

In association with
McConnel, Smith and Johnson
and
W.D. Scott and Company

April 13, 1970

The Town Clerk
The Council of the City of Sydney
Town Hall
SYDNEY NSW 2000

Dear Sir:

We appreciate the opportunity to clarify a number of points arising from our Application to assist in preparing Council's Strategic Plan for the City of Sydney. The questions you conveyed, and the answers thereto, are listed in order below:

1. Are we prepared to negotiate on a firm cost basis and not an hourly basis which, if exceeded, would be charged to the client?

Yes. We have always been prepared to negotiate on a firm cost basis, believing that this would be the most satisfactory arrangement for Council. Thus, we stand by our original submission on this vital point, in the second last paragraph of the Section entitled "Fee Basis and Cost Assessment". Our method of arriving at this firm cost was merely illustrated to demonstrate that we had thought the matter through in realistic and practical detail in the light of our cost control data accumulated over many years of similar job experience.

2. In the light of the above, do we wish to revise our fee structure?

No. In fact, because of the civic importance of the project, we have based our fixed lump sum quotation on the reduced rate of \$840 per week for principals, instead of the normal charge of \$800 to \$1100 per week.

3. What, if any, labour content is to be supplied by Council?

- (i) Is Council expected to provide any clerical or secretarial staff?

No. We are fully staffed with clerical and secretarial personnel. From experience, we find it more convenient to have our own people to do all this work. It would, however, be normal practice for Council to supply us with xerox or other copies of any relevant material from Council minutes, agendas, reports, records. We would, as a matter of course, appoint a full time Project Secretary to control all of this work.

- (ii) Is Council expected to carry out any additional basic survey work?

- (iii) Is Council expected to correlate and analyse any survey work?

To both queries: No. We are fully staffed in Sydney with approximately 50 experienced research, statistical and survey personnel from all disciplines and in all grades. Our chart "Project Team Organisation and Key Personnel" shows that C. Bennett and N. Ingham will direct our survey and statistical project team and will design, launch and operate the continuing "Data Bank" for Council during the course of the project. We will, of course, need ready access to existing Council data and records, and cooperation in extracting and interpreting such records. But we ourselves, as is our standard practice in all such jobs, will collect, correlate and analyse all available data from all Council, governmental and private sources.

(iv) Is Council expected to provide any draughting service?

No. The "Project Team Organisation and Key Personnel Chart" shows that our draughting and graphic division will be directed by Mr Colin Wilkinson and Mr Bruce Stark. Our normal practice, in all such work for City Councils throughout Australia, is to do all draughting work with our own Graphics and Drafting Section, Council only providing copies of relevant existing maps and plans.

(v) Clarify Council's responsibility in PR work and public participation, and physical work related to this end.

We would, as is our normal practice, work under the continuing supervision of Council's Sub-Committee, to design, plan, programme and organise the implementation of processes of interest-group participation, public education and public relations activities as an indivisible part of the professional strategic planning process.

We expect that Council Aldermen and Departmental Heads will consider these proposals and programmes, amend them if desired, and be willing to assume appropriate leadership roles in their public implementation. We see no need to involve other Council staff. If Council desires to hold certain meetings, discussions or gatherings in Council premises, then it would be normal practice for Council facilities to be provided. Alternatively, as Council may determine, such meetings can easily and conveniently be held in the consultants' premises.

(vi) Clarification re paid advertising.

Our experience of similar strategic planning work in the USA, the UK, Victoria, Gold Coast, Hobart and Perth, as well as various parts of Sydney, indicates no significant need for paid advertising. As an integral part of our professional approach to planning, we normally organise Council and consultant relations with the mass media that all information to be conveyed to the public is conveyed by way of news and features, and by dissemination through Chambers, Institutes, Societies, Associations and the like.

Our experience suggests that a planning process which incorporates carefully designed and continuing participation, education and public relations programmes, generates a continuing flow of sympathetic news

and features. This renders paid advertising unnecessary. Our key personnel are experienced in all aspects of such work. These include Messrs Knox, Clarke, Johnson, Gazzard, Keys, Hyland, Stenders, Shankland, Stephenson, Enceel and Monaghan. We do not require or recommend the services of an outside PR firm. All such costs are integrated in our lump sum cost.

We could not foresee any need for paid advertising and so we have not made allowance for this in our budget. If Council so desired, a contingency sum of, say, \$2,500 could be set aside for nine months as part of Council's normal general advertising budget, to cover statutory or other contingent official public notices.

(vii) Clarification on exhibitions.

Our experience in strategic planning in Australia, where the population is highly literate and where TV and radio are widely used, shows that public education programmes are most effectively executed through the mass media, rather than through special public display exhibitions. We would, of course, as normal practice, prepare presentation exhibits of proposals for special conferences of Council, governmental and leading private sector personnel.

During early 1971, as part of our Strategic Plan Report to Council, we would recommend a comprehensive, integrated future programme of public and interest-group participation, education and relations. Such a balanced programme would embrace Council publications, meetings, TV, radio, Press, Magazine, Journal and other outlets, processes and techniques. Certain types of exhibitions may well form part of this integrated campaign. It is, of course, premature now to determine precisely the best mix and character of these techniques, and no allowance has therefore been made in the lump sum cost for special public exhibitions. Such exhibitions can normally be more useful at the stage and scale of local "action planning", although there is evidence that even these do not always contribute positively to the planning process.

(viii) Indicate the actual material available to Council on conclusion of the Study and the form it will take.

All of our job records and data will be located in a special Data Bank or library in a special section of our Sydney office and will be available to Council on completion of the assignment. We hope that Council will see fit to permanently establish and continue the City Data Bank and Sydney planning library we wish to initiate, so that it becomes an ongoing Council institution.

Two types of reports will be submitted to Council: firstly, our full technical reports, and secondly, an edited version designed for mass public distribution and/or sale. Council will control the dissemination of these documents.

4. Any additional information.

To clarify Council-consultant relations, we stress that the most effective and enduring results in strategic planning are achieved by close discussion and collaboration between Council's Sub-Committee, Council's Departmental Heads and the key personnel of the consultant project team. This is indicated on the two submitted Charts, the "Work and Decision Schedule" and the "Project Team Organisation and Key Personnel".

Any further clarification of details of these charts can be supplied. Further, each of the key personnel nominated for the Project Team are available in Sydney for interview. Their detailed professional biographies, contained in our Submission book, demonstrate the depth of their personal experience in similar strategic city planning work in the USA, Canada, the UK and in other overseas countries, as well as in Australia.

We trust that these answers will prove helpful to Council, and we will be pleased to answer any further questions Council may have.

Yours faithfully

URBAN SYSTEMS CORPORATION