

M/M H.C.

Please note and return:

- ⑤ Mr. Carey *cr*
- ③ Mr. Keidel *K*
- ④ Mr. Naylor *✓*
- ② Mr. W. Rouse
- ⑥ Mr. Brady

December 3, 1963

JWR

Dear Phil:

Many thanks for your thoughtful letter of November 25. It arrived the day of our last meeting of our consulting Work Group, and this gave me the opportunity to read it to them. The group of people shown on the attached list is working with us as consultants in an attempt to examine in depth some of the questions raised in the paper I sent you, and many others which seek to get at the roots of people living with people in our urban society.

I have tried to make clear to our planning staff, and the consulting Work Group, that the major objective of this enterprise must be to produce a handsome profit. I've also tried to make clear that this should not be regarded as a limitation, or a suffocating influence, but rather as a creative discipline which can give reality and dynamics to everything we're doing. A big look at the profit objective is really an attempt to read, in advance of development, the votes the market place will register for or against our ultimate development. In this sense, it is a real and important measurement of the usefulness and, therefore, the success of our plans.

Fortunately, we are blessed in this circumstance with a location that is midway between the two fastest growing cities in the East, and less than 20 miles from the heart of each. Also, we have acquired the land at a price which permits staging over a 10 to 15 year period without building up excessive land prices. And, most important of all, we were able to arrange financing on a basis that gives us breathing space to plan and develop in an orderly way without having the hot breath of an early maturity date or heavy carrying charges forcing us into bad decision.

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All in all, I'm most optimistic about our opportunity. Whether or not we have the wisdom and capacity to fulfill it is a matter yet to be proven. I'm hopeful that at some point, a few months from now, you might be good enough to spend a day with us, criticizing our ideas when they are still in an early formulative stage. This might be sometime in late February or early March.

Many thanks.

Sincerely,

James W. Rouse

Mr. Phillip M. Klutznick
Klutznick Enterprises
One East Wacker Drive
Chicago, Illinois 60601

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bcc: Mr. William E. Finley