

ADVANTAGES OFFERED BY  
**DALLAS**  
AS AN AVIATION CENTER

MR. SILLIMAN EVANS

B R I E F

Advantages Offered by Dallas as Permanent Headquarters of the  
Southern Air Fast Express, Inc., Division  
of American Airways, Inc.

Prepared by  
Aviation Department,  
Dallas Chamber of Commerce

## FOREWORD

In connection with the problem of your officials in selecting the best location for your headquarters, Dallas submits this brief outline of pertinent facts which it is hoped will be of service in appraising our facilities and possibilities for revenue.

In preparing this report, we realize that it will be read by officials whose broad knowledge of business has already acquainted them with the facts here presented, and whose intimate acquaintance with the development of air transportation makes them familiar with the part Dallas has taken in that development.

Dallas is keenly interested, however, in having the permanent headquarters of the Southern Air Fast Express, Inc., located here. And one reason for presenting this report is that this recital of facts with which you are already familiar, but with a particular application to your problem, may reinforce your judgement to the extent that no further doubt may remain in your minds as to the proper location for your headquarters.

What Dallas has attempted to do in the development of commercial aviation is already well known to you. What Dallas may be expected to do in the future can best be gauged by the tremendous public interest here in air transportation, and by the realization on the part of our business and financial leaders that commercial aviation facilities of the first order are as essential to the future of Dallas as rail facilities were in the early stages of our growth.

It has always been the policy of Dallas to go out with a united citizenship to accomplish those things that make for the city's progress. That policy will be continued with respect to air transportation, and whatever may be necessary in the future to insure Dallas' leadership in the development of travel through the air, Dallas may be counted on to do expeditiously and thoroughly.

## SOME FACTS ABOUT DALLAS

Population and Growth--Dallas is one of the fastest growing major cities in America.

Figures released by the Bureau of the Census give Dallas a 1930 population for its metropolitan area of 319,899. For corporate limits, including only 44.5 square miles (about half the area covered by the city), official figures are 261,010. Highland Park and University Park, separate municipalities, bring the total to 273,613. Outlying residential additions and industrial districts, not within the boundaries of any of the incorporated municipalities that make up Greater Dallas, account for a grand total of 319,889, within a circular area with a radius of about ten miles from the center of the city.

The Bureau of the Census, realizing that a count for corporate limits only would not reveal the true size of the city, authorized the taking of an official census for the metropolitan area that would show the city's actual population without regard to political boundaries. The resulting figure of 319,889 places Dallas among the first twenty-five cities of the country.

From 1920 to 1930 Dallas (corporate limits) increased in population from 158,976 to 261,010, a gain of 102,034; the metropolitan area increased from 189,244 to 319,889, a gain of 130,645, or 74.4 per cent for the ten-year period.

Rank in Commercial Importance--Commonly accepted indices of business volume place Dallas well up among the leading cities of the country in commercial rank. Dallas ranks--

Fifteenth in Jobbing and Distributing

Twentieth in Bank Debits

Seventeenth in Bank Clearings

Twenty-Third in Postal Receipts

Fifth as a Wholesale Dry Goods Market

Fifth as an Insurance Center

Twelfth in Volume of City Telegraph Receipts

Fourteenth in Volume of Express Business

First as an Inland Cotton Market

Among the First as an Oil Center

Headquarters for National Concerns--Dallas is generally recognized as Southwestern headquarters for national concerns, more than 2,000 maintaining branch factories, distributing branches or sales offices here to serve the Southwest. More than 600 of these branches have been established in the last three years, new merchandising methods and new problems of distribution compelling concerns desiring volume business in the Southwest to maintain proper facilities for quick service and close contact with the market.

There is a marked tendency to establish branch factories as the most effective means of securing sales volume in the Southwest, at minimum cost and with maximum net profits. Open shop conditions prevail throughout Dallas industries, and there is an adequate supply of labor at reasonable wage scales. Natural gas is available in abundant quantities at favorable rates. Electric power may be had at rates that compare favorable with districts served by hydro-electric plants, and lakes, reservoirs and artesian wells provide an ample supply of water at low cost.

Serving the Southwest--Dallas serves the Southwest more effectively than any other city. Dallas is situated at the geographic center, a tremendous advantage under the new mileage scale of freight rates applying uniformly in the four Southwestern States of Texas, Oklahoma, Arkansas and Louisiana. Dallas is also situated at the economic center, with population and buying power highly concentrated within its immediate trade territory.

Within fifty miles of Dallas there are nearly one million persons; within one hundred miles, approximately two million. Within three hundred miles are 74.8 per cent of the twelve million people in the Southwest, and 80.4 per cent of the six billion dollar annual spendable income of the Southwest.

A highly developed package car system, railways, air mail and passenger lines and a net work of motor freight lines provide facilities for serving the Southwest from Dallas with maximum speed and minimum distribution costs. Executives, located at Dallas, may reach any important point in the Southwest by overnight train service, and within two to six hours over established passenger air lines operating on regular schedules.

Canalization of the Trinity River, now proposed and well on its way to consummation, will give Dallas low water rates and will unquestionably make this city one of the great industrial centers of America. Water transportation and low rates will provide an impetus to industrial development that should make Dallas a city of a million persons within two decades.

## DIVERSITY OF DALLAS BUSINESS

During the current depression, it is commonly agreed that Dallas has felt the economic slump less than any other city of equal size in America. Our building program has continued, with four major office buildings under construction, a fifth soon to be started; a new Y M C A building to cost three-quarters of a million now building; two new theaters under construction, and a third, to cost \$1,500,000 proposed; with a new 700 room hotel likely to be started shortly, the site having been purchased and financing completed, and many other smaller projects going ahead to completion. Governmental agencies report that there is less unemployment in Dallas than any other comparable city in the country.

The reason for this highly favorable economic condition is found in the wide diversity of Dallas business. Dallas is not a one-sided city--it is not primarily an industrial city--it is not a resort or tourist city primarily--it is not an oil center primarily. Dallas is a well-balanced city, its economic structure providing income and employment from a wide range of sources, so that a depression is felt less than in cities predominatingly industrial, predominatingly jobbing and distributing, predominatingly financial.

Manufacturing--While Dallas is primarily not an industrial city, it has enjoyed splendid industrial growth in the last ten years. It now has more than 700 manufacturing plants in its metropolitan area, giving employment to between 15,000 and 20,000 persons, and producing annually products valued at about \$165,000,000. Its industry is well diversified, no one line of manufacturing predominating.

