

Mayor Humphrey, Minneapolis

. . . League of Minnesota Municipalities and its conference and convention. I've looked forward to this noon luncheon because I knew I'd see many, many of my old friends and besides that, you know, it's always nice to get out of town. They say that all men are alike when they're away from home, and that's true. I was out at Bar Harbor last night. I know that's very true.

I've been very much impressed with the proceedings of this convention. I was looking over with what we say a very definite view in mind of trying to find out just exactly what the attitudes of the League was toward some of the great questions of the day, so I scanned over the program and I noticed that there was something that was distinctly absent and that was in none of these sessions did we either an invocation or a benediction. Now I think that tells something about this great organization. No clergy. I want you to know though that we're going to do something religious before we get through here. I talked this over with Mr. Ludwig and he said, "What should we do, Hubert?" I said, "Well, I'll tell you, what about a little prayer?" "No," he said, "I don't feel up to that." "Tell you what we'll do," I said, "as long as we have to do something religious let's take up a collection." That will come a little bit later as you can well imagine. I was talking to a friend of mine in the ministry the other day and he told me about the time he went to pray for the city council. He went up to the city council (of course, this wasn't in Minneapolis. I want you to know that. It was over in St. Paul.) and as he got ready to pray and as he was giving his prayer, he was telling this story to one of his friends, he said, "You know, I went there to pray for the council, but when I looked over the members, I prayed for the people." I'm sure that's not true in the state of Minnesota. It must have been a story that came from the souther part of the Nation.

You've had many, many talks already and Mr. Ludwig has been very generous with me. He wrote me a letter about this address and said, "Mayor, we want you to participate in this luncheon program. As we know you are the very epitome of brevity (apparently he's never heard me speak before), we'd like to have you take anywhere from 10 to 15 minutes." Now, isn't that wonderful? Can you imagine a mayor only taking 10 to 15 minutes? There isn't a mayor in the country that doesn't talk an hour, so just settle back and forget the afternoon conference because we're going to make this a good session. At least it's going to be a good long one.

You know, I heard a story about long speeches. There was a local minister of ours (Since we didn't have any invocation, I have to bring this in.) in Minneapolis who was giving a sermon and he decided since he was going to have a building program (of course, they can't find the materials, but everybody is building. It's a funny thing.) and this minister in wanting to get a message across to his congregation that was noncontroversial, he decided that rather to get into the social philosophy of the New Testament/a great deal, he thought he'd stick to the old fundamentals and the old fundamentalist religion, so he decided he'd talk about the Old Testament prophets. As he wound up and started to talk about these Old Testament prophets, he began with Amos and talked 30 minutes on Amos. Then he went on to Hosea, and he talked about 40 minutes on Hosea, he then moved up to Mica for about 25 minutes on Mica, and as he moved along finally he raised his voice and said, "Now, we shall talk about the prophet Jeremiah." When he finished with Jeremiah, he said, "Now, where shall we place Isaiah?" Some fellow in the back end of the church jumped up and said, "Well, Reverend, he can have my seat because I'm leaving right now." Don't any of you people do that to me today. All of those who have heard me speak have already left the room. The rest of you have got to go through the same punishment. 'Cause my talk is on

cooperation today. I need yours. This talk on cooperation reminds me, too, of a little anecdote I once heard about the fellow who had been out pretty late one night, and he had been taking on just a little bit of that special fire water and as he came home about 6:00 one morning he had to get out and do the morning's chores. Gee, he went out to the barn there, grabbed the milk bucket and man, it was really tough. He didn't feel much like milking that cow. This cow was a very intelligent cow. It was a talking cow. Just as this farmer drew up his stool to start milking the cow, the ole cow looked down and said, "Say, boss, you sure do look tired." The farmer said, "Oh, I really am, I'm all in." "Well," said the cow, "you've been a good boss and a good farmer, I'll tell you what you do. You just grab ahold and I'll jump up and down." All you people need to do here today is grab ahold and I'll do all the jumping up and down and you just relax while I get on with my speech.

