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REMARKS  
OF  
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∟ In the year 2000, we will be a nation of 275 million people.  
Then, over 80 percent of our people will live in cities.

∟ To meet these needs --- less than 30 years from now ---  
we must have an additional 12 million acres of urban land.

- for housing and commerce,
- for hospitals and churches,
- for recreation and industry,
- for schools and courthouses.

h We can no longer afford a non-policy of casual random expansion.

To meet the needs of the year 2000, we must set our sights on the targets of tomorrow:

- to develop the necessary power resources,
- to establish where the new population centers will be,
- to determine where we will build new roads, and airports, bus and rail terminals, and
- to find out how our ailing health care system should be repaired and augmented.

↳ What must we do to purify our streams and rivers and to triple the available water supply to meet the 1,000 billion gallon daily requirement of the year 2000?

*What must we do to provide an adequate and readily available supply of electrical power?*

Education, alienation, social justice, ordered economic growth are but ~~still~~ <sup>some</sup> more of the problems that will confront us as we stretch to meet the future.

↳ There can be no finite list of needs. However, one thing is clear --- none of these challenges will be met if we delay *or fail* to plan ahead.

and <sup>of these</sup> None ~~of~~ the problems ~~that~~ will go away if ignored.

*the factors,* We must consider and discuss systematically what we want for this country.

L The future is what planning is about.



L Making intelligent choices about policies to obtain constructive change has become increasingly complex. Each course of action is more far-reaching, more intricate and intertwined with other actions as our technology has proliferated.

*Therefore,* We must seek to make government at once more rational and more responsive --- more democratic *and more effective*

People can be effective only when they become aware of what the issues are; what the questions turn on; where the "pressure points" are; and what competing interests must be balanced to effect particular policies.

↳ The political rhetoric of recent months has, I am afraid, contributed to a climate which prevents the careful consideration of our problems and the directions in which we want to move. Over the past two years, our vision of domestic problems and progress has been fogged by an administration that speaks loudly and <sup>but</sup> carries no stick at all.

- ↳ Aid to education --- cut.
- ↳ The fight against poverty --- cut.
- ↳ Medical research --- cut.

~~We have an administration that talks about bringing us together --- while its every action drives us apart. We are sadly lacking in perspective.~~

*Congress needs reorganization and updating.*

Congress needs a staff on national goals and priorities --- a joint committee on national goals and priorities. We can't just leave it to the executive branch. Congress itself needs a broader view of what must be done.

↳ A joint congressional committee evaluating the President's budget in light of national social goals and evaluating the work of Congress toward those goals will provide us with the yardstick we are all looking for but don't have.

↳ Let's take a look at the commitments that we have made.

We talk about the blessings of health; we talk about a decent home; we commit ourselves to a clean environment; and full employment, and the best education.

↳ In 1949, in the Housing Act, Congress declared that "the general welfare and security of the Nation . . . require(s) . . . a decent home and a suitable living environment for every American family".

↳ The Employment Act of 1946 declares it to be the responsibility of the federal government . . . to foster and promote . . . useful employment opportunities, including self-employment, for those able, willing, and seeking to work . . . "

↳ The Nation's responsibilities in education articulated in the Education Act of 1965 are ". . . to provide financial assistance . . . to local educational agencies . . . (for) meeting the special educational needs of educationally deprived children."

↳ Perhaps the most eloquent statement of national purpose in any congressional enactment is contained in the recent National Environmental Policy Act. That Act declares:

"The Congress, recognizing the profound impact of man's activity on the interrelations of all components of the natural environment, . . . it is the continuing policy of the federal government . . . to create and maintain conditions under which man and nature can exist in productive harmony, and fulfill the social, economic, and other requirements of present and future generations of Americans."

↳ Similarly, we have rhetorically stated our belief in the goals of improving the quality of urban life, removing the mounting dangers of air pollution, enhancing the quality and value of our water resources, and eliminating "the paradox of poverty in the midst of plenty in this Nation".

↳ Too often, these declarations have been mere "puffing". A President articulates one policy and then implements another or fails to do anything.

↳ The Congress states its goals in high sounding language and then appropriates inadequate funds with but limited regard for priorities or the severity of the problem. And, unfortunately too frequently, without any informed notion of its relationship to our other problems.