A Wholesale Market--Dallas is one of the five leading wholesale dry goods centers in the country. As a wholesale market and distributing center, its annual volume exceeds \$800,000,000. Merchants from throughout the Southwest visit Dallas frequently to buy merchandise approximately 15,000 registering annually at the office of the Dallas Wholesale Merchants Association. Buyers' Weeks and style shows are provided twice annually that bring merchants to the market in large numbers.

A Cotton Market--Dallas is the leading inland cotton market of the country, its cotton firms, housed in the handsome new Dallas Cotton Exchange and numerous other buildings in the vicinity, handling annually several million bales of cotton.

An Oil Center--Dallas is one of the principal oil centers of the country, many companies having their Mid-Continent headquarters in Dallas, and many supply companies maintaining Southwestern regional offices here. In this respect further development is expected in the near future. There is a marked tendency for oil companies and supply companies, operating throughout the Southwest, to concentrate their facilities at Dallas, because from Dallas every oil center and important producing area may be reached by overnight train service. To house the tremendous development that is expected, a new building, especially designed for oil companies, is now under construction and will be finished within six months--the Tower Petroleum Building, which will provide modern facilities for the petroleum industry.

A Financial Center--Dallas is the home of the Federal Reserve Bank for the Eleventh District, the home of the largest commercial bank in the entire Southwest, with many other important banking institutions. Dallas ranks far ahead of any other city in the Southwest, in resources, deposits, debits and clearings. In the last few years many

of the large investment houses in the north and east have placed their Southwestern branch headquarters in Dallas, and more real estate and farm loans are made through Dallas institutions than in any other city in the Southwest.

The following table, showing how Dallas ranks among the first twenty-five cities of the United States, in debits, clearings, postal receipts and volume of telegraph receipts, is an index of the financial and commercial importance of the city.

| DEBITS TO INDIVIDUAL ACCOUNTS<br>(1928) |                                  | BANK CLEARINGS   |                   |
|---|----------------------------------|------------------|-------------------|
| 1.                                      | New York - - - \$500,211,000,000 | New York - - - - | \$477,242,282,000 |
| 2.                                      | Chicago - - - - 51,162,000,000   | Chicago - - - -  | 36,713,600,000    |
| 3.                                      | Philadelphia- - 25,678,000,000   | Philadelphia - - | 31,837,000,000    |
| 4.                                      | Boston- - - - - 25,268,000,000   | Boston - - - - - | 27,610,466,000    |
| 5.                                      | San Francisco - 18,384,000,000   | Detroit- - - - - | 11,558,143,000    |
| 6.                                      | Detroit - - - - 13,427,000,000   | Los Angeles- - - | 11,066,700,000    |
| 7.                                      | Los Angeles - - 12,912,000,000   | San Francisco- - | 10,938,052,000    |
| 8.                                      | Pittsburgh- - - 12,190,000,000   | Pittsburgh - - - | 10,162,940,000    |
| 9.                                      | Cleveland - - - 10,188,000,000   | Cleveland- - - - | 7,964,230,000     |
| 10.                                     | St. Louis - - - 9,548,000,000    | Kansas City- - - | 7,461,100,000     |
| 11.                                     | Minneapolis - - 5,295,000,000    | St. Louis- - - - | 7,278,217,000     |
| 12.                                     | Buffalo - - - - 5,226,000,000    | Baltimore- - - - | 5,286,949,000     |
| 13.                                     | Kansas City - - 5,077,000,000    | Minneapolis- - - | 4,705,231,000     |
| 14.                                     | Baltimore - - - 4,942,000,000    | Cincinnati - - - | 3,910,556,000     |
| 15.                                     | New Orleans - - 4,109,000,000    | Buffalo - - - -  | 3,395,938,000     |
| 16.                                     | Milwaukee - - - 3,740,000,000    | Atlanta- - - - - | 2,927,843,000     |
| 17.                                     | Toledo - - - - 3,354,000,000     | Dallas - - - - - | 2,881,787,000     |
| 18.                                     | Oakland - - - - 3,017,000,000    | New Orleans- - - | 2,734,424,000     |

DEBITS TO INDIVIDUAL ACCOUNTS  
(1928) - Continued

BANK CLEARINGS

|                        |               |                    |               |
|------------------------|---------------|--------------------|---------------|
| 19. Seattle - - - - \$ | 2,958,000,000 | Seattle - - - - \$ | 2,653,703,000 |
| 20. Dallas- - - - -    | 2,868,000,000 | Omaha - - - - -    | 2,397,777,000 |
| 21. Omaha - - - - -    | 2,601,000,000 | Richmond - - - -   | 2,333,295,000 |
| 22. Hartford- - - -    | 2,568,000,000 | Portland - - - -   | 2,074,370,000 |
| 23. Louisville- - -    | 2,458,000,000 | Denver - - - - -   | 2,027,274,000 |
| 24. Houston - - - -    | 2,319,000,000 | Houston - - - -    | 1,980,691,000 |
| 25. Indianapolis- -    | 2,279,000,000 | Louisville - - -   | 1,940,888,000 |

\* VOLUME OF CITY  
TELEGRAPH RECEIPTS  
New York

POSTAL RECEIPTS

|               |                         |              |
|---------------|-------------------------|--------------|
| New York      | New York - - - - -      | \$78,708,423 |
| Chicago       | Chicago - - - - -       | 61,673,993   |
| Los Angeles   | Philadelphia - - - - -  | 19,175,546   |
| San Francisco | Boston - - - - -        | 18,001,792   |
| Boston        | St. Louis - - - - -     | 12,624,381   |
| Detroit       | Detroit - - - - -       | 11,801,137   |
| Philadelphia  | Kansas City - - - - -   | 10,471,654   |
| St. Louis     | Los Angeles - - - - -   | 10,405,293   |
| Kansas City   | Cleveland - - - - -     | 9,901,196    |
| Cleveland     | San Francisco - - - - - | 9,027,400    |
| New Orleans   | Brooklyn - - - - -      | 9,023,123    |
| Dallas        | Pittsburgh - - - - -    | 7,548,734    |
| Washington    | Cincinnati - - - - -    | 7,350,491    |
| Minneapolis   | Minneapolis - - - - -   | 7,091,629    |
| Pittsburgh    | Baltimore - - - - -     | 6,802,659    |
| Cincinnati    | Washington - - - - -    | 5,881,147    |