I've been very much impressed with these new techniques we have of polling public opinion. Every time we want to find out anything, particularly if you're running for office, of course, which nobody in this room has ever done, but when these people who do aspire to these political positions, they want to be sure every once in awhile that they're on the right band wagon. They want to be sure that that which they talk about 95% of the people are for. That's why you hear so many political speeches about war bonds, motherhood, and the Red Cross. Those are not controversial issues any longer. Anyway this particular fellow that I wanted to talk to you about that was concerned about these controversial issues, hadn't been very much enlightened about some of the new things in life and he didn't know too much about these polls of public opinion, but as I said before, we've got to have something religious here, and he was the preacher in the local church. He had read about the public opinion poll, so one morning he thought he'd take a poll of his congregation. He said, "Now all of you in the congregation, all you brethern

that want to go to heaven, you please stand." Everyone stood, except the Executive Secretary of the League of Municipalities. He didn't stand. And finally the minister looked down at him and said to himself, "I'll fix that fellow." He said to the congregation, "Will you all be seated please?" The congregation sat down and finally he said, "All those who want to go to hell please stand." And right away the executive secretary who had been sound asleep jumped up as though he'd been shot out of a gun. The Reverend looked at him and said, "Young man, do you know what you're standing for?" "No, I don't, Reverend," he said, "but you and I seem to be the only two that are for it."

I'm convinced that I can say something here today that will get as much unanimity of support as that public opinion poll in one of the churches of our communities. I want to go on with that because there many items that we need to talk about. I can think of a lot of good stories and I want to tell you one I heard because there are a lot of the wives up here and one of the wives of one of these fine mayors was talking to me just the other evening and she said, "Mr. Humphrey, you know, I've got a model husband." I said, "No foolin'?" I knew him, I didn't know whether she did or not. She said, "Yes, I have." I said, "Well, maybe (I figured there must be some catch in it.) what do you mean by a model husband?" "Why," she said, "Mr. Humphrey, a model husband is a man that stands by his wife through all of her troubles that she wouldn't have been in if she hadn't married him." Now, there is undoubtedly a great deal of truth in that and that particularly applies to wives of people who are public officials, because public officials surely are away from home a great deal and I think the real champions and those that are really worthy of a note of deserving praise are those that are their companions through all of these perilous days and all of this public service. Public service today is a task that requires a great deal of our time and a great deal of our energy.

Now my topic is one of municipal cooperation or inter-municipal cooperation, or as Mr. Ludwig said, "Hubert, why don't you talk just a little bit about the relationships between the city and the rural sections, or the large city and the smaller community, or even the village of Hibbing, as was brought to our attention this morning." I decided that would be a good topic and I shall try to adhere to it.

~~First of all I want to bring this note to you.~~ ^(the world) ~~we've~~ ^(international) ~~learned a great deal about our relationships, country to country,~~ ^(during) ~~the basic necessity of cooperation between peoples. And the world learned,~~ ^(since) ~~state to state, and person to person. I think, as a people in this state~~ ^{the world discovered} ~~and as public officials we have learned the fallacy, in fact, I think we've~~ ^{the world learned} ~~learned of~~ ^{and even} ~~the downright immorality of isolationism and all that it means.~~ ^{implies}

~~Most of us have come to the opinion now that our frontiers are everywhere~~ ^(now) ~~in this world. I think~~ ^{Wendell Willkie,} ~~Most of us would concur with that which Mr. Willkie~~ ^{that} ~~once stated that this is "one world," and this is our world, and we're a part~~ ^(no longer) ~~of it and there isn't any way we can isolate ourselves from any of the dis-~~ ^{that we are} ~~turbances or any of the causes that affect relationships in this great~~ ^{do} ~~universe or world of ours. If this is one world, and that I'm sure we will~~ ^{between nations.} ~~agree to, then apparently we, as Americans, understand that in this union~~ ^{And, further,} ~~of ours in the United States that we have "one great nation" and that there~~ ^{its successful functioning depends upon effective cooperation} ~~are many relationships that exist in this great system of government of ours~~ ^{among} ~~among between states and among all levels of our government --~~ ^{and those could be adequately termed the federal, the state, and the local} ~~and those could be adequately termed the federal, the state, and the local~~ ^{governmental relationships, speaking now strictly in terms of political} ~~governmental relationships, speaking now strictly in terms of political~~ ^{this spirit is embodied in that simple, yet so profound, motto of our motto} ~~structure. We have learned as by our slogan, "One for many." One great,~~ ^{action, "E pluribus unum."} ~~people, one great nation from 48 states that are composed of hundreds and~~ ^{48 states within which exist hundreds and} ~~thousands of little independent jurisdictions of government. As a matter~~ ^{small interdependent} ~~of fact this structure of government which we have in America is unique.~~

~~There is nothing in the world quite like it. It is a typically American~~ ^{Vests broad powers,} ~~invention. It is one that somehow or another deposits great responsibility~~ ^{allows for a great deal} ~~and authority in the central government and yet preserves a great deal of~~ ^{of individual freedom, at the same time reserves for the} ~~of individual freedom, at the same time reserves for the~~

state authority in certain important fields of endeavor and
guarantees the rights and freedoms of the individual. ^{Mayor Humphrey} They

~~for individual~~
individuality as the person, a reasonable amount of authority, a certain
domain of endeavor, or an area of responsibility for state governments ^{is}
that in turn ~~breaks~~ ^{broken} down to its local level. I think it is one of the
~~towns, and school districts. It is a complicated system,~~
most difficult systems of government to explain and yet it is one that has
lasted through trial and experience. It ~~is one that~~ has proven itself.

