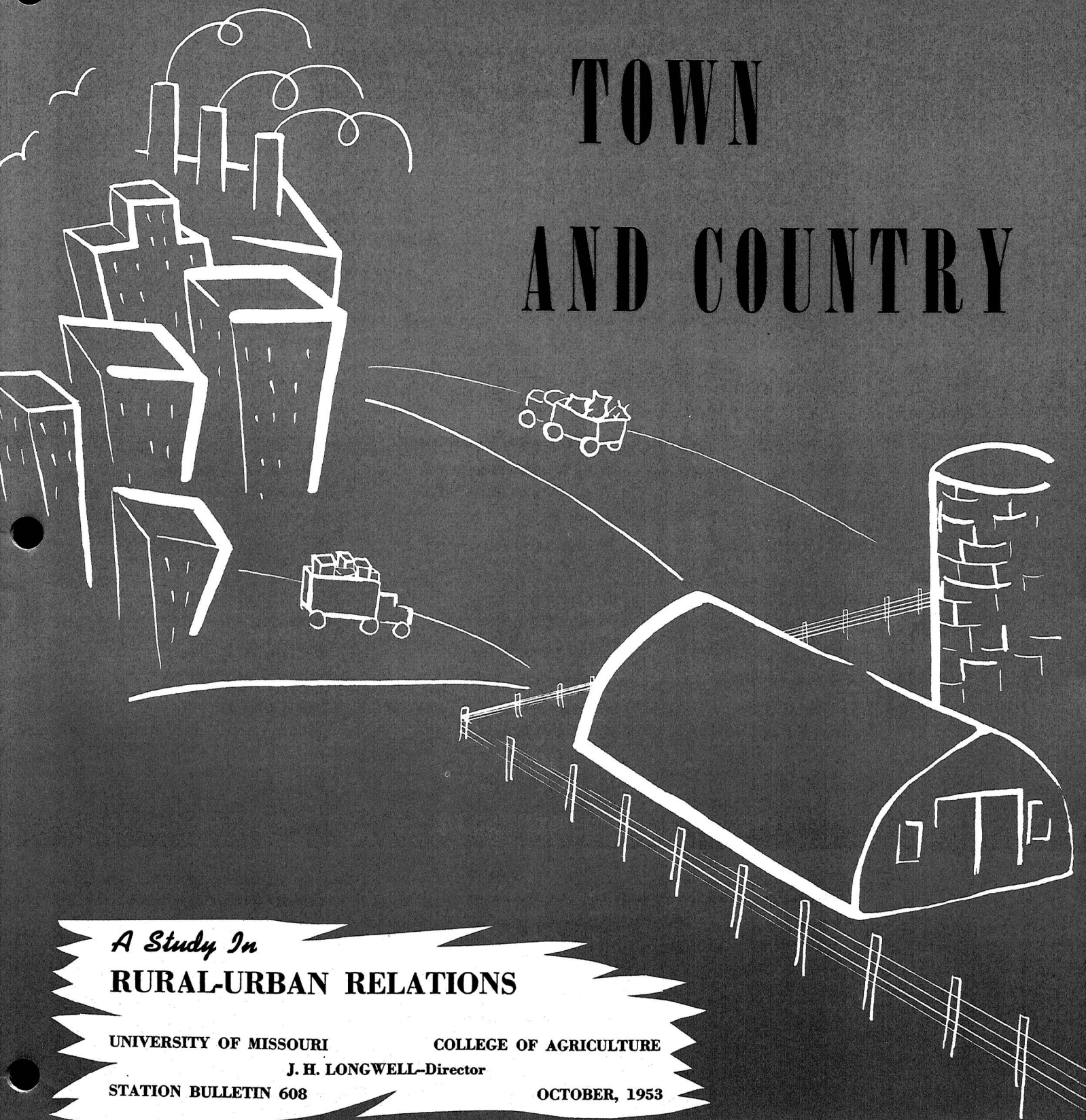


TEAMING UP

TOWN

AND COUNTRY



A Study In
RURAL-URBAN RELATIONS

UNIVERSITY OF MISSOURI

COLLEGE OF AGRICULTURE

J. H. LONGWELL-Director

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The study was undertaken by the University of Missouri at the request of the Agricultural Institute of St. Louis. Krey Packing Company of St. Louis provided funds to the Institute for the investigation.

Teaming Up Town And Country

ELMER R. KIBHL*



A city is not an entity within itself but a dependent upon its trade area. Growth of a trade area hinges on two major groups of factors—(A) economical facilities necessary for business transaction, such as transportation and communication; and (B) getting people to work together in harmony.

Opportunities to exchange goods, services, and ideas may be hindered by discriminatory taxes and trade regulations imposed by political subdivisions, trade groups, and individual businessmen. On the other hand, removal of trade restrictions, favorable transportation rates, discovery of new manufacturing processes, improvements in community organization, expansion of good will, and many other developments can benefit a city and its surrounding territory.

A growing feeling among businessmen is that improvement in any community in their city's huge trade area will benefit trade and security of the entire area. St. Louis business leaders were among the first to recognize the importance of good relations with their neighbors. They have financed several studies of their trade territory and have assisted small towns in obtaining manufacturing industries.

Civic leaders in the St. Louis Chamber of Commerce backed this investigation to find out what people of the St. Louis trade area thought about different plans for developing friendly rural-urban and small town relations. Programs being carried out in 15 major mid-west and southern cities were studied for new ideas and comparison.

One problem in planning a trade area development campaign comes in pinning down the size of the area. It is easy for each of the trade groups within a city to form a different idea of their city's trade area. Specialized machines may be distributed nationally by one industry. Other businesses visualize the trade area

in terms of a limited territory served by wholesalers and retailers. Information compiled by the Chamber of Commerce suggests a city's trade area tends to be much larger than a majority of the groups realize.

Prior to this investigation, the agricultural committee of the St. Louis Chamber of Commerce made a study of the St. Louis trade area (1946-47) under contract with Doane Agricultural Service, Inc.¹ Work included a series of special studies delineating areas served by St. Louis banks, newspapers, and drygoods and grocery wholesalers. No two of these areas were identical in size or services. Figure 1 shows the region served by 51 St. Louis business firms in 1947. Forty percent of the firms transacted business in about one-half of Missouri and one-third of Illinois.

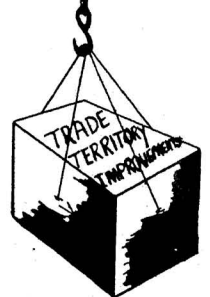
The study pointed out that much of the region served by St. Louis business firms is poor agriculturally. Part of it is in the Ozark uplift, part in the eroding soil areas of northeast Missouri, and part in the leached gray prairies of southern Illinois. Productivity of these areas can be improved greatly. This will contribute to the well-being of the entire trade area. Possibilities also exist for extending the trade territory north and northeast into agricultural regions where soils are much more productive than in areas now served.

A composite map of primary, intensive, and extensive areas of activity of the St. Louis Chamber of Commerce is given in Figure 1a. Agricultural activities of this group might profitably be concentrated within these areas.

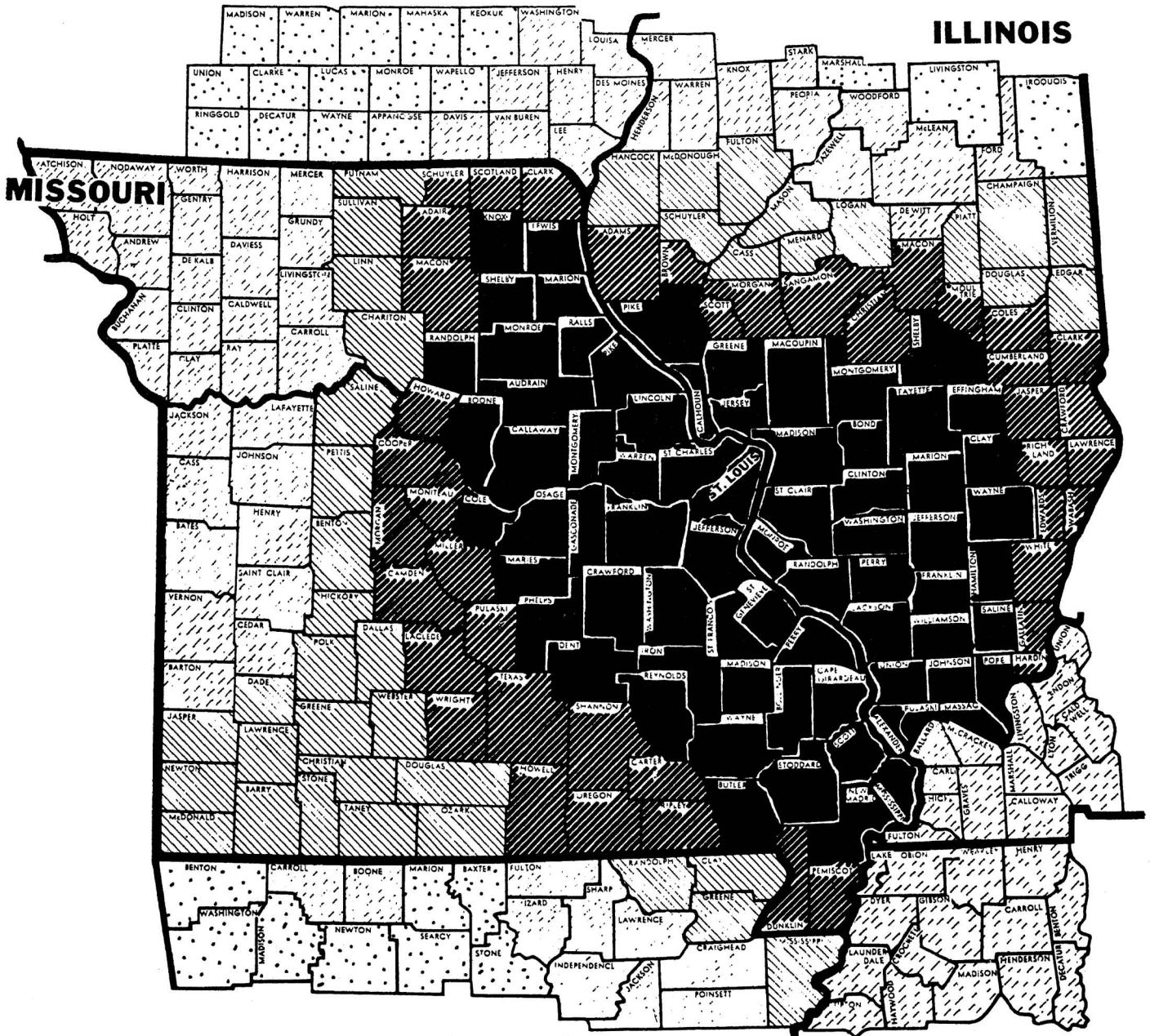
The city of St. Louis serves a large geographical area. It is at the center of many activities involving exchange of commodities, manufactured goods, services, and cultural ideas. Geographical limits of this vast trade territory are not exact. They transcend political and other

*Associate professor of Agricultural Economics, University of Missouri, who conducted the research work for the following material.

¹Study of the St. Louis Agricultural Trade Area; Chamber of Commerce of Metropolitan St. Louis, 1947; prepared by Doane Agricultural Service, Inc.



MISSOURI AGRICULTURAL EXPERIMENT STATION



Rural Area Served by 51 (Reporting)
St. Louis Business Firms

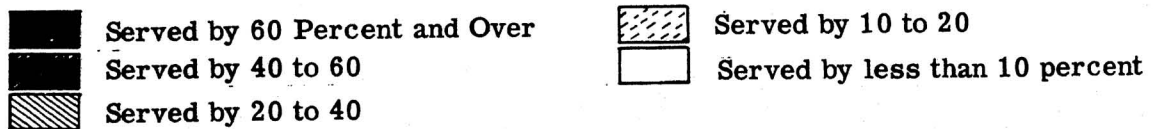


Figure 1—Agricultural region served by 51 St. Louis business firms in 1947. (Courtesy of Chamber of Commerce of Metropolitan St. Louis, prepared by Doane Agricultural Service, Inc.)

