.

Killingsworth said "I went crazy" when his wife told him the family friend had forced her to make love to him.

The young high school shop teacher, an amateur gunsmith who boasts he can hit a running coyote with ease, grabbed a .22 caliber semiautomatic rifle and went out to get McChristial.

He found him at the high school auditorium, where McChristial was learning a role in the faculty play, a murder mystery called "Meet The Body."

Killingsworth said he called to McChristial, "I want to see you, Mac."

Then, he said:

McChristial walked outside with him. Killingsworth told him the reason for the talk and said, "I just wanted to know why you would do a thing like that." They were standing beside Killingsworth's car.

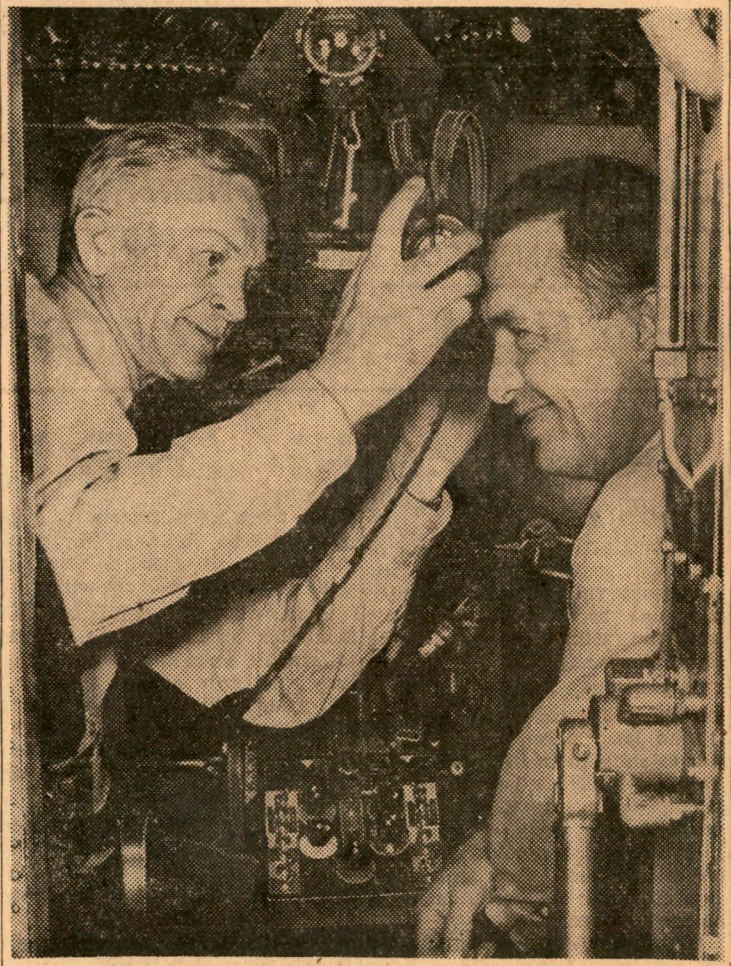
McChristial slumped into the front seat and said, "I don't know."

Killingsworth reached into the car and took his rifle from the seat.

"Jack, for God's sake, don't do it!" McChristial said.

Killingsworth emptied the 11

United's Oldest Pilot Retires



Earl Garbutt hands earphones to his co-pilot, Kenneth Lund

EARL (EDDIE) GARBUTT, United Air Lines' oldest active pilot, retired from flying to give up piloting and take up the desk job waiting for him.

"I guess I've done enough fly-

s the Brown Trial — MONDAY'S CHRONICLE

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SAN FRANCISCO, SUNDAY, MARCH 1, 1953 — GA 1-1112 DAILY 10c, SUNDAY 20c

New Ford Plant Sets Off a 'Gold Rush'

Milpitas Meets the 20th Century

By DON KIRK

The little 19th century town of Milpitas, located just off the Southeast tip of San Francisco bay, has been yanked suddenly into the 20th century by Ford Motor Company.

The fertile, agricultural community was going along much as it had been when the postoffice was established in 1876 until plans for the $50,000,000 automobile assembly plant were announced last month.

"It's been like a gold rush or an oil boom these first ten days," says Josepn J. Gagliardo, manager of the local bank.

"Sightseers, developers and speculators have come by the hundreds to look us over.

"We notice a big change in people's attitude toward us,' the banker continued. "They used to laugh, like the vaudeville comedians, when we said we were from Milpitas. Now hey say, 'Oh, where the Ford plant is going, and they treat us like prominent citizens."

Then, wistfully, he looked out from his cashier's cage, waved toward the acres and acres of pasture and farm land in full view, and said, "You could have bought all of that you wanted for a couple hundred dollars an acre a few years ago, and now it's $2500 an acre and up."

Like many other business men in town, Banker Gagliardo knew something was in the wind, but was caught off guard by the magnitude of the development.

"I didn't buy an inch of land," he said.

The town was forewarned by Western Pacific Railroad, which bought 300 acres along the Oakland-San Jose highway just south of Milpitas more than two years ago. A year ago the company had it zoned for heavy industry.

Townspeople knew it was to be developed, but thought in terms of thousands of dollars instead of millions.

The magnitude of the development is still being underestimated, according to Bruce Carver, director of the industrial section of the San Jose Chamber of Commerce.

"Ford is only the beginning," he declared. "We are contacting other automobile manufacturers and 2000 parts suppliers; we are telling the Ford story in newspapers and magazines throughout the Nation. Ford is going to be just the springboard."

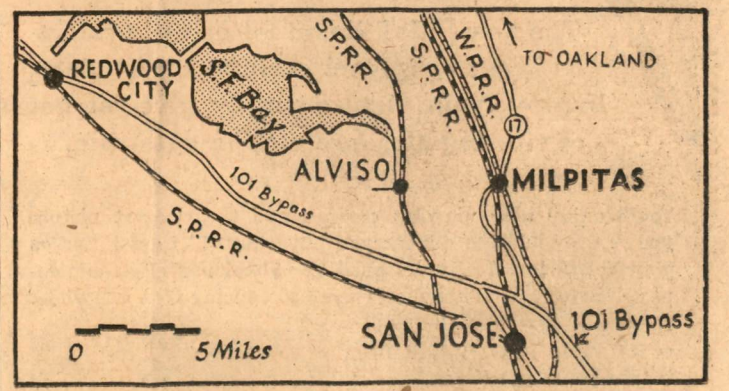
Real estate men believe that a $50,000,000 Ford plant will draw another $250,000,000 worth of industrial investment.

This is borne out by developers who have been trying to buy property in the area for residential sites. Their maps show that besides the 300-acre industrial zone announced so far, Western Pacific has taken options on another 886 acres bordering their tracks for three miles north of the Ford site.

Ford's 160 acres represents only one-seventh of the land the railroad company has reserved for sale to industries.

Craver believes benefits of the

Continued on Page 18, Col. 1



The map locates Milpitas and its two railways

When new ind-y hits town, have ratios, know how to plan. Know time lags too.

Sources of data.
Census, sales tax, C. of C., bank clearings --- work w F.R. ?

WHILE the population problem is critical in some countries, it demands attention in most countries. At Yale, for example, a study is being made of a "linear city," an emerging urbanized area stretching from Boston to Washington, D.C. How long can the U.S. itself ignore the problem of population?

Technical Assistance Program the $8 million for the first six months of this year, as requested by the Administration. The House having voted $4 million and the Senate $8 million, $6½ million was agreed upon as a compromise. Neither the House nor the Senate received the mail on this question which the

Moore.

Wants bases for deciding whether is desirable to have new ind-y in town.

Surplus of labor, need find jobs.

Study relation of basic to service ind-y to determine what changes nec. ~~to~~ in basics to Δ jobs in services.

Good pre conclusions: shd Δ wages, to Δ service ind-y.

get ratios, thus know how to plan city.

Opt. size of city

How big shd city be, afford amenities of living.

Final product wd be what? Advice to city on whether attract ind-y. To ind-y, where find location.

City planner, preoc. w. growth itself.

Wdn't want city to grow to Metrop. size.

Hicks

p. 17 Towns, early, everyone wanted to attract more pop., to help pay taxes for schools, roads, public bldgs, & to "build up the country". & to buy land. i.e. newpop brings cap, means lower i.r. -- distinguish manp. situation, where Δpop. means new im. opp, higher i.r. In boom, newpop. can borrow, brings cap. with -- in bust, get ↓ more immigration restriction, cumulates.

