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February 7, 1973

Mr Bruce Hyland
C/- The Centre for Housing Building
and Planning
United Nations Headquarters
485 Lexington Avenue
NEW YORK CITY 10017
United States of America

Dear

Thank you for your magnificently meticulous, concise and informative letter of November 6, 1972. I see that your ability to comprehend, summarise and communicate a clear picture of an otherwise chaotic situation, remains undiminished. For that reason I am writing to again remind you that your place here remains unfilled and that we would be very glad to welcome you back any time.

I seem to remember you saying in a previous letter that your intention was to remain with the UN until June 30, this year. If that remains the case, we would be glad to see you back here at the beginning of July.

We want to create a new post here - USC Deputy Director of Planning.

The situation is that we have so much planning work not only throughout New South Wales but also throughout all of the States that the demands upon my time personally are now too great. We have now established an Adelaide office and business is booming on a large scale everywhere. I myself just cannot give the attention to directing major jobs in New South Wales as they should be directed while at the same time giving the regional offices the amount of guidance and counselling that they need. I have now matured to the extent that I no longer have that youthful impetuous wish to dominate, direct and decide everything. An outfit that is as successful as ours now needs either a Deputy Director of Planning or, come to think of it, a Joint Director of Planning - that is, an experienced fully fledged A1 professional who can divide the overall power and responsibility with me.

I have not been overseas since August 1967 and I am feeling the need to refresh myself by as long an overseas trip as I can get. However, our programme for 1973/74 includes, merely to mention the major jobs of what one might call international significance :-

1. The complete City of Adelaide Development Plan
Contract signed 21.12.72
Official starting date of work 1.2.73
Period 16 months ending 31.5.74
Basic contract sum \$165,000
Total budget for consultant fees \$275,000 plus
Scope of work - strategy plan, full economic, environmental, transportation and city management studies and recommendations. Urban design concepts flowing on into action planning; complete statutory instruments to effect plan and all with as much citizen and interest group participation as possible.
Adelaide office already established and staffed with six people.
Contract calls for me to devote 20% of my time to this job and to make two trips a month to Adelaide.
2. 1973/74 Comprehensive Review and Revision of the 1971 City of Sydney Strategic Plan
This will be commissioned this month and the 1974 City of Sydney "Strategic" Plan (we might end up calling it the City of Sydney Development Plan because it will be far more detailed and positive than the sketch scheme we did the first time round) must be published before June 30, 1974. The next Council elections are in September 1974.
I enclose two copies of a speech I gave at a public forum organised by the Sydney City Council which sets out the context in which the review will be made.
3. City of Sydney Action Planning Programme for 1973
The Council's total budget for action planning during calendar year 1973 is \$250,000 of which we understand that we will get \$150,000 worth. This involves the finishing off of Kings Cross, Surry Hills, transportation, etc., etc., on which we have worked hard during 1972. The back of these jobs has been broken. We now need to polish them off and coordinate them into the overall review and revision of planning for the City as a whole.
I regard the 1971 Strategic Plan as merely being a rough conceptual sketch. It is the 1974 plan that is really going to be the hum dinger.
4. Clarke Gizzard Voorhees is doing a complete policy analysis feasibility study of the Port Philip Region for Tom Uren's new Department of Urban and Regional Development through Sir John Overall's National Urban and Regional Development Authority (NURDA). This is regional economic and physical planning on a grand scale. We have two senior Americans

working on this but the urban planning input will have to come from us and you would be the right man to take control here.

5. CGV is also doing an overall Goals Study Policy Formulation and what not for the Australian National Highway System commissioned by the Commonwealth Bureau of Roads under the new Labour Minister for Transport.
6. CGV is also doing a public transportation study for Canberra and the design of the major transportation terminal in the centre of Civic.
7. The 20,000 acre, 10 miles of coastline, overall plan for the Yanchep Leisure Region continues. We have just been commissioned to plan 6,000 acres and six miles of coastline just south of it for Development Underwriting Limited, Sir Paul Strasser's outfit.

I can go on but it is 6.20 pm and my secretary and I both want to get away from the office so I won't.

You may appreciate that not only would I like to be able to take an extended trip overseas and have you in charge during my absence but I still hanker after a few months or a year of academic, UN or other governmental activity. You will perhaps not be surprised that it has been suggested strongly to me that I should apply for Denis' chair when it falls vacant at the end of this year. I have no overwhelming urge either to apply for or embrace this job but I would at least be prepared to apply and if chosen, devote my energies to the job if you were manning the planning control centre at USC.

Your initial remuneration in this post would currently be a total of \$17,000 a year plus shareholding and dividends, plus perhaps some incentive system based on results. The second major issue of shares will be made before April this year and salaries and expenses will be reviewed as usual in July and back dated to July 1. The \$17,000 I spoke of above is made up of \$12,000 taxable salary which is the most any sane person wants in Australia, \$3,000 in tax free car and entertainment allowance and a \$2,000 taxable item of director's fees. Family companies can be established to cyphon off dividends.

I had my eye on Neil Ingham thinking that he might one day grow into some post similar to the one I have outlined to you but experience has shown that he does not have the maturity or judgement required. We have had some violent disagreements on policy matters and he has left to work by himself and in a loose association with Sonja Lyneham and Darrel Conybeare. We have replaced these three without any

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difficulty and have held all of our clients.

We have engaged a number of equally good people including a rather brilliant Italian urban designer. However, we still have this opening at the top.

Andy continues to keep his end up in Queensland but needs a lot more help, guidance and counselling from head office to really make a smashing success of USC Queensland. He has landed a major environmental impact study concerning a power station at or near Toowoomba, the brief for which seems to keep on expanding as more and more implications are discovered by the client, The Coordinator Generals Department.

CGV has pretty well taken over our Melbourne office and will be doing \$500,000 worth of business in its first full year of operation. It is managed well but again could double or treble its business if we could have more and stronger input from top level USC people than I am physically able to give.

The Adelaide office is being run by a new chap called Peter Hignett who we have brought in on secondment from a local firm which we may or may not end up taking over and by Gwyn Jarrott who has been moved from Brisbane to Adelaide.

Perth office swings along but again it could treble its turnover and improve the quality of its work if it received more visits from top level USC planning people. I enclose a copy of the Yanchep Sun City Leisure Region Master Plan Report which will give you an idea of the work Perth office is capable of producing.

I think I have covered everything pretty well but if there is any other information you want do not hesitate to ask.

Regards,

A handwritten signature in dark ink, consisting of several overlapping loops and a final horizontal stroke, identifying the sender as George Clarke.

George Clarke