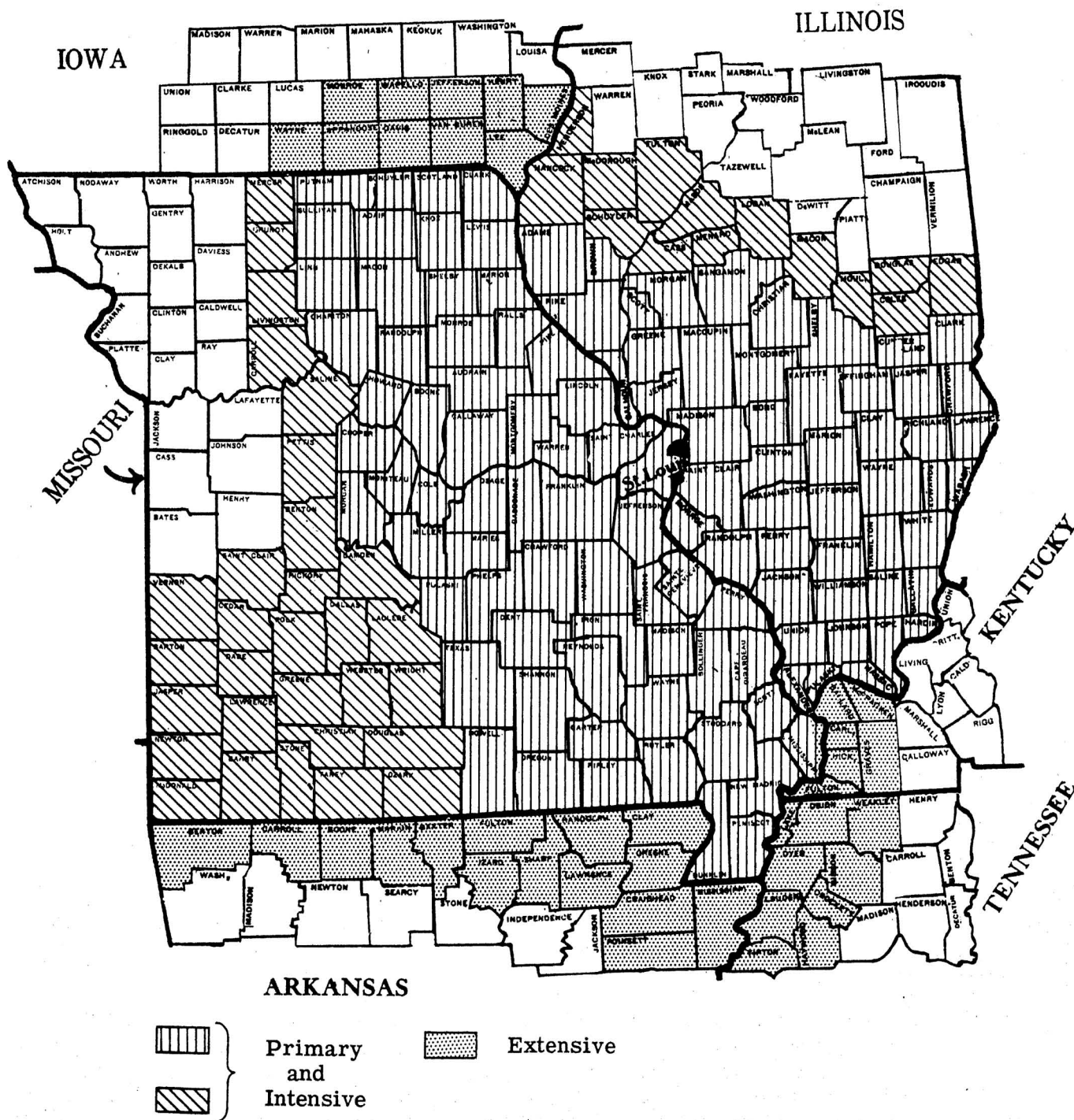


Figure 1a—Area guide for agricultural activities of the St. Louis Chamber of Commerce based on trade territory promotion work. (Courtesy of Chamber of Commerce of Metropolitan St. Louis, prepared by Doane Agricultural Service, Inc.)

arbitrary boundaries. Aside from natural forces, such as topography, climate, and productivity of soil—transportation and communication are perhaps the most important factors influencing size of the trade area. But a good rural-urban relations program can expand both the boundaries and the amount of activity within the boundaries of a trade area.

of house organs issued by manufacturers, merchants and trade organizations.

Interviews with farm program directors of several major radio stations provided background for a discussion of the role of radio in a good rural-urban relations program. Tape recordings from 18 stations were analyzed. Additional information concerning the time allocated to farm programs was obtained from other stations through the use of mail questionnaires.

The attitude and opinion phase of the study was based entirely upon personal interviews of village leaders, farm leaders and businessmen in metropolitan St. Louis.

METHODS OF COLLECTING INFORMATION

Fifteen cities of the South and Midwest were visited in assembling information concerning promotional activities of business, professional, and civic groups (Table 1). Three distinct groups of factors were investigated in trying to find what procedures have led to good rural-urban relations. The first group consisted of promotional programs, including fairs, livestock shows, trade expositions, and demonstrations, such as soil conservation and balanced farming field days.

The second phase of study dealt with material presented in newspapers, radio programs and other information sources. The third involved attitudes and opinions of St. Louis business and industrial leaders toward small town and farm communities, and the opinions of rural community leaders concerning St. Louis as a trade, medical, educational, and cultural center.

Both farm and business leaders expressed the opinion that if rural-urban relations programs were successful, misunderstanding among farmers and consumers would be materially reduced. Basic to the rural-urban relations problem is the matter of giving all groups an opportunity for interchange of ideas and a chance to become acquainted with each other's problems.

Initial city contacts usually were made through Chambers of Commerce where a suggested list of men to be interviewed was obtained. Information was obtained from approximately 450 interviews. Objective with each city was to find out the nature and extent of rural-urban relations activities.

Detailed analysis was made of 29 metropolitan newspapers in the second phase of the investigation. This information was supplemented with material published in various types

TABLE 1 -- CITIES VISITED IN OBTAINING INFORMATION CONCERNING RURAL-URBAN RELATIONS PROGRAMS, 1951.*

City	Population (April 1, 1950)
Pittsburgh, Pennsylvania	2,213,236
St. Louis, Missouri	1,681,281
Cleveland, Ohio	1,465,511
Minneapolis-St. Paul, Minnesota	1,116,509
Buffalo, New York	1,089,230
Cincinnati, Ohio	904,402
Kansas City, Missouri	814,357
Houston, Texas	806,701
Dallas, Texas	614,799
Memphis, Tennessee	482,393
Omaha, Nebraska	366,395
Fort Worth, Texas	361,253
Tulsa, Oklahoma	251,688
Des Moines, Iowa	226,018
Little Rock, Arkansas	196,685

*Source: Report, Series PC-14, No. 1 Bureau of the Census, U. S. Department of Commerce, December 16, 1951

**Population of the metropolitan area

PROGRAMS OF OTHER CITIES

TELL WHY IMPORTANT

Businessmen, professional men, and civic leaders in the cities² visited had three major objectives in promoting good rural-urban relations.

1. To develop "good-will and favorable press relations toward the city.
2. To promote economic development of the city.
3. To develop the trade area surrounding the city.

In some cases, activities were being supported that apparently had little purpose or objective. These projects had grown out of a feeling that something should be done and that the specific project filled a need at the time. In many instances work was supported, either di-

²The term "city" in this report comprises the urban center consisting of various interests with respect to rural-urban relations in trade area development.



rectly or indirectly, by trade groups for the purpose of extending the trade area geographically. Projects classified as promoting economic development of a city were those emphasizing industrial development and civic improvement.

Projects dealing with area-wide economic development were usually educational in nature.

Long-run objectives usually were designed to increase the economic base of the territory through more efficient utilization of its soil, mineral, and forest resources. Success in this development would lead to the need for additional and/or new marketing, processing, and manufacturing facilities, thus providing additional employment and increasing the income of the area.

While such cultural projects as the opera and the theatre contribute to contacts between rural and urban people, they were not considered as vital to good rural-urban relations. Although hospital and medical centers in major cities also contribute to the general level of health in the trade area, they were less directly important in promoting a mutual understanding of interdependence of rural and urban people than some other types of facilities.

PUBLIC RELATIONS ACTIVITIES

Meet With Varied Success

The strictly promotional or public relations type of work was quite common. Activities along this line were designed to advance the interest of various groups such as wholesalers, retailers, manufacturers and various trade groups. At one time, good-will tours sponsored by wholesale groups or Chambers of Commerce were common. A typical example was the "Tribe of Yessir" trips supported by some 150 business firms in Omaha. These were one-day excursions on special trains to various towns in the trade area. The purpose was to improve business relationships by creating good-will for the participating firms. Several cities still had programs of this nature but this type of activity appeared to be declining in importance.

Try Wholesale Market Fairs

Some of the cities were holding wholesale market fairs or expositions to which merchants in the trade area were invited. These were organized events in which a particular group such as the wholesalers of drugs, ready-made clothing, hardware, or furniture would arrange to

have a rather complete display of merchandise. Frequently, some incentives in the form of transportation refunds were used to attract out-of-town merchants.

In other cases, where the good-will tour had been discontinued, cities sponsored retail sales clinics. Essentially these were schools for sales clerks and store managers covering a rather wide range of subjects in the field of retailing. Prominent executives of major stores in the city served as instructors and conducted the discussion panels. In Houston and Minneapolis, this type of assistance was available to merchants in smaller towns on request to the major city Chamber of Commerce.

Express Doubt on Advertising

The most common type of industrial development promotion consisted of national advertising campaigns carried on by a Chamber of Commerce in cooperation with the dominant utility company in the area. Some doubts were expressed by several groups as to the effectiveness of these campaigns in improving the community.³

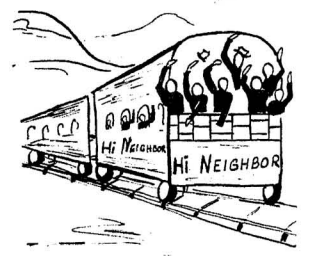
Information Offices Successful

Several cities had set up temporary offices in industrial areas to provide prospective industrial organizations with facts concerning locations for new plants. Business leaders in Little Rock, Arkansas along with the state Division of Resources and Development apparently had been successful in their efforts to expand industrial development in the state through this type of approach.

Many of the cities had taken an enlightened viewpoint with respect to the matter of plant location. Although the major support of the Chamber of Commerce was from retail merchants and small businesses, there appeared to be a growing recognition of the fact that gains also could be derived from locating a plant in the general trade area. These gains would tend to be indirect, but would contribute to substantial gains in the general level of business activity. This attitude represented a shift from a common belief that cities derive benefits from a new industry only if the plant is located within the city or near it.

Terminal Markets Concerned

In recent years terminal livestock markets and grain exchanges have become acutely con-



³Bidding for Industrial Payrolls,—A study of Current Methods and Results in Community Advertising—, Bureau of Research, University of Santa Clara, Santa Clara, Calif., August 1951.

scious of the need for better public relations. In some instances, formal organizations, such as livestock foundations and institutes, have been set up for the purpose of explaining services rendered to farmers and to the public in general. Organizations of this type on the livestock market in St. Paul, Omaha, and Fort Worth have sponsored farm market news radio programs and market training schools on their respective markets. Market promotion meetings have also been held throughout trade areas. At some markets, considerable effort was devoted to educational work in safe handling procedures among livestock truckers. These groups also were active in sponsoring more general educational activities.