Don't let "site-seeking" tie up your best men!



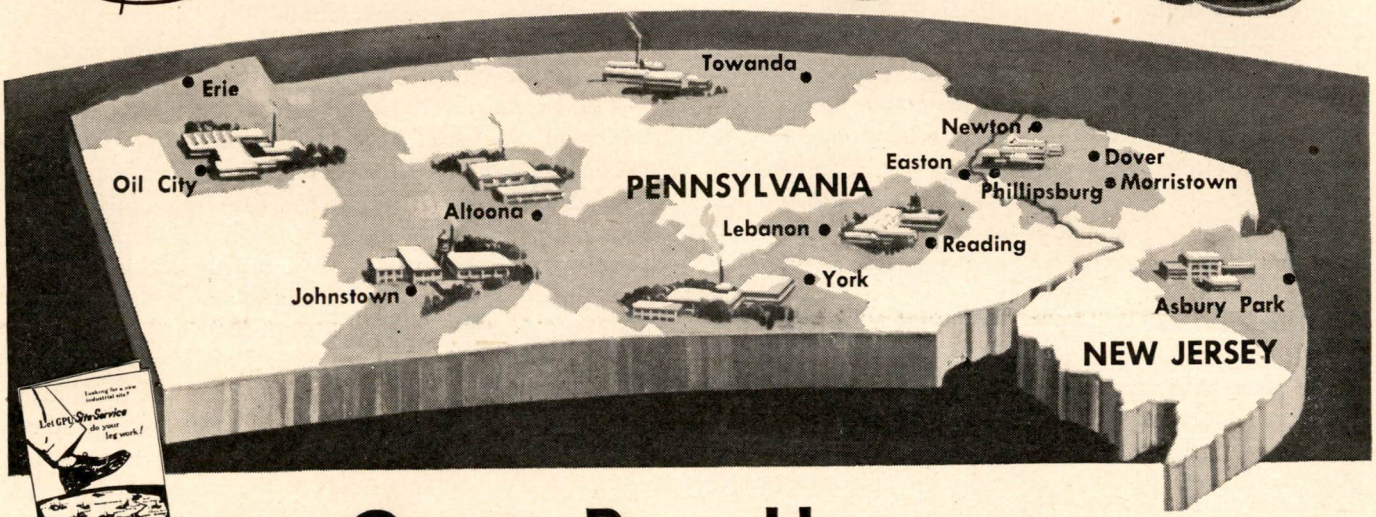
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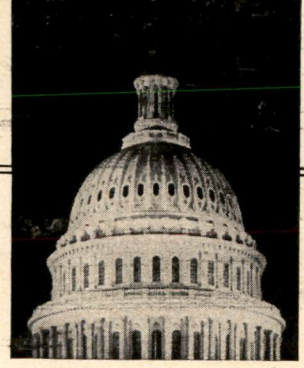


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AFTER TWO YEARS

BY DAVID LAWRENCE

HOW DOES ONE APPRAISE an Administration at the half-way mark? How is progress to be measured? Is it by watching the changes in the Gallup poll on the "popularity" of a President? Is it by comparing the vote cast for the two parties, respectively, in the congressional elections at midterm?

These questions suggest that we are in the habit of thinking of an Administration in terms of a man rather than of an institution. Most of the politicians, for example, are agreed that, if Dwight Eisenhower had been running in November 1954, the result would have been somewhat different. The latest poll, moreover, shows a sharp upward swing in Mr. Eisenhower's popularity.

But the Administration is more than just one man. It is a large group of officials whose responsibilities in the aggregate can be so exercised as to affect, favorably or unfavorably, the lives and property of the citizens not only of this country but of many other countries.

The newspapers necessarily give a sketchy account of what an Administration does from day to day. The sensational things get the headlines because they are news of maximum interest on subjects that are readily understood. But the unspectacular may prove in the end to yield even more sensational achievements.

Thus, the outstanding job done by the Treasury Department in putting the Government's finances in order has provided a favorable climate and incentives for business expansion which could benefit eventually every man, woman and child in the country.

Likewise, the thorough and painstaking reorganization of the Internal Revenue Service, with a program that seeks fairness for the taxpayer and the Government, is in its early stages but in the course of time can mean much larger receipts of tax money.

The Department of State, with its far-flung tasks, is unlike the other departments because it is dependent to a large extent on circumstances beyond its own control—the attitudes and actions of other governments. But here, too, some progress has been made in undoing past mistakes.

Other departments, like the Post Office and Agriculture, have made significant improvements in operation. In the long run, these will have a profound effect on many aspects of our economic life.

As one surveys the earnest efforts being made at the Department of Justice to tackle the anti-monopoly problem and a host of related issues, or the work of the Department of the Interior, with its complex obligations in the field of natural resources, one is inclined to say that important beginnings have been made toward constructive solutions of vital problems.

A start has been made by the Department of Defense toward reorganization, but the new policies have not yet been tested in an emergency.

Perhaps the most interesting experiment is in the Department of Health, Education and Welfare, where a number of sociological programs are in process of being explored. But the theme here is practicality, just as it is through the whole Eisenhower Administration.

It was Emerson who, in his "Essay on Politics," wrote a century ago: "Of the two great parties which at this hour almost share the nation between them, I should say that one has the best cause, and the other contains the best men."

This is but another way of saying that one party has a lot of good ideas, but the other party has the men who know how to make them effective and practical.

On the whole, the Eisenhower Administration has brought to Washington a great "team." But it is an unpolitical group, with a tendency to compartmentalize its talents.

It is in the over-all policy-making process that there are glaring weaknesses. The principal weakness, strangely enough, is at the White House, where the President, with the characteristic habit of a military man, is inclined to delegate important tasks to staff personnel to work out. The system is faulty, because most of those on the staff have never come up through the ranks of government service to be colonels and generals, with a sense of accountability. Yet these inexperienced staff members write memoranda and set forth conclusions that become presidential decisions.

The Presidency today is, of course, too big for any one man. We shall not overcome the defects in our present system until the Cabinet of ten or more persons gives all of its time to the Chief Executive. This should be his "staff." Each of the major departments could be managed by a deputy, but the Cabinet members themselves should have offices alongside the President and meet with him at least once a day.

After two years, it can be said that the Eisenhower Administration has made a good start. But it has a long way to go and will be successful—if it stays in office long enough. Yet tenure depends on the whim of the people at election time and on the time-tested necessities of party organization. Meanwhile, an experienced body of Democratic Party strategists has begun the battle of 1956.

A, V

B 1

p. 491, Can. Pac. Imig. Colonization Co., a land co., in disposing of a big tract, tried hand to force sales to settlers, not speculators. & one sees this often elsewhere. This, together with former statement that small speculator held on longer than big suggests these are a different species of speculator.

B1, D2, D3

U, D2

The colonization co. is subsidizing the first settlers, so they will raise value of other land. The land probly has no net yield all this time. Hence the speculator loses nothing by not using land in present. Yields are all in future, not present. He is getting a gain from outlay of colonization co. Hence especial troubles with speculators in new projects, unless they are banded. All future, no present.

Hedges, cont.

These are the small time miscalculators. Another reason may be that big outfits want to develop whole sections, each sale helps value of adjoining land, small ones have no such motive.) (but this land co. was avoiding sale to 'big' spec-ors — tho this is relative. They were probly too small to influence some of their land by developing other. The Land Co. was a retailer & processor of land after all. It performed a certain service & got the benefit of it. The small spec-ors just wanted to hang on, & probly would love out)

xxxxxxxx less than the most lucrative use, while a vacant lot xxx xxxxxxxx is held ~~in reserve and not~~ uncommitted until the xxxxxxxx xxxxxxxxxx development of other lots clarifies its position. (Ftnte: Of course, if the other lots are held vacant for the same reason, the situation will never be clarified. Hence this kind of speculation may be socially wasteful, even if it seems individually economical. But for the present we are only concerned

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46S. ☐ **WHAT YOU SHOULD KNOW ABOUT ... RIO-ACTIVE FALLOUT.** Explains, in ...
...hat fallout is, what causes it, and wh...
... Also gives suggestions f...

