

transportation systems for the future, and the high-speed ground transportation project.

But whatever the logic of the plan in terms of the day-to-day administration, it would be a mistake to consider it only in these terms. Much of its significance must be measured against a broader framework of where we are and where we are going in dealing with what is, by all counts, one of the most vexing and complex of urban problems.

In the first place, we think the plan represents an important step in our thinking about urban transportation. In the past, there has been a common tendency either to deplore the deficiencies of urban transportation systems from the standpoint of transportation objectives, or to deplore the deficiencies of these systems from the standpoint of their effect, or lack of effect, on urban development objectives. The plan in a formal, tangible sense recognizes a hard truth which has become increasingly clear in recent years. This is that we cannot simply subordinate one set of objectives to the other. We must deal simultaneously with both, and we must organize our resources and skills for dealing more effectively with both.

A second point follows from this first. For as we concentrate our skills and resources upon different aspects of the urban transportation problem, and develop our respective capabilities, we must be aiming at something beyond doing a little more efficiently or on a larger scale what we have been doing before. We must be aiming at major improvements in our techniques and methods for doing things, and for tying the results of our work together.

For example, our objective in planning should not be simply to assure that there is planning, or that transportation planning is carried on as a part of comprehensive urban planning. The real need is to make planning more effective, better informed, and more responsive at the right times to the right—even if hard—questions. This means, among other things, that those who plan must be alert to all the technical financial and political problems that are apt to be involved in implementing plans. It means, too, that those engaged in long-range planning must be alert to the technological possibilities that research is developing and that will be available in the future.

So far as the Department of Transportation and the Department of Housing and Urban Development are concerned, success in accomplishing this kind of major improvement requires more than simple agreements on matters of administrative routine. It requires a high degree of understanding as to basic missions, goals, methods and priorities in the field of urban transportation. We feel that, during the past year particularly, we have already made unusual progress in achieving this understanding. It is reflected in the statements of departmental responsibilities contained in the President's message transmitting the plan, in the urban transportation recommendations of his message on Housing and Cities, and in the joint report of the two Departments on their studies and deliberations leading up to the plan. We expect that it will be further detailed in the operating agreements the two Departments are now developing and in other aspects of their relationships in the future.

It must be remembered, however, that success in this broader sense is not a matter simply for the Department of Transportation and the Department of Housing and Urban Development. Nor is it simply—