Programs of grain exchanges, particularly in Omaha and Minneapolis, consisted of advertising through newspapers, farm magazines, and radio. Information was designed to give readers and listeners a general understanding of activities on the grain exchange. These organizations also were active in supporting grain grading schools and educational projects related to grain marketing.

All of these activities were designed to extend "good-will" or to improve public relations for a specific group or interest. Although planned primarily to promote their own interests, they became part of the rural-urban relations program.

EDUCATIONAL PROJECTS

PAYING OFF

Fairs Popular

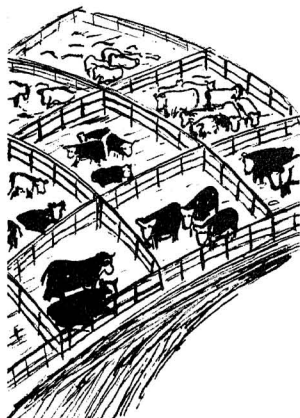
Educational and informational projects were a highly effective means of promoting better rural-urban relations. Most activities in 15 cities were of this nature. Agricultural fairs and expositions, usually sponsored by fair associations, attracted considerable attention from both rural and urban people. Major state or regional livestock fairs and expositions were held in some of the cities visited. In cities located in the industrial areas, these expositions were largely of the county fair type. The trend appeared to be toward maintaining a year-round staff so the fair ground facilities could be kept in condition for other civic events throughout the year. This procedure tended to broaden the support of major events. Fairs have been an excellent edu-

cational device in that they have provided opportunities for contacts between rural and urban groups. Competitive exhibition of livestock, grains, skills, and handicrafts, also has value, particularly in the case of rural youth. It encourages long-run agricultural development in the trade area. Fairs also provide opportunities for firms and individuals to support various competitive events with recognition awards. In several cities Chambers of Commerce were potent forces in support of these fairs and expositions.

Omaha Has Unique Ak-Sar-Ben

Unique in the type of organization supporting an exposition was the AK-SAR-BEN group at Omaha. This is an association of business leaders supporting the AK-SAR-BEN Livestock Shows and a number of other major events throughout the year. Outstanding men in several states lying in the trade area of Omaha are members of the association. Effective use has been made of the traditional and glamorous aspects of the mythical Kingdom of Quivira with its knights, ambassadors, queens, and court attendants in stimulating interest throughout the trade area. The Knights of AK-SAR-BEN, holding honorary positions, serve as directors of the association. This group has achieved outstanding success financially and has been a major influence in developing good rural-urban relations. The scope of its activities is broad. In addition to its own well-balanced program, it has supported other educational and charitable projects in the city and trade area. This group's project became the broad foundation for many allied activities which have been carried on in cooperation with the Chamber of Commerce and other civic and trade organizations.

Farm Forums and Institutes sponsored by groups in various cities have attracted considerable national attention. These discussion events were organized for the purpose of developing an understanding of agricultural problems among all segments of our society. Results have been excellent from the standpoint of promoting a better understanding between leaders of various groups. The achievements have been less satisfactory among the rank and file of citizens. Leaders of forums have recognized the fact that broad participation by the average rural and urban person has not been obtained. This is a major weakness of farm forums.



Des Moines and Minneapolis Use Forums

Forums sponsored by the Des Moines and Minneapolis agricultural committees of the Chambers of Commerce are outstanding examples of open discussions of national problems. The Farm Institute at Des Moines has held 15 annual forums to date. The Forum in Minneapolis has been successful in obtaining considerable farmer participation in the event. In 1950 farmer attendance represented 60 percent of the total. Forums have been held by smaller cities in the trade areas of the major cities apparently with mixed success. It appears that outstanding leadership and a willingness to put money and time into the program are essential to a successful forum.

In some areas, schools, clinics, demonstrations, and tours were important means of disseminating information concerning agriculture. There was a wide variation in scope and considerable diversity in methods used in supporting these projects. Grain grading schools and grain handling clinics concerned with local or regional problems frequently were supported by the industry groups associated with the commodity. Activities of this type were sponsored by the grain interests in Kansas City, St. Louis, Omaha, and Minneapolis.

Demonstrations A Top Method

As a rule, activities of a demonstrational nature and field days were sponsored by local Chambers of Commerce and civic groups in cooperation with educational agencies such as the Agricultural Extension service, and vocational agriculture departments of high schools. These programs were strictly educational in nature and had for their purpose the encouragement of improved farm practices in the trade area. Some of the most common activities of this type were the soil conservation field days, better grassland, farm and home improvements and balanced farming demonstrations. Financial assistance given to the educational agencies in this work was substantial and, in some cases, considerable time was contributed by members of city organizations. Participation by large urban groups tended to be restricted to organizations with special interests in the work. The primary objective in these instances was to inform city businessmen about agricultural problems and new production techniques.

Community Improvement Forums and Clinics have been inaugurated in several cases

for the purpose of stimulating interest in solution of local problems. Representatives of large urban agencies have provided leadership for this type of work. The most difficult barrier to overcome has been to convince local people that the larger city is primarily interested in improvements from the overall trade area viewpoint. Assistance usually has been made available only on an invitation basis. Successful programs of this type require, first of all, that leaders in the local community be interested in improvement.

The Tulsa Chamber of Commerce for several years has been active in an area development project that is essentially a discussion forum held in smaller towns in the trade area. Its purpose has been to encourage local action toward improvement in civic, business, and industrial growth. The Tulsa groups are interested in agriculture and in small towns because they feel that growth and improvement in local areas will be beneficial to businessmen of the city.

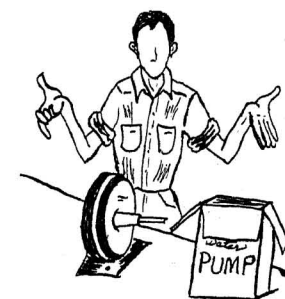
Arkansas Has Effective Community Program

Community development clinics, sponsored jointly by the State Chamber of Commerce, the Division of Resources and Development, and industrial leaders in Arkansas, were probably the most effective of those observed. Great care was used to stimulate local interest in agricultural and industrial potentials of the communities where the clinics were held. Five men were engaged in this program. They have been working with 140 small towns.

Special tours of trade areas, promoted jointly by city groups with the railroads, are less important than formerly. In several cities, banks, along with other groups, were sponsoring tours to emphasize the importance of conservation, pasture farming, and livestock production. In certain areas, particularly in the West, these tours apparently were effective from the educational standpoint.

Many state and county extension programs were supported with substantial financial contributions from various firms and organizations. In some instances, outright grants were made to the state agency for the purpose of paying the expenses of training leaders in youth work. Others provided funds for awards and recognition dinners for people enrolled in rural youth projects. There also appeared to be increased interest in providing college scholarships to winners of various events.

Another worthwhile and popular activity



AS CIVIC LEADERS SEE IT

was an informal discussion conference, usually sponsored by the Chamber of Commerce, for young people in the trade area. Rural and urban young people were brought together to discuss the comparative merits of urban employment and farming. The purpose was to inform both groups of the advantages and disadvantages of each and to acquaint them with the factors necessary for success.

Big Educational Competition at Memphis

The "Plant to Prosper" program of Memphis was an outstanding example of a trade-area-wide project in which nearly 100,000 contestants had participated each year. Objectives were to encourage diversification of agriculture in the South; to encourage the use of improved practices; and to increase farm incomes in the area. Negro participation was encouraged through the use of a separate class in the contest. The "Save-Enrich Our Soil" competition, also of Memphis, was another broad and comprehensive program. The activity was divided into four major divisions: father and son, tenant-landlord, owner-operator, and forestry. Each division was sponsored by a different group in the city. Cooperation of the various state extension services, and of other agencies was an essential feature in both programs. Sponsorship and support by commercial and business groups in these area-wide projects tended to increase the incentive for rural participation and to create considerable good-will and teamwork.

Research Projects Gaining

Projects combining research and educational activities appeared to be gaining in importance. For many years, firms have supported research with specific grants to the various agricultural experiment stations. These activities have emphasized the institutional type of good-will promotion.

Other business groups and interests have established or supported private research foundations and institutions for the purpose of improving agriculture in the trade area. One such group, the Texas Research Foundation at Dallas, has an extensive research program underway under the direction of its own staff. This organization has a well equipped plant and a \$1,250,000 budget for the next five years. Funds have been contributed entirely by private firms and individuals. The program includes the extension of research information to the trade area through free publications and the services of field representatives.

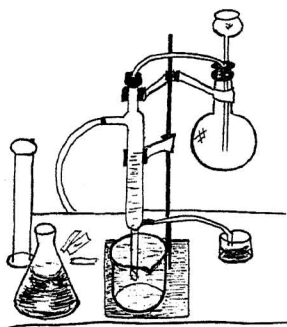
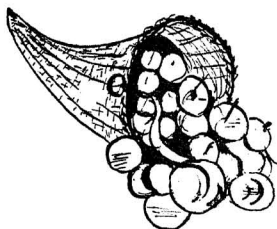
Activities designed to promote good rural-urban relations varied widely in scope and type in the cities visited. The differences were due to size of the city, the character of its industrial development program, the proportion of urban residents who had rural backgrounds and interests, and location with respect to important agricultural areas. Activities of Chambers of Commerce along this line were far from uniform. In some instances, the fact that the national headquarters of a large corporation was located in a particular city apparently affected type and scope of the program. Prominent business leaders frequently were major factors influencing the type of activity.

Most programs included measures to promote amiable public relations, attract new industries, or raise the level of efficiency of agriculture within the trade area. In some instances, individual firms or industries had well organized programs of their own. These activities helped to improve the rural-urban relations program of the entire area.

Of the 15 cities studied only three—Buffalo, Cincinnati and St. Louis—lacked active and comprehensive rural-urban relations programs. St. Louis leaders were in the process of investigating possible trade area programs. The other 12 cities seemed to be expanding present programs with enthusiasm.

The following statements are based on comments made in personal interviews and on questionnaires completed by Chamber of Commerce representatives.

Buffalo, N. Y. The attitude expressed in Buffalo was that since the state and federal government were engaged in educational work in agriculture there was no need for Chamber of Commerce interest in this field. There were no committees in the Chamber of Commerce concerned with the trade area, and the prevailing attitude was that a limited trade area made such activity unnecessary. There was a food committee which considered "farm-food parity prices and made recommendations to congress on the broad aspects of food production and distribution." It was stated that the prosperity of the city depended on its factories and wholesaling activities were considered to be of minor importance to its economy.



Cincinnati, Ohio. No committees interested specifically in retail or wholesale trade had been formed for several years and no current activities concerning agricultural or trade area development were observed. The City Farmers Club of Cincinnati was essentially a private organization through which its membership received farm management service and other services from the executive secretary. The chief emphasis in Chamber activities appeared to be in industrial development, traffic, and civic improvements. However, Business-Industry-Education Day was sponsored annually. In this program 1,500 teachers in the city school system were taken on a tour of various manufacturing and processing plants.

Cleveland, Ohio. The development activities of Cleveland were discontinued in the 1930's because of a reduced trade area resulting from the growth of other industrial cities in the area. In recent years an active agricultural promotion program in 22 northeast Ohio counties was championed by the Cleveland Farmers Club and a program of awards involving five projects was statewide in scope. As a result of requests from local and rural groups, consideration was being given to staging a winter Farm Show in Cleveland. Chiefly through the efforts of the Farmers Club and its membership, the city had begun an extensive program of activities despite a rather limited trade area which is interspersed with several large industrial centers such as Akron, Toledo, Canton, and Youngstown.

Dallas, Texas. Currently, the officers and directors of the Dallas Agricultural Club comprise the Agricultural Committee of the Chamber of Commerce. This is a temporary arrangement as an Agricultural Department is to be established in the near future. The Agricultural Club and the county Extension Agent of Dallas County work together very closely on many projects. Outside of some minor projects their chief efforts are directed toward the support of the State Fair and the Texas Research Foundation. The State Fair, reported to be the largest in the nation, is a self-supporting city of Dallas activity. Its program is broad and extends throughout the year. The Texas Research Foundation is a private agricultural research organization developed largely through the contributions of local businessmen. Its facilities include an experimental farm staffed with more than 40 research workers.