Hedges
164 - 74

1904, U.S. land co.s promoting US emigration to Canada - & it was mostly US emigr - met in Minn. & united. - he interprets it not as manip., but aggressive. 1904, salesmen for n.w. U.S. lands met St Paul, org. comtee group. - land cmmrs behind it of course.

1901-6, CP rr disposed of more land to settlers than speculators.

C.P. r.r. terms generally easier than its competitor land sellers.

But all raised prices much toward 1913, as settlement grew.

By 1905 its best s. lands gone. Low prices at first a subsidy to first settlers so they will raise values for later ones. Co. held some land to get the A[illegible] mine creeping. & kept it idle because couldn't use it.

p. 296

A

farmers did not realize how much more water they needed than rain, used too little.

With depression, it became clear Co. had priced land too high. Settlers went bust, stopped payments, abandoned land, skipped water charges, etc. CP still had much unsold land & mine.

So Co. xferred 1.2 m acres (what $/acre?) to settlers, mtg. cos, Eastern ID companies, gave them irrig. works!! anything to get traffic

b. External economies.
Scattered settlement is very wasteful
~~Another waste is the~~

~~Other wastes are those due to scattered settlement.~~

In farm ~~frontiers~~ areas:

"the pioneer who held back land from settlement in this way separated himself from his neighbors, delayed the coming of schools and internal improvements, and hindered the development of social institutions that would have made life easier." (s 56, p. 205)

Some of these costs we have already counted, as wasted ~~subdivision~~ costs of subdividing.
But the loss of overall ~~city~~ efficiency is something else again. So great is it that many critics of present ~~urban~~ land use patterns rest their case on it alone.

533 p 263 "To these costs, others might be added." The public is penalized in being forced to carry streets & sewers & other public improvements long distances, past vacant lots already equipped, to outlying new subdivisions which do not need them; & the private individual who is improvident enough to purchase a lot in such an isolated distant tract must add to his daily expense, in time or money or both, the cost of additional unnecessary travel to & from his work & to & from the shopping district where his family gets its daily supplies. Deliveries of all kinds cost more, garbage & trash removal costs are increased, & everyone loses..." 533

Anti-settlement makes value idea

230 They held back 'cull' lands, think's settlement of others wd Δ p.

wrong, they stayed idle. 231, Took action, but some wait. Hedges

Recently I visited Park Forest, the planned suburb south of Chicago, which is designed to house 30,000 people, no more and no less. I was impressed with the wonderful shopping center, where the cars are all parked in one place, and the shopper walks on broad covered walks from store to store, with little parks of grass and trees, here and there, where he can rest between purchases. There were also rental apartments available at modest rents, with park space and playground in between. Philip Klutznik, the brilliant man who conceived this model suburb, explained that they were able to give a good buy to renters and purchasers because the company developing the suburb had retained the title to the shopping area rather than sell it in fee simple; they leased the buildings and would always make a profit from it.

Then the other day we read in papers how a Miami developer was selling houses exactly at cost. He figures to make his profit from the business and service establishments of the community.

Butt. is one of those who loses faith in price system.

Discrediting P System

223: "The vicious circle of increased intensity of use causing increased land prices, followed by further intensity of use, has been o observed by many to be a fundamental phenomenon of blight." Fact is, problem is that hi land prices fail to cause desired intense use -- but his vague real meaning for "intense" is "dense pop", probly.

Attributes trouble to "the individual owner's inability to rescue his properties from the influence of surrounding environment." 533

D3, D2 ✓

(If Teele's assertion were correct, that it is settlement that makes land value, then Delhi & Durham should have provided plenty of unearned increment for the settlers due to the fast settlement, & been financial successes. But, in fact, there is of course much more to it than that)

D2 The big speculator often has useful function in planning, advertising, creating
As. The small one is useless. & large should be replaced by govt or coop.

Hedges, cont.

D2 CP Theory at first to set same price on all land, let best go first, then this would raise worst to its value, & spread work of evaluation. But, in fact, no one bought the 'cull' land. 1911, they decided to act.

To the r.r., scattered settlers may be more compl., need more xptn.

Shows, in perverse way, the importance of proximity.

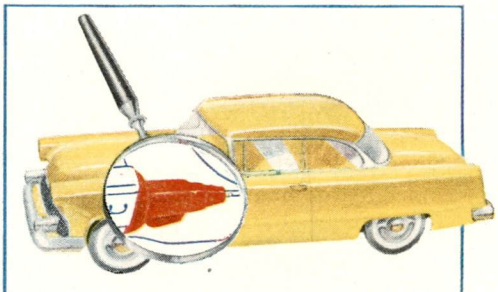
Conditions for market control are best when the crop is all from a very small area. No monop. in potatoes -- w/o direct overall govt intervention. But in artichokes -- I shouldn't be surprised. Or prunes, or raisins, or oranges.



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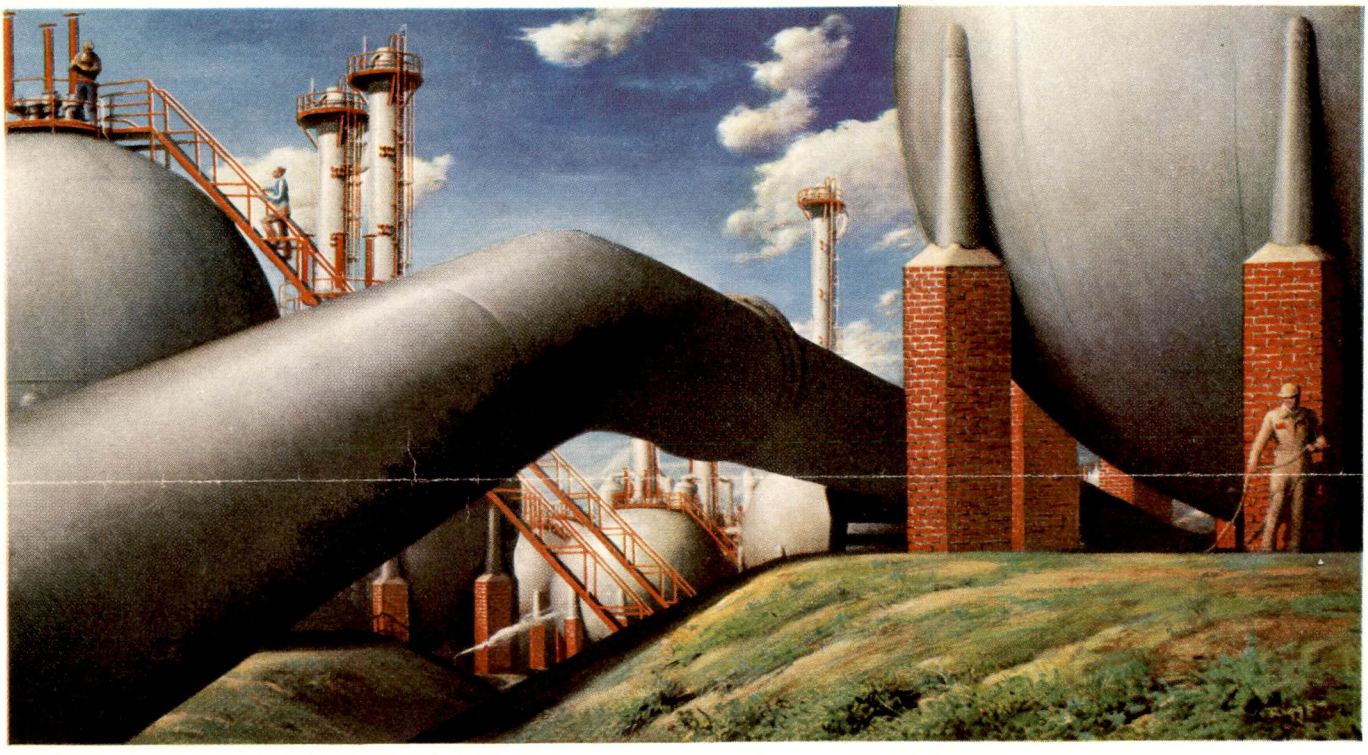
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CORTE MADERA GIRL, 14, DIES OF BURNS

Fourteen-year-old Helen Weber, of 444 Manzanita avenue, Corte Madera, died in Marin General Hospital yesterday of burns suffered when her clothing caught fire two weeks ago.

Her clothing was ignited when she stood too close to an electric heater in her home. She was the child of Mr. and Mrs. William D. Weber.