\* VOLUME OF CITY  
TELEGRAPH RECEIPTS

POSTAL RECEIPTS

|           |                        |              |
|-----------|------------------------|--------------|
| Seattle   | Milwaukee - - - - -    | \$ 5,569,656 |
| Atlanta   | Buffalo - - - - -      | 4,751,682    |
| Baltimore | Indianapolis - - - - - | 4,670,480    |
| Denver    | Newark - - - - -       | 4,593,742    |
| Houston   | Atlanta - - - - -      | 4,541,810    |
| Buffalo   | St. Paul - - - - -     | 4,279,599    |
| Memphis   | Dallas - - - - -       | 4,061,520    |
| Milwaukee | Denver - - - - -       | 3,802,625    |
| Portland  | Seattle - - - - -      | 3,600,511    |

\* - Publication of rank only permitted by telegraph companies.

The following figures, taken from Bradstreet's, November 8, 1930, showing clearings for ten months of 1930, indicates the importance of Dallas as a financial center as compared with other cities in this section:

| CITY       | BANK CLEARINGS,<br>10 Months, 1930. |
|------------|-------------------------------------|
| Dallas     | \$1,784,899,000                     |
| Houston    | 1,403,077,000                       |
| Fort Worth | 438,404,000                         |
| Tulsa      | 419,600,000                         |

As an index to comparative volume of business being done the following debits to individual accounts for the week ending November 12 are also taken from Bradstreet's:

| CITY          | Debits to Individual<br>Accounts, Week end-<br>ing Nov. 12, 1930 |
|---------------|--|
| Dallas        | \$ 46,605,000  |
| Houston       | 37,089,000   |
| Memphis       | 36,373,000   |
| Tulsa         | 30,437,000   |
| Atlanta       | 29,426,000   |
| Oklahoma City | 25,463,000   |
| Fort Worth    | 18,191,000   |

As a Distributing Center--Dallas ranks fifteenth in the United States as a distributing center, having many important wholesale and jobbing houses that are locally owned and more than 2,000 branches of national concerns. Its favorable geographic and economic location enables it to serve one-eighth of the national market more effectively than any other city.

A commercial directory of Dallas has the appearance of a cross-section of American industry. Nearly all of the national concerns whose names are household words in American business appear in the Dallas directory, with important manufacturing plants, sales offices or distributing branches here.

Even the adverse conditions of the last eighteen months have not slowed up the growth of Dallas as a distributing center. During the first ten months of 1930, two hundred and fifty concerns of sectional or national prominence established facilities of some kind in Dallas to serve the Southwest -- factories, sales offices, distributing branches, warehouse stocks.

Below is a list of these 250 concerns, with their home-office location. Attention is called to two important facts -- one, that this list likewise is well diversified, showing that Dallas has facilities for every line of business; and, two, every section of the country is represented, showing that Dallas does not draw its branches from any particular section.

The symbols appearing after the names of these concerns indicates the facilities they have established here --S, sales office; W, warehouse stocks; M, manufacturing plant; R, retail store.

A. P. W. Paper Company, Albany, N. Y. (S)  
Aome Card System Co., Chicago, Ill. (S)  
American Auto Parts Co., Detroit, Michigan (S-W)  
American Chain Company, Bridgeport, Conn. (S)  
American Gas Association (Natural Gas Div.), New York, N. Y. (S)  
American Heater Corporation, St. Louis, Mo. (S-W)  
American National Assurance Co., St. Louis, Mo. (S)  
American Roof Truss Co., Inc., Chicago, Ill. (S)  
American Seating Company, Chicago, Ill. (S-W)  
American Tissue Mills, Holyoke, Mass. (S-W)  
Arctic Nu-Air Corp., Minneapolis, Minn. (S-W)  
L. W. & P. Armstrong, New York, N. Y. (W)  
Atlantic Life Insurance Co. (Investment Dept.), Richmond, Va. (S)  
Atlas Car & Manufacturing Co., Cleveland, O. (S)  
Art Metal Works, Inc., Newark, N. J. (S)  
Ault & Wiborg Company, Cincinnati, O. (S)

B

Bear Mill Manufacturing Co., New York, N. Y. (S)  
Beckman-Dawson Roofing Co., Chicago, Ill. (S)  
Paul F. Beich Company, Bloomington, Ill. (W)  
Fred S. Bennett, Inc., New York, N. Y. (S)  
Biltmore Conservation Corp., Los Angeles, Calif. (M)  
Borg Warner Service Parts Co., Chicago, Ill. (S-W)  
Brooks Tomato Products Co., Collinsville, Ill. (W)  
Brower Manufacturing Co., Quincy, Ill. (W)  
Brunswick Radio Corporation, New York, N. Y. (S)  
Buda Co., Harvey, Ill. (S)  
Buffalo Steam Pump Co., Buffalo, N. Y. (S)

C. E. Manufacturing Company, Inc., Providence, R. I. (W)  
California Clay Products Co., Southgate, Calif. (S-W)  
California Crushed Fruit Corporation, Los Angeles, Calif. (S-W)  
California Packing Corporation, San Francisco, Calif. (W)  
Campbell-Ewald Company, Detroit, Mich. (S)  
Cambridge-Wheatley Company, Cincinnati, O. (S-W)  
Carty Electric & Armature Service, Inc., Washington, D.C. (W)  
Castle Millinery Company, Trenton, N. J. (R)  
Cattaraugus Cutlery Company, Little Valley, N. Y. (S)  
Certain-Teed Products Corporation, New York, N. Y. (S)  
Chase National Bank, New York, N. Y. (S)  
Chase & Sanborn, Boston, Mass. (M)  
Chicago Pneumatic Tool Co., New York, N. Y. (S-W)  
Chicago Pump Company, Chicago, Ill. (S)  
Clawson & Bals, Inc., Chicago, Ill. (M)  
Coast Heater Company, Los Angeles, Calif. (S-W)  
Cohen, Goldman & Company, New York, N. Y. (S)  
Colonial Holding Corp., Salt Lake City, Utah. (S)  
Columbia Gas Stove Company, Huntington, W. Va. (W)  
Columbia Oil Company, St. Louis, Mo. (W)  
Columbian Steel Tank Co., Kansas City, Mo. (S-W)  
Connecticut General Life Insurance Co., Hartford, Conn. (S)  
Continental Chemical Corp., Waukegan, Ill. (S)  
Continental National Life Insurance Co., Denver, Colo. (S)  
Continental Oil Company, Ponca City, Okla. (S-W-R)  
Continental Works Co., Chicago, Ill. (W)  
Copeland Products, Inc., Detroit, Mich. (S-W)  
Coppus Engineering Corp., Worcester, Mass. (S)

