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U.S. DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20590

REMARKS BY EVERETT HUTCHINSON, UNDER SECRETARY OF TRANSPORTATION,
PREPARED FOR DELIVERY BEFORE THE DALLAS KIWANIS CLUB,
DALLAS, TEXAS, JANUARY 2, 1968
HOTEL ADOLPHUS 12:15 P.M.

I certainly appreciate this opportunity to speak before so many of you distinguished Kiwanians and your guests. I had a very difficult time convincing my staff that this speech wasn't going to be made in the Cotton Bowl.

It is always a pleasure for me to return to my home state, especially when it means coming to Dallas. After being in Washington several years, there's nothing that refreshes the spirit of a Texan like a visit to Texas.

I never fully realized how easy it is to be labeled a Northerner until I heard about the old gentleman from South Texas who made a trip to Dallas. Upon his return, a friend asked if he had a good time.

The old timer replied, "Naw, I never did like them damn yankees."

Just as buying a new car makes one conscious of other new cars, my job with the Department of Transportation has made me conscious of many problems I might previously have overlooked.

Yesterday at dinner, a lady at the next table was complaining that she had been stopped by a policeman. Apparently she had been accused of hitting a pedestrian.

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"What happened," her companion asked.

"Nothing," she replied, "I politely stopped to let a man cross the street and he fainted."

This is somewhat indicative of the new and different types of problems the Department of Transportation is concerned with.

We are concerned with people. Something is drastically wrong with a transportation system that people are afraid of, or can't stand to look at, or is such an inconvenience as to be too much trouble to use.

These are just a few of the problems President Johnson had in mind when he said that although our transportation system is the best in the world, it is not good enough.

The government has been involved in transportation matters for some time. But it has always been on a piecemeal basis. And its involvement has never allowed the kind of total system "soul searching" that must be done if we are to mold transportation to suit the public, not the public to fit transportation.

We have, by and large, dealt with each form of transportation in isolation from all others -- or as competing with the others rather than complementing them.

We have rarely looked at our transportation system as a totality of interrelated elements.

And never have we looked at the system as an integral part of society and environment -- as a powerful and pervasive force capable of enhancing our lives or of rendering them all but intolerable.

My remarks today have been entitled "The role of transportation in the American economy." That's a pretty broad topic that could mean many things.

But essentially, it means only one thing -- urban transportation. The cities and their industrial complexes comprise the bulk of our economy. They also hold the greatest problems and challenges for transportation.

We all know, in outline, how the problem started.

In the early decades of this century, the streetcar and the subway worked very well in carrying people from home to office or factory because both homes and jobs were clustered in relatively small areas.

Then, as the auto appeared and incomes rose, people began to move farther out and farther apart -- and the commuter train proved a fairly effective way of collecting people from different residential areas and depositing them in the central cities where they worked.

With the end of World War II, the dam burst -- with soaring incomes enabling more and more people to afford better and better houses, as well as more and more cars to enable them to live farther and farther away.

As suburbs mushroomed everywhere, and anybody who could afford it moved farther and farther away from central cities, so did the jobs.

So we built more and more highways, and freeways, to funnel more and more cars and trucks into our central cities -- and to enable more and more people, who could afford more and more cars, to move farther and farther away from those central cities.

Someone has said that three-fourths of the American people are in urban areas -- the other fourth on our freeways.

The overall pattern is familiar to all of you.

But let me stress some aspects of it that are either ignored or obscured far too often.

To begin with, we have drained our cities of too much of the human and financial resources they must have to cope with the immense problems that confront them today: crime, congestion, education, pollution, you name it.

We have, except for an atoll of affluence here and there, abandoned our cities by night to the poor and underprivileged.

We have the finest highway facilities in the world to carry us into our cities where we earn the incomes that we take with us back to the suburbs.

But we have left the poor in the cities with no feasible means of transportation to take them to the jobs they desperately need, but which have followed us in our flight to the suburbs.

I do not pretend to possess any all-purpose plan for the solution of our urban ills -- in transportation or in any other field.

But I am convinced that we cannot solve any of these ills -- in transportation or in any other field -- unless we consider them in the context of our urban society as a whole.

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Before a city can decide what kind of transportation system it ought to have, it must decide what kind of city it wants to be -- it must decide what kind of life and work and recreation it wants to offer its people.

And the key word here -- in city planning as in transportation planning -- is people.

James Rouse, one of our foremost real estate developers, recently remarked: "There is absolutely no dialogue in the U.S. today between the people who have developed knowledge about people -- the teachers, the ministers, psychiatrists, sociologists -- and the people who are designing and building cities."

So the solution to our urban ills -- including transportation -- does not lie in creating new Federal Departments in Washington.

