

hired consultants to produce conceptual plans for precincts of cities and they have been the developer of record for many urban designs. Housing authorities have been responsible for mass housing schemes everywhere in the world. The Battery Park City Authority was a creature of the public sector as was the Senior Consultants Committee in the initiation of the Lujiazui development in Shanghai.

In the immediate future we shall no doubt see much more cooperation between public and private sectors in both initiating and carrying through urban development schemes. Almost all of the all-of-a-piece urban designs described here have been cooperative ventures. The public policy concerns and dreams about what the future should hold will continue to be important. Incentives and design controls will play a large part in urban design projects in strongly market oriented, capitalist economies. It is, however, those people who really care about cities and the quality of life that urban environments can afford who should lead. Will they? In order to do so they will have to be able to present to their worlds images of futures that capture the imagination. These people will be strong individuals; they may come from the public or the private sectors. They will not be able to do things on their own. Urban design is a collaborative art.

The Nature of Public Consultation

Asking questions about the role of urban designers simultaneously raises the question, 'What is the role of the public in urban designing?'. The level of consultation in developing urban designs that the public expects varies from society to society and within a society from project type to project type. Sometimes there is no consultation. Did President Ceausescu consult the people of Bucharest before moving ahead with the building of the Avenue of Victory of Socialism (see Chapter 7)? Hardly! In some instances, proposed schemes are simply put on display for public comment and feedback. Few of the case studies here went beyond this level of consultation. Politicians' views have implicitly acted as surrogates for public opinion. The degree of attention to the public's responses varies. At the other end of the scale designs emerge through a full participatory design effort, often in sessions 2 or 3 days long in publicly conducted charettes. During charettes designers and stakeholders in a project work intensively to generate preliminary designs. These designs are then developed professionally in full design and engineering detail.

While many important ideas that have changed cities have come from well-informed and observant lay-people, it is often difficult to get the general public involved in thinking about what a project should be until a design is shown to them. It is, nevertheless, important to get them involved if they are to claim designs as their own and for such designs to be well cared for after implementation. If seen as the work of outsiders being imposed on them, the reaction can be hostile. The degree of vandalism of the public realm in projects around the world that have been built without consultation attests to this observation. Part of the problem with the Cadillac-Fairview proposal for what later became Pioneer Place in Portland was that it was seen as a foreign imposition (see Chapter 6).