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Summation Speech



A week ago Monday night I formally opened my campaign for the office of mayor with a radio address in which I pledged my leadership to the all-important problem of governmental reorganization. In each of the succeeding talks I discussed in detail another of the vital problems which demand the most thorough attention of the community. The response to each talk has been most heartening and gratifying. Many of you-- whose interest in the campaign, I know, is entirely one of a desire for good, honest, efficient government, have urged me to repeat my earlier addresses. The short period of the campaign makes repetition of any single address impossible. Tonight, therefore, I would like to summarize the major points of my addresses and to restate the pledges I have made in the course of the campaign.

First, with respect to governmental reorganization:

I am convinced-- as are those of you who have had an opportunity to examine our form of government-- that Minneapolis city government needs overhauling. Sound and constructive reorganization of our administrative machinery would achieve more efficient execution of our laws and would achieve great economy. Now, to bring about the much-needed governmental reorganization, it is absolutely essential that the people of this city must know about their government, must know its strongpoints, must know its weak points. All too often city charter proposals or revisions have not been the product of the thinking and planning of a cross-section of civic opinion, but rather the particular plan of some particular group or organization.

It is sound and proper to assume that Minneapolis government can be reorganized by the intelligent and fair-minded cooperation of all sections of the city. If the people are taken

into the confidence of the planners and reformers, they will be capable of sound judgment.

Any fundamental change in our governmental machinery is not possible, nor is it desirable, unless the average citizen-- the one who must pay the taxes and provide for his family-- understands the overall picture of municipal administration. More piecemeal tampering, more fixing here and repairing there is not a solution to the problem. Such proposals will but confuse the already badly confused.

In my first radio talk, I, therefore, made my first pledge-- and, may I insert parenthetically, a pledge which no other candidate has yet had the courage to make-- I pledged that, if elected mayor, I shall proceed to appoint a committee of qualified citizens charged with the responsibility of investigating, analyzing, and studying our present government. This committee shall also be responsible for the preparation of reports and recommendations based upon their findings. The committee shall consist of representatives of business, of labor, and education. The caliber of the membership shall be of the highest available. With the reports and recommendations of the committee placed in my hands, I shall go before the people of this city and intelligently discuss with them the findings and the recommendations. Likewise all the recommendations and reports of this committee shall be made available to the city charter commission. The analysis and suggested program of such a committee will be a powerful instrument in the molding of public opinion.

My second pledge to the people of Minneapolis was embodied in my address in which I discussed the need for post-war planning.

In pledging my leadership ⁱⁿ ~~to~~ post-war planning, I stated that we

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must realize that the City of Minneapolis cannot isolate itself from the rest of the nation nor can it solve its problems by itself as if it were isolated. But Minneapolis ~~is~~ can and must be alert to the problems that it faces and must not rely upon federal and state governments to take care of all its difficulties. We must have a local pride in our achievements and a local sense of shame in our failures.

You know and I know that we have problems of traffic congestion~~x~~, of over-crowding of population, of slums and blighted areas, of providing space for recreation, of the flight of population to the suburbs, of tax delinquency, of achieving full employment. Some of these confront us now-- others will confront us after the war.

I pointed out that in Minneapolis we have a city planning commission-- a commission which has already done excellent work. But it is essential that we have sharper and more powerful tools for local planning and that the activities of the planning commission be dramatized and made real to the people of our community. On February 17 of this year the planning commission submitted an excellent report, embodying many extremely valuable suggestions for a program of post-war progress. These included the restoration and expansion of private business to provide maximum employment opportunity, the fuller development of our social, recreational, and cultural resources, and a public works program to act as a shock absorber in the post-war transition period.

In order to carry out this work the commission suggested that an organization-- to be called the Post-War Development Council-- be formed to include representatives of civic organizations, technical experts, and representatives of labor

and business. Following his usual do-nothing policy, the present mayor has done nothing to implement these suggestions.

My second pledge, therefore, is that, if elected mayor, I shall acquaint the people of this city with our problems. I shall bring to bear all the power and influence of the mayor's office in the coordination of the programs of the numerous boards and commissions entrusted with civic development, and that one of my first actions as mayor will be the appointment of the Post-War Development Council as outlined by the planning commission.