~~One hears today on every hand talk of new forms of government, of~~
You know, I'd like to hear these people come along and they always have new
~~ideas, (I like new ideas, too.) but I like to hear these people come along~~
~~streamlined, efficient, centralized governments, of~~

~~and tell us about these new forms of government that they've figured out,~~
~~these new ideologies,~~ ^{some of which pose as democratic but which would concentrate}
^{power exclusively at the top.} May I drive this point home to those of us who

represent democracy? Here is democracy today. Democracy is not nearly
as evident in the halls of Congress or in the State Legislature as it is
in municipal government, because municipal government is close to the people;
it belongs to the people. Municipal government is a mirror of the community
of which we are a part. If our government is bad, it is because the people,
through their apathy and ~~their~~ indifference, permit it to be ~~so~~ ^{bad}. If our
government is dynamic, it is because there is an alert and intelligent
citizenry, ~~and one that is a driving power for community good.~~ If our
government ~~is one that~~ has a perspective, ^{and vision, and if can} one that sees into the future and

~~has profited from the mistakes of the past, it is because the citizenry that~~
^{selected} ~~has chosen~~ that government that has made that government responsible for
^{perfect the machinery that serves their community.}
~~local authority is a citizenry that has, likewise, had perspective. Has been~~

~~able to see that things of today have some application tomorrow and we've~~
~~been able to chart a course, a plan course of where we want to go. I think~~
~~it's been very well stated by one of our great leaders in this country, Mr.~~

^{Recently, of outstanding industrialists,}
Paul Hoffman, president of the Studebaker Corp. and the ^{former chairman} recent president
or head of the Committee for Economic Development, ^{recently made this} when Mr. Hoffman

^{cleverly paraphrased an old political slogan when he said,}
stated "As Main Street goes, so goes the Nation." As ~~our~~ Main Street goes,
as these ~~little~~ towns, and these villages, and these cities ~~expand and these~~

cities of the first, second, and third class, as they go so goes ^{our} this nation. As we ~~hear~~ ^{hear} discussions of how to achieve 60 million jobs and I've heard many a speech on how to provide 60 million jobs. In fact, I've ~~even read a dollar book on how to provide that many jobs.~~ ^{we ~~are~~ ^{are} to develop} ~~even read a dollar book on how to provide that many jobs.~~ ^{we are to develop} ~~I've heard other~~ ^{we are to establish decent educational opportunities,} ~~people talk about how to provide 55 million jobs.~~ ^{we are to achieve and maintain a prosperous} ~~I want to say this, that~~ ^{we are to progress as a governmental system and as an economy,} ~~while it's important that there be a continuous flow of a program from the~~ ^{we must our programs for realizing these goals must begin} ~~top to the bottom, while there'll not be any contradictions between local,~~ ^{it's going to start in our town.} ~~state, and federal government. It's imperative that we have a basic~~ ^{That's where we start,} ~~philosophy of government and a basic program. The important thing that you~~ ^{Not in Washington,} ~~and I need to remember is this, that~~ ^{but in} ~~if there is going to be full employment,~~ ^{our} ~~in this country, if there's going to be adequate standards of health in this~~ ^{little} ~~country, if there's going to be good education in this America of ours, if we~~ ^{municipal governments are the laboratories of great experimentation} ~~we're going to be able to progress as a governmental system and as an economy,~~ ^{in the finer processes of government that go to a state, a national, and} ~~it's going to start in our town. That's where we start,~~ ^{the means and methods both which we may build lasting peace, yet} ~~Not in Washington,~~ ^{finally an international level. I for one sincerely believe that there is} ~~not in St. Paul, and the State Capitol, but it starts in our own town. These~~ ^{we know there is} ^{if it is not universally} ~~little municipal governments are the laboratories of great experimentation~~ ^{no hope for world peace unless we have that desire on a local level. I} ^{felt and expressed on a local level both here & throughout the world. I} ~~in the finer processes of government that go to a state, a national, and~~ ^{don't care how much machinery you prepare, I don't care how many laws we are} ~~the means and methods both which we may build lasting peace, yet~~ ^{may pass, I don't care how finely organized the United Nations, may be, that} ~~finally an international level. I for one sincerely believe that there is~~ ^{peace} ~~no hope for world peace unless we have that desire on a local level. I~~ ^{if there isn't a sincere will and a desire, if there isn't a clear understand-} ~~felt and expressed on a local level both here & throughout the world. I~~ ^{ing of our responsibilities as a people in our own village and our own hamlet,} ~~don't care how much machinery you prepare, I don't care how many laws we are~~ ^{communities. Should the United Nations fail,} ~~may pass, I don't care how finely organized the United Nations, may be, that~~ ^{the United Nations will be a failure and it will not be a failure because of} ~~if there isn't a sincere will and a desire, if there isn't a clear understand- ^{its super structure, it will not be a failure because of a foreign minister,} ~~ing of our responsibilities as a people in our own village and our own hamlet,~~ ^{it will not be a failure because of lack of force or authority or power, it} ~~the United Nations will be a failure and it will not be a failure because of~~ ^{will be a failure because the people got} ~~its super structure, it will not be a failure because of a foreign minister,~~ ^{live.} ~~it will not be a failure because of lack of force or authority or power, it~~~~