A week ago prisoners in the Marin County Jail donated eight pints of blood in an effort to save her life.

Funeral services will be held Wednesday morning at the Russell and Gooch Mortuary, Mill Valley.



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Guilty Verdict In Auburn Swindle Case

Continued from Page 1

Fresno. McCalmont dressed as a woman to avoid detection and Daniels wore a makeshift disguise.

Daniels engaged Lemos in conversation while McCalmont told Mrs. Lemos he was a special investigator in disguise and fast-talked her into turning the $22,408 over to him for safekeeping to avoid trouble with Federal tax agents.

Daniels said he never knew a crime was being committed and never saw any of the money.

Judge Sparks will conduct the McCalmont sanity hearing on an as yet undecided day of next week.

The Court has asked two psychiatrists, Dr. Walter Rapaport, superintendent of Agnew State Hospital, and Dr. D. D. Tipton, superintendent of the DeWitt State Hospital, to examine McCalmont, who is in San Franicsco's Langley Porter Clinic undergoing mental treatment, and report their findings.

The defense has employed Dr. Rudolph Toller of Stockton to testify and probably will call Langley Porter staff members, perhaps including Dr. Karl Bowman, the superintendent.

District Attorney Al B. Broyer will call Dr. Joseph Harris of Sacramento and Dr. Carl R. Jackson, assistant superintendent at DeWitt.

Jackson examined McCalmont shortly after he was arrested September 11 and pronounced the once-respected [illegible]

Ida Lupino and Husband in Tiff With Cafe Man

HOLLYWOOD, Feb. 28 (AP) — Actress Ida Lupino, her husband Howard Duff and a restaurant owner enlivened the Sunset Strip yesterday morning with a fist-swinging, water-throwing battle.

The restaurant man, Jack Buchtel, said Duff, after an argument with Miss Lupino, came up to him at a bar and threatened him.

"I knocked him flat," said Buchtel. "Then she grabbed a glass of water and threw it over Duff, trying to revive him. He got up again and started at me. I knocked him down a second time. That made Ida mad. She got another glass of water and threw it at me.

Admitting a "misunderstanding" between her husband and the restaurant owner, Miss Lupino said: "I cannot understand why Mr. Buchtel says there was an argument between my husband and me." Duff declined comment.

Proud, Blind Broommaker Hangs Self

Special to The Chronicle

SAN JOSE, Feb. 28 — Peter Buntz, a blind broom-maker who was too proud to accept a State pension, hanged himself today, apparently because he was afraid he was no longer capable of supporting himself.

Buntz, a man [illegible]

s the 20th Century

for Pacific Gas and Electric Company's super-inch pipe line from Texas. Their interlocking power station which distributes 3,000,000 kilowatts to 46 counties is nearby, and the Hetch Hetchy water line runs right next to the Ford site.

"There is a deep-water port only 20 miles away at Redwood City. The port of Alviso, less than five miles away on Alviso slough, can be reactivated."

SAN JOSE STEEL

First company to jump on the bandwagon was San Jose Steel Corp., Craver said. They have just purchased 30 acres off Trimble road on the West side of the highway across from Ford. This is the first announced development in the strip between the present highway and the freeway being built just to the West.

This strip of land is the subject of controversy between the Santa Clara county planning commission and the merchants of Milpitas.

"We're making an intensive study of the whole area to establish zones for orderly development," said Karl Belser, planning director for Santa Clara county.

"We were caught by surprise. Except for the 300-acre industrial zone there is no zoning or regulation in the area," Belser said.

"The 4000 employees to be required by Ford when the plant is completed will support a community of nearly 25,000. We want the growth to be orderly. Some of the townspeople—Milpitas had a population of 700 in 1950—have been annoyed by the sudden intrusion of industry."

Leaders of the Milpitas Improvement Association say they do not resent the coming change. But they have heard that the whole area, from the new freeway to the foothills, is to be zoned industrial. That will leave the business district surrounded by factories. Business men want a strip of homes along the town side of the new freeway. Stores serve homes, not factories, they say.

"As soon as something big hits a little community like this the planners want to tell us what to do. We want to have a say in the matter," said one merchant, who asked that his name not be used.

LACK OF UTILITIES

Developers recognize a big problem in building homes for the area. There is a new sewer line running from the Ford site north through town and west to the bay. But there are no trunks to the foothills where homes could be built.

Farms use well water, electricity and butane. Natural gase has not been put in.

Some prospective subdividers said they could not obtain FHA approval of homes with septic tanks in the area, because of the drainage problem. A strata of rock underlies the thin layer of topsoil.

"At $2500 an acre we're not buying," said a buyer representing a Los Angeles subdivider. "Everything has to be developed from scratch."

Postmaster Ben Rodgers agrees lack of utilities is what has been holding Milpitas back.

TOWN HISTORY

"Our town is almost the same as it was when the postoffice was first put in," he said. "Most of our residents are of Portuguese descent. Some of our farmers have hand-written deeds to their property. There are lands which have changed hands only once since Spanish grant days.

"Sailors, who gave up the sea when their ships docked at Alviso and took up farming, were among the founders of our community. Milpitas was a stopping place for farmers on the way to port with their produce. We had a hotel, and a livery stable where teams were cared for.

"When a ship was in, the wagons used to line up for three miles at Alviso waiting to unload. The farmers always spent the night in Milpitas and loaded up with supplies.

"We haven't changed much. We raise the same crops today, grains, hay, and vegetables. Cattle in the hills.

"We're not ready for all this growth. Our school is run down. We need roads, streets, natural gas, sewer trunks."

Meanwhile a survey crew has moved into a grain field at the corner of Capitol avenue and Landess road, where green and yellow flags mark the rough boundaries of the Ford plant.

The bulldozers, cranes, and welders are coming.

Robert Conlon, one of the town's three new real estate brokers is flooded with calls. "No," he says to most queries, "We haven't a single lot for sale."

"We have 200 acres at $2000 an acre; 100 acres at $2500, and 50 acres at $2700, but nothing smaller than 25 acres, and not a single building lot."

The farmers continue their planting and cultivating. Their lands are not on the market—but each is waiting, and some have their price.



The post office will have to grow, too

$125,000 Fire

PUEBLO, Colo., Feb. 28 (AP)—A $125,000 fire early today destroyed a Pueblo department store. No injuries were reported.

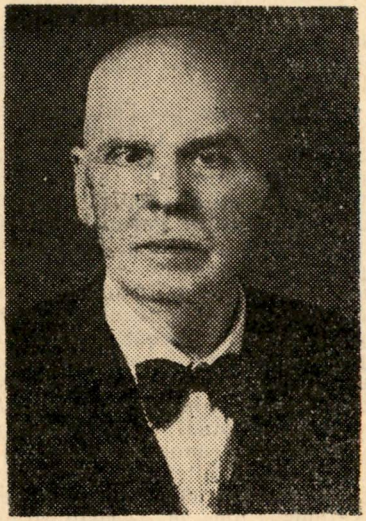
One might say "overflow" benefits — ea. bus. produces a surplus of ben., accrue to neighbors. Cup runneth over.

Future vs present, blighted areas.

(As people want to live somewhat together, one seller in a subdivision can't do much to impro e it with a low asking price. Indeed, this very fact means the area has no present, or works that way - & so all put their hopes on future. Something forcing all to sell low would bring the future.) Hoyt

10, 11, 12 - 60

Le chauffage central coopératif en Hollande



Dr VAHAN TOTOMIANZ

Les agriculteur hollandais sont dans bien des cas, cités en exemple à leurs confrères de l'Extérieur. Ils ont compris depuis longtemps les avantages de la Coopération et la supériorité des cultures modernes et donc coopératives sur les cultures individuelles.

Les petits agriculteurs d'Emmen, petite ville du nord-est de la Hollande, sont pleins d'énergie; mais, désireux de pratiquer une culture progressive, ils ont constaté qu'ils n'avaient, individuellement, pas assez de fonds pour produire à des prix compétitifs des tomates et des concombres verts. Cela étant, ils ont constitué une coopérative pour le chauffage central de leurs serres sous verre. L'expérience pratique a démontré l'efficacité de la culture collective sur la culture individuelle.