Cotton Trade Journal, New Orleans, La. (S)  
Crawford Manufacturing Company, Richmond, Va. (M)  
Cribben & Sexton Company, Chicago, Ill. (S)  
Crystal Carbonic Laboratory, Atlanta, Ga. (M)  
Cuban Canning Company, Havana, Cuba. (W)

D

Dampney Company of America, Boston, Mass. (S)  
Dayton Rubber Manufacturing Co., Dayton, O. (S-W)  
DeForest Radio Company, Passaic, N. J. (S-W)  
Delco-Light Company, Dayton, O. (S-W)  
Diamond Brothers, New York, N. Y. (R)  
Dictograph Products Company, New York, N. Y. (S)  
Ditzler Color Company, Detroit, Mich. (S-W)  
Dodge Bros. Corp., Detroit, Mich. (S)  
Dow Chemical Company, Midland, Mich. (W)

E

Eagle-Picher Lead Co., Chicago, Ill. (S-W)  
Employers Fire Insurance Co., Boston, Mass. (S)  
Esteve Bros. & Co., Barcelona, Spain (S)  
Exact Weight Scale Co., Columbus, O. (S-W)

F

F. & W. Grand-Silvers, New York, N. Y. (R)  
Fairbanks Tailoring Co., Chicago, Ill. (S)  
Falk & Company, Chicago, Ill. (W)  
Federal Steel Sash Company, Waukesha, Wisc. (S)  
Flxible Company, Loudonville, O. (S-W)  
Foreman-State Corp., Chicago, Ill. (S)  
Food Products Company, Galveston, Texas (S-W)  
Scott Foreman & Co., Chicago, Ill. (S-W)

Fraser Furnace Company, Stockton, Calif. (S-W)

E. Frederics, Inc., New York, N. Y. (S)

Fruit Products Co., Belleville, N. J. (W)

Fuller Brush Company, Hartford, Conn. (W)

Furniture Corporation of America, Ltd., Portland, Ore. (S-W)

Frigidaire Corporation, Dayton, O. (S)

Fusion Welding Corporation, Chicago, Ill. (S-W)

#### G

Galey & Lord, Inc., New York, N. Y. (S)

Gasco Pump & Burner Co., Tulsa, Okla., (S)

General Electric Co., Incandescent Lamp Dept., St. Louis, Mo. (W)

General Foods, Inc., New York, N. Y. (M)

General Insurance Company of America, Seattle, Wash. (S)

General Motors Radio Corp., Dayton, O. (S-W)

General Talking Pictures Corp., New York, N. Y. (S)

Glens Falls Indemnity Co., Glens Falls, N. Y. (S)

Godchaux Sugars, Inc., New Orleans, La. (W)

Godissart's, Los Angeles, Calif. (R)

Goldberg-Astor Company, New York, N. Y. (S)

Gould Pumps, Inc., Seneca Falls, N. Y. (S)

Julian E. Gray & Co., Inc., New York, N. Y. (S)

Gray & Danielson Manufacturing Co., San Francisco, Calif. (S-W)

Guaranty Income Life Insurance Co., Baton Rouge, La. (S)

Guaranty Life Insurance Co., Davenport, Iowa. (S)

#### H

H. & H. Sales Company, San Antonio, Texas (W)

Halsey-Stuart & Co., Chicago, Ill. (S)

Hammond Clock Company, Chicago, Ill. (S)

Harris Trust & Savings Bank, Chicago, Ill. (S)

Hartford Accident & Indemnity Co., Hartford, Conn. (S)

Haslin Mills, New York, N. Y. (S)  
Heat Transfer Products, Inc., New York, N. Y. (S)  
Hercules Products, Inc., Evansville, Ind., (S-W)  
Hough Shade Corporation, Chicago, Ill. (S)  
Houston Compress Company, Houston, Texas (S)  
Hudson Motor Car Company, Detroit, Mich. (S)  
Hunt Dry Goods Co., Fort Smith, Ark. (R)

I

International Mercantile Marine, New York, N. Y. (S)  
Intercoast Trading Company, New York, N. Y. (S)  
International Derrick & Equipment Co., Columbus, O. (S)  
Iselin-Jefferson Company, New York, N. Y. (S)

J

Jantzen Knitting Mills, Portland, Ore. (S)  
Johnson Bronze Company, Newcastle, Pa. (S-W)  
Joslyn Manufacturing & Supply Co., Chicago, Ill. (S-W)  
Jones & Laughlin Steel Corp., Pittsburgh, Pa. (S)

K

F. B. Keech & Company, New York, N. Y. (S)  
Kellner Jetties Corp., Topeka, Kan. (S-W)  
Kimball-Krogh Pump Company, Los Angeles, Calif. (S)  
Kolynos Company, New Haven, Conn. (W)  
Kraft-Phenix Cheese Corp., Chicago, Ill. (M)

L

Lane Cotton Mills, New Orleans, La. (S)  
Liberty Life Insurance Co., Topeka, Kan. (S)  
Joe Lowe Corporation, Chicago, Ill. (W)  
Lybrand, Ross Bros. & Montgomery, New York, N. Y. (S)

**Mc**

McCall Company, New York, N. Y. (S)

Sam Ross McElreath, Fort Worth, Texas. (M)

McGraw-Hill Publishing Co., Inc., New York, N. Y. (S)

**M**

J. Maimon & Son, Philadelphia, Pa. (S-W)

D. S. Mair Machinery Corp., Houston, Texas (S)

Manhattan Shirt Company, New York, N. Y. (S-W)

Mars, Inc., Chicago, Ill. (S-W)

Maryland Cone Company, Baltimore, Md. (M)

Miami Cabinet Company, Middleton, O. (S-W)

Mid-West Wool Marketing Association, Kansas City, Mo. (S)

Miller's, Inc., New York, N. Y. (R)