When we hear these criticisms I think you and I need to remember

~~that after all, we're a part of this great team that makes up this govern-~~
~~mental system. If O.F.A. is a failure, it fails in our town and we can make~~
~~it work in our town if we want to. If all of these things that we've heard~~
~~Mr. Ousley talk about and a very splendid address of the problems that face~~
~~municipalities and what's being done in Washington about them, all that may~~
~~be done in Washington will be of little consequence unless right down here~~
~~in the state, of Minnesota in each and every one of our counties and each and~~
~~every one of our villages were able to comprehend what's being done and able~~
~~to put the breath of life into that act or that enactment in the legislative~~
~~policy and make it work where it needs to work. I think we can say that the~~
~~state of Minnesota is its people, that's what's in this state of Minnesota.~~
~~I hear an awful lot of talk about state administration, some are for it, some~~
~~against it. We're not choosing up sides here today. I hear people who go~~
~~and say the state debt has been reduced or the state debt has been increased,~~
~~and yet all the time that we continuously talk about the state we more or less~~
~~forget that the state is made up of hundreds of little cities, and villages,~~
~~and townships, and towns, and separate governmental jurisdictions. That's~~
~~the heart of the state. The state of Minnesota isn't some bubble, it isn't~~
~~some myth, the state of Minnesota is the people of this state and these people~~
~~are not organized all in the State Capitol, these people belong to little~~
~~governments, little communities, little organizations on the township level,~~
~~they center around schools and school boards, they center around village~~
~~councils and village and municipal and city officials. We are the people of~~
~~this state and no one can give a valid judgment of the administration in the~~
~~state of Minnesota as pertains to its government without somehow or another~~
~~analyzing what we're doing as municipal officials on a local level. I don't~~
~~care who you may have for governor, I don't care how beautiful the legislature,~~
~~may look and how well it may operate unless somehow or another we have the~~
~~driving force, and the integrity, along with the courage which we sometimes lack~~
~~give meaning to the policies and plans of our state.~~

to formulate policy, to carry it out, and to dream up a few new dreams and to plan a little bit for tomorrow, ^{for} our state as a total picture as a totality will never be the kind of a community that it could be if we but set our minds to making it live again and to live a new and a better life.

The state of Minnesota ^{means something special} has a peculiar relationship to all of us here. ^{As municipal officials we} We're the servants of the state government. Municipalities are corporate structures and some of them are unincorporated, most of us are municipal officials that are circumscribed by law, by legal limits. ^{Our power to tax is established by our powers to tax, to} ~~Our power to tax is circumscribed by legal limitation set in state statute, our authority, our general police power, our power over health and welfare, most of these are circumscribed by the statutory enactments of our state.~~ ^{over taxation are established by state statute. This means our} I bring this

to your attention because never let it be ever said to those of us who are interest in government must go beyond our local position. municipal officials that all we need to do is just watch out for ourselves.