Des Moines, Iowa. A well organized ag-

ricultural program is sponsored by the Agricultural Committee of the Des Moines Chamber of Commerce. Unique is the close support of newspaper publishers and the farm department of the radio station. The major activity is the National Farm Institute which has attracted national attention. Other activities include emphasis on youth programs, support of the State Fair, and annual trade area tours.

Fort Worth, Tex. An active trade extension program is supported in Fort Worth where the business leaders recognize that prosperity on farms is basic to development of the city. The Agriculture and Livestock Committee and the Farm and Ranch Club sponsor field days, tours, and a two-day forum on livestock, production, and marketing problems. Special committees support and promote the Southwestern Livestock Exposition and Fat Stock Show which is a city project.

Houston, Tex. Noteworthy in the program of the Agricultural Department of the Houston Chamber of Commerce is the active Farm and Ranch Club with a membership of over 2,000. It supports field days promoting various livestock, crop and pasture management projects, and is sponsoring the establishment of an Agricultural Department at the University of Houston with a \$250,000 grant extending over a period of years. The Agricultural Committee spent considerable effort in support of the Livestock Exposition and the Houston Fat Stock Show which, along with the Farm and Ranch Club, is an outgrowth of the Agricultural Committee.

Kansas City, Mo. The Kansas City Chamber of Commerce has had an Agricultural Department for 34 years. It supports both adult and youth activities, including the National FFA convention, 4-H Club conferences, a number of junior livestock shows and sales, and a broad program of individual projects. Agriculture is recognized as a basic underlying industry. Evidence of this fact is the businessmen's subscription of nearly \$100,000 annually to support the American Royal Livestock and Horse Show.

Little Rock, Ark. Despite its relatively limited resources, an active rural-urban program has been developed in Little Rock. The city serves essentially the entire state and consequently many of the agricultural promotion activities are sponsored by state-wide agencies rather than by organizations in the city. The State Chamber



of Commerce, Arkansas Economic Council, and the major utility company have sponsored community improvement and industrial development projects and it appears that there is great teamwork between these agencies and the state educational institutions. The Chamber of Commerce of Little Rock has several committees supporting agricultural projects, primarily in the area immediately surrounding the city, but it has no full-time Agricultural representative.

Memphis, Tenn. The Memphis Chamber of Commerce has an active Agricultural Department and Agricultural Committee whose representatives sponsor many projects in this area. The newspapers in the city support and cooperate with other agencies in two trade-area-wide projects—the Memphis Plant to Prosper, and the Save-Enrich Our Soil programs which have become nationally known. Over the years they have contributed toward attainment of desirable shifts in the agricultural production pattern in the area. Cooperation between agencies and with state educational institutions appears to be very well developed. The Mid-South State Fair at Memphis receives active support from the agricultural committee.

Minneapolis-St. Paul, Minn. The Agricultural Committees in both Chambers of Commerce cooperate in sponsoring various rural youth activities. The Minneapolis Chamber sponsors the Farm Forum and a number of projects and tours and supports an active program of trade area development.

Omaha, Nebr. One of the best cooperative arrangements with Chambers of Commerce of surrounding towns has been developed by the Omaha Chamber of Commerce. The Agricultural Committee sponsors a wide variety of projects and maintains an active trade area promotional program. Also noteworthy in Omaha is the activity of the AK-SAR-BEN, a civic organization sponsoring a livestock show and many other projects.

Pittsburgh, Pa. The Chamber of Commerce carries on its agricultural activities through the Pittsburgh Livestock Show, Inc., an affiliate of the Chamber which sponsors two junior livestock shows annually. The Chamber sponsored an \$8,000 study of agricultural development in the Pittsburgh area several years ago. Agricultural promotion work appeared to be developing about as rapidly as business leaders were becoming aware of the importance of farming in the area. Efforts of the Agricultural Com-

mittee have been directed toward improving the marketing facilities and market reporting service.

St. Louis, Mo. The St. Louis Chamber of Commerce agricultural program includes support of various agricultural projects in the trade area. Some efforts are being made to aid rural community development, but no major activity of trade area scope has been undertaken. It appears that business leaders are becoming increasingly aware of the opportunities in Agriculture for broadening the economic base for future growth of the city and trade area.

Tulsa, Okla. Major activities of the Tulsa Agricultural Executive Committee of the Chamber of Commerce include extensive support of the Tulsa Livestock Exposition, and promotion of dairy production in eastern Oklahoma. Various subcommittees are concerned with farm youth activities, rural health, fire protection, and safety.

Trade area activities include community development clinics along with agricultural promotion programs which emphasize better livestock and pasture management. In general, the city has carried on a good program, considering its size and the resources of its trade area.

COMPARISON OF ACTIVITIES IN FIFTEEN CITIES

It should be recognized that a comparison of individual projects would be difficult. Similar projects with the same general objectives would vary in type of approach, scope of participation by the major city agencies, intensity of effort, and the number of rural people involved in the activity. Another matter adding to the difficulty of making comparisons is whether or not a specific project, which might be appropriate in one trade area, is valuable in another. Overstimulation of an activity which has little economic base in a particular trade area obviously would be a waste of effort, time, and other resources.

These limitations should be recognized while studying the tabular presentation of activities in Table 2. From a quantitative standpoint, the relative ranking of cities is the investigator's evaluation based on information obtained. The point values indicated for each type of activity are only a device used to facilitate addition of the various activities of the individual cities. When the various cities are ranked, these scores

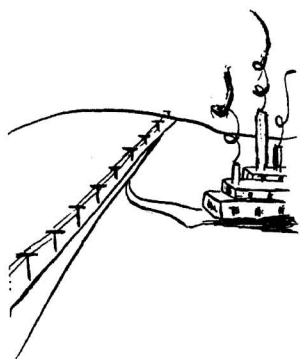


TABLE 2 -- MAJOR ACTIVITIES RELATED TO RURAL-URBAN RELATIONS ENGAGED IN AND SUPPORTED BY ORGANIZATIONS IN FIFTEEN MAJOR CITIES, 1951

Type of Project	Point Value	Cities														
		Buffalo	Cincinnati	Cleveland	Dallas	Des Moines	Fort Worth	Houston	Kansas City	Little Rock	Memphis	Minneapolis - St. Paul	Omaha	Pittsburgh	St. Louis	Tulsa
GENERAL																
City Farm or Ranch Clubs (affiliated with Chamber of Commerce)	25	-	-	X	X	-	X	X	X	-	-	-	-	X	X	-
City Farm or Ranch Clubs (not affiliated with Chamber of Commerce)	25	-	X	-	-	-	-	-	-	-	X	X	X	-	-	-
Full-time Agricultural Department Director	50	-	-	Part time	Part time	X	X	X	X	Part time	X	X	X	Part time	X	X
Agricultural Committees	50	-	-	-	X	X	X	X	X	X	X	X	X	X	X	X
Agricultural Departments Major City Banks	10	-	-	-	-	-	-	X	-	-	X	-	-	-	-	-
Major Exhibitions (fairs) (Supported mainly by city)	50	-	-	-	X	-	X	X	X	-	X	-	X	-	-	X
Major Exhibitions (fairs) (Supported mainly by state)	30	-	-	-	-	X	-	-	-	-	X	-	-	-	-	-
Minor Fairs (Supported mainly by county)	20	X	X	X	-	-	-	-	-	-	-	-	X	-	-	-
PROMOTIONAL																
Livestock Marketing by Public Stockyards Market	5	-	X	X	-	-	X	-	-	-	-	X	X	-	-	-
Livestock Shippers Recognition	5	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-
Livestock Marketing Schools	10	-	X	X	-	-	X	X	X	-	X	X	X	-	X	-
Grain Markets																
Active Public Relations and Service Programs	5	-	-	-	-	-	-	-	-	-	X	X	-	-	-	-
Grain Grading Schools	10	-	-	-	-	-	-	-	X	-	-	X	X	-	X	-
Good-will Tours	10	-	-	-	-	X	X	-	-	-	-	-	X	-	-	-
Fellowship Tours in Major Cities	10	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-
Retail Sales Clinics in Small Towns	20	-	-	-	-	-	-	X	-	-	-	X	-	-	-	-
EDUCATIONAL AND INCENTIVE																
Major Discussion Forms (Annually)	50	-	-	-	-	Nat'l Texas - Farm Live-Institute stock Round-up	-	-	-	-	Farm Nat'l Forum Pasture Forage Livestock Conference	-	-	-	-	-
Area-wide Agricultural Improvement Programs	100										(1) Plant to Prosper (2) Save and Enrich Our Soil Program					
Rural Community Improvement Programs (Contest and Recognition)	50	-	-	-	-	-	-	-	-	X	-	-	-	-	-	-
Small Town Development Clinics and School (Major effort)	50	-	-	-	-	-	-	-	-	X	-	-	-	-	-	X
Rural Youth Activities Programs																
4-H and FFA Awards by Chamber of Commerce	20	-	-	-	X	X	X	X	X	X	X	X	X	-	X	X
Rural Youth Day (Forums and Tours)	25	-	-	-	X	X	-	X	X	-	-	X	X	-	-	-
Rural Safety Program FFA and 4-H	20	-	-	-	-	X	-	-	-	-	-	-	X	-	-	-
Assistance Awards to Local 4-H Clubs by Service Clubs and Firms	20	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Youth Leaders Training Schools	30	-	-	-	-	-	-	-	-	-	-	-	X	-	X	-
Programs Principally with City Business Men																
Farm Tours	10	-	-	X	X	X	X	X	X	X	X	X	-	X	X	X
Railroad Agricultural Tours	20	-	-	-	-	-	X	X	-	-	-	-	-	-	-	-
Specific Agricultural Improvement Projects by Major Commodities (Trade Area Basis)																
Dairy Production	10	-	-	X	-	-	X	X	-	-	-	-	-	-	-	X
Beef Production	10	-	-	X	-	-	-	X	X	-	-	-	-	-	X	-
Soil Restoration and Crop Improvement	10	-	-	X	-	X	-	X	-	-	X	-	-	-	X	-
Farm Forestry	10	-	-	X	-	-	-	-	-	-	X	-	-	-	-	-
Pasture Improvement	10	-	-	X	-	-	-	X	-	-	X	-	X	-	-	X
Poultry Production	10	-	-	X	-	-	-	X	X	-	-	-	-	-	-	X
Specialty Agriculture	10	-	-	X	-	-	-	X	-	X	-	-	-	-	-	-
General Balanced Farming and Management Awards	25	-	-	X	-	-	-	-	X	-	X	-	-	-	X	-
Rural Homemakers Recognition	10	-	-	X	-	-	-	-	-	-	-	-	X	-	-	-
RESEARCH AND EDUCATION																
Research Foundation (Agricultural) (with facilities)	75					Texas Research Foundation										
Agricultural Research Foundation	25	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Ag. Institute
Agricultural Department Instituted in college	25	-	-	-	-	-	-	U. of Houston	-	-	-	-	-	-	-	-
TOTAL (POINT SCORE)		40	80	210	300	305	330	395	345	265	400	350	395	150	295	305

measure only approximately the effectiveness of all programs. The ranking represents largely a value judgment of the quantitative importance of the total number of activities and projects in each of the cities. No attempt was made to determine the effectiveness of the programs, either individually or in the aggregate.

Wary of Government Control

Statements were made by a number of respondents suggesting that citizens and groups should cooperate voluntarily to promote a better understanding for economic growth of the trade area. Many felt that voluntary citizen action was preferable to government action in this field. An unsolicited statement often made was that "If we don't assist in these programs the government will."