Milwaukee Lace Paper Company, Milwaukee, Wisc. (S-W)

Milwaukee Tank Works, Inc., Milwaukee, Wisc. (S)

Mississippi Warrior Service, New Orleans, La. (S)

Moore Brothers Co., Joliet, Ill. (W)

Muncie Oil Engine Company, Muncie, Ind. (S)

Mutual Protective Association, Fort Worth, Tex. (S)

**N**

Naive-Spillers Corp., Nashville, Tenn. (S-W)

National Equipment Corporation, Milwaukee, Wisc. (S-W)

National Fidelity Life Insurance Co., Kansas City, Mo. (S)

National Guaranty Syndicate, Phoenix, Ariz. (S)

National Lead Company, New York, N. Y. (M)

National Paper Products Company, New York, N. Y. (S)

National Peanut Corporation, Wilkes-Barre, Pa. (R)

National Piano Company, Grand Rapids, Mich. (W)

National Shirt Shops, New York, N. Y. (R)  
Claude Neon Federal Co., Chicago, Ill. (M)  
New York Merchandising Co., New York, N. Y. (S)  
Nippon Yusen Kaisha Steamship Co., Tokyo, Japan. (S)  
Northern Pump Company, Minneapolis, Minn. (S)

O

Ohio Varnish Company, Cleveland, O. (S-W)  
O'Keefe & Merritt Company, Los Angeles, Calif. (S-W)  
Orange Car & Steel Company, Orange, Tex. (S)  
Otis & Company, New York, N. Y. (S)

P

Pacific Finance Corporation, Los Angeles, Calif. (S)  
Pan American Life Insurance Co., New Orleans, La. (S)  
Papeo Machine Company, Shortsville, N. Y. (S-W)  
Paragon-Revolute Corp., Rochester, N. Y. (S)  
Frank P. Parish & Company, Chicago, Ill. (S)  
Patent Scaffolding Co., New York, N. Y. (S-W)  
Peelle Company, Brooklyn, N. Y. (S)  
Peerless Electric Company, Warren, O. (W)  
Peerless Life Insurance Co., Corpus Christi, Tex. (S)  
Petro Royalty Corporation, New York, N. Y. (S)  
Pickwick Corporation, Los Angeles, Calif. (S)  
Pioneer Rubber Mills, San Francisco, Calif. (S)  
Postage Meter Company, Stamford, Conn. (S)  
Prudential Casualty & Surety Co., St. Louis, Mo. (S)  
Producers Linter Export Company, New Orleans, La. (S)  
Public Utility Investment Co., Salina, Kan. (S)

R

R B F Ball Bearing Co., New York, N. Y. (W)  
R C A Photophone Inc., New York, N. Y. (S-W)  
R C A Radiotron Company, Harrison N. J. (S-W)  
R C A Victor Co., Inc., (Engineering Products Div.), Camden, N. J. (S)  
Ralston Purina Company, St. Louis, Mo. (S-W)  
Rath Packing Company, Waterloo, Iowa. (W-S)  
A. J. Reach, Wright & Ditson, Philadelphia, Pa. (S-W)  
Rector Oil Company, New York, N. Y. (S)  
Resistor Engineering Corp., Tulsa, Okla. (S-W)  
Richmond Fireproof Door Co., Richmond, Ind. (S)  
Roth Bros. & Co., Chicago, Ill. (S)  
Royal Textile Company, Boston, Mass. (W)  
Russell Oil Company, Inc., San Antonio, Tex. (S-W)

S

Safeway Stores, Inc., Oakland Calif. (S-W)  
Schmelzer & Rogers, Inc., New York, N. Y. (S)  
Scott Stores, Inc., Chicago, Ill. (R)  
Sealy Mattress Company, Houston, Tex. (M)  
Seaport Bag Company, Inc. Houston, Tex. (S)  
Securities Corporation of America, Topeka, Kan. (S)  
Shaughnessy Knitting Co., Watertown, N. Y. (S)  
Sherer-Gillett Company, Marshall, Mich. (S-W)  
Solidoyl Company, Kansas City, Mo. (S-W)  
Southern Engine & Pump Company, Houston, Tex. (S)  
Southwest Insulation & Packing Co., Fort Worth, Tex. (S-W)  
Sperry Candy Company, Milwaukee, Wisc. (S-W)  
Square D Company, Detroit, Mich. (M)

Strand Millinery Company, New York, N. Y. (R)  
Standard Surety & Casualty Co., New York, N. Y. (S)  
Sterling Penny-A-Day Organization, Chicago, Ill. (S)  
Stromberg-Carlson Telephone Manufacturing Co., Rochester, N. Y. (S-W)  
Strong-Scott Manufacturing Co., Minneapolis, Minn. (S)

T

Texas Sugar Refining Company, Texas City, Tex. (W)  
Thomas Hair & Scalp Specialists, Chicago, Ill. (S)  
Transcontinental Insurance Co., New York, N. Y. (S)  
Trindl Corporation, Aurora, Ill. (S-W)

U

United States Department of Commerce, Aeronautics Div., Washington, D.C (S)  
U S L Battery Corporation, Niagara Falls, N. Y. (S-W)  
Max Udell & Sons, New York, N. Y. (S)  
Union Drawn Steel Company, Beaver Falls, Pa. (S)  
Union Sales Company, Columbus, Indiana, (W)  
United Mutual Fire Insurance Co., Boston, Mass. (S)  
United States Casualty Co., New York, N. Y. (S)  
United States Industrial Alcohol Co., New York, N. Y. (S-W)

V

Valley Fruit Company, McAllen, Tex. (S-W)  
Valvoline Oil Company, New York, N. Y. (S)  
Vanzile Ventilating Corp., New York, N. Y. (S)  
Viking Pump Company, Cedar Falls, Iowa. (S)  
Vilter Manufacturing Company, Milwaukee, Wisc. (S)

W

Wagner Manufacturing Company, Cedar Rapids, Iowa. (S)  
Walgreen Drug Company, Chicago, Ill. (R)  
John Wanamaker, New York, N. Y. (Sporting Goods Dept.) (S)