^{must know about and be interested in} We have to have a keen interest, not only in each others problems, ^{and in} but we have to have a keen interest in that final problem or that final system of

government above us on a state level known as the state government, because ^{what we do as municipalities is dependent, despite home rule,} that government tells us what we can do and what we can't do in the main,

despite home rule preferences, despite home rule provisions in our charters and in our Constitution. The state of Minnesota is the municipalities, and

^{It is of the utmost importance,} the municipalities make up the state of Minnesota and it is therefore imperative that we inform our legislators, ^{and our needs and objectives and} that we demonstrate our desire to join in a common effort administrators of the strict peculiar relationship that exists between the to solve our statewide problems. ^{As municipalities whose existence} father, if you please, on the one hand, the state government, and the sons is ^{is determined by the state,} we are like sons and daughters in and daughters that are the villages and cities and towns of the state of a family where the ^{parents are} the state is the parent. We should Minnesota. This is one family and in this family of ours there is parental impress upon the state the necessity of its assuming a greater direction. A parental direction that we cannot in any way evade and because ^{measure of}

of that parental direction and power and authority there is likewise some parental responsibility. Local government needs to be strong. ~~I am a believer~~

It comprises the basic pillars upon which democracy is built. If it is strong and succeeds, the heartstone of democracy. It is the very fabric of self-government. democracy likewise is strong and succeeds.

If local government is to be strong, (there are some of us who go around ^{Many of us for some time have} complained and complain about the encroachment of federal government upon local powers, upon state and the federal government upon state and local powers there are some that complain about the encroachment of state government upon and also of the state's encroachment upon the domains previously local authorities.) Let's just analyze that and see what it amounts to. left to local authorities. If we stop to analyze why this has happened, we may find a key to our difficulty. We know the case of McCulloch v. Maryland. One of the early supreme court cases of this country. May I likewise say that the inability to tax, the inability to raise to tax is the power to destroy. It should likewise be stated, revenue is in itself the very essence of destruction of responsible local government, and it is imperative that if local government is to be a functioning unit, if local government is to be responsive to the needs of its people, if local government is to be self-reliant, as our theorists tell us we should be, if local government is to assume the responsibility for local direction, if we are somehow or another to preserve ^{our federal} this system of ours of federal, state, and local relationships without having the local government destroyed. If we are going to have that kind of a relationship of government and if this local system of government of ours is to assume its responsibilities, it is imperative, and there is no way of escaping it, that ^{local governments be given} it must have the means ^{with which} the physical the financial means to master and to meet the problems that are ^{and solve} coming upon it in ever increasing number day by day. I think ^{of problems they are being called on to face.} it's time we ^{before the truth is} told our story. I said a while ago that I think we lack in courage, and I'm going to repeat it again. ^{what we need to do is courageously write on} There are enough people in this room today, that, if we had a unanimity of opinion, if we could arrive at a common program, ^{based upon a recognition} if we could agree on some common denominators, if we could recognize that we are all of the same family, we all have the same problems, some in greater degree and intensity, but we all have the ^{nonetheless} same problems, if all of us would unite together today and ^{we should} pledge ourselves to a simple program that

^{of} ~~had just~~ a very few points that ^{can} ~~could~~ be dramatized, and ~~could be~~ brought home to ~~the~~ public attention. ^{we should tell} ~~I can tell~~ the state of Minnesota, right now, and I can tell the state legislature ^{and} ~~or~~ the governor ~~or anybody else~~ that the things that the ^{needs of the} ~~municipalities~~ need, the towns and villages and cities of this state could not in any way be denied us because the greatest force of ^{force today is} ~~political strength~~ the state of Minnesota, ^{the force of the hundreds} ~~knows is not in its political party~~ of Minnesota municipalities. But we must ~~it is in the municipal official if he's willing to~~ stand up and fight for what ^{we} ~~he~~ knows to be right. ~~I think~~ ^{we} we've all been too much concerned about re-election. Why should one want to be re-elected to a governmental structure that is fast fading out ^{because its} ~~in its financial responsibilities or in its ability~~ to ^{cope with} ~~meet~~ a local situation? ^{How much greater is the service by} ~~It is much better, it seems to me, to stand out~~ ^{an official who states courageously and forthrightly -- come} ~~forthright for the period of time that has been given you by the people and~~ ^{reelection or defeat -- what the community needs and who is willing} ~~to lead, and to educate, and to dramatize, and to bring these things to the~~ ^{in order} ~~attention of a public that wants to know so that positive action can take~~ ^{the public} ~~place. I know of know realm of government where there is quite so much~~ ^{No level} ~~secrecy as there is on a local level.~~ ^{Government. When} ~~people today what they think about~~ ^{they think immediately} ~~when they think about government, They're thinking about what's going on~~ ^{is tremendously} ~~in Washington, I grant you that's important, it's tremendously important.~~ ^{or they} ~~Or they're thinking about the iron ore tax or they're thinking about some state~~ ^{is} ~~issue that's being dramatized like state aid to schools over in the state~~ ^{But how few citizens take a close interest in} ~~legislature. How many of our people that we know as personal friends really~~ ^{is done} ~~know what we do in the city hall? I'll tell you why they don't know what we~~ ^{the truth is that,} ~~do in the city hall, because day after day, the city hall is being pushed into~~ ^{the background} ~~a position of insignificance because of its inability to have the tools and~~ ^{its resources are inadequate for} ~~the means to do a dramatic job and a responsible job. We are being forced~~ ^{the} ~~citizens have looked to the state and federal governments~~ ^{it should be doing. Consequently, the} ~~into a position of mediocrity because we do not have the means to be able~~ ^{for solutions to these problems. The municipalities meanwhile are} ~~to grapple with the great and the pressing questions of today. I think what~~ ^{being forced into a position of mediocrity. It is our responsibility} ~~we've got to do is ask for those means. I fear governmental centralization. I~~ ^{and must upon} ^{obtaining}