Because of the desire to be independent of government aid, many firms carried on promotional activities which were designed to serve the firm or industry either directly or indirectly, but which usually also supported trade area wide projects. These programs were under the control of the firms but in many instances close liaison between the firms and agricultural representatives of Chambers of Commerce and other organizations had resulted in modification of these projects to conform with the general program that a "city" had in mind. A city that had an active and balanced program invariably had a highly developed liaison relationship among all interests, either through the Farmers Club or the Agricultural Committee of the Chamber of Commerce.

In developing projects that are designed for participation of the trade area, cooperative arrangements with local groups are a prime requisite. These arrangements may be formal or informal but are necessary in order to obtain maximum local support and participation, particularly in strictly agricultural projects or in community development activities.

Maximum recognition of the support given by local groups can be obtained by arranging co-sponsorship of projects with them. In this way, financial support often can be obtained. City Chambers of Commerce using this approach for trade area projects feel that credit for local programs should be given largely to the local co-sponsors as the use of co-sponsored projects enables the Chamber to carry on a more extensive trade area program on a given budget. At the same time, it allows them to retain consid-

erable direction and control over activities in the trade area for the purpose of general coordination of the entire program.

Role of Press and Radio

In promoting better cooperation between the rural communities of a trade area and the major city, the role of informational agencies cannot be overemphasized. These agencies contribute much to the promotion of the larger community concept by disseminating news and general information. Business and financial news, market quotations, and advertising by newspaper and radio are functions vital to progress in a complex economic society.

The metropolitan newspaper is one of the most important sources of information contributing to the integration of the population in a trade area. Circulation, often reaching several hundred thousand, is indicative of the importance attached to newspapers by the average reader.

Radio stations are another important source of information. They carry a wide diversity of programs and make time available to crusaders as well as to people with well designed, long-time plans of economic, social and cultural development. Because of this diversity the radio is less effective in developing united action in an area than is the newspaper.

Other media bearing on the problem of rural-urban relations and on trade area development, include commodity journals, trade papers, and labor union journals. These media usually have restricted distribution and their total contribution is considerably less than either the metropolitan daily paper or the radio. Moreover, the nature of information presented, and the interpretation of general news, tend to be adapted to the needs of groups they serve. Nevertheless, observation would suggest that considerably more can be done to integrate the opinions of these groups into coordinated programs of development for trade areas. A number of house-organs, published usually by large firms, have contributed much to the promotion of better agriculture.

Rural-Urban Relations News Space

Subscriptions for one month were taken to all editions of 29 metropolitan newspapers in order to arrive at some objective comparison of the contributions they were making to good rural-urban relations and to trade area development. These subscriptions began with June 17,

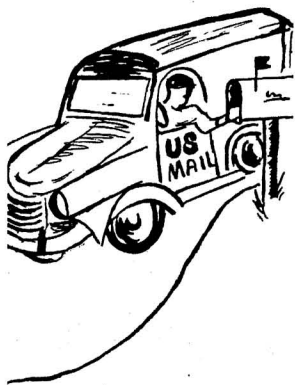


TABLE 3 -- CIRCULATION, DESTRIIBUTION,* AND NUMBER OF ISSUES ANALYZED OF 29 METROPOLITAN NEWSPAPERS, 1951

Newspaper	Published	Total Circulation	Percent City and		Number of Issues	
			Retail Zone	Percent Others	Sunday	Week- day
Arkansas Democrat	Evening	77,805	81.0	19.0	3	26
	Sunday	87,014	79.9	20.1		
Arkansas Gazette	Morning	96,550	69.3	30.7	4	24
	Sunday	109,642	67.2	32.8		
Dallas News	Morning	165,036	75.4	24.6	4	26
	Sunday	177,199	71.5	28.5		
Dallas Times Herald	Evening	142,499	98.5	1.5	4	23
	Sunday	141,501	98.3	1.7		
Des Moines Register	Morning	221,772	61.4	38.6	3	22
	Sunday	536,707	48.9	51.1		
Demoines Tribune	Evening	150,361	90.9	9.1	0	24
Fort Worth Press	Evening	44,300	87.3	11.7	0	24
Fort Worth Star Telegram	Morning	115,667	43.4	56.6	0	27
	Evening	117,194	88.8	11.2	4	26
	Sunday	210,551	56.9	43.1		
Houston Chronicle	Evening	182,060	90.2	9.8	4	25
	Sunday	196,164	89.3	10.7		
Houston Post	Morning	171,519	91.1	8.9	4	25
	Sunday	187,112	88.8	11.2		
Houston Press	Evening	102,477	92.4	7.6	0	30
Indianapolis News	Evening	159,679	85.6	14.4	0	27
Indianapolis Times	Evening	101,621	92.4	7.6	0	26
	Sunday	99,086	86.3	13.7		
Kansas City Star	Evening	364,315	82.1	17.9	3	21
	Sunday	377,154	79.8	20.2		
Kansas City Times	Morning	353,661	81.5	18.5	0	23
Memphis Commercial Appeal	Morning	192,402	68.4	31.6	4	27
	Sunday	241,691	65.3	34.7		
Memphis Press-Scimitar	Evening	132,040	78.0	22.0	0	26
Minneapolis Star	Evening	296,325	76.7	23.3	0	29
Minneapolis Tribune	Morning	185,468	71.3	28.7	4	25
	Sunday	611,183	54.8	45.2		
Omaha World Herald	Morning	129,595	31.4	68.6	0	26
	Evening	115,592	91.9	8.1		
	Sunday	248,994	55.0	45.0		
Rocky Mountain News	Morning	133,321	74.1	25.9	4	26
	Sunday	142,261	71.6	28.4		
St. Louis Globe Democrat	Morning (ex. Sat.)	292,214	67.6	32.4	5	26
	Saturday	289,754	66.2	33.8		
	Sunday	363,835	65.1	34.9		
St. Louis Post Dispatch	Evening (ex. Sat.)	281,172	84.1	15.9	0	21
	Saturday	271,211	80.4	19.6		
	Sunday	432,297	79.2	20.8	4	20
St. Paul Dispatch	Evening	117,014	95.3	4.7	0	24
St. Paul Pioneer Press	Morning	94,119	87.1	12.9	4	23
	Sunday	158,249	86.7	13.3		
Tulsa World	Morning	76,911	77.8	22.2	5	26
	Sunday	132,777	74.2	25.8		

*Calculated from data presented in Editor and Publisher, Volume 84, Number 5, January 1951.

1951, issues. For various reasons, perhaps primarily because of transportation difficulties, a number of issues of some of these newspapers were not received. The number included in the analysis is shown in Table 3.

Total circulation and distribution within the city and in the trade area also are shown in Table 3. The category "others" represents distribution in the trade area outside the city. In the case of several newspapers, distribution was almost entirely within the city and the immediate retail zone. The morning edition of the Omaha World Herald had the greatest percentage distribution outside the city, with nearly 69 percent. This was followed by the Fort Worth Star Telegram which had a distribution of nearly 57 percent in this category. Morning editions tended to have a wider circulation outside the city and immediate vicinity than evening editions. The weighted average percentage of outside circulation of morning editions was 29.8 percent, compared to 13.8 percent for the evening editions.

Classification of News

Although research workers in the field of journalism have developed news categories, no specific measures have been designed for comparing newspaper contribution to trade area development. A classification of news articles was designed to determine the column-inches in each category. It should be recognized that other factors besides quantity are undoubtedly as important to trade area development and good rural-urban relations. These factors include position of farm news, state news, and other trade area news articles on the page, position within the issue, the interpretation given to news, readability, and length of articles. Whether the type of presentation affected readability was not determined.

In the measurement of articles, the caption or headline was included as part of the space devoted to the subject under discussion. Measurement was made in terms of column inches. This procedure involved the reading of 723 different weekday issues and 68 Sunday issues, and the determination and measurement of those articles which fell within the various classifications set up for the study. Each article was classified further into several different types of presentation, that is, whether it appeared as a regular news item, picture, feature, or as an editorial.

In order to provide a uniform basis for com-

parison, the total number of column-inches of each newspaper was converted to the number of standardized pages, assuming a standard newspaper page of 172 column-inches. The average number of standardized pages devoted to news and advertising for weekday issues is shown in Table 4. In the case of morning papers, the aver-

TABLE 4 -- AVERAGE DAILY NUMBER OF STANDARDIZED PAGES OF SPACE DEVOTED TO NEWS AND TO ADVERTISING, WEEKDAY ISSUES, 29 METROPOLITAN NEWSPAPERS, 1951

News-paper	Average Number of Standardized Pages 1/			Percent of Total	
	Devoted to News	Devoted to Advertising	Total	News	Advertising
Morning Papers					
A	10.5	15.3	25.8	40.7	59.3
B	15.8	25.2	41.0	38.5	61.5
C	11.8	9.0	20.8	56.7	43.3
D	9.2	20.1	29.3	31.4	68.6
E	13.1	19.7	32.8	39.9	60.1
F	10.2	14.7	24.9	41.0	59.0
G	10.2	22.5	32.7	31.2	68.8
H	11.7	15.0	26.7	43.8	56.2
I	11.9	14.9	26.8	44.4	55.6
J	10.1	14.3	24.4	41.4	58.6
K	14.1	13.9	28.0	50.4	49.6
L	10.1	13.9	24.0	42.1	57.9
M	10.7	20.3	31.0	34.5	65.5
Average Morning Papers	11.5	16.8	28.3	40.6	59.4
Evening Papers					
A	8.2	14.1	22.3	36.8	63.2
B	13.4	30.3	43.7	30.7	69.3
C	10.8	13.2	24.0	45.0	55.0
D	10.9	12.5	23.4	46.6	53.4
E	9.6	10.7	20.3	47.3	52.7
F	14.7	32.8	47.5	30.9	69.1
G	10.0	13.5	23.5	42.6	57.4
H	10.0	22.4	32.4	30.9	69.1
I	8.4	17.3	25.7	32.7	67.3
J	10.1	20.8	30.9	32.7	67.3
K	11.7	15.2	26.9	43.5	56.5
L	11.7	24.6	36.3	32.2	67.8
M	11.3	14.7	26.0	43.5	56.5
N	22.4	25.7	48.1	46.6	53.4
O	20.0	31.3	51.3	39.0	61.0
P	10.5	18.8	29.3	35.8	64.2
Average Evening Papers	13.2	21.4	34.6	38.1	61.9

1/ A standardized page was equivalent to 172 column inches.

age size in terms of standardized pages was 28.3 pages with 11.5 pages (40.6 percent) devoted to news. Advertising made up 16.8 pages (59.4 percent) of the total. Evening papers averaged 6.3 pages larger than morning editions, or about 22 percent. There was a slightly greater proportion of advertising in the evening papers, compared to the morning papers. Individually, newspapers varied considerably with respect to total size, both in terms of standardized pages and in the proportion of news and advertising space.



For the morning papers, the daily average of rural-urban news was .646 pages, and for evening papers it was .695 pages. Expressed as a percentage, this amounted to 5.62 percent of all news for morning editions and 5.27 percent for evening editions. Individual papers varied in the proportion of rural-urban news from 1.8 percent to 11.9 percent of all news. In effect, the percentage of rural-urban news is indicative of the concentration of this type of news as compared to all news. (Table 5).

