into three or four decades. Devised in 1989, by the year 2000 only the projects designated as 20 and 22 of the example had been built. In such projects the major developer, public or private, may build the overall infrastructure, or alternatively all the sub-developers may have to provide those components that relate to their own schemes or contribute to the cost of having them built.

Once the conceptual design devised by the master planner is accepted, a programme and set of guidelines is developed for each block that is to be built by a sub-developer (see Figure 8.1 for the example of the Dallas Arts District). Some design review and overall development and construction management procedures then have to be created to administer the whole development along with the process for managing the project when it has been completed. In some cases a single review committee presides over all the developments in a city; in other cases the review committee is appointed to oversee a single project. The problems in implementation, either in financing projects or in meeting the goals of a project as assessed by its clients or a review board, often lead to the redesign of the master plan. The end result may be vastly different from that originally envisaged (e.g. see Battery Park City, or Charles Center, or Potsdamer Platz; all described in Chapter 8).

The all-of-a-piece design process follows a set of steps approximating that shown in Figure 2.6. A prime developer, public or private, initiates the project through the acquisition of land and then decides on what to build (or vice versa) given either a local market demand and/or some assumption as to what is in the public interest. Some private developers may forgo profit to pursue public interest goals but, in general, it is a public agency that sets the public interest agenda for a project. It is the property developer, public or private, who hires the urban designer, an individual or a team, to produce a conceptual design and to develop the design brief. In democratic societies this process benefits from and is buffeted by a whole set of public and private interests.

To ensure that the intention of the master plan is not lost, each sub-development has to be built in accordance with a set of guidelines. Sometimes these guidelines

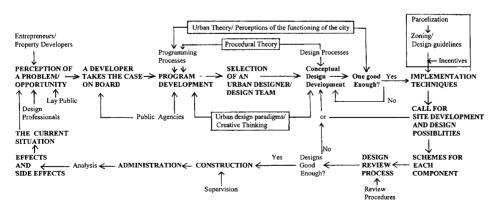


Figure 2.6 The major steps in an all-of-a-piece urban design.