Warner Steel Products Corp., Ottawa, Kan. (W)  
Warner & Swasey Company, Cleveland, O. (S)  
Wellington-Sears & Co., New York, N. Y. (S)  
Western Air Express, Los Angeles, Calif. (S)  
Western Cartridge Company, East Alton, Ill. (S)  
E. A. Whitney & Son, Kansas City, Mo. (W)  
Wichita Falls Motor Company, Wichita Falls, Tex. (S)  
Wilkinson & Company, Kansas City, Mo. (S)  
Williams Oil-O-Matic Heating Corp., Bloomington, Ill. (W)  
Williams Sealing Corp., Decatur, Ill. (W)  
Willmark Service System, New York, N. Y. (S)  
Wolverine Tube Company, Detroit, Mich. (W)  
Wonder Window Washer Corp., New York, N. Y. (S-W)  
R. D. Wood & Company, Philadelphia, Pa. (S-W)  
Wright Tool & Forge Company, Barberton, O. (S)

Y

York Heating & Ventilating Corp., Philadelphia, Pa. (S)  
Yellow Transit Company, Oklahoma City, Okla. (S-W)

## PLANS FOR A GREATER DALLAS

The sound economic position of Dallas, at the very center of one of the fastest developing sections in America, is a guarantee of its future growth as the market it serves develops. But Dallas is not content to sit by and take its growth as a matter of course; everything possible is being done to create at Dallas a more favorable condition for business, and to make of Dallas a more desirable city in which to live and work.

The City Plan--The city is being built according to a well-conceived plan, and through the Ulrickson bond issue a fund of \$24,000,000 has been voted, to be expended over a period of years, on schools, parks, street widening and extension, sewer system, drainage, fire department, garbage, public library, fine arts, municipal auditorium, hospital system, water supply and aviation.

Trinity River Industrial District--In the Trinity River valley, between Downtown Dallas and Oak Cliff, private owners of more than 16,000 acres of overflow land have bonded themselves to provide an immense fund that is now being spent to reclaim waste lands and convert them into an industrial district. This district will be within a few minutes of the business center of the city, and will offer every convenience industry requires--adequate rail facilities, water transportation with the completion of the Trinity River Canal, paved streets, sewers, water and all other utilities. It has been pronounced by engineers as an industrial district that will come nearer approaching the ideal than any ever conceived by an American city.

Transportation--Dallas realizes fully the importance of adequate economical transportation to its future growth. Not only does it expect to accomplish the actual canalization of the Trinity River with-

in the next decade, but it expects to bring about still further improvements in its rail transportation, to secure further reductions in its freight rate structure, to continue its present activity in building up a network of paved highways leading from Dallas into all sections of the Southwest, and to do everything possible to increase its prestige as an air center and build up a network of airmail, passenger and express carrying lines. In the matter of aviation Dallas is particularly fortunate. Not only has it already made a start in the development of its airports, but the average citizen is air minded to the extent that as money is needed for aviation development, it will be possible to vote bonds for the purpose. The Southwest offers opportunity to commercial aviation, because of the great distances encountered and favorable weather conditions that make year-round flying possible. Students of aviation are all agreed that commercial aviation will attain its fullest growth in the Southwest more quickly than in any other section.

National Advertising--Dallas is now spending a fund of half a million dollars to acquaint the rest of the country with the Southwest, and with industrial and commercial opportunities in the Southwest. The results have been so satisfactory, that plans are being made to carry this advertising on continuously--there is no thought of discontinuing our advertising when the three-year program now under way is completed. Dallas is advertising the whole Southwest, realizing that this city's development depends on the growth of its trade territory.

Trade Extension--Industrial Dallas, Inc., the national advertising division, is supplementing its advertising by intensive work within the trade territory, to bring merchants to Dallas to buy and to build up good will for Dallas as the market center of the Southwest. Men are being sent as trade emissaries into every community in the

Southwest, to learn their buying habits, to contact merchants and interest them in the Dallas market, and to assist other communities in the solution of problems that will hasten their growth and development.

Agriculture and Livestock--Industrial Dallas, Inc., also has a department whose purpose is to aid in increasing the income and buying power of the immediate trade area, through crop rotation, diversification and restoration of fertility to the soil. Its work is being conducted by experts, and a finance corporation makes it possible for farmers desiring to reduce cotton acreage and diversify to secure livestock for their farms with no outlay of capital.