In my third address I discussed the problem of juvenile delinquency. I pointed out the seriousness of the problem, I told of the experience in England in war-time and the warnings of our sociologists that should have moved our mayor to take action long ago to prevent the development and intensification of the problem. Our private welfare agencies have, most of them, been giving excellent and noble service to the elimination of delinquency among our youth. Yet, they are handicapped by lack of facilities and funds. Many of them have become understaffed because of the manpower shortage. This indicates also that now, more than ever before, the city's government, and especially the mayor's office, must assume the responsibility of providing recreational facilities and supervision for our city's youth.

My third pledge, therefore, was that I would seek to provide leadership for an extensive program attacking the problem. This program will include the following points.

of juvenile delinquency!

paste in points

(1) Appointment of a post-war development council, as recommended by the city planning commission.

(2) The marshaling of the city's credit and financial facilities to encourage private investment and to ensure sound financial expansion.

(3) Extensive programs to make possible new home building and remodeling of old homes.

(4) Promotion of synthetic rubber plants and other industries which will at once provide new employment opportunities and supply a market for surplus agricultural products.

(5) Actively promote a closer understanding between the business and labor interests of the city and with the agricultural interests of the surrounding area so that the city-rural antagonism may be eliminated.

(6) An active program to recapture lost industrial enterprises by seeking new traffic routes and adjustments on freight rates.

(7) Unceasing activity to bring about completion of the upper harbor project and to bring to the city the air routes that will build the future.

(8) Extensive public works program to provide a floor below which post-war employment must not drop.

(9) Co-ordination of the city's vocational facilities to retrain war-workers for peace.

(10) Encourage research which will contribute to the development of Minneapolis industry, such as magnesium processing, the development of lowgrade iron ore, and the manufacture of plastics.

This war has taught us that America is not several communities but that we are one nation, a union of free people. Business and labor must think in terms of not only their own membership but of 130 million people equally convinced of the virtues of democracy. American labor must assume that other members of the society are as eager for a decent standard of living, for security, and for peace as is the union member. American business must recognize its obligation to human welfare. Finally, *Unless*

A WEEK AGO MONDAY NIGHT I FORMALLY OPENED MY CAMPAIGN FOR THE OFFICE OF MAYOR WITH A RADIO ADDRESS IN WHICH I PLEDGED MY LEADERSHIP TO THE ALL-IMPORTANT PROBLEM OF GOVERNMENTAL REORGANIZATION. IN EACH OF THE SUCCEEDING TALKS I DISCUSSED IN DETAIL ANOTHER OF THE VITAL PROBLEMS WHICH DEMAND THE MOST THOROUGH ATTENTION OF THE COMMUNITY. THE RESPONSE TO EACH TALK HAS BEEN MOST HEARTENING AND GRATIFYING. MANY OF YOU -- WHOSE INTEREST IN THE CAMPAIGN, I KNOW IS ENTIRELY ONE OF A DESIRE FOR GOOD, HONEST, EFFICIENT GOVERNMENT, HAVE URGED ME TO REPEAT MY EARLIER ADDRESSES. THE SHORT PERIOD OF THE CAMPAIGN MAKES REPITITION OF ANY SINGLE ADDRESS IMPOSSIBLE. TONIGHT, THEREFORE, I WOULD LIKE TO SUMMARIZE THE MAJOR POINTS OF MY ADDRESSES AND TO RESTATE THE PLEDGES I HAVE MADE IN THE COURSE OF THE CAMPAIGN.

FIRST, WITH RESPECT TO GOVERNMENTAL REORGANIZATION I AM CONVINCED--AS ARE THOSE OF YOU WHO HAVE HAD AN OPPORTUNITY TO EXAMINE OUR FORM OF GOVERNMENT--THAT MINNEAPOLIS CITY GOVERNMENT NEEDS OVERHAULING. SOUND AND CONSTRUCTIVE REORGANIZATION OF OUR ADMINISTRATIVE MACHINERY WOULD ACHIEVE MORE EFFICIENT EXECUTION OF OUR LAWS AND WOULD ACHIEVE GREAT ECONOMY. NOW TO BRING ABOUT THE MUCH-NEEDED GOVERNMENTAL REORGANIZATION, IT IS ABSOLUTELY ESSENTIAL THAT THE PEOPLE OF THIS CITY MUST KNOW ABOUT THEIR GOVERNMENT, MUST KNOW ITS STRONGPOINTS, MUST KNOW ITS WEAK POINTS. ALL TOO OFTEN CITY CHARTER PROPOSALS OR REVISIONS HAVE NOT BEEN THE PRODUCT OF THE THINKING AND PLANNING OF A CROSS-SECTION OF CIVIC OPINION, BUT RATHER THE PARTICULAR PLAN OF SOME PARTICULAR GROUP OR ORGANIZATION.

