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REMARKS PREPARED FOR DELIVERY BY U.S. SECRETARY OF TRANSPORTATION NEIL GOLDSCHMIDT, TO THE NATIONAL LEAGUE OF CITIES, LAS VEGAS, NEVADA, NOVEMBER 26, 1979.

I believe that there is a special kinship among mayors and city officials -- a bond of fellowship born of shared experience and a shared vision of the cities of America.

It is the cities of America that have stood for hope for our people.

It is to the cities that they have come, looking for freedom, for work, for a home and a neighborhood, for safety and opportunity and a sense of belonging and, more than anything else, for increased choice and diversity.

These have been the values of our cities; and this is what we've fought for--and what those who came before us fought for--over the past 30 years.

At times, that battle has seemed bleak.

At times, it has seemed that the only national policy toward our cities was one of waste and neglect.

At times, it has seemed that the combination of federal subsidies in transportation programs, housing programs, and sewer and water programs would suck the life out of our cities and leave them empty places, haunted by despair.

But now at last we see the 30 year long struggle to reclaim our birthright nearing victory.

Across the country, the trumpet of urban revival is sounding: In White Plains, New York and Santa Monica, California. In Tulsa, Oklahoma and Kansas City, Missouri. In Charleston, West Virginia and Columbus, Ohio. In cities small and large, young and old there is a re-emerging sense of the possible.

And while the cities are different in size and location and history, the experience is the same: the same long-standing urban values of people and diversity and opportunity are finding new expressions and offering new hope.

We have seen the long night of the throw-away city pass like a shadow and now cities across America are stepping out into the bright sunshine of urban conservation. Revitalization, reinvestment and renaissance are ushering our cities into a new decade.

But this turn-around in the fortunes of our cities has not occurred by accident, nor has it happened by itself.

In all of our celebration, let us not forget what it was like for cities before Jimmy Carter.

We sent to Washington looking for help...and got impoundments.

We went to Washington pleading for aid... and we were told, "Drop dead."

We went to Washington looking for a partner...and we found the door to the White House was closed and locked.

For the past three years we've had a friend in the White House — the best friend the cities of this country have ever had. Now, where cities are concerned, the times have changed—and Moon Landrieu and I are here to testify to that.

There is much talk of leadership these days, and more to come in the days ahead; but not very much talk trying to define what we mean by leadership.

Let me offer to you a definition that was written over two centuries ago:

A leader is best
when people barely know he exists.
Not so good
when people obey and acclaim him.
Worse when they despise him.
But of a good leader
who talks little
when his work is done
his aim fulfilled
they will say:
"We did it ourselves."

Such is the leadership of Jimmy Carter. For as mayors, we have seen in the success of our cities enough credit to claim a share for ourselves. But I believe that history will well regard this man's deeds.

I believe that when the history of the rebirth of America's cities is written, chapter one will start and end with Jimmy Carter. For he has given us what we never had before -- an urban charter. Secretary Landrieu's announcement today continues the logic of that charter with the Administration follow-up in the form of hard effort and hard product.

For the other key to the urban revival of the past few years and the growth that lies ahead is the vital role played by the cities in shaping this nation's economy -- now and in the 80s. This we reaffirm in our meeting here today: that the cities of this country stand as an irreplaceable foundation for America's cultural, political and economic future.

Yours are the factories and marketplaces, warehouses, distribution centers, and harbors of America.

Yours are the places of a thousand beginnings and a thousand endings every day for people seeking decency and humanity in both.

Yours are the places of hard choices in lean times.

Yours are the nurturing homes for the passionate discipline of the arts, for freedom through learning for millions, and incubators for innovation in our economy.

For the template of our cities is fashioning a new economic order for this country. An economy for the 80s that is leaner, tougher, more productive, less wasteful, hungrier for world markets than that of the decade past. It is an economy trimmed of the fat of unnecessary federal regulation and freed from the shackles of dependence on expensive and unreliable foreign oil.

If we are to squeeze waste and inefficiency out of the economy, it is the efficiency of cities that will help to do it.

If we are to conserve energy, it is the energy efficiency of cities that will make it possible.

If we are to discover advanced methods of productivity and open new doors of technology, it is the cities that will be the working laboratories.

For just as the common denominator of cities is efficiency, so the common enemy of us all is waste. It is waste that adds inflationary fat to the economy. And it is this Administration's firm resolve to cut that waste out -- out of energy use, out of needless regulation and out of pointless delay in decision-making.

Right now, our waste of energy threatens to undermine the strength of our economy at home and the strength of our presence in the world. Just as Iran is holding American citizens hostage, so is OPEC holding our economy hostage -- to the tune of \$70 billion a year and hundreds of thousands of skilled Americans out of work. And the sad fact is that we waste nearly half of the oil we pay so dearly to import.