It lies within our urban areas themselves -- within our ability to marshal the resources of the urban areas -- both center cities and suburbs -- and bringing them to bear upon the problems that are uniquely theirs.

And the Department cannot and will not try to remake the transportation system of this Nation by Federal fiat.

Instead, we will work with cities, and States, and industries to support their efforts to meet the imperative public need for the best transportation system American technology can devise.

In the city of Baltimore, for example, we are underwriting a revolutionary new effort to design the city's freeways with the overall needs of the city in mind.

This effort, called the Design Concept Team, will involve architects, city planners, economists, sociologists, as well as highway engineers.

We have high hopes for what these teams can accomplish. But our hopes can go no higher than the support of the entire community will boost them.

You Kiwanians are an important part of the business and social leadership in Dallas. And I urge you to get more involved in your city's transportation programs.

I am sure you have heard this song before. But there are some new lyrics.

Not long ago the last thing you'd expect of a businessman was that he'd pay the slightest attention to an "egghead" -- and the last thing

you'd expect of an "egghead" was that he'd have anything good to say about a businessman.

But one of the country's leading urban "eggheads" recently reported that in study after study on metropolitan problems he "noted a surprisingly close relationship between the appearance of the city and the degree to which the layman had been involved in its plans -- not merely as a supporter of a plan handed to him, but as a person deeply involved in the planning himself."

He went on to say that: "In every city where there has been first-rate planning, the businessmen have had to become involved in the politics of it, and in so doing they have learned to understand the function of urban design."

I am absolutely convinced that -- in transportation as in all other aspects of urban planning -- businessmen and other laymen must get involved in the politics of planning -- they must get involved in the substance as well as the selling.

Certainly we need the experts -- but urban planning, like many other things, is too important to leave entirely to the experts.

And far too many businessmen seem satisfied to serve as sidewalk superintendents and suburban sharpshooters.

Nor is it enough to wait until you've got a package already wrapped up, and then go out and sell it -- which businessmen have done, and done superbly, in several cities throughout the Nation.

By and large the businessman has shown a real reluctance to get involved in the earlier stages of the planning process.

One reason, I suppose, is that he does not feel qualified.

Another is that businessmen tend to think of the decision-making process in a democracy as something different from the process in business.

The fact is that the difference between the politics of community and the politics of business is one of degree and of market.

Elected officials deal not with one unified market or even several neatly identifiable markets but with a multitude of markets, all contending for a different share of the available product.

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And they must work -- shape their programs and products -- in the face of these contending pressures and often with resources utterly inadequate to the problems faced.

They need all the help they can get -- and they need your help most of all.

And I think that when you do get involved in the early -- and unruly -- stages of the planning process, you will find you have not only a lot to contribute, but a lot to learn as well.

As we stand on the threshold of a new year, there are many transportation resolutions that could be made. But the fact is, our resolve must be longer than just one year, and our follow-up must not take the path of so many hastily made new years resolutions.

The Department of Transportation was established to provide leadership in a field that is changing rapidly. There are a lot of problems to overcome and potentials to be fulfilled.

But I'm sure that with continuing cooperation between the business community and government at all levels -- Federal, State and local -- we can make this year a significant beginning in our effort to improve our transportation system.

Thank you.

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REMARKS BY EVERETT HUTCHINSON, UNDER SECRETARY OF TRANSPORTATION
PREPARED FOR DELIVERY AT THE OPENING OF THE POLAR CONFERENCE,
MARCH 4, 1968, 2:30 P.M. AT 800 INDEPENDENCE AVENUE, S.W.
WASHINGTON, D. C., THIRD FLOOR AUDITORIUM

Thank you, Secretary Boyd. It is a great pleasure for me to be able to take part in opening the polar conference.

When plans for holding this symposium on the government's role in the polar regions were first discussed, I became intensely interested because it meant drawing together two subjects with which I have been very much concerned in the Department of Transportation -- the marine sciences and transportation in Alaska.

I have, at Secretary Boyd's request, provided the general oversight of the Department's marine science program. This has given me the opportunity to learn at firsthand about the many exciting things that are going on in this area, not only in the polar regions, but throughout the oceans of the world.

And somehow or other, my office seems to have become the focal point of the Department's involvement in the transportation problems of Alaska. It was never really planned that the Under Secretary should occupy this position -- it just sort of happened that way, and I couldn't be more pleased. Among the most rewarding experiences that I have had in the past year have been my associations with the people of Alaska -- and I am glad to see some of my friends from the big State here today. A lot has been said about the pioneer spirit that helped to make America great, and I guess I'm not saying anything new if I make the point that we can still find that spirit in Alaska.