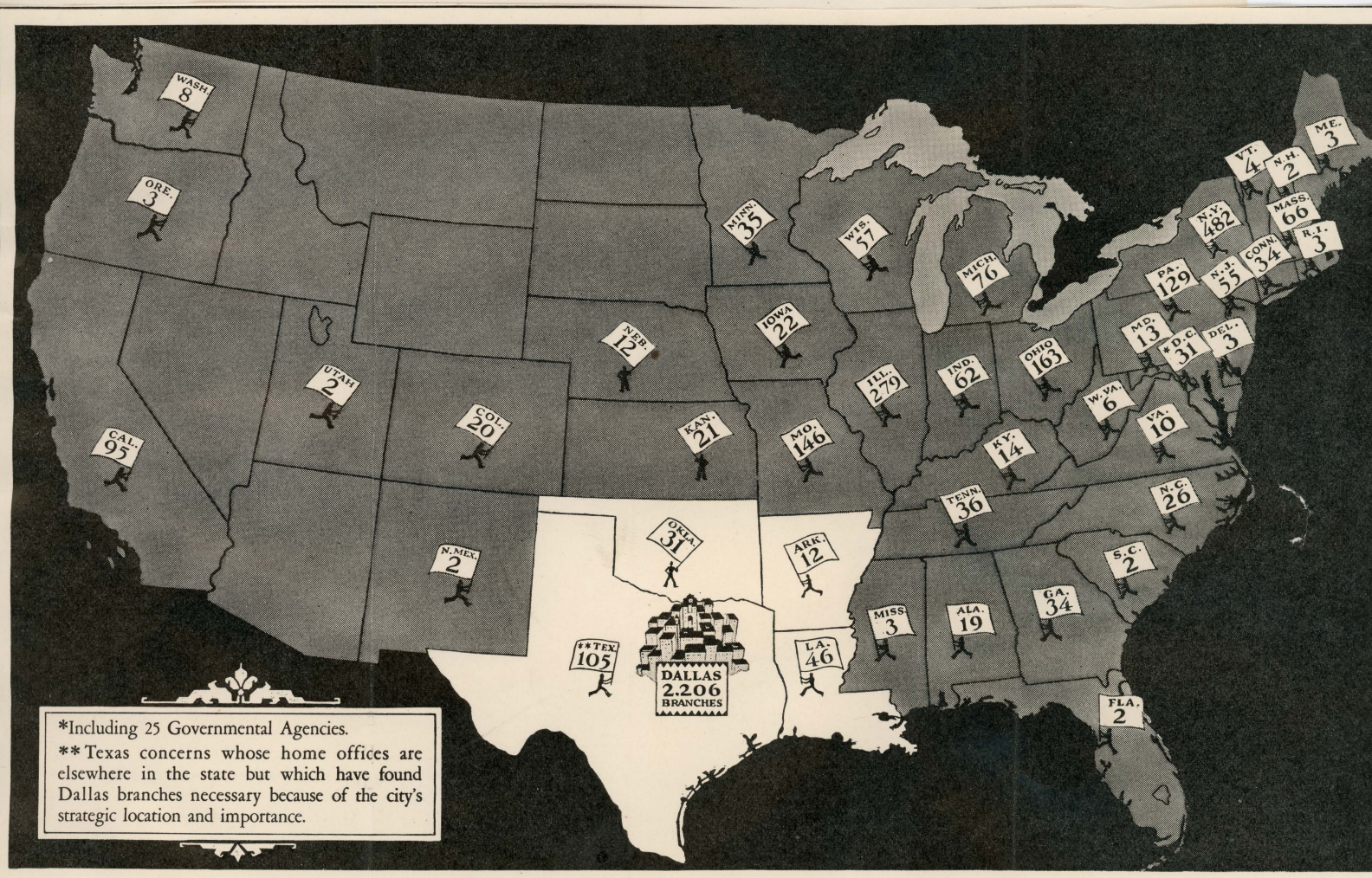
#### RELATION OF THESE FACTORS TO AVIATION

The above factors have been stated briefly, because each has an important bearing on commercial aviation in the Southwest and on the future importance of Dallas as the aviation center of this district. Commercial aviation has reached the stage where it must give primary consideration to revenue. We submit that Dallas offers greater possibilities for revenue than any other city in the Southwest and should become one of the great air centers of the Nation. The reasons:

Dallas does more business with other cities in the Southwest than any other center, because of its importance as a financial, commercial and industrial city. There is more air mail tonnage originating at Dallas than in any other city, and more air travel, not only to other cities in this district but between Dallas and the financial and industrial centers of the North and East and on the Pacific Coast.

More than 2,000 national concerns have their Southwestern headquarters at Dallas. District managers, located at Dallas, have frequent occasion to visit other important cities in the Southwest, where they maintain sub-branches, dealerships or agencies. They also are called

upon to make frequent trips to their home offices, and likewise their officials make frequent trips to Dallas. The accompanying map shows the home office locations, by States, of the concerns that maintain permanent branches in Dallas. A study of this map shows the tremendous possibility for air travel between Dallas and the cities in the North and East and on the Pacific Coast, occasioned by the necessity of constant personal contact between headquarters and Southwestern branches at Dallas.



The map above shows the home office locations, by States, of 2,206 concerns with branches in Dallas.

The Industrial Department of the Dallas Chamber of Commerce has already placed at the disposal of the Dallas office of the Southern Air Fast Express our records, containing the names of more than 2,000 national concerns with branches at Dallas, and an additional 2,000 that have direct representation in Dallas through dealers, brokers or agents. That list is being checked to select a special list of concerns whose home offices are so situated that your facilities might be utilized, for the purpose of soliciting air mail, express and passenger business over your Atlanta-Dallas-Los Angeles line.

The presence in Dallas of these branches brings to this city annually hundreds of executives for sales conferences. Such conferences are under way in Dallas continuously. National concerns that maintain regional branches throughout the country follow pretty much the same plan of dividing the country up into districts. They maintain branches at Atlanta or Birmingham to serve the Southeast; branches at Dallas to serve the Southwest; branches at Los Angeles or San Francisco to serve the Pacific Coast. Home office officials, in going about over the country to hold sales conferences or visit branch offices, follow a circuit that takes them to Atlanta, thence to Dallas, thence to the Pacific Coast. These officials are high-priced men; time saved in travel is important to them; they are more and more using air transportation, and when proper facilities are provided, it is reasonable to assume that air travel will be almost universally used by these officials to maintain close personal contact with their branches.

To show the tremendous possibilities for such travel at Dallas, we list below the names of national concerns that have held sales conferences in Dallas during 1930:

SALES CONFERENCES IN DALLAS IN 1930

Simmons Company, New York, N. Y.  
Proctor & Gamble Company Company, Cincinnati, O.  
Graybar Electric Co., New York, N. Y.  
Westinghouse Electric & Mfg. Co., East Pittsburgh, Pa.  
Hudson Motor Car Co., Detroit, Mich.  
Chevrolet Motor Company, Detroit, Mich.  
Interstate Commerce Commission, Washington, D. C.  
Radio-Victor Corporation, Camden, N. J.  
Goodrich Rubber Co., Akron, O.  
Artophone Corporation, St. Louis, Mo.  
Ohio Match Company, Wadsworth, O.  
Great National Life Insurance Co., Dallas, Tex.  
A. E. Staley Corporation, Decatur, Ill.  
United States Gypsum Company, Chicago, Ill.  
Aluminum Cooking Utensil Co., New Kensington, Pa.  
Los Angeles Soap Co., Los Angeles, Calif.  
Electric Storage Battery Co., Philadelphia, Pa.  
Russell Manufacturing Co., Middletown, Conn.  
Folger Coffee Company, San Francisco, Calif.  
American Railway Association, New York, N. Y.  
Grigsby-Grunow Company, Chicago, Ill.  
Vacuum Oil Company, New York, N. Y.  
Indianapolis Life Insurance Co., Indianapolis, Ind.  
N. O. Nelson Mfg. Co., St. Louis, Mo.  
Willys-Overland, Inc., Toledo, O.  
National Cash Register Co., Dayton, O.