Cette expérience s'est matérialisée par l'édification d'une centrale de chauffage à vapeur, d'une température de 300 à 350° et d'une capacité de chauffage de 83.000 m2 environ. Cette construction a été rendue possible par un prêt spécial de la municipalité d'Emmen. Les horticulteurs qui ont fondé cette coopérative gèrent eux-mêmes la centrale. Le chauffage central coopératif coûte environ 35 % de moins que le chauffage individuel.

Pourquoi cette économie ? Parce que chaque associé n'a plus à payer l'amortissement et les frais d'installation et d'entretien des chaudières, de la cheminée, etc. Avec la nouvelle installation, il n'est besoin que de quelques tuyaux et d'une pompe de circulation de la vapeur. Les économies réalisées en monnaie sont évaluées à 16 florins par m2, si l'installation est utilisée à plein. A cette économie de calorique, il faut ajouter celle de la main-d'œuvre.

Le contrôle de la température s'effectue maintenant par la simple ouverture ou fermeture d'un robinet, l'alimentation de nuit de la chaudière est inutile et, par conséquent, cette économie de temps peut être employée ailleurs.

On constatera également une amélioration de la végétation, étant donné que des températures trop élevées ou trop basses, dues à une technique de chauffage peu judicieuse, ne se présenteront que rarement. La désinfection du sol pourra également se faire sans difficulté.

On s'attend à une hausse intéressante des chiffres d'affaires sur les marchés d'Emmen et de ses environs : cette plus-value étant même estimée à 50 %.

Des projets visant à agrandir la capacité actuelle du chauffage (englobant à présent 48 exploitations horticoles modernes) d'une superficie de 233 hectares (170 à 180 exploitants environ), sont à l'étude auprès de la municipalité et du service de vulgarisation horticole.

A côté du Westland, Emmen fera également à l'avenir partie du « Jardin de l'Europe occidentale ».

VAHAN TOTOMIANZ.

(D'après les Nouvelles agricoles de Hollande »).

TENSION A PANAMA



ROBERT CLANCY

Pour un georgiste observateur, il n'y a aucun mystère dans la tension qui règne actuellement à Panama. La valeur du sol est l'une des plus élevées parmi celles pratiquées dans le monde, notamment sur le territoire des deux villes terminales de Panama et de Colon, ainsi qu'aux environs de ces deux villes. Ceci est dû à la concentration qui s'y est opérée des activités maritimes et touristiques. Le reste de la zone est occupé par une population plutôt clairsemée sur un sol appartenant en majeure partie à quelques familles peu nombreuses qui ont reçu ce sol en héritage de la colonisation espagnole.

Pour tenter de satisfaire les demandes des commerçants de Panama, l'administration U. S. du canal a coupé les facilités de services et ruiné les petits planteurs, en se retournant vers les occasions d'affaires de Panama. Celles-ci se montent à des millions de dollars d'investissements, en tout semblables à un super-marché, comprenant des conserveries de fruits et légumes, des laboratoires industriels et des fabriques de peinture.

Le marasme des affaires [illegible] leur donne droit à des rentes plus élevées et à des annuités plus importantes.

L'importance de l'annuité reçue aujourd'hui (augmentée de 250.000 à 430.000 dollars, quand les Etats-Unis ont abandonné l'étalon-or et à 1.950.000 dollars en 1955) est la garantie à Panama de leurs droits souverains, pouvoir et autorité sur la zone du canal. Les nationalistes ont maintenant imaginé une campagne systématique qui a pour objet l'abrogation du présent traité et la négociation d'un nouveau traité visant à instaurer leur pouvoir sur le canal « à la Nasser » (en français dans le texte). Ils cherchent à atteindre cet objectif à travers l'Organisation des Nations Unies et l'Organisation des Etats américains.

Sous l'administration républicaine, le conseil de direction de la Compagnie du canal (conseil appartenant entièrement au gouvernement des Etats-Unis) a instauré une politique du logement qui a conduit à des résultats lamentables ; car ils ont eu pour effet de faire monter le prix des loyers à Panama et à Colon.

Le contraste entre la zone du canal, avec ses pelouses spacieuses et ses rues vides, et le surpeuplement de Panama et de Colon est frappant. Il est malheureusement trop facile d'attirer l'attention envieuse des chômeurs affamés sur ce qui leur paraît un paradis de l'autre côté de la frontière, loin des propriétaires du sol indigène qui jouissent de rentes et d'une valeur du sol toujours croissantes. Avec des méthodes semblables à celles des nationalistes locaux, aidés par les communistes, ils cherchent délibérément à embarrasser les Etats-Unis (et, auparavant, les Nations Unies et l'organisation des Etats américains) avec l'intention non déguisée de s'emparer de ce que les autres ont construit, ou de demander une plus grande part de ce que les autres gagnent par leur travail et leur

Vaughan Williams Taps Drum Even for Off-Beats

11-28-54

Special to The New York Times.

ITHACA, N. Y., Nov. 27—The world needs more bad composers, according to Ralph Vaughan Williams, who this week completed a two-month stay at Cornell University as visiting professor of music.

"It takes perhaps a thousand poor musicians to produce one virtuoso," the British composer commented. As in a pyramid, he said, the "upper crust" depends on a broad base, and each level is inspired by those above it.

The dean of British composers, who marked his eighty-second birthday on Oct. 12, carried a strenuous schedule for a man of any age. Besides lectures at Cornell and five other universities, he was guest conductor in three concerts of his works in Ithaca and Buffalo, and held conferences with composition students at Cornell.

After a week's visit in New York, Dr. and Mrs. Vaughan Williams will sail for England Dec. 4 on the Queen Mary.

One way for big subdivider to subsidize early settlers is thru easy credit. v. cap. mkts file, Hedges.

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*"I*make electrical relays and switches here in Chicago. My plant is small. A prospective customer recently called on me to place a substantial order. When he went through my factory he stated quite frankly he doubted my ability to produce the order. I asked him to reserve judgment and took him for a little excursion around the city. Within a few hours we visited my tool and die maker, a screw machine shop, three plating and finishing firms, (each a specialist in a different type of finishing), a metal fabricator and other suppliers.*

" 'You're not a small outfit, mister,' he concluded. 'You're in mass production with departments for every process at your finger tips.' He placed his order and I agreed to start delivery in 30 days . . . was actually shipping in three weeks. In today's market I find this diversity of facilities most helpful. To me, Chicago and Northern Illinois is a practical 'department store' of industry."

*Name on request

This true story typifies the war-time operations of thousands of Chicago manufacturers who could not hope to provide for every manufacturing process within their own walls. It helps to explain why this area became the nation's subcontracting center, producing by the war's end 23% of the nation's electrical machinery, for example, and 40% of the electronic equipment.

Utilizing cost-saving techniques, many small manufacturers in Chicago and Northern Illinois are today in mass production, despite limitations of inside facilities and capital investment. They have learned how to produce and make delivery from this industrial area easily, quickly, economically—and in large quantity.

INDUSTRIES LOCATING IN CHICAGO AND NORTHERN ILLINOIS HAVE THESE OUTSTANDING ADVANTAGES:

- Railroad Center of the United States
- World Airport
- Inland Waterways
- Geographical Center of U. S. Population
- Great Financial Center
- The "Great Central Market"
- Food Producing and Processing Center
- Leader in Iron and Steel Manufacturing
- Good Labor Relations Record
- 2,500,000 Kilowatts of Power
- Tremendous Coal Reserves
- Abundant Gas and Oil
- Good Government
- Good Living

We will gladly assist you in making a factual and confidential study of this area and the possibilities it holds for your particular industry. This service is without charge. For more information, communicate with the

TERRITORIAL INFORMATION DEPARTMENT

Phone RANdolph 1617
Marquette Building—140 South Dearborn Street
Chicago 3, Illinois

COMMONWEALTH EDISON COMPANY
PUBLIC SERVICE COMPANY OF NORTHERN ILLINOIS
WESTERN UNITED GAS AND ELECTRIC COMPANY
ILLINOIS NORTHERN UTILITIES COMPANY

Chicago and Northern Illinois—an International Market



The inherent manufacturing and distributing advantages of Chicago and Northern Illinois have brought recognition to this area as a great international marketing center.

For years the Middle West has been a leader in the production of goods for export. Chicago and Northern Illinois—hub of the nation's population, industry, raw materials, transportation and agriculture—provides unrivaled export and import facilities. Today more than a fifth of the 10,000 manufacturing firms in Chicago and Northern Illinois engage in foreign trade, producing a variety of merchandise to satisfy almost any demand from any part of the world.