~~make no bones about it.~~ I fear what ^{the} this disease is that's known as ~~bureaucracy~~ ^{But I know that the safeguard against these} and I ~~make no bones about that.~~ ^{The only answer to it is not} ~~speeches against centralization,~~ ^{or, bureaucracy, nor is it} ~~not speeches against bureaucrats,~~ ^{getting for} ~~not nasty~~
~~little stories about these~~ Washington officials, that's easy, anybody can do
~~that,~~ ^{safeguard lies in making} ~~the answer to it is to make local government responsive by~~ ^{enable it to} ~~going out~~
~~and fighting for the means to do the job that you and I know has to be done.~~
~~There isn't any group of people that can better know what the problems of~~ ^{the} ~~their own community are than the people that are in that community, and the~~ ^{who know best}
~~farther that you are removed from that community, the farther you are away is~~ ^{one is}
~~from the appreciation of the intricacy and the complexity of that problem.~~ ^{an} ~~A most important experiment is now taking place,~~ ^{and understanding of those}
~~I think that the state of Minnesota has a wonderful experiment going~~ ^{A most important experiment is now taking place,}
~~on down in Mankato where there is being a survey~~ ^{is being made of the many} ~~relationships existing among the~~ ^{governments. One phase of}
~~the survey is an analysis of the total community budget to determine what~~ ^{the survey is an analysis of the total community budget to determine what}
~~services are being provided and by whom and under what conditions. This~~ ^{services are being provided and by whom and under what conditions. This}
~~has the courage, ladies and gentlemen, sooner or later to go on out and~~ ^{suggests another aspect to the relations between government jurisdiction,}
~~forthrightly state that we do not believe in duplication of services. We're~~ ^{that is the matter of duplication and overlapping among services.}
~~going to have to have the courage to go on out and forthrightly find out~~
~~what this community of ours needs wherever that community may be in terms~~
~~of services.~~ ^{must} ~~Sooner or later we~~ ^{must} ~~the political courage~~ ^{to develop and fight for the}
~~the administrative integrity to fight for and to analyze and construct the~~
~~kind of a fiscal program the kind of administrative program where there is~~ ^{clearly delineates the} ~~a clear delineation of functions between local, state and federal~~ ^{which integrates all of them by tying them}
~~where there is the cooperation and the integration that ties these things~~ ^{one coordinated system.}
~~together in a great team. I say to you that the nation depends upon us and~~
~~I say to you that when I say "us" and I say "we, the people" I mean every~~
~~municipality in this state of Minnesota. Is there anyone in this room that~~
~~thinks the federal government can take care of the health of our community~~
~~without the municipality? Is there anyone in the room that thinks the state~~