Maybe the harsh climate brings out the best in people. Whatever the reason, the qualities of resourcefulness, dedication, and willingness to work are developed to the highest degree in the citizens of Alaska. And, of course, these same qualities -- the ability to make the most out of a little, the determination to get the job done, and the

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willingness to work at it, are bound to be found in anyone prepared to deal with problems as hard as those that face us in the Arctic and Antarctic. I am confident, for this reason, that you will have a most successful conference.

We have asked you here to help us determine the proper role of the Department of Transportation in the polar regions. Because transportation plays basically a supporting function, this means that we must go further and ask what will be the role of the United States itself in these regions. This conference, then, must be concerned with the kinds of transportation that will be needed to meet this country's scientific, military, and commercial requirements in the polar areas over the next 50 years.

The Department of Transportation is not yet a year old, but we are pursuing programs in many areas. We are concerned with urban congestion and the needs for improved urban transportation as well as inter-urban travel and commerce. We are in the final testing phase of a project to connect New England and Washington with trains capable of speeds over 160 miles an hour. We are beginning to see results in our highway and automobile safety programs. We have many other solid programs that are well justified and should be productive.

In addition, we have a commitment to provide high latitude transportation. The United States is a party to a 30 year treaty to remain in the Antarctic with our bases and our research programs. We will continue to provide transportation for scientists into the ice-covered seas.

Likewise, we will continue to assist scientific ventures in the north polar regions. We will continue to assist with the supplying of our Arctic bases.

A great deal has been said recently about the need for a vast expansion of transportation services and facilities in northern and western Alaska. As we are concerned at this conference with the Arctic, let us consider that portion of Alaska lying north of the Yukon River drainage basin. Many exciting things are happening in this vast northland. Numerous copper, gas, coal, and oil deposits are being actively explored. As these potential sources of needed resources are developed, transportation will be needed to the commercial markets of Alaska, the west coast, and the entire Pacific rim.

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Large jet airliners are already flying scheduled daily scheduled trips north of the Arctic circle. The State of Alaska has committed substantial funds for studies of the feasibility of building a rail link from the line of the Alaska Railroad to the Kobuk River Valley and the Cubik oil and gas fields on the Arctic Ocean. Studies are being made of the best way to build highways across permanently frozen ground. The Army Corps of Engineers is surveying several sites for deep-water ports on the northwest coast of Alaska.

While there are developments taking place in Arctic transportation, by far the greatest part of the task remains to be done. Within the last month the first commercially significant oil discovery was made at Prudhoe Bay on the Arctic Ocean. I am told that all the equipment for this drilling operation had to be brought in by air. At Bornite, about 400 miles northwest of Fairbanks, a major copper deposit is being explored. Equipment and even living quarters again had to be moved in by air, or by a tortuous journey up the shallow Kobuk River. If the resources of this area are to be developed, it must be obvious to all that more efficient and cost-effective means of transportation will have to be provided.

The Department of Transportation is prepared to take the lead in promoting and encouraging the building of a better transportation system to meet the urgent needs of this vast region. But we look to others, to many of you here today, to help us decide just what will be required. Should we be devoting our highest priority effort to developing an all-season bulk transportation capability, either by developing harbors and more powerful ice breakers or by looking to an extension of the present railroad? Or should we perhaps be concentrating on transportation to meet the demands of the expanding population by building roads and air fields? Where are the most urgently needed new transportation facilities to be located, and what purposes should they serve? These are questions that we at the Department of Transportation are asking ourselves, and now we are asking you to help us find the answers.

We ask you to consider not only transportation needs, but also transportation technology. For example, we are all aware of the heavy ice that covers the heart of the Arctic basin and locks in the polar regions during the long winter. We need to think in terms of using the cold to our benefit.

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Frozen ground can be an aid, not a hinderance, to transportation. Some work has already been done on using ice as a building material, and it is not impossible, perhaps, that all-season harbors could be built largely of ice on the shores of the Arctic Ocean.

Some scientists think the ice cover of the Arctic basin is unstable and that it could be removed in a few years, and that it would not reform. We hope you gentlemen will be able to tell us what transportation requirements will be in order to keep an eye on this ice. We hope you can show us how knowledge about it will be vital to this nation's interests, and will therefore justify spending transportation dollars to provide access to this area and the platforms you need to study it.

Tomorrow in your working sessions think hard about our role in providing facilities, research and manpower that will enable us to satisfy your transportation requirements in the polar regions. Consider the future wealth that must be developed. Consider the human resources that can be tapped by bringing the Eskimo, the Indian and the Aleut into the mainstream of our society.

So gentlemen, you see that we are concerned with your needs and your country's needs, and with the benefits that are associated with all of your programs in the high latitudes.

Good luck in this conference. The Department of Transportation is vitally interested in the results.

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