TABLE 5 -- AVERAGE DAILY NUMBER OF PAGES OF RURAL-URBAN NEWS AND PERCENT RURAL-URBAN NEWS; WEEKDAY ISSUES; 29 METROPOLITAN NEWSPAPERS; 1951

News-paper	Standardized Number of Pages Rural-Urban News	Standardized Number of Pages of all News	Percent Rural-Urban News
Morning Papers			
A	.936	10.5	8.9
B	.826	15.8	5.2
C	.919	11.8	7.8
D	.608	9.2	6.6
E	.684	13.1	5.2
F	.437	10.2	4.3
G	.496	10.2	4.9
H	.648	11.7	5.5
I	.964	11.9	8.1
J	.470	10.1	4.7
K	.470	14.1	3.3
L	.400	10.1	4.0
M	.537	10.7	5.0
Average Morning Papers	.646	11.5	5.62
Evening Papers			
A	.975	8.2	11.9
B	.742	13.4	5.5
C	1.195	10.8	11.1
D	.363	10.9	3.3
E	.680	9.6	7.1
F	1.149	14.7	7.8
G	.245	10.0	2.4
H	.948	10.0	9.5
I	.441	8.4	5.2
J	.344	10.1	3.4
K	.445	11.3	3.9
L	.686	11.7	5.9
M	.733	11.7	6.3
N	1.367	22.4	6.1
O	.354	20.0	1.8
P	.454	10.5	4.3
Average Evening Papers	.695	13.2	5.27

Relationship of Rural-Urban News to City Programs

The proportion of rural urban news in major metropolitan newspapers of the various cities appeared to be related directly to well developed trade area programs. Specifically, those cities which scored high in the quantitative evaluation of programs, Table 2, were served by newspapers which tended to have the largest

percentage of rural-urban news. Furthermore, these papers usually carried Sunday sections featuring state news, farm news, and rural feature stories. Many of them carried farm and home supplements. Since the Sunday editions, almost without exception, had the widest trade area circulation, these features undoubtedly contributed materially to the program of rural-urban relations of the city. Frequently these feature sections carried titles relating to the general theme of trade area development and thus assisted in promoting the program of the city.

Urban People Like Farm News

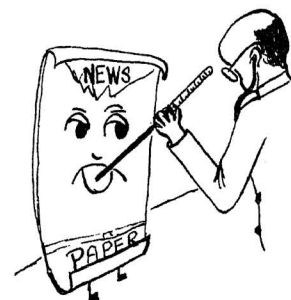
Surveys conducted by farm editors of several of these newspapers indicated that these sections were widely read in the city. In fact, when certain sections of features were withdrawn, a relatively high percentage of the requests for restoration came from urban residents. Although several newspapers withdrew much of the farm copy from city editions, many editors felt that this practice was undesirable.

Several farm editors expressed the opinion that urban readership of farm news was essential for better understanding between rural and urban people. They felt that withholding certain news from selected groups would tend to create misunderstanding. Also, the slant of emphasis given news items often is an important factor affecting relations.

Undoubtedly, support given by newspapers is one of the most important factors in the success of trade area programs. In some cases, the newspaper was one of the leading supporters. In most instances, this support was followed by other agencies, making it a unified program. The managing editor, in one instance, felt that the job of the newspaper was to "print the news," and that the volume of news concerning rural-urban relations was dependent on the organizations promoting these activities. However, most men took a more positive interest in promoting trade area development. Several pointed out that the farm editor should be a trained agricultural journalist who is intimately acquainted with agricultural and rural problems.

RADIO PLAYS PROMINENT PART

From the standpoint of rural-urban relations, radio is a very powerful tool in promoting understanding. Based on observations in the 15 cities visited, it is apparent that a station's farm



program usually is associated with the trade area development plans of the city. Cities in which the combined radio time of farm programs amounted to 20 or more hours per week also had quite effective rural-urban relations programs.

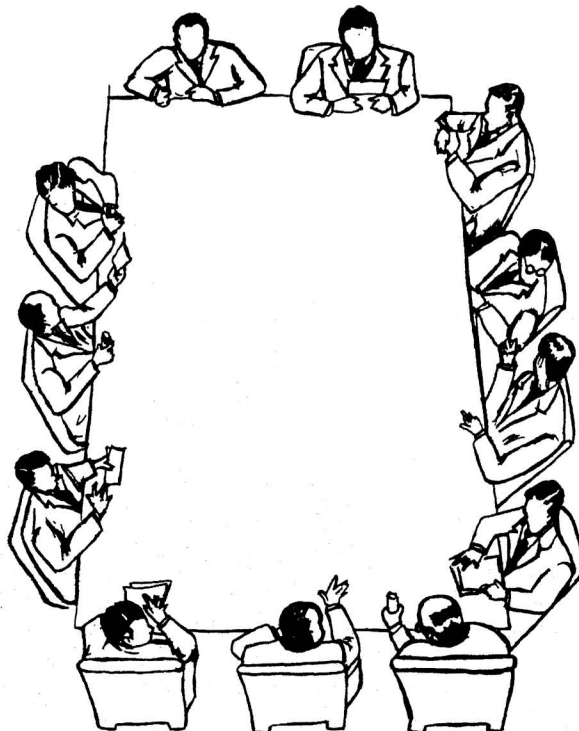
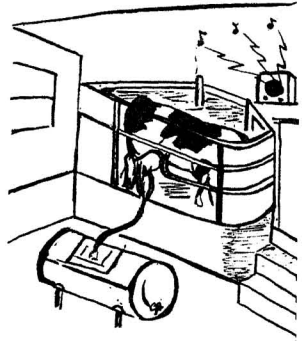
Representatives of Chambers of Commerce, broadcasting stations, and business leaders think that extensive radio farm programming is the result of rather close liaison between all groups working together toward rather well defined objectives. Most farm program directors of radio stations are primarily concerned with reporting news events, markets, and research information. Some suggest that these men should, in addition, serve as "crusaders" for agricultural improvements in the trade area. While this approach may require more skill in program design, its benefits are likely to be much greater than the strictly service type, particularly if directed toward proper goals.

To avoid the danger of misdirected goals, extremely close contact should be maintained with agricultural experiment stations, state extension staffs, agricultural organizations and industry groups as well as the agricultural committees of Chambers of Commerce. When a high degree of coordination between these groups has been attained, the radio farm director can be of great service in promoting desired pro-

grams. In two states, apparently at the initiation of workers in the radio field, agricultural-industry councils have been formed to promote coordination, to stimulate a better understanding between these groups, and to serve in an advisory capacity. This procedure has strengthened support for radio farm directors as well as for rural-urban relations programs.

In several areas, the problem of "rural-urban" relations had been recognized so keenly that radio forums were being presented to discuss controversial subjects dealing with farm policy, conservation, and agricultural prices. Radio programs of this type usually were scheduled for daytime Sunday audiences in an effort to reach both rural and urban listeners.

Differences of opinion existed as to whether or not the radio farm director should be featured as a personalized character of the radio station or network. Policies of stations varied on this point. In many cases, increased farmer audience support had been obtained by frequent visits among farm people to record interviews and to fill speaking engagements. Several stations have sponsored tours for urban residents to farm events, experiment stations, and to certain specialized agricultural areas. These activities no doubt are worthwhile and contribute to a better understanding between rural and urban people.



Current Status of St. Louis Trade Area

The trade area of St. Louis has some of the characteristics of the South, North, East and West. This diversity is particularly evident in crops grown in the region. Cotton is an important crop in the southern part of the area. The northern section extends into the Cornbelt where feed crops and livestock are important. In this connection, St. Louis is an important cash grain and livestock market.

WIDE RANGE OF BUSINESS ACTIVITY

Substantial quantities of lead, zinc, coal, lumber, and other forest products are produced in the St. Louis trade territory. The region is traversed by a well-developed network of railroads and highways. The City has one of the best airports in the United States. River transportation, an important asset in pioneer days, has been developed to the extent that it again is important commercially. Above all, the metropolitan area is noted for the diversity of its manufactures. In 1952 more than 750,000 people were employed in industry and trade. In recent years industry has expanded into the smaller communities. Many towns have a shoe factory or a plant that makes various kinds of hardware or leather goods. Compared to the national average, however, a smaller proportion of the people are engaged in manufacturing than in other parts of the nation. It still is an agricultural region.

SURPLUS IN LABOR SUPPLY

Population characteristics and trends of the trade area varied. Perhaps the greatest single resource of the region is its labor force. Compared with the nation as a whole, the area has a high growth potential in labor supply.

It also has a higher proportion of rural and non-white workers, and a smaller proportion of female workers because of generally larger families, particularly in the rural areas. This situation may be explained in part by the fact that young people leave school at an early age and adult workers retire late in life. The birth rate is high, and conscious effort is needed to keep an increasing number of workers gainfully em-

ployed. Despite a greater than national average birth rate, the population of the area is declining due to migration of people seeking employment elsewhere.

EDUCATION AND INCOME LEVELS LOW

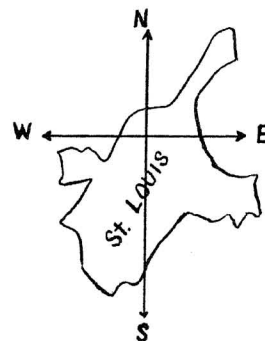
The educational level of people in the St. Louis trade area is lower than the national average. Although the proportion of those with no formal education is smaller than the national average, the percentages of citizens with high school and college training are considerably lower. Probably one reason for this relatively low educational level is that many of the better educated persons leave to accept better employment opportunities in other regions.

Per capita income is a fundamental measure of economic welfare. In the trade area of metropolitan St. Louis the average income per person is below the national average. Several important factors are responsible for this situation. One of the most significant is the fact that agriculture is the principal industry. Returns to farmers are low in comparison to other groups throughout the nation. The situation around St. Louis reflects lower industrial development, and a predominance of agriculture relative to the national average.

ATTITUDES AFFECTING TRADE AREA DEVELOPMENT IN ST. LOUIS AREA

The effectiveness of rural-urban relations programs is dependent to a large extent upon the attitudes and opinions of people in the area. They must understand and accept the program. It must be their plan, if it is to be carried out successfully. The radio, the press, expositions, fairs and other devices are tools for gaining acceptance among the rank and file of the population.

Attitudes of people can be determined by observing their reactions to other people and to the institutions and people that surround them. Contact with people and with institutions results in emotional reactions which are friendly or unfriendly, favorable or unfavorable. Inter-





pretation of these reactions involves consideration of the social and cultural environment in which the people live. Because of this fact, interpretation of the attitudes of people is one of the most difficult tasks in the social sciences.

The purpose of this phase of study, as outlined by the technical committee guiding the work, was to obtain general opinions of rural residents toward some of the business, educational, social and cultural practices of the city of St. Louis. Similarly, opinions were sought from business leaders in the city of St. Louis toward people, institutions and practices in the rural trade area.

Two geographical areas extending from St. Louis 165 miles to the northwest and to the southwest were chosen for this phase of study. Each area represented a 5 percent segment of a circle whose center was the city of St. Louis (figure 2). A total of 374 businessmen and small town leaders and 99 farm leaders were interviewed for the purpose of obtaining opinions of St. Louis as a business, social, educational and cultural center.



Figure 2—Sample areas selected for attitude survey.

In addition, 99 businessmen representing manufacturers and wholesalers in St. Louis were interviewed with respect to their attitudes and opinions of the St. Louis trade area. Those selected for interview were randomly chosen in proportion to the relative importance of particular manufacturing and wholesaling classifications.

In view of limited time and resources, only the opinions of leaders in the local communities

toward St. Louis were obtained. Most of these people were familiar with St. Louis and with problems in their local communities, but none of them had visited St. Louis frequently.

Attitudes Toward St. Louis

Responses to the question: "What do you think of St. Louis?" are given in Table 6. While

TABLE 6 -- REPLIES TO THE QUESTION "WHAT DO YOU THINK OF ST. LOUIS?"

Comments	Small Town Leaders (Percent)	Farm Leaders (Percent)	St. Louis Businessmen (Percent)
No opinion	2.7	2.0	2.0
Good	46.7	52.1	46.5
Satisfactory	22.7	22.4	16.2
Progressive	1.9	1.0	----
Lacks progressiveness	----	----	11.2
Don't like it	10.5	9.2	5.0
Too congested	7.2	4.1	----
Trade Center	4.3	3.1	11.1
Industrial Center	----	----	4.0
Recreational Center	2.9	4.1	----
Miscellaneous	1.1	2.0	4.0

the replies varied considerably it is evident that most of the people had a favorable opinion of the city. Rural people were less critical than were its own businessmen. Combining the comments "good" and "satisfactory" shows that 75 percent of the farm leaders, 69 percent of the small town leaders, and 53 percent of the St. Louis businessmen held these relatively favorable opinions. Slightly more than 11 percent of the St. Louis businessmen felt that St. Louis lacked progressiveness.