~~government can or is taking care of the health of Minnesota without the~~
~~municipality~~ ^(in the municipalities) We are the shock troops of democracy, ~~the~~ the front-line
fighters, ~~of a democratic government~~. We are out there on the street corner
taking care of the people's business. ~~Others may devise~~ ~~that other people are conceiving~~
~~master mind policy~~ ^(and) ² when they are generating new ideas, ~~and new formulas~~ ^{but it falls to us}
new plans, we are the people that are told, "Now you ^{to} take these ^{plans} and
put them into action." We ought, therefore, to be ~~at~~ constantly
working together, exchanging ideas, and joining in a common program,
to be a disagreement between us. I know that some big city people that come
to the smaller communities talk in terms of "You people out in the small
towns don't have any problems." Listen, I was born and raised in a small
town and I'm proud of it. I'm glad I had the opportunity to spend 26 years
of my life as a young man and a boy in a very, very small town, because I
did find out something about people and I also found out something about their
problems on a local level. Just as I said this morning in a few brief remarks
to the mayors that were assembled in their conference, ~~that every problem~~ ^{For example,}
we have ^{of} ^(that exists) public health in Minneapolis, ^{also is present} you have ~~out~~ in your community. Every
problem you have in juvenile delinquency, we have. ^{In Minneapolis the problem} ~~Maybe it's intensified~~
~~a few more times or a hundred times~~ ^{may be intensified many} ~~but we have more resources, more~~ ^{it is essentially the same}
~~means to control it.~~ ^{problems.} We must always remember ^{we have}
set of problems, that we are ~~intensely speaking~~ ^{linked together} ~~brothers.~~ We are brothers
in ^{one} ^{system} great ~~game~~ of administration and ~~municipal government~~ ^{one} ^{is} that we've
got to somehow or another recognize that what is good for ~~us~~ ^{one} is good for all.
~~There isn't any way that we~~ ^{must not} ~~can~~ separate ourselves into little counties
and ^{rival} ~~little~~ sections of the state like the northern section or the southern
section and get by any longer. ^{relationship.} We should seek instead an ever closer working
together, being tied together more closely by
every hour of the day. This nation depends upon us for the health of the
country, it depends upon local government for the police and fire protection,
the safety, it depends upon us for the schools, it depends upon us for planning

~~If much is said these days about planning~~

~~We hear a great deal about planning these days. Where is the planning going on? I'll tell you where planning is going on -- post-war planning. It's going on in your town and in my town. In your city government and my city government. It's going on in the business offices of your business men and in the business offices of the Minneapolis, St. Paul, and Duluth business men. It's going on in the trade organization, the unions of your city and of my city. That's where the real planning is going on. May I say that there is a gap in this planning structure today. Not nearly enough is being done on a state or national level because of the integration of this economy of ours, but when you get right down to it the grass roots, the work, the digging that is necessary to build a strong society is going on in our locality and the reason it isn't stronger and the reason we're not able to master it better is because of the inadequacy of the tools, as I've said before, with which we have to work.~~

~~There is another pressing problem that should have our attention. This is the need to examine our local governmental structure, and we ought to do that together. We ought not to do that just with the idea in mind of getting the jump on somebody. It seems to me that now we've arrived at a time when we recognize the integration of our economy, when we know, for example, that any great labor dispute can tie up the whole country, do you need any other great demonstration of the integration of our economy, when we know, for example, that what one policy may be in government on a national level the effects of it can be felt all the way down to a local level, that tells us something of the integrations of the economy. I happen to be mayor of the largest city in this state. It's a pleasureable job despite its difficulties and its responsibilities. I believe, first of all, that municipal officials need a code of ethics just as definitely as the medical profession needs it.~~

courageously

We should have the courage to speak out for metropolitan areas and jurisdictions, ~~I see, for example, in my own neighborhood, Minneapolis jurisdictions, there's Minneapolis and St. Paul, there are~~ which, for example, would embrace all the various subdivisions the suburbs of North St. Paul and South St. Paul and West St. Paul, there are clustered about the Twin Cities. ~~the suburbs of Minneapolis with its fine little communities out around it, such fine cities as St. Louis Park, Edina, Richfield, Columbia Heights, Anoka and all the areas -- Osseo and Fridley -- many of these communities all centering into one great metropolitan area.~~ ^{Is not} ~~Now, isn't it ridiculous~~ ^{and another} ~~yourself honestly today, isn't it utterly ridiculous to have a different health code, for Columbia Heights than we have for Minneapolis? Do you think that diptheria respect political lines or governmental jurisdictions? Do you think that the public of unsanitary conditions and disease are going to respect whether you have a strong mayor or a commission or a city manager plan or a city manager plan? It becomes ever more apparent that this state of Minnesota needs a new public health code, it becomes ever more apparent that this state of Minnesota through its municipalities needs to encourage the formulation of metropolitan districts, for public health protection, just as we did in the fields of sanitation and aviation. the sanitary district and we have been able to do for the airports commission. Likewise, I can see no way that you can intelligent plan for great street and highways and arterial traffic streets without a metropolitan planning planning requires action on a metropolitan basis. ^{here are} ~~in Minneapolis and St. Paul 1,000,000 people within 25 miles of the court house. Think of it. Fifty per cent of the population of the state within 25 miles of the court house of Minneapolis or St. Paul and yet there are not one, but there are at least 15 or 20 separate planning commissions planning their own way, planning in their own little bailiwick, planning the way they want to, without coming together on a master plan for the great metropolitan area. I don't say that that should be a plan which would dwarf your own individuality, not at all.~~~~

overall planning *enable*
~~As a matter of fact, in such a program you would be able to make your per-~~
~~sonality of your own city and your city~~ preferences stand out, but at the
 same time there would be the type of integration and coordination which I
 believe to be so essential. I think also, we've got to have the courage
 sooner or later to talk in terms of consolidation of governments.