↳ ~~These would be the very functions of the joint committee I propose.~~ The product of both the Congress and the President would be measured against our stated national purpose.

↳ Other standards and values must be measured. We have an expressed standard of equal rights and equal opportunity for all Americans. Have those goals been met? We know they have not --- but how do we measure the gap between achievement and ideals.

↳ Traditionally, the executive branch has supplied the broad view. Today, there is no view from the mountain top --- no national view.

↳ The executive has been the place to collect information, to weigh choices, to identify and articulate our goals and priorities.

Every administration in recent history has recognized this organizational advantage, setting up commissions and panels to state our goals. The most recent has been the President's National Goals Research Staff. But the product of their labors has gone for nought for this administration has refused to exercise leadership. We are neither soothed or stimulated. We are ranked and pidgeon-holed.

There is no inspiration and still less vision.

*But* Government has the moral duty to provide a clear picture of its view of the public interest --- a duty of moral leadership.

This has not been done.

The Silent Majority cannot endure <sup>*Passive*</sup> ~~silent~~ government.

~~Mute Americans cannot be led by mute Americans.~~

There is more to running the government of the United States than keeping the books *or reshuffling the agencies.*

We need the rational selection of goals.

*and* We need rational implementation. (Actions must be staged to reach goals. Federal, private and local government activities must be coordinated. New laws must be coordinated with existing law. Congress continues to create additional planning grants in different agencies and departments ( These grants are diverse and sometimes incompatible. ( Congress has refused to consider genuine coordination. As a result, manpower and monetary shortages are increased.

( Funding for coordinated planning is completely inadequate. In 1969, \$252 million dollars was made available for the 36 standard physical planning programs of the federal government. <sup>yet,</sup> Coordination of local agency planning under the Model Cities Act was not funded at all.

( Through a Joint Committee on National Goals <sup>+ promote</sup> Congress could have the necessary broad view of the nation and its problems.

*Evaluate Performance as Against Promise*

( The joint committee would receive testimony from the federal agencies but also could tap the private community. Special advisory

bodies, business and labor leaders, educators and students can be invited to the committee witness table.

↳ The Congressional focus --- in an open process --- will make the joint committee all the more valuable. In the Office of Budget and Management at the White House level decisions are made in a closed environment --- isolated and remote.

↳ The federal budget planning process must be opened. We need hearings out in the country so that governors and mayors are brought into budget planning before the federal budget is locked up.

↳ Furthermore, at the executive level of government, in the Office of the President, we need a national advisory commission for planning and development embracing all levels of government and including private enterprise.

↳ Much of what I have been ~~saying~~ saying --- the need for setting goals and priorities, for taking a broad, comprehensive view --- can be clarified by reference to the city. <sup>But,</sup> We have to redefine what we mean by city. It is no longer an island of people and structures surrounded by a vast plain.

↳ Today, metropolitan areas consist of a series of contiguous social and physical combines covering vast geographical regions. A myriad of complex

complex of facilities must be not merely provided but orchestrated  
--- schools, homes, hospitals, transportation, offices, libraries,  
theatres --- in the right proportion.

~~Academics and~~ urbanologists are sometimes critical of the  
broad definition of "urban area" including communities of 2,500 people.  
Too small, they say --- no comparison to New York and Chicago. But  
this criticism misses the point --- the future of America is inextricably  
bound to the destiny of its small villages --- and their larger neighbors.

Public policy in this country must include an opportunity for the  
good life in rural America --- in the smaller cities. This necessitates  
more than just thinking about hospitals and highways and business  
institutions and schools. It means an economic program for America  
in which the producers of our food and fiber share equitably in the  
progress and prosperity of the nation.

Environmental pollution must be considered in even broader  
perspective --- local, state, national, and international. Atomic fall-  
out led to the Nuclear Test Ban Treaty --- but today the industrial smog  
of Birmingham falls on the pure lakes of Sweden. Air pollution is world-  
wide. Our atmosphere is like a river circling the earth.

↳ The vastness of America can no longer absorb environmental filth.

↳ Yes, it will take money to solve these problems, to achieve these goals.

↳ The estimate for an effective public transportation service in most American cities is an investment of \$20-30 billion dollars.