IT IS SOUND AND PROPER TO ASSUME THAT MINNEAPOLIS GOVERNMENT CAN BE REORGANIZED BY THE INTELLIGENT AND FAIR-MINDED COOPERATION OF ALL SECTIONS OF THE CITY. IF THE PEOPLE ARE TAKEN INTO THE CONFIDENCE OF THE PLANNERS AND REFORMERS, THEY WILL BE CAPABLE OF SOUND JUDGMENT.

ANY FUNDAMENTAL CHANGE IN OUR GOVERNMENTAL MACHINERY IS NOT POSSIBLE, NOR IS IT DESIRABLE, UNLESS THE AVERAGE CITIZEN--THE ONE WHO MUST PAY THE TAXES AND PROVIDE FOR HIS FAMILY--UNDERSTANDS THE OVERALL PICTURE OF MUNICIPAL ADMINISTRATION. MORE PIECEMEAL TAMPERING, MORE FIXING HERE AND REPAIRING THERE IS NOT A SOLUTION TO THE

PROBLEM. SUCH PROPOSALS WILL BUT CONFUSE THE ALREADY BADLY CONFUSED.

IN MY FIRST RADIO TALK, I, THEREFORE, MADE MY FIRST PLEDGE--AND, MAY I INSERT PARENTHETICALLY, A PLEDGE WHICH NO OTHER CANDIDATE HAS YET HAD THE COURAGE TO MAKE--I PLEDGED THAT, IF ELECTED MAYOR I SHALL PROCEED TO APPOINT A COMMITTEE OF QUALIFIED CITIZENS CHARGED WITH THE RESPONSIBILITY OF INVESTIGATING, ANALYZING, AND STUDYING OUR PRESENT GOVERNMENT. THIS COMMITTEE SHALL ALSO BE RESPONSIBLE FOR THE PREPARATION OF REPORTS AND RECOMMENDATIONS BASED UPON THEIR FINDINGS. THE COMMITTEE SHALL CONSIST OF REPRESENTATIVES OF BUSINESS, OF LABOR, AND EDUCATION. THE CALIBER OF THE MEMBERSHIP SHALL BE OF THE HIGHEST AVAILABLE. WITH THE REPORTS AND RECOMMENDATIONS OF THE COMMITTEE PLACED IN MY HANDS, I SHALL GO BEFORE THE PEOPLE OF THIS CITY AND INTELLIGENTLY DISCUSS WITH THEM THE FINDINGS AND THE RECOMMENDATIONS. LIKEWISE ALL THE RECOMMENDATIONS AND REPORTS OF THIS COMMITTEE SHALL BE MADE AVAILABLE TO THE CITY CHARTER COMMISSION. THE ANALYSIS AND SUGGESTED PROGRAM OF SUCH A COMMITTEE WILL BE A POWERFUL INSTRUMENT IN THE MOLDING OF PUBLIC OPINION.

MY SECOND PLEDGE TO THE PEOPLE OF MINNEAPOLIS WAS EMBODIED IN MY ADDRESS IN WHICH I DISCUSSED THE NEED FOR POST-WAR PLANNING. IN PLEDGING MY LEADERSHIP IN POST-WAR PLANNING, I STATED THAT WE MUST REALIZE THAT THE CITY OF MINNEAPOLIS CANNOT ISOLATE ITSELF FROM THE REST OF THE NATION NOR CAN IT SOLVE ITS PROBLEMS BY ITSELF AS IF IT WERE ISOLATED. BUT MINNEAPOLIS CAN AND MUST BE ALERT TO THE PROBLEMS THAT IT FACES AND MUST NOT RELY UPON FEDERAL AND STATE GOVERNMENTS TO TAKE CARE OF ALL ITS DIFFICULTIES. WE MUST HAVE A LOCAL PRIDE IN OUR ACHIEVEMENTS AND A LOCAL SENSE OF SHAME IN OUR FAILURES.

YOU KNOW AND I KNOW THAT WE HAVE PROBLEMS OF TRAFFIC CONGESTION, OF OVERCROWDING OF POPULATION, OF SLUMS AND BLIGHTED AREAS, OF PROVIDING SPACE FOR RECREATION, OF THE FLIGHT OF POPULATION TO THE SUBURBS, OF TAX DELINQUENCY, OF ACHIEVING FULL EMPLOYMENT. SOME OF THESE CONFRONT US NOW--OTHERS WILL CONFRONT US AFTER THE WAR.