I don't suppose this is politically wise either, I'm sure some of my
 political mentors and teachers will tell me "You never should have said it."
 But I'm going to say it anyhow. I think it's about time we started examining
 our municipal and county structures for duplication of services. I think
 it's about time that where we have a metropolitan area like Hennepin County
 and Minneapolis that we start thinking in terms, not necessarily of abolition,
 of county government or municipal government, but we centralize, however, and
 coordinate and consolidate some of these services of government which well
 could be, for example, the board of public welfare in Minneapolis and the
 public welfare bureau of Hennepin County. Why do we need both? Why do we
 need two separate sets of administrators? Why do we need two separate case
 workers? Two separate systems of files? Two ~~sets~~ separate policies? All
 the same people, all travelling the same streets, all eating the same food,
 all part of the same area, and all citizens of the same state. I think it's
 our task as municipal and local government officials to think on these things.
 Not only think about them, but after we've thought for awhile to force action.
 Cooperation, however, is only possible when men of good will meet ⁱⁿ ~~in~~ respect
 and in understanding. Cooperation is not possible merely through unity.
 Unity can be forced, cooperation must spring from the heart and understanding
 intelligence of people. Cooperation between the cities of this state is only
 possible when each and every one of us know about the other person and his
 problems. May I say that cooperation can be made possible and is being made
 possible by the League of Minnesota Municipalities. I want to pay my respects
 to this organization, and I also want to pay tribute today to Mr. Ludwig

and his staff for the wonderful work they've been doing for the city of Minneapolis and I want to apologize for the paltry contribution of my community to the League of Municipalities because the city of Minneapolis already has received much more service than it has paid for in terms of its dues or its fees. I think its time that big cities, and I think now I speak for the three largest metropolitan areas of this state, that it's time that we recognize that the majority of the communities of this state are smaller communities and those of us that believe in majority rule and those of us who believe that we need to be able to work together and learn how to cooperate we're going to have to recognize that we, the big three, so to speak, can't always have our way. Just as the Big Three in the United Nations cannot drive forward without respect of the little fellow, so the Big Three cities of this state need to remember that we cannot just lay down a policy and then condemn other people if it isn't accepted. I happen to believe that men and women are understanding and they're fair minded. If we can give them our story, if we can show where it's to the advantage of the people of this great state of Minnesota to have the kind of municipal government, the kind of financial policy, the revenues that are needed in the great metropolitan areas as well as in the smaller communities, then we are going to be able to sell our story and to ~~tell our~~ ^{story} ~~last~~ to an understanding people. I think our weakness has been that we are poor teachers. We may have been good politicians, but we've been poor teachers. We somehow or another have not given the leadership that people today are wanting. People today will act, they will formulate policy, they will do that which they are requested to do when they sincerely believe that the request was given in good faith and with substantial data to support it.

I want to thank you very, very much now for the opportunity of addressing you. I know that we're going to enjoy these next two days. I've looked forward so long to being able to be up here with all of my friends around the

state of Minnesota. I want to fortify the remarks of our good friend, Justice Thomas Gallagher when he requested you all to come to Minneapolis for the Minneapolis Aquatennial. I couldn't help but as I talked to you about that cow story, I think I should tell the mayors that the milking contest is out this year. It's bad enough, you know, to be mayor of Minneapolis without having to be in a milking contest when you've never milked a cow. I insisted that this year there be no more humiliation of our municipal officials. We, however, will give you a good time. We'll look forward to your visit to our fine city and we'll look forward again to a visit to Brainerd. This is a beautiful countryside, this whole state of ours is lovely at this time of the year. I want to personally extend my thanks to the committee that has taken care of all the arrangements of our stay here in Brainerd and I want to also let them know that we in other parts of the state are very, very proud of this section, this vacation land, and we're extremely, and may I say, justifiably proud of the fine caliber of the people that we meet here in Brainerd and vicinity.



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