The Texas Company, New York, N. Y.  
General Electric Company, Schnectady, N. Y.  
Central & Southwest Utilities Corp., Chicago, Ill.  
Goodyear Tire & Rubber Co., Akron, O.  
Coca Cola Company, Atlanta, Ga.  
Hassey-Harris Co., Racine, Wisc.  
National Crafts Co., New York, N. Y.  
Pennsylvania Rubber Co., Jeanette, Pa.  
Fisk Tire & Rubber Co., Akron, O.  
Wilson Company, Chicago, Ill.  
Detroit Steel Products Co., Detroit, Mich.  
Portland Cement Association, Chicago, Ill.  
Advance-Rumely Thresher Co., Peru, Ind.  
American Optical Co., Southbridge, Mass.  
Air-Way Electric Appliance Corp., Toledo, O.  
Frigidaire Corporation, Dayton, O.  
United States Rubber Co., New York, N. Y.  
Durant Motors, Inc., Detroit, Mich.  
Publix Theater Corp., New York, N. Y.  
Oakland Motor Car Co., Pontiac, Mich.  
National Biscuit Co., New York, N. Y.  
Copeland Products Corp., Detroit, Mich.  
Gabriel Snubber Mfg. Co., Cleveland, O.  
Hood Rubber Products Co., Akron, O.  
Universal Credit Company, Detroit, Mich.  
Cadillac Motor Car Co., Detroit, Mich.  
General Motors Truck Corp., Detroit, Mich.  
Johns-Manville, Inc., New York, N. Y.  
J. C. Penney Company, New York, N. Y.



Harry J. Bosworth Co., Chicago, Ill.

Stewart-Warner Products Corp., Chicago, Ill.

Wilson & Company, Chicago, Ill.

Victor Talking Machine Co., Camden, N. J.

Congoleum-Nairn Company, New York, N. Y.

General Foods, Inc., New York, N. Y.

Post Products Co., New York, N. Y.

Safeway Stores, Inc., Oakland, Calif.

Chrysler Motor Corp., Detroit, Mich.

NOTE--Many of the above concerns hold more than one conference annually in Dallas--some of them holding monthly meetings, a number meeting quarterly, and some semi-annually. In every case, groups of home office officials attend these conferences, ranging from two or three to as high as fifteen or twenty, in the case of the larger companies, such as Chevrolet, General Electric, etc.

Air Mail--The presence in Dallas of thousands of branches of National concerns and local dealers representing national concerns also originates in Dallas a tremendous volume of important correspondence between these concerns and their home offices. The fact that Dallas ranks twelfth among cities of the United States in city telegraph receipts is evidence of the tremendous amount of communication business that originates here. As air mail facilities are speeded up through night flying, much of this business will go by air mail--Dallas is already one of the most important centers in the country from an air mail standpoint, a fact well known to your officials.

Financial--Being the leading financial center of the Southwest, and the home of the Federal Reserve Bank for the Eleventh District, Dallas transfers more funds to the financial centers than any other city--another source of air mail poundage. Dallas is likewise the fifth most important insurance center in the country, another important source of revenue. There are fifty-one insurance companies with their home offices in Dallas. In 1929 their income was \$39,977,438 and their disbursements \$28,854,108. Their assets were \$95,682,096. Many of these companies do business throughout the Southern States, from California to Virginia, and some do a national business. In addition, there are several hundred insurance companies, whose home offices are in Massachusetts, New York, Ohio, Illinois, California and other insurance centers, that have Texas offices or general agencies for the State at Dallas.

## IMPROVEMENTS PLANNED AT LOVE FIELD

The City of Dallas is definitely committed to a policy of making its Love Field Airport eligible to the highest available rating by the Department of Commerce. The specific improvements listed below are now in the process of completion by the City and the Chamber of Commerce guarantees that no steps will be left undone to bring about their final accomplishment at the earliest possible date.

**Drainage:** The City has appropriated money with which to install a complete underground drainage system for the field. The engineers' work in connection with this drainage has been completed and actual work will be under way soon.

The City will construct a hard-surface apron on the North side of the field adjacent to the road-way - a distance of 3600 feet.

The City and County are now filling the low places in the field with 3000 yards of high grade road gravel. By this means mud will be eliminated and an all-weather landing surface provided. This work is now under way.

The City will install flood lights at the field. City Engineers have completed specifications for these flood lights and the City will advertise for bids in the very near future.

At the present time there are two water towers at the field which will be removed. Negotiations to this end have reached a point where it is only a matter of a short time until these hazards will be eliminated.

**Enlargement of the field:** The Aviation Committee of the Dallas Chamber of Commerce has an active sub-committee which is making arrangements for the purchase of additional land on the South side of the field which will insure ample landing area for all passenger ships.

Option has been secured on most of this land and within a few months it will be made a part of the field.

The City of Dallas is thoroughly alive to the importance of Love Field as an airport and the citizenship generally gives united support to every effort that is made for the improvement of Aviation facilities at the field.

## CONCLUSION

This report has been made brief on purpose. Those who will read it are men of important affairs, with a thorough knowledge of the business structure of the Southwest and the position Dallas holds as a commercial, industrial and financial center. There is no need to take up valuable time in reciting in great deal obvious facts concerning the place of the Southwest in commercial aviation or in describing the part Dallas is playing in the promotion of air transportation.

There accompanies this report, however, a volume entitled "The Southwest Market," prepared and published in connection with the national advertising campaign of Industrial Dallas, Inc. That volume contains a more detailed analysis of the Dallas trade territory, and a discussion of the strategic location of Dallas in the Southwest, together with an outline of its facilities for manufacturing and distributing.

Ten thousand copies of "The Southwest Market" are being placed in the hands of the leading business executives of the United States-- heads of great industrial enterprises, banker, bond houses controlling the investment of funds in public and private development projects; in the hands of market research agencies and advertising agencies, giving advice to industrial concerns on the selection of markets and the establishment of facilities to serve those markets.

If your officials are not thoroughly convinced from your own experience of the present importance of the Southwest as a major market and of its tremendous future possibilities, you will find much valuable data in "The Southwest Market," simply presented, with no attempt to elaborate, but solely compiled for the purpose of giving facts in convenient form for the guidance of interested executives.

And if there is in your minds any doubt as to the strength of Dallas' position in the Southwest and this city's destiny as one of the great commercial, industrial and financial centers of America, the analysis of its strategic location and of its facilities for manufacturing and distribution, may serve to convince you that there is not a city in America that has a brighter future. Dallas' future is bright, not because it possesses a magic wand or a secret formula for achieving commercial greatness, but simply because it is fortunate enough to be soundly situated at the economic and geographic center of a great trade area, and one that has more possibilities for growth and development than any other major economic sub-division of the United States. --

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