We simply cannot let this continue.

We simply cannot continue to pay this tribute to the nations of OPEC.

We can and must unleash this nation's vast capacity to produce new domestic energy.

We can and must begin immediately the practice of energy conservation -- the most cost-effective investment in a new energy source that we can make.

President Carter's energy program points the way to energy security in the 80s. Recognizing the inherent energy efficiency of cities, this program offers you the tools to strengthen your communities' ability to withstand any future energy problem. Now, while we still have some time.

Nowhere is this clearer than in the \$16.5 billion identified for use in transportation. This is money that can eliminate waste and conserve energy -- through improved transit, expanded ridesharing, and more efficient auto-use. But it can also reinforce urban redevelopment, assure future mobility, and generate new jobs.

This is a program that will help you get your job done. But first we need your help to get our job done.

Today there is a very real possibility that we will miss out on the chance to spend up to \$1 billion of that money during 1980 -- when it is most needed. Unless Congress acts to provide us with the authorization before the Christmas recess, that money will simply not be available.

I am calling upon you and upon the National League of Cities to rally to our cause, to lend us your voices and your hands to move the necessary legislation and to get those dollars out -- dollars we need to wage an effective war on waste.

We are moving on waste, as well, by cutting away at the flabby growth of government regulation in the railroad and truck industries. These industries are the economic lifeblood of cities across America -- the channels of commerce which move the goods that keep the economy moving.

Yet each has felt the wasteful weight of federal regulation.

For railroads, the proposition we face is a starkly simple one: Get them well or buy them out -- and increase the national debt. We will either have regulatory reform and a healthy private rail industry or there will be no reform and we will face the unwelcome prospect of a nationalized rail industry.

Cities have a clear economic stake in this decision: our only real choice is a healthy private rail industry. But to get it, again, we need your help.

Every community -- those with and those not yet suffering from, sick railroads -- are full partners with important voices in the efforts to preserve rail links vital to your local and regional economies. At the same time, we have to move toward a rational, less wasteful, more effective rail freight system.

So it is with truck reform as well. It has been estimated that regulatory reform of that industry would save consumers \$5 billion per year. That's local money that could be used in the local economy to produce a visible product. That's \$5 billion that now appears in the economy as waste and inflation.

With your help, we can wring that out of the system and produce better service at the same time. In both cases, there are great opportunities for communities -- large and small -- to emerge stronger in the '80s than they are today.

Finally, we must end the waste that comes from costly delay and government indecision. Around the nation, mostly in the urban areas, there are many major disputed freeway segments. Their cost to construct is in excess of \$10 billion. Their cost left unresolved is incalculable.

Here, indecision is waste.

The Administration's position is clear: Decide.

Build those segments which are needed, reduce the scale or scrap those which are not. But we will decide.

And we will honor the President's urban policy to the fullest -- as we did in Los Angeles when Secretary Landrieu and I cooperated with Tom Bradley and others to resolve a 7-year long legal battle, using \$200 million of highway money to construct housing.

Our goal is mobility, urban redevelopment and conservation of energy. We are prepared to work with you to the utmost to get all of them.

In the days ahead your leadership will be critical...to abandon old efforts and to pursue new realities. Our freeways and railroads -- our sprawl and loss of farm land -- our gasoline dependence -- our millions of vacant automobile seats to and from work each day -- each an old passion -- must be re-thought.

With waste cutting our economic and political throat -- business cannot be usual. But freedom never is! Edmund Burke wrote:

"Men are qualified for civil liberty in exact proportion to their disposition to put moral chains upon their own appetites... . It is ordained in the Federal constitution of things, that men of intemperate minds cannot be free. Their passions forge their fetters."

Over the past few years, the economic tides of this country have been running with the cities. You are efficient -- efficient by design, by density, more efficient in energy use and land use, in employment and transportation.

Now we are entering a decade when, to compete in the world economy, we must make the most of that efficiency.

The task before the cities in this coming decade is an enviable one. It is yours to develop your own strategies -- to make the most of your attributes and advantages, weaving together a conserving, coherent vision of America in the 80s.

We meet today knowing that these years ahead can be our time -- a time for cities.

And while we must measure our prospects for the future against the high walls of neglect and indifference of the past, we do so knowing that we have breached those walls in the past few years -- and that, with perseverance, we can dismantle them.

If it has been a struggle, our war has been worth waging. For our record is one of energy, courage and proven product -- moving America toward fulfillment of its own beliefs. And all of us have earned a share in a vision of Thomas Wolfe, who wrote:

"I think the true discovery of America is before us. I think the true fulfillment of our spirit, of our people, of our might and immortal land, is yet to come. I think the true discovery of our own democracy is still before us. And I think that all these things are as certain as the morning, as inevitable as noon."

Thank you.