Farm leaders looked upon St. Louis as a market place for agricultural products. Nearly 40 percent thought of St. Louis as a livestock market. However, more than 10 percent of the people interviewed felt that the livestock market was becoming less important, and that it was not as satisfactory a place to sell animals as it formerly had been. Farm leaders tended to evaluate St. Louis in terms of the market for the predominant type of products they sold. Since the livestock enterprise is the most important in the area, it was natural that the market for livestock was considered important to most farmers. It is noteworthy that more than 5 percent looked to St. Louis for employment opportunities.

The "trade center" function was considered to be most important. Over 61 percent of the small town leaders and nearly 43 percent of the farm leaders indicated that the trade opportunities offered by the city were its most important

function. This term is rather broad and suggests little specifically except that a place to go shopping and a center where various kinds of supplies can be purchased is considered to be important. Both small town leaders and farm leaders thought St. Louis provided good recreational opportunities, but placed relatively little emphasis on this factor.

Very little emphasis was placed on the cultural, educational and medical services available in St. Louis. None of these items were mentioned by farmers. Only 6 percent of the small town leaders indicated that they were important to the local community. Only in areas near St. Louis did a high proportion of the small town business leaders feel that St. Louis firms were competitive with local merchants. This opinion was stated by less than 1 percent of those interviewed (Table 7).

TABLE 7 -- REPLIES TO THE QUESTION OF "WHAT DO YOU THINK ST. LOUIS MEANS TO YOUR COMMUNITY?" CLASSIFIED ACCORDING TO COMMENTS

Important Relationship	Small Town Leaders (Percent)	Farm Leaders (Percent)
Livestock Market	5.9	39.7
Trade Center	61.5	42.9
Dairy Products Market	1.3	6.1
Little if anything	11.2	3.1
Recreation	10.2	3.1
Cultural Educational Center	2.7	
Medical Center	3.5	
Industrial Center	1.6	
Opportunities for Employment	1.3	5.1
Competitive with Small Town	.8	

An attempt was made to determine specifically the degree of intensity of the various impressions held concerning St. Louis. A scale of general impressions was presented to people interviewed and they were asked to select the statement that corresponded most nearly to their opinions. Again, St. Louis business leaders were the most critical (Table 8). Nearly 75 percent felt that St. Louis "moved slowly" and over 17 percent indicated that there was a resistance to change. Farm leaders were more complimentary while small town leaders were somewhat in between with respect to their impressions concerning St. Louis. This may be due to the reluctance of rural people to be critical of others. It also may reflect a general lack of knowledge on which to base the kind of value judgment requested in this particular question. Nevertheless, there was a general feeling that a high degree of conservatism tended to prevail in St. Louis.

TABLE 8 -- REPLIES CONCERNING IMPRESSIONS OF ST. LOUIS

Impressions	Small Town Leaders	Farm Leaders	St. Louis Business Leaders
Appears to resist change	7.5	2.0	17.2
Moves Slowly in Promoting Improvements	61.0	37.7	74.7
Gives all out support to Progressive Programs	25.4	59.3	6.1
No Comment	6.1	1.0	2.0

Attitudes Toward Support of Expositions

As pointed out previously, many large urban areas place considerable emphasis on activities such as fairs and expositions. In order to find out whether similar activities would be desirable in St. Louis, the people who were interviewed were asked if they were familiar with the American Royal Livestock and Horse Show in Kansas City. All of the farm leaders and nearly 97 percent of the people interviewed in small towns had heard of the American Royal. Nearly 63 percent of the St. Louis business leaders had heard of this activity.

In all three groups there was a very high degree of preference for an exposition of some type for St. Louis. Less than 9 percent of those interviewed in small towns made no reply or failed to indicate a preference as to the type of exposition which they thought should be supported. Those replying indicated a decided preference for a combination of an Agricultural and Industrial show. A major livestock show was considered to be the least desirable activity, but a Junior Livestock Show was favored by the small town and farm leaders. An Industrial and Trade Exposition was considered important among small town and St. Louis business leaders (Table 9).

A high percentage felt that St. Louis should have "something." But more specifically, they seemed to insist that the activity should be educational rather than commercial and that it

TABLE 9 -- REPLIES TO THE QUESTION "WHICH ACTIVITY SHOULD ST. LOUIS SPONSOR AND SUPPORT?"

Type of Activity	Small Town Leaders	Farm Leaders	St. Louis Business Leaders
Major Livestock Show	12.8%	14.3%	6.1%
Industrial and Trade Exposition	26.5	4.1	33.3
Agricultural and Industrial Show	26.2	42.9	42.4
Junior Livestock Show and Exposition	24.6	35.7	6.1
Others	1.3	2.0	1.0
None	1.9	----	1.0
No Reply	6.7	1.0	10.1

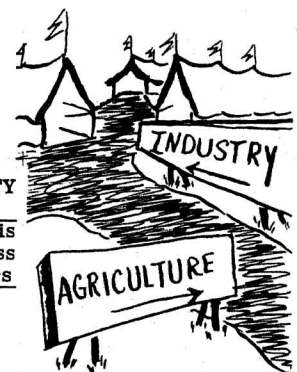
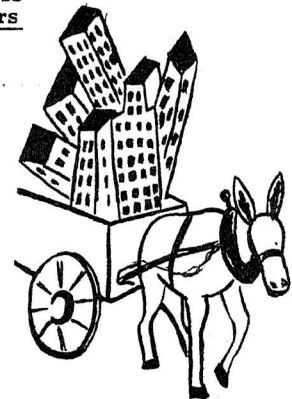


TABLE 10 -- REPLIES TO THE QUESTION "DO YOU THINK THE ST. LOUIS CHAMBER OF COMMERCE OR A BUSINESSMEN'S GROUP SHOULD SPONSOR THE FOLLOWING?"

Type of Program	Small Town Leaders			Farm Leaders			St. Louis Business Leaders		
	Yes	No	No Reply	Yes	No	No Reply	Yes	No	No Reply
1. A retail merchandising school in small towns	33.4	49.8	16.8	*	----	---	77.8	18.3	4.0
2. Visit to small towns for purpose of promoting better understanding	40.4	42.8	16.8	*	----	---	94.0	4.0	2.0
3. Discuss and offer advice on problems of local community development	45.2	37.2	17.6	54.1	45.9	---	74.8	21.2	4.0
4. A program of awards to farmers for achievement in agriculture	*	----	----	89.8	10.2	---	60.6	32.3	7.1
5. A long-run program to improve agriculture in trade area	*	----	----	89.8	10.2	---	71.7	23.2	5.1

*Group was not interviewed on this question.

should be of interest to both rural and urban people. Many of the respondents pointed out the fact that St. Louis is in the center of an agricultural area, yet is also important as an industrial center. Those favoring the Junior Livestock Exposition stressed the importance of encouraging the youth of the trade area to improve agricultural production. Others stressed the need for emphasis on industrial development of the area. A comment made, almost as frequently as St. Louis should "have something" was that it should be "different" from the American Royal at Kansas City. Although all groups pointed out the effect of a major show on business activity would likely be favorable, stress was minor on this point in relation to the comments already mentioned.

Attitudes Toward Trade Area Programs

Several of the 15 cities visited had outstanding area-wide trade programs. The leaders felt that the work was effective. Particular emphasis was placed on activities that would promote economic development throughout the trade area. In an effort to measure the attitude of

people in the St. Louis area toward work of this kind, five possible activities which might be sponsored by St. Louis organizations were presented to individuals interviewed with the request that they indicate their preferences. A more complete list no doubt would have altered the responses. However, observations in other cities would suggest that acceptance and support of various programs depend to a greater extent on methods of promotion than on inherent value of the activity itself. The five programs presented and the distribution of replies are shown in Table 10.

More than one-third of the leaders in small towns favored a retail merchandising school, while nearly 17 percent did not reply. Of those replying negatively, 24 percent stated that the community was too small for such a program to be effective and another 23 percent felt that local merchandising problems were different from those in a city. This type of activity has been offered by metropolitan chambers of commerce in Houston and Minneapolis, particularly in the larger trade centers in the area, with apparently favorable response. Obviously it would be less



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beneficial to the proprietors of a cross-roads store.

Forty percent of the small town leaders favored and 43 percent opposed visits by St. Louis business groups to local communities. Again the smaller communities felt that they would derive little benefit from such visits in relation to the effort involved. While more than one-half of the respondents indicated they felt that this activity would improve trade relations between St. Louis and the small communities, the remainder expressed doubts as to whether or not it would result in improved relations.

Small town leaders apparently held more favorable attitudes toward programs that would lead to local community development. A number of large cities in recent years have established and promoted such programs. Special effort has been made on this type of work in Little Rock and Tulsa. Replies from the very small communities expressed doubt whether such a program would be helpful to them. However, many of those interviewed in the larger communities recognized the need for long range improvement programs and felt that St. Louis could make available qualified personnel to assist in local development work along this line.

Farm leaders were more favorable than were small town leaders toward programs dealing with local community development. This fact has led to insistence by local groups that farm leaders should be represented on local planning committees. In Little Rock this has been done. A similar procedure has been followed in Illinois, Tennessee and Mississippi.

Nearly 90 percent of farm leaders favored both of the activities suggested for agriculture. Their comments stressed the desirability of encouraging farmers to adopt the best known practices. Nearly 40 percent felt that these activities would promote better mutual understanding among farmers for problems of businessmen and among businessmen for agricultural problems. Generally, the comments suggested a strong feeling that such programs would be beneficial to the entire trade area, resulting in increased incomes to both the rural and urban components of the population.

The same five trade area programs which were presented for comment to small town and farm leaders also were presented to the business leaders in St. Louis. The response was favorable. They recognized that measures of this kind

would be useful to both businessmen and farmers. On the other hand, they felt that these groups should request such assistance to insure their cooperation when aid was made available by trade groups in St. Louis. The dominant attitude among these men was that "anything that helps small towns helps St. Louis."

While objectives of the five programs listed in Table 10 were not stated in detail, statements in replies provided a basis for obtaining general attitudes of the people interviewed. In some cases benefits might be realized quickly. For example, retail merchandising schools would likely result in an immediate demand for more goods. In connection with the agricultural work, St. Louis businessmen tended to favor long-run programs. They felt that benefits derived from agricultural programs would likely be greatest if directed toward continuous improvement over a long period of time.

RECOMMENDATIONS FOR ST. LOUIS

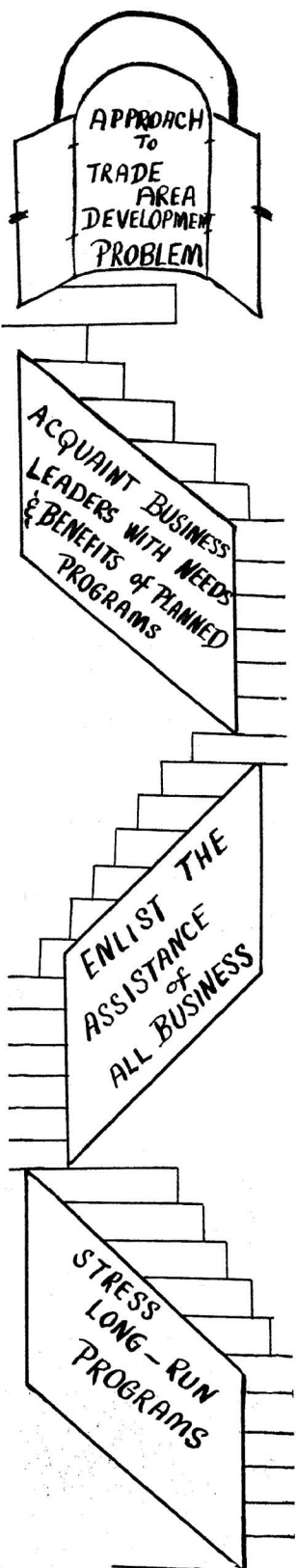
Several of the cities studied had developed extensive programs of trade area development. Comparison indicates that St. Louis has the necessary resources and leadership for the support of a much larger and more extensive program than it now carries. Citizens of the trade territory revealed a desire for programs dealing with improvements in rural-urban relations.