Ten thousand miles of inland waterways serve this area. Transatlantic vessels may come direct to Chicago and other Lake Michigan ports via the St. Lawrence and the Great Lakes. The Illinois deep waterway provides a direct link with the Gulf of Mexico. Current developments in international air travel designate Chicago as the great central terminal for direct routes to the Orient, Europe, South America, Africa, and the Near East. By rail, the area is connected with every important seaport in this country and in Canada.

Location in Chicago and Northern Illinois facilitates expansion of your business to reach world-wide markets. Here, you will find expert guidance in conducting export and import business from a score of service agencies—banks with foreign departments, international freight forwarders, combination export managers, foreign trade counselors, transportation representatives, foreign consulates, customs officials, foreign trade departments of commercial associations, and others.

Whether your sales plans encompass the central states, the nation or foreign markets, the Chicago and Northern Illinois region offers you more efficient distribution to more customers than any other industrial area in the nation.

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Chicago and Northern Illinois ...a Great Financial Center

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Chicago ranks as the third financial center of the world.

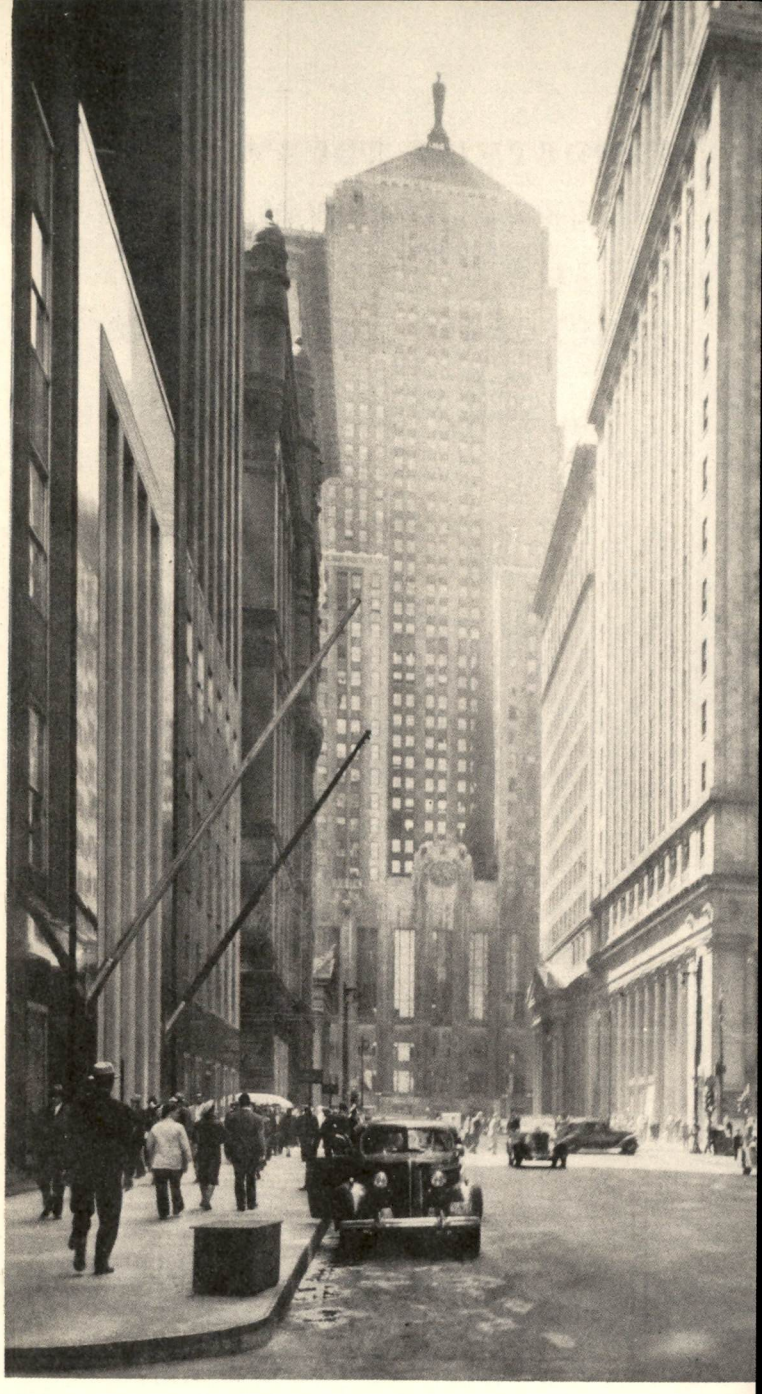
Debits of reporting banks here amounted to 75 billion dollars in 1945. With deposits of approximately 9 billion dollars, the banks in Chicago and Northern Illinois are prepared today to meet the financial requirements of any sound enterprise.

War production greatly increased the financial importance of this area and provided a broader base for future expansion. Here the Federal Government itself invested more than a billion dollars in new plants and equipment—more than in any other industrial area. Most of these modern, efficient facilities are now occupied and active in peacetime production.

Neither the war—nor the peace—subjected Chicago and Northern Illinois to the industrial dislocations experienced by many other sections of the nation. For reconversion to peace, 93 per cent of industry required few production changes.

To the needs of producers and distributors of goods, bankers of Chicago and Northern Illinois today bring the traditional vision and knowledge, which have been important factors in the growth of this trade center. These commercial and investment bankers are organized to provide the resources and special service to meet sound financial requirements of all industry developing within this area.

Industry finds here the people and the facilities to help solve its financial problems, whether the needs be for additional working capital, funded securities, or equity money through sale of stock. Here are located the main offices of many of the nation's most active underwriters and distributors of investment securities. In 1945 issues underwritten by these firms totalled approximately a third of all corporate and municipal debt obligations in the United States.



Bankers in Chicago and Northern Illinois will not only handle the underwritings of large and small business, but will provide accurate, up-to-the-minute information on your export problems, advise you concerning your investment portfolio, and act in varied trust capacities.

For your long range future, this evenly balanced economic area, the center of all Middle Western trade, provides outstanding advantages. You are invited to investigate them in detail, and to call upon us for factual and confidential information. This service is without charge.

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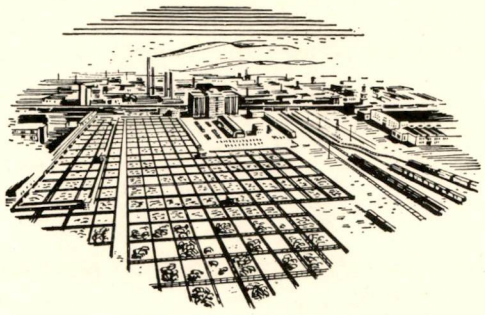
If you are contemplating location or expansion of an industry, the unequaled advantages of this diversified area deserve your thorough investigation. We shall be glad to assist you, upon request, with detailed and factual information. This service is without charge. For more information, communicate with the

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ILLINOIS NORTHERN UTILITIES COMPANY

Chicago and Northern Illinois ... Center of an Agricultural Empire



The Chicago Stockyards is the largest single live animal market in the world.



A Northern Illinois 4-H Club Member and Her Prize-winning Hereford Steer

It was inevitable that Chicago should become a world food center. Here in Northern Illinois a billion dollars worth of food products are processed annually. Here, a hundred thousand people are employed in this industry alone.

Forty per cent of America's farm output, in dollar value, is produced in—or within overnight ride of—Northern Illinois. Thus Chicago has become the largest packing and food storage center, as well as the largest single live animal market in the world. The products of the fertile upper Mississippi prairies and livestock from the western ranges gravitate naturally to the nation's transportation center, creating here the focal point of food processing—one of America's most important and largest industries.

Chicago's preeminence in this industry has placed it first in the production of fresh beef, mutton, lamb, pork, cooked hams, fresh and dried sausage, lard and oleomargarine.

Because the Middle West is the nation's granary, Chicago and Northern Illinois is a huge grain distributing center. The Chicago Board of Trade handles 86 per cent of the entire nation's trading in wheat, corn, oats, rye, barley and soy bean futures —the largest market of its kind in the world.

With its ideal economic balance among industries, trades, and agriculture, this area is indeed the heart of the world's richest inland empire.

The same natural advantages that have contributed to its importance in food processing have helped to build its leadership in industry, transportation, and marketing. No other center provides such easy access to as many other large markets. No other distributing point offers such economy of time and distance in serving the nation—and the entire world.