I POINTED OUT THAT IN MINNEAPOLIS WE HAVE A CITY PLANNING COMMISSION--A COMMISSION WHICH HAS ALREADY DONE EXCELLENT WORK. BUT IT IS ESSENTIAL THAT WE HAVE SHARPER AND MORE POWERFUL TOOLS FOR LOCAL PLANNING AND THAT THE ACTIVITIES OF THE PLANNING COMMISSION BE DRAMATIZED AND MADE REAL TO THE PEOPLE OF OUR COMMUNITY. ON FEBRUARY 17TH OF THIS YEAR THE PLANNING COMMISSION SUBMITTED AN EXCELLENT REPORT, EMBODYING MANY EXTREMELY VALUABLE SUGGESTIONS FOR A PROGRAM OF POST-WAR PROGRESS. THESE INVLUDED THE RESTORATION AND EXPANSION OF PRIVATE BUSINESS TO PROVIDE MAXIMUM EMPLOYMENT OPPORTUNITY, THE FULLER DEVELOPMENT OF OUR SOCIAL, RECREATIONAL, AND CULTURAL RESOURCES, AND A PUBLIC WORKS PROGRAM TO ACT AS A SHOCK ABSORBER IN THE POST-WAR TRANSITION PERIOD.

IN ORDER TO CARRY OUT THIS WORK THE COMMISSION SUGGESTED THAT AN ORGANIZATION-- TO BE CALLED THE POST-WAR DEVELOPMENT COUNCIL--BE FORMED TO INCLUDE REPRESENTATIVES OF CIVIC ORGANIZATIONS, TECHNICAL EXPERTS, AND REPRESENTATIVES OF LABOR AND BUSINESS. FOLLOWING HIS USUAL DO-NOTHING POLICY, THE PRESENT MAYOR HAS DONE NOTHING TO IMPLEMENT THESE SUGGESTIONS.

MY SECOND PLEDGE, THEREFORE, IS THAT, IF ELECTED MAYOR, I SHALL ACQUAINT THE PEOPLE OF THIS CITY WITH OUR PROBLEMS. I SHALL BRING TO BEAR ALL THE POWER AND INFLUENCE OF THE MAYOR'S OFFICE IN THE COORDINATION OF THE PROGRAMS OF THE NUMEROUS BOARDS AND COMMISSIONS ENTRUSTED WITH CIVIC DEVELOPMENT, AND THAT ONE OF MY FIRST ACTIONS AS MAYOR WILL BE THE APPOINTMENT OF THE POST-WAR DEVELOPMENT COUNCIL AS OUTLINED BY THE PLANNING COMMISSION.

IN MY THIRD ADDRESS I DISCUSSED THE PROBLEM OF JUVENILE DELINQUENCY. I POINTED OUT THE SERIOUSNESS OF THE PROBLEM, I TOLD OF THE EXPERIENCE IN ENGLAND IN WAR-TIME AND THE WARNINGS OF OUR SOCIOLOGISTS THAT SHOULD HAVE MOVED OUR MAYOR TO TAKE ACTION LONG AGO TO PREVENT THE DEVELOPMENT AND INTENSIFICATION OF THE PROBLEM. OUR PRIVATE WELFARE AGENCIES HAVE, MOST OF THEM, BEEN GIVING EXCELLENT AND NOBLE SERVICE TO THE ELIMINATION OF DELINQUENCY AMONG OUR YOUTH. YET, THEY ARE HANDICAPPED BY LACK OF FACILITIES AND FUNDS. MANY OF THEM HAVE BECOME UNDERSTAFFED BECAUSE OF THE MAN-POWER SHORTAGE. THIS INDICATES ALSO THAT NOW, MORE THAN EVER BEFORE, THE CITY'S

GOVERNMENT, AND ESPECIALLY THE MAYOR'S OFFICE, MUST ASSUME THE RESPONSIBILITY OF PROVIDING RECREATIONAL FACILITIES AND SUPERVISION FOR OUR CITY'S YOUTH.

