

in a highly public and contested environment with an acknowledged right and need for affected communities to be at the table.

It is now clear that shared and overlapping leadership needs to extend well beyond the creation of a design into its implementation and the stewardship of the evolving places created. This stewardship occurs over periods that extend over several administrations and project leaders. Credit for urban design must now be spread broadly, and this frustrates the media's desire to fixate on design "stars." It will now be *teams* that earn the glory.

Coinciding with these new ways of approaching urban design is the opening up of remarkable new opportunities to forge relationships of cities to nature. Waterfronts of oceans, lakes, and rivers have become a new frontier for many cities with the potential for reuse of vast tracts of obsolescent port, industrial, railway, and warehousing lands. Another related systemic opportunity arises as the aging mid-twentieth-century highway infrastructure nears the end of its useful life and demands repair and renewal.

A critical issue raised by the nondesigners like Jane Jacobs and Lewis Mumford at the 1956 GSD Conference was insufficient acknowledgement of politics. There can no longer be any doubt that the practice of urban design is inextricably bound by the political environment in which it operates. The shift to the right in recent years and the corresponding withdrawal of traditional funding have created a crisis for cities and profoundly challenged the capacity of the public sector to deliver services and undertake major initiatives. This has meant a shift in the locus of urban design leadership to the private and nonprofit sectors.

The need to chart a responsible course under these circumstances has forced another breaching of traditional adversarial dichotomies—left/right, community/developer, haves/have-nots—to seek a third way in more explicitly political terms. Urban design in this context requires a continual balancing of the roles and expectations of the private sector, drawing on its entrepreneurial talent and enterprise while defending the public realm, public interests, and a broader set of social goals. One of the contributions of urban design to the working out of now inevitable public-private partnerships is to seek and articulate opportunities for mutually reinforcing wins that straddle this divide.

All this reinforces some of the definitions of urban design offered in this book, in particular Richard Marshall's in "The Elusiveness