

designed (see Figure 2.6). The decision to get involved will depend on how much the designer needs the work, and how much confidence he or she has in being able to do the job and how interested he or she is in doing it. Albert Mayer withdrew from designing Chandigarh because of a lack of interest in the scheme after the death of his colleague Mathew Nowicki. Le Corbusier was the replacement.

From the perception of a problem the process moves on to one of establishing goals and specific objectives, the design of a development programme based on the objectives, the exploration of potential solutions and the creation of implementation techniques. These techniques differ if one is dealing with a total, all-of-a-piece design or a piece-by-piece design. In the first case as in Brasilia the question is: 'How will *we* get the design built?' In the latter two cases it is: 'How will we get *them* to get it built?' What incentives, controls and guidelines are necessary to put in place to achieve desired results?

The way the exploration of potential solutions takes place depends on one's philosophical stance. Rationalists would argue that it should be based on pure reasoning, while Empiricists would be looking at precedents as the basis for identifying the issues and generating a design. In either case all the stakeholders will be making predictions about the outcomes of any proposals. Urban designing requires the continuous making of assumptions about the future – predictions about how a design will work if implemented, predictions about the nature of the future context in which the design has to work, predictions about the resources available, predictions about who is important and who not. Who is it that makes decisions?

Consider the design changes made in the evolution of Paternoster Square or Battery Park City! The process is value laden every step of the way based on images of personal and public interests. The concern here is not with all the issues raised by the experiences, implicit and explicit, in the case studies presented here, but rather with a subset of issues central to them. The first issue has to do with the role of the urban designer, the second with the role of information and how it is obtained and used, the third with the nature of creativity, and the last with how we think about the future. They all involve recurrent questions.

### **Who Leads?**

While good timing and good luck play a part, the case studies show that strong leadership is an essential contributor to a project's success. First of all, somebody has to see an opportunity to do something. Many of what have turned out to be urban design projects have resulted from the initiative of a single person with a strong idea. In Boston, an architect, Benjamin Thompson, recognized the re-development possibilities of the Faneuil Hall-Quincy Market area (see Figure 11.12). He was later involved in the Ghirardelli Square renovation. It was a journalist, William Schofield, who led the effort to create the Freedom Trail in Boston. Robert Hugman, an architect, saw the potentialities of the San Antonio River. These people were private individuals who had a 'vision of what might be' but the major drivers of urban development in capitalist countries are private corporations.