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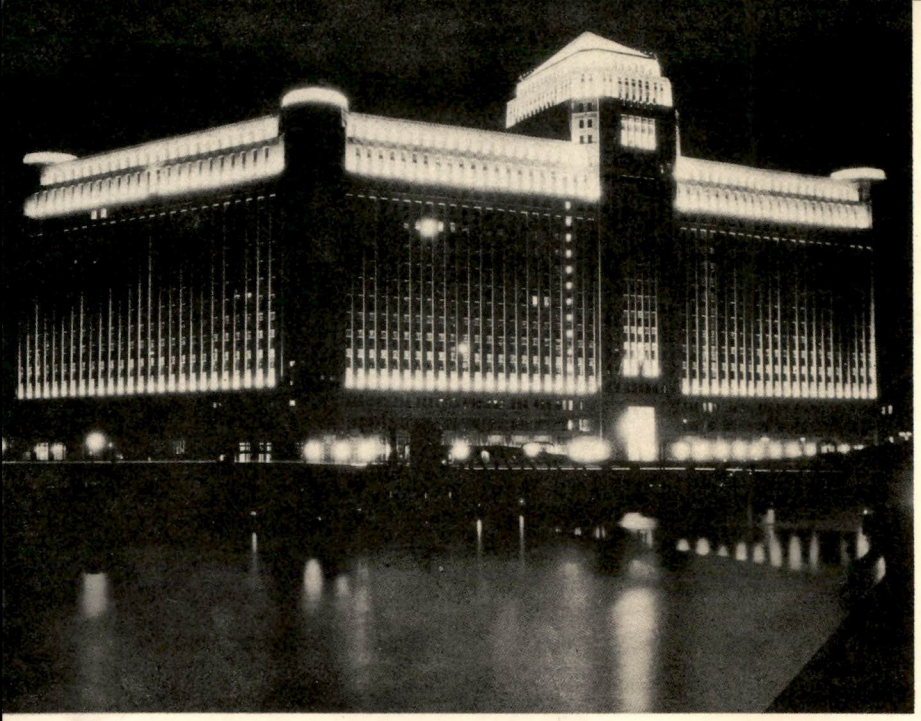
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Chicago and Northern Illinois— the Center of Your Market



Chicago's Merchandise Mart—the world's largest building under one roof

Here Is the Place—26,000,000 people live within an overnight freight haul of Chicago. Industries locating in the Chicago area enjoy many resulting economies: quicker deliveries incoming and outgoing; lower transportation costs; easy access to customers and suppliers; a constant flow of out-of-town buyers. One building alone—the Merchandise Mart—attracts 400,000 buying visits a year. And the Furniture Mart, for instance, another great central market building, is the acknowledged center of its industry. It is no wonder that Chicago is nationally known as the "Great Central Market."

Industrial Facilities Are Diversified—At the heart of this central buying and selling network, the Chicago and Northern Illinois territory forms a nucleus that is in itself a huge market and a huge source of supply. There are 5 million people in this territory, with an income that last year reached a rate of 7½ billion dollars annually. There are 10,000 manufacturing plants that make everything from abrasive wheels to X-ray equipment. Eighty-six percent of all types of U. S. industry are represented here. Chicago has properly been called a "department store of industry"—a plus factor for industries which purchase some portion of their production from other plants.

Community Services Are Broad—Living and working conditions in the many communities that make up the Chicago and Northern Illinois area are attractive to employer and worker alike. Residential districts are carefully zoned. City and regional planning is well advanced and realistically conceived. The community services rendered by the police, fire, health and sanitation departments, by the schools, hospitals and churches, by the universities and museums, are regarded as among the finest in the country. Yet taxes, in the opinion of qualified judges, are reasonable. In overall taxation per capita Chicago ranks below eight of the fifteen largest cities in the United States. And studies show that generally local and state taxes on manufacturing industries are only a small fraction of gross income.

The Time Is Now—At the present time industry is seeking to take advantage of strategic location as never before. Progressive businessmen are appraising the factors that make for the most economic location of their facilities. They are examining the unique features which make Chicago and its surrounding area the first choice for most industries. We are glad to assist their studies in as great detail as may be required. We are supplying them with services of trained industrial engineers who know intimately the resources that the territory commands. We will welcome your inquiry, too, and treat it confidentially.

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If you are contemplating location or expansion of an industry, the unequaled advantages of this diversified area deserve your thorough investigation. We shall be glad to assist you, upon request, with detailed and factual information. This service is without charge. For more information, communicate with the

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Chicago and Northern Illinois— A MARKET Unequalled in Size and Diversity

This area has a population of about five million. Unlike a region which is characterized by one or two dominant types of industry, Chicago and Northern Illinois industry is highly diversified. In addition, this area is a world hub of agricultural and commercial activity. These factors combine to provide an economic balance that tends to cushion fluctuations in business.

What do we mean—industrial diversification? There are 10,000 manufacturing plants in Chicago and Northern Illinois. They make everything from tractors to toothpaste, from abrasive wheels to X-ray equipment—a total annual production even before the war of almost 4½ billion dollars. 86% of all types of U. S. industries are represented in this area.

Why is Chicago and Northern Illinois so important in the nation's agriculture? It is because this area is situated in the center of the rich midwest agricultural valley, unquestionably the greatest food producing area in the world. This, in turn, has made Chicago and Northern Illinois an outstanding center for food processing and distribution.

Here is also an area that creates tremendous buying power of its own—the goods and services for living that people here want and must have.

What do we mean—tremendous buying power? We mean, for instance, that this year the total income of people living here reached a rate of 7½ billion dollars annually, that this income is of course reflected in buying power, and that buying power created retail trade in the Chicago and Northern Illinois area exceeding 2 billion dollars in 1943. More than that is the fact that the Chicago area is an outstanding center of wholesale trade—another 5¼ billion dollar market. One building alone—the Merchandise Mart—attracts 400,000 buyers a year. These are some of the reasons why Chicago is nationally known as the "Great Central Market."

What does all this mean to you? It means that if you are contemplating location or expansion of an industry that could benefit by participation in a market unequalled in size and diversity, the Chicago and Northern Illinois area deserves your thorough investigation. We shall be glad to assist your study of this area and all it holds for postwar industry.



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Why people enjoy living in Chicago and Northern Illinois







Whether you live in a city apartment easily accessible to your business . . . a home with a yard for the children in any of the attractive suburban communities . . . a country place . . . or a home in one of Northern Illinois' progressive smaller cities or towns, the finest recreational and cultural advantages in the nation are available to you.

For Chicago and Northern Illinois is truly a leading educational center of the world. Northwestern University, the University of Chicago—these are only the two largest of scores of outstanding institutions providing almost unlimited facilities for learning. Open to everyone are the thousands of fine churches, great libraries, the Chicago Art Institute, the Museum of Natural History, and the Museum of Science and Industry. The Shedd Aquarium, Adler Planetarium and Brookfield Zoological Park . . . the opera, the theatre, symphony music are here for your enjoyment.

And stretching westward from the Lake Michigan shore with its sandy beaches and excellent yacht harbors, 41,000 acres of parks and forest preserves await your holiday with horseback riding, picnicking, fishing, swimming, sailing and golf—more than 200 courses within 40 miles of the city. The beautiful valleys of the Fox and Rock Rivers, the inviting waters of numerous inland lakes—all are within easy reach by fine auto highways.

Two major league baseball clubs, college and professional football, the colorful Golden Gloves boxing tournament, the famous Mackinac Yacht races, the International Livestock Show—these are some of the many important competitions centering here. There are winter sports—skating, skiing, tobogganing, hockey, ice boating, duck shooting. Then, too, this area is within a day's drive or a few hours by plane of the Wisconsin, Michigan and Canadian fishing and resort country.

The great diversification of opportunity in Chicago and Northern Illinois allows people to follow the kind of work they like . . . to live where and as they like . . . to play and relax as they like. This is why people enjoy living in Chicago and Northern Illinois.

Chicago and Northern Illinois Center of...