MY THIRD PLEDGE, THEREFORE, WAS THAT I WOULD SEEK TO PROVIDE LEADERSHIP FOR AN EXTENSIVE PROGRAM ATTACKING THE PROBLEM OF JUVENILE DELINQUENCY. THIS PROGRAM WILL INCLUDE THE FOLLOWING POINTS:

(1) WE MUST FIRST STRENGTHEN OUR POLICE FACILITIES THROUGH REASSIGNING POLICE OFFICERS TO JUVENILE PROBLEMS, AND THROUGH SPECIALIZED TRAINING IN THE CHARACTER AND PROBLEMS OF JUVENILE DELINQUENCY. EXPERIENCE IN THIS WAR, AS WELL AS THE LAST, SHOWS THAT CRIMES AMONG PEOPLE OVER 18 TENDS TO DECREASE IN WAR TIME, WHILE THOSE OF YOUNGER PEOPLE TENDS TO INCREASE. THE REASON IS, OF COURSE, THAT MEN AND WOMEN OVER 18 ARE DRAINED OFF EITHER INTO THE ARMED SERVICES OR INTO WAR INDUSTRIES. THIS MEANS THAT A READJUSTMENT OF OUR POLICE PERSONNEL CAN BE MADE WITHOUT DANGER. IF NECESSARY, POLICE PERSONNEL SHOULD BE INCREASED.

(2) THE MAYOR AND POLICE FORCE MUST MAKE A DETERMINED EFFORT TO ENFORCE EXISTING LAWS, SUCH AS THE CURFEW LAWS, THE LAWS AGAINST COMMERCIALIZED VICE, AND THE LAWS WHICH FORBID ADULTS TO CONTRIBUTE TO THE DELINQUENCY OF A MINOR. THESE LAWS HAVE AS THEIR PURPOSE THE PREVENTION OF CRIME AMONG YOUNG PEOPLE. UNLESS THEY ARE ENFORCED, HOWEVER, THEY ARE MERE SCRAPS OF PAPER.

(3) EXISTING SOCIAL AGENCIES MUST BE RE-ENFORCED, AND SOCIAL WELFARE ACTIVITIES AND SERVICES FOR YOUTH MUST BE EXPANDED. OUR GOVERNMENT MUST AID OUR WELFARE AGENCIES TO CARRY ON AND EXPAND THE SCOPE OF THEIR EXCELLENT WORK.

(4) WE MUST OPEN SCHOOL FACILITIES AFTER SCHOOL HOURS, SO THAT OUR SCHOOLS MAY SERVE THE ADDITIONAL PURPOSE OF SUPERVISED RECREATION. CITY GOVERNMENT MUST PROVIDE SUPERVISION, TOO, FOR PLAYGROUNDS, BOYS CLUBS, AND SETTLEMENT HOUSES.

(5) A SPECIAL ATTEMPT MUST BE MADE TO ESTABLISH SUPERVISED FACILITIES, SUCH AS DAY NURSERIES AND SOCIAL CENTERS FOR CHILDREN OF PARENTS ENGAGED IN WAR WORK. THIS IS NECESSARY NOT ONLY TO CURB DELINQUENCY AMONG THESE YOUNG PEOPLE, BUT TO EASE THE MINDS OF PARENTS WHO, FOR REASONS OF WAR WORK, CANNOT CARRY ON THEIR NORMAL SUPERVISORY FUNCTIONS IN THE HOME.

(6) WE MUST ENCOURAGE CHURCH GROUPS TO OPEN THEIR RECREATIONAL FACILITIES TO YOUNG PEOPLE. MANY CHURCH ORGANIZATIONS HAVE BEEN DOING THIS FOR SOME TIME, AND WITH NOTABLE SUCCESS.

(7) FINALLY, THE MAYOR'S OFFICE MUST COORDINATE THE WORK OF THE VARIOUS AGENCIES WHICH ARE CONCERNED WITH OVERCOMING JUVENILE DELINQUENCY. SUCH COORDINATION IS NECESSARY IN ORDER THAT THE AREAS OF DANGER BE DETERMINED AND ELIMINATED.