Favorable and unfavorable factors related to trade area expansion around St. Louis can be listed specifically as follows.

Favorable factors:

1. Abundant and diverse resources largely undeveloped or only partially developed.
2. Favorable geographical location with respect to a transportation and communications network that permits easy access to large markets.
3. Opportunities for investment in resource development that will provide increased employment for a growing population and a larger flow of income within the area.
4. With respect to "rural-urban" relations projects, several St. Louis firms are carrying on rather extensive programs. The Chamber of





Commerce has initiated other studies to survey the possibilities of expanding these programs.

Unfavorable factors:

1. While a strong agricultural leadership exists in St. Louis, the development programs of its business and civic organizations have not had the dynamic support that is evident in such activities as the AK-SAR-BEN in Omaha, Nebr., the Plant-to-Prosper in Memphis, Tenn., and the American Royal in Kansas City, Mo.
2. No major fair or exhibition which would tend to integrate the trade area with the city is being supported in St. Louis.
3. Trade-area-wide agricultural programs are neither as well integrated nor as intensely supported in St. Louis as in many other cities.
4. Service clubs and the Farmers Club of St. Louis have not taken an intensive interest in projects of trade area scope.
5. Radio and newspaper support of trade area development programs is weak in comparison with several other cities.

Business and civic leaders in St. Louis apparently need to become acquainted with the possibilities of intensifying the influence of the city in its present trade area and of expanding that influence into new territory that is high in productivity. The benefits, while not always immediately visible, must be emphasized in order to obtain the necessary support for getting the work accomplished. The major problem appears to be one of coordination and teamwork among the leaders in developing a plan of action. A committee to accomplish this task should include civic leaders, outstanding farmers, manufacturers, bankers, processors of farm commodities, people engaged in wholesale and retail trade, physicians and educational leaders.

STEPS TO TAKE

The following steps are suggested as an approach to a solution of the trade area development problem:

1. Acquaint business leaders with the need for and the benefits to be derived from a

well planned program of rural-urban relations.

2. Study and review present programs to determine their suitability and effectiveness.
3. Stress long-run programs which lead to the economic growth of the trade area—many programs become passing fads. An activity frequently is continued long after it has ceased to be effective.
4. Enlist the assistance of all business, civic, and educational organizations not only in St. Louis, but also in the trade area surrounding the city for the support of a comprehensive development program.

PROGRAMS FOR ST. LOUIS AREA

Some of the following activities might be considered:

A. Trade Area Projects in Agriculture.

Present procedures of making awards for outstanding achievement might be continued but with greater participation by business leaders in various phases of the program. The activities for which awards are made may need revision to meet more fully the needs of the St. Louis trade area. Projects of this type are extensive undertakings but can be very rewarding in economic benefits. The cooperation of local Chambers of Commerce, local civic organizations, state organizations and educational institutions throughout the entire trade territory is a prime necessity.

B. Special Projects.

1. Specialized agricultural enterprises in certain areas which are particularly well suited for such development can be promoted in cooperation with local organizations.

2. The rapid growth of part-time farming around industrial centers has created problems which are not adequately met by existing agencies. St. Louis could well afford to promote a program that would lead to the use of specialized enterprises that would add to the incomes of these people.

3. Programs of forestry management and improvement to develop the timber resources of the Ozark region and in Southern Illinois are highly desirable. Benefits from improved management are many. They include a continuous flow of timber for manufacturing plants, erosion control, improved wildlife habitat and greater recreational opportunities for people

who want to spend some of their leisure time out of doors.

4. Activities to improve market outlets, through expansion of production so special facilities can be provided to handle perishable commodities like eggs and fruits and vegetables at low unit costs would increase the incomes of a great many people in the St. Louis area.

5. Projects designed to acquaint rural and urban youth with the relative merits of agricultural and urban employment would be beneficial.

Community Programs: Community improvement and development programs might be sponsored in interested communities of the trade area. Programs designed to stimulate local interest in combinations of industrial and agricultural development adapted to local resources would lead to improved utilization of labor and other resources.

City Programs: A major fair or exhibition educational in scope that would attract both rural and urban people would lead to a better understanding of the interdependence of these two groups. It could also stimulate interest in other activities that would help to promote sound development throughout the entire trade area.

A program designed to acquaint businessmen with agriculture and farmers with business would lead to understanding of the problems of these groups and provide a basis for supporting the entire program of trade area development. Farm tours for business and professional men with farmers acting as guides and trade tours for farmers through industrial plants with business executive explaining the various processes would help to promote this mutual understanding.

A permanent exhibition of trade, industry and agricultural activities and processes has been suggested as an innovation in city sponsored programs. An exhibition of this sort should cover the economic activities of the trade area showing the interdependence of the various segments of the trade area. It should not be a museum but an up to date exhibition of industrial, trade, transportation and agricultural processes. It should be designed to be educational and emphasize the interdependence of the St. Louis trade area and opportunities of further development of the area. Both rural and urban people undoubtedly would be impressed with

the need for understanding and the team work required in well balanced trade area development. An attractive exhibition, may be envisioned to become as well-known as Greenwich Village, Dearborn, and other similar exhibitions.

A continuing program of panel discussions held in the smaller communities of the trade area would contribute to better understanding of problems and aid in their solution. Four or five such meetings held annually and rotated among various cities throughout the trade area would provide an opportunity for top-level businessmen in St. Louis to meet with rural and small town leaders. Mutual understanding and joint efforts in carrying out specific programs in small communities could be developed in these discussions. The cost would be small and opportunities in rural-urban understanding through this approach would be greatly strengthened.

The brief list of projects is not to be considered exhaustive, nor is it intended that they should comprise the program for St. Louis. Decisions as to the type of program to be undertaken and the scope of promotional activities are matters to be decided by business, farm, and civic leaders in St. Louis and the region it serves. Meetings of these people no doubt would lead to a plan of action which would solve many of the major problems outlined in this publication. St. Louis already has a progressive community. It needs only to coordinate the efforts of leaders who appreciate the importance of trade area development in order to get a policy adopted and programs into operation that will accomplish the task. Every businessman must believe in the merits of these programs and must "talk" about the growth of the city in terms of the trade area it serves.

EVALUATION OF PROJECTS

Probably the best criterion that can be used to measure the merits of rural-urban relations projects is the economic results achieved by them, i. e. whether or not they contribute to the economic development of the city and its trade area through the years. Projects designed only for short-run gain are frequently expensive in terms of the benefits.

The projects that will contribute to long-run economic gains are many. While they may be necessary in developing proper attitudes of cooperation between rural and urban groups,



strictly promotional or public relations types of projects are difficult to maintain. Educational and informational projects are likely to show greater returns with respect to the economic development of the area. At the same time, they also have an element of public relations value. Funds expended on this type of activity will likely bring tangible benefits. Efforts to develop sound educational programs for youth probably have the highest potentials.

The support of a major fair or other event which is nationally advertised gives a city a certain amount of prestige, but an activity of this kind should be part of a well balanced program. A combination of this type has the advantage of reaching into the "grass roots" of the trade area. Projects included in the general development program should be designed to obtain maximum participation by all groups. Care should be exercised, however, to keep the activities from becoming so broad or elementary as to kill interest in participation. Nor should they be too restrictive so that only those persons of a particular economic or social level are attracted. To reach all groups the program must be diversified and must include a variety of projects.

A major activity such as a fair or festival should include an element of glamour, tradition, or color. This tends to stimulate both rural and urban interest which helps in obtaining financial support. Pageantry has a place in major events. It promotes unity of effort by getting everybody "in the act". The AK-SAR-BEN program is an illustration of a major group combining glamour and tradition to get wide-spread interest in a well coordinated series of projects. The major activity of a city should be designed to obtain participation of all groups. Other programs that help to achieve the goals implicit in the development policy can be interwoven with the major project. In other words, a more effective over-all program is likely to result from a combination of general and specific enterprises all directed toward achievement of a series of specific goals.

Representatives of all informational agencies should become part of the team in the development and promotion of projects. Metropolitan newspaper editors, radio directors, and editors of trade journals and house organs can, by non-participation, seriously limit the effectiveness of an otherwise excellent program. If active in the work, they can be of inestimable value in promoting it. In some cities, newspapers and

radio farm directors have been prime factors in the leadership and sponsorship of community development projects. Since newspapers and radio stations reflect the activities of the city, an active rural-urban relations program would likely result in and benefit from increased support and coverage by these informational agencies.

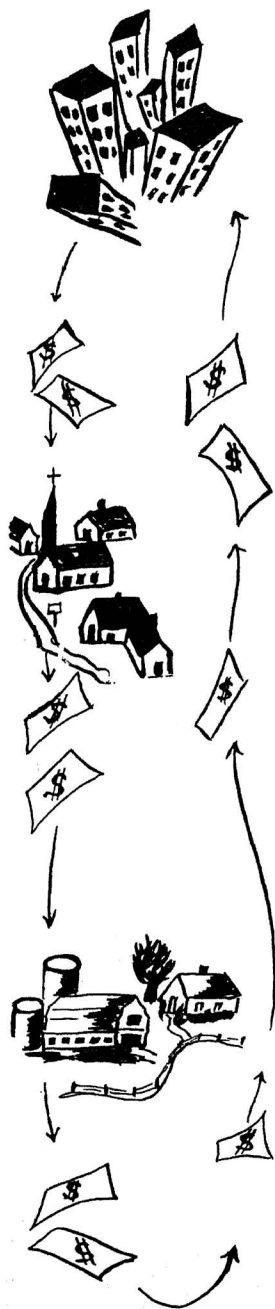
In recent years agricultural advisory councils have helped to coordinate rural-urban relations programs in Nebraska, Oklahoma, and Texas. These councils have served only in an advisory capacity. Other groups have sponsored the work while the councils kept all of the interests in the area working together. These leaders must be informed; they must have faith in the city and in its development. Every field of endeavor must be represented by wide-awake leaders. Each group has a contribution to make and Chambers of Commerce or other similar bodies must coordinate their efforts.

It should be recognized that rural-urban relations projects are not panaceas for all of the problems of a trade area. The world moves; efforts to stop it are futile. Readjustments in agriculture, and in the business and industrial complex of a community are a continuing process. However, effective rural-urban relations programs can give direction to the adjustment processes. An understanding of the problems can make the task easier.

OTHER ECONOMIC CONSIDERATIONS

While visiting the various cities in assembling data for this bulletin, the author was continuously impressed with the importance of physical factors in the growth of a city and the development of its trade territory. Some of these items include the highway network leading into the city, the rail network and the terminal facilities for handling all kinds of goods and services. Bottlenecks in transportation invariably handicap a city. This difficulty cannot be overcome, even with an extensive area development program. Because of this fact, one of the first tasks of a city that wants to grow is to study its transportation system carefully, to see that the means of transport are available, that schedules in and out are convenient to users and that movement of all kinds of cargo into and through the city is unhampered.

Markets for all kinds of goods, produce, fruits, vegetables, grain, livestock, and livestock



products also are important. If the owners and managers of these facilities have not kept pace with modern techniques, the people in the trade area are seriously handicapped. During the interviews, a number of people pointed out some inadequacies in St. Louis transportation and marketing facilities. These aspects of a major city are important to trade area growth. They are fundamental economic factors which will limit the effectiveness of any rural-urban relations program no matter how well planned or vigor-

ously promoted.

A study of these very important economic considerations concerning transportation and market facilities was outside the scope of this research. Nevertheless, it should be recognized that effective trade area programs are tied to efficiently organized services in the major city. Outstanding success with trade area programs can only be attained when the city can also offer economical services for all of the commercial activities essential to the area it serves.