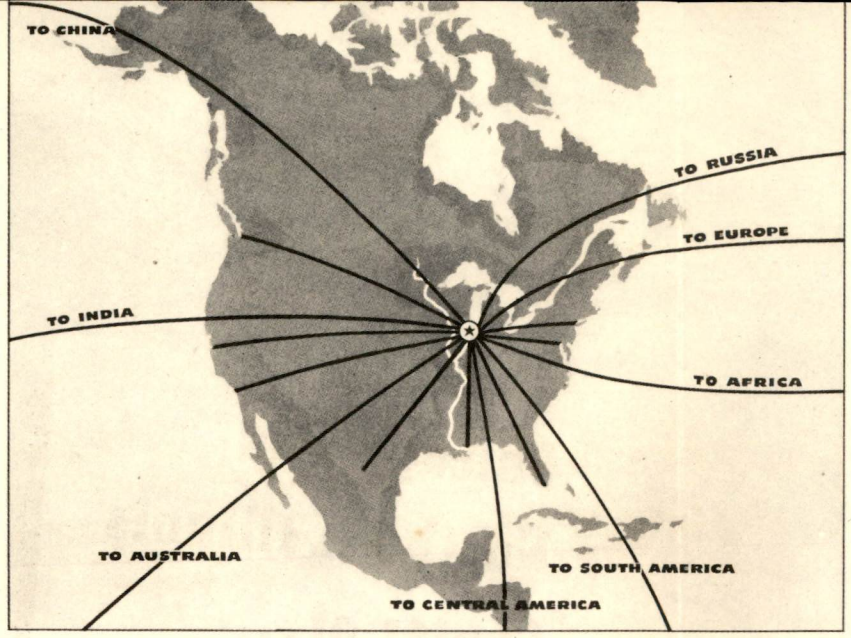
U.S. Population

World Airways

U.S. Railroads

"Great Central Market"

COMMONWEALTH EDISON COMPANY
PUBLIC SERVICE COMPANY OF NORTHERN ILLINOIS
WESTERN UNITED GAS AND ELECTRIC COMPANY
ILLINOIS NORTHERN UTILITIES COMPANY



Industries locating in this area have these outstanding advantages—

Railroad Center of the United States . . . Served by 22 trunk line and 17 belt, terminal and industrial railroads—within overnight reach of 50,000,000 consumers.

The "Great Central Market" . . . Retail and wholesale trade of more than eight billion dollars annually.

Financial Center . . . More than eight billion dollars of financial assets available to business.

Adequate Postwar Labor Supply . . . Skilled and unskilled, for diversified industry and construction—best record for good labor relations.

2,500,000 Kilowatts of Power . . . Plentiful supply for industry, home and farm.

Abundant Gas and Oil . . . Large-volume pipelines direct from country's greatest sources.

Great Inland Port . . . The harbors of the Chicago area normally handle more water-borne traffic each year than does the Panama Canal.

Great Food Producing and Processing Center . . . In the heart of the nation's richest agricultural lands.

Leader in Iron and Steel Manufacturing . . . Chicago Industrial Area ranks high in the manufacture of iron and steel products.

Tremendous Coal Reserves . . . Short haul from great central bituminous fields.

World Airport . . . For national and international air transport.

Geographical Center of U. S. Population . . . Has gradually moved westward—now located within this area.

Good Government . . . Complete and efficient community services.

Good Living . . . Fine home communities, shopping centers, recreational facilities, schools, colleges, hospitals and churches.

These are some of the advantages that make Chicago and Northern Illinois pre-eminent in the industrial future of the United States—the first consideration in a choice of industrial re-location. As an aid to business, agriculture and industry, wherever located, we have established a department to assemble and make available factual data concerning this area.

In carrying forward this work, we co-operate fully with all other agencies interested in the progress of Chicago and Northern Illinois. You are invited to make use of the services of this department. Communicate with the TERRITORIAL INFORMATION DEPARTMENT, *Marquette Bldg., 140 South Dearborn Street, Chicago 3, Illinois—Telephone: Randolph 1617.*

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PUBLIC SERVICE COMPANY OF NORTHERN ILLINOIS
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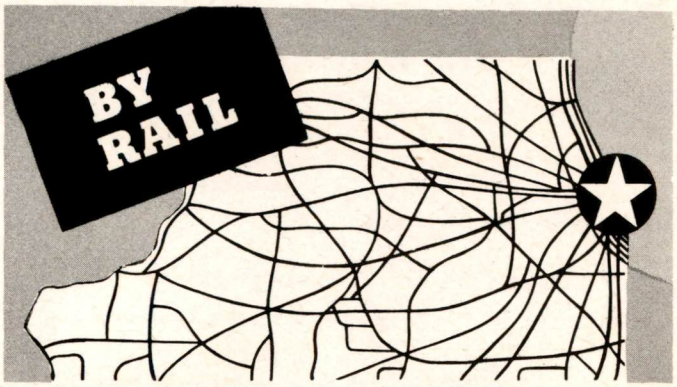
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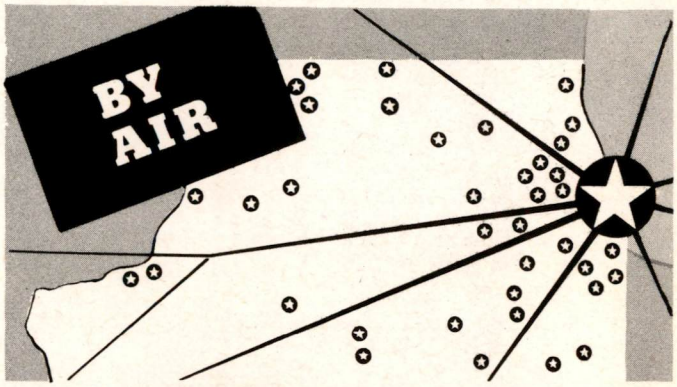
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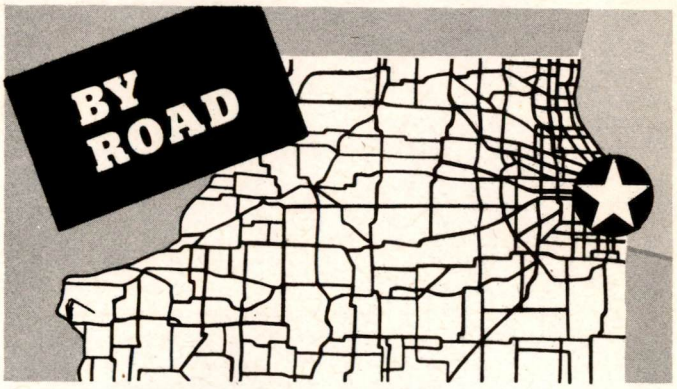
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Chicago and Northern Illinois Transportation Facilities — Unsurpassed in all the World









Like spokes of a wheel . . . rail, air, truck and shipping lanes fan out from Chicago and Northern Illinois to all parts of America. To the manufacturer located in this area, these facilities mean quick receipt of raw materials . . . speedy delivery of finished products to every corner of the United States, to markets on the far side of the world. There is a wide choice of available plant sites with ready access to all transportation.

By rail—22 trunk line and 17 belt and terminal railroads serve Chicago and Northern Illinois. 7,726 miles of railroad tracks converge in the Chicago industrial area alone. This is greater than the main line mileage in 39 of the 48 states. Here shippers find excellent pick-up and delivery service, facilities for loading and unloading cars with greater efficiency than any other rail center in the nation. Here, too, passengers are assured frequent and unexcelled service.

By air—For any operation where the element of speed in transit is essential, Chicago and Northern Illinois is the ideal place in which to locate postwar plants. Nine principal airlines connect this territory with every major city on the North American continent. With airports accessible to nearly every city and town of Northern Illinois, these principal airlines are available to all. Geographical features which have made this area the crossroads of commerce, are now making it a great international airport. Specific plans for air routes from Chicago to the leading markets throughout the world have been approved.

By truck—Over 600 truck and bus lines offering 24-hour-a-day service speed parts, products and people from Chicago and Northern Illinois to 24,000 United States communities. More than 600 miles of new superhighways, now projected, will enable fast carriers to express products to all parts of the territory—and additional highway facilities will speed delivery to every corner of the nation.

By water—10,000 miles of inland waterways serve Chicago and Northern Illinois. Trans-Atlantic vessels can come direct to Lake Michigan ports via the St. Lawrence and the Great Lakes. The Illinois deep waterway provides a direct link with the Gulf of Mexico. In 1940, a record 43,500,000 tons of lake and Illinois waterway traffic totaled more than the traffic passing through the Panama Canal.