IN MY LAST PREVIOUS ADDRESS I ANALYZED THE OVERALL OBJECTIVE OF BUILDING MINNEAPOLIS INTO "THE CITY OF THE FUTURE." HAVING ALREADY MENTIONED THE RELATIONSHIP OF MINNEAPOLIS TO OUR STATE, OUR NATION, AND TO OUR WORLD, IN THIS ADDRESS I WENT ON TO SAY: WITHIN THE LAST YEAR, WE HAVE ALL BEGUN TO SENSE THE IMPORTANCE OF OUR CITY AS A GREAT TRANSPORTATION AND TRAFFIC CENTER IN THE NEW WORLD THAT HAS BEEN SO UNIFIED BY MODERN TECHNOLOGY AND INVENTION. IT WOULD NOT BE WRONG TO SAY THAT MINNEAPOLIS HAS A FUTURE IN THE FIELD OF WORLD COMMERCE THAT WILL COMMAND THE RESPECT AND ENVY OF ALL CITIES.

WE, IN TRUTH, ARE TO BECOME THE GREAT INLAND PORT FOR AIR TRANSPORTATION. WITHOUT A DOUBT, WE CAN MAKE WHAT IS NOW A DREAM AND A PLAN INTO A REALITY. OUR STRATEGIC POSITION GEOGRAPHICALLY PLACES UPON OUR CIVIC LEADERS AND PUBLIC OFFICIALS A RESPONSIBILITY FOR WORLD UNDERSTANDING AND IMAGINATIVE LEADERSHIP. WE MUST BE PREPARED TO MOVE ON TO NEW FIELDS OF COMMERCIAL EXPANSION--TO EXPLORE ALL POSSIBILITIES OF GROWTH.

TO REALIZE THE FULFILLMENT OF OUR DESTINY AS A GREAT CITY IN A GREAT NATION, I OUTLINED A TEN POINT PROGRAM, WHICH CONSTITUTES MY FOURTH PLEDGE. THE POINTS IN THIS PROGRAM ARE:

(1) APPOINTMENT OF A POST-WAR DEVELOPMENT COUNCIL, AS RECOMMENDED BY THE CITY PLANNING COMMISSION.

(2) THE MARSHALING OF THE CITY'S CREDIT AND FINANCIAL FACILITIES TO ENCOURAGE PRIVATE INVESTMENT AND TO ENSURE SOUND FINANCIAL EXPANSION.

(3) EXTENSIVE PROGRAMS TO MAKE POSSIBLE NEW HOME BUILDING AND REMODELING OF OLD ~~WIKENY~~ HOMES.

(4) PROMOTION OF SYNTHETIC RUBBER PLANTS AND OTHER INDUSTRIES WHICH WILL AT ONCE PROVIDE NEW EMPLOYMENT OPPORTUNITIES AND SUPPLY A MARKET FOR SURPLUS AGRICULTURAL PRODUCTS.

(5) ACTIVELY PROMOTE A CLOSED UNDERSTANDING BETWEEN THE BUSINESS AND LABOR INTERESTS OF THE CITY AND WITH THE AGRICULTURAL INTERESTS OF THE SURROUNDING AREA SO THAT THE CITY-RURAL ANTAGONISM MAY BE ELIMINATED.

(6) AN ACTIVE PROGRAM TO RECAPTURE LOST INDUSTRIAL ENTERPRISES BY SEEKING NEW TRAFFIC ROUTES AND ADJUSTMENTS ON FREIGHT RATES.

(7) UNCEASING ACTIVITY TO BRING ABOUT COMPLETION OF THE UPPER HARBOR PROJECT AND TO BRING TO THE CITY THE AIR ROUTES THAT WILL BUILD THE FUTURE.

(8) EXTENSIVE PUBLIC WORKS PROGRAM TO PROVIDE A FLOOR BELOW WHICH POST-WAR EMPLOYMENT MUST NOT DROP.

(9) COORDINATION OF THE CITY'S VOCATIONAL FACILITIES TO RETRAIN WAR WORKERS FOR PEACE.

(10) ENCOURAGE RESEARCH WHICH WILL CONTRIBUTE TO THE DEVELOPMENT OF MINNEAPOLIS INDUSTRY, SUCH AS MAGNESIUM PROCESSING, THE DEVELOPMENT OF LOW-GRADE IRON ORE, AND THE MANUFACTURE OF PLASTICS.

LADIES AND GENTLEMEN, I HAVE GIVEN YOU A PROGRAM; A PROGRAM BASED UPON THE NEED OF VIGOROUS LEADERSHIP. I HAVE POINTED OUT TO YOU IN MY ADDRESS OF LAST NIGHT, THAT THE MAYOR'S OFFICE CAN EXERT SUCH LEADERSHIP, CAN AND SHOULD BE THE VOICE OF THE PEOPLE FOR A GREATER MINNEAPOLIS.



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