↳ It is estimated that cleaning up our water to only tolerable levels will take \$10 billion.

↳ It is estimated that building sufficient municipal waste treatment plants requires \$2 billion.

*Economy* ↳ Controlling major sources of industrial and municipal air pollution in 100 metropolitan areas is estimated at \$2.6 billion --- all of this requires a strong, expanding economy if we are to pay the bill --- and a growing economy requires coordination of monetary, fiscal, and national incomes policy --- in other words, planning and priorities.

↳ But as much as we need funds, we also need reorganization at all levels of government.

The joint committee that I have proposed is a start toward rational policy at the national level. To do the job right would take an expert technical staff, access to computers, and the Planning, Programming and Budgeting mode of problem analysis.

∟ At other levels in our federal system, changes must also be made. ∟ States and localities must consider their taxing policies, land ownership policies, the organization of agencies and departments. In most states, for example, transportation planning is a separate entity at both state and metropolitan levels.

∟ Although transportation and land use are intimately related, government has tried to deal with them separately. ∟ This fosters duplication, conflict in goals, and wasteful expenditure of public monies.

This must be done if we are to direct these programs to the solution of related problems, to provide effective mutual support for broad national, state, and local goals.

and We need new government to meet the challenge of a new century.  
 ↳ We must encourage the creation and strengthening of metropolitan-wide authorities. We must encourage the further development of councils of governments. These councils are a way to preserve local autonomy where that is appropriate on one hand, and to maximize the use of common facilities and services on the other.

↳ Our state government should create a new department for Community Development. This new department should be the equivalent at the state level of the federal Department of Housing and Urban Development.

↳ Our colleges and universities should be encouraged to undertake a broad research program on the social and economic needs of our urban and rural communities for community and economic development, the proper use of land as well as zoning, building codes and all social services.

↳ As our Space and Defense programs are reduced, we should mobilize the intellectual, technical and scientific resources that are released and put them to work on the problems of pollution, mass transit, housing, urban planning, health care and education.

↳ At the state level, the Department of Community Development should be strengthened by the creation of a broadly representative advisory committee on urban and community development selected from

local governments, business, labor, academia, and finance. An  
active state government must be the driving force for progress. - *The New*

### Federalism -

*and purpose*

Another institution to further coordination of governmental and  
 private action in solving pressing national problems is the National

~~Domestic~~  
Urban Development Bank.

### *Domestic Development*

The ~~Metro~~ Bank --- as I call it --- would provide an alternative  
 source of low-interest credit for communities. It would sell federally  
guaranteed bonds on the national investment market, lending funds to  
local governments at subsidized rates of interest --- below the rates of  
the bonds.

↳ Local governments would not have to pay more to borrow from the  
 Bank --- indeed with the federal guarantee they should pay less.

↳ The increase in funds available to local governments is primary.  
 But an important corollary of the ~~metro~~ proposal is the expert staff  
 to provide planning as well as information interchange and coordination  
among the various levels of our federal system.

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In sum, what I propose is a seven point program for future planning.

1. The establishment of a joint congressional committee on national goals and priorities.
2. The creation in state government of a new department for community development.
3. The establishment of a domestic development bank to provide the necessary financial resources for the promotion of rural and urban development.
4. The creation of a national advisory commission on the executive level for planning and development, embracing all levels of government and private enterprise.
5. The immediate implementation of a national council of social advisors to assist the president in the fulfillment of national social goals.
6. The creation of a governmental-wide information data bank to provide us with the needed continuous flow of information and statistics pertinent to both economic and social development.
7. And the decentralization of the formulation of our national budget through regional and local federal budget hearings.

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*Michael  
by government  
writing  
Kavanaugh  
under review*

What I propose is a partnership between private enterprise and government --- the absolute necessity that government and industry pull together. There are a number of public functions today that can be contracted out to the private sector. We ought to be innovative in finding the best way to get it done. Government need not --- government cannot do it all.

Using old and new tools, refining them, we can set priority goals.

To begin with, we must plan. Yes, we can plan a better America.

We can build a better America.

I know the faith is there.

I know the strength is there.

If we work together.

If we trust each other we can meet the challenge of tomorrow.

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