

Some of the techniques used to evaluate plans for urban design projects are outlined in chapter 6. The material in the chapter is limited to those techniques of evaluation normally associated with the social sciences, such as cost-benefit analysis, the planning balance sheet, environmental impact studies and economic input-output analysis. Technical evaluations for urban design normally associated with the architectural and engineering professions, such as daylight, noise and wind studies, though important, cannot be adequately dealt with in this short book.

The physical, social and economic benefits of developments resulting from urban design projects benefit some groups in the community while the costs of that development may be imposed on other groups. Costs of development, often unaccounted and unrecognized, are sometimes imposed upon the environment in the form of pollution, the misuse of non-renewable resources or the destruction of valuable flora and fauna. The equitable distribution of development costs and benefits between generations and within the same generation is a fundamental consideration for those working towards sustainable development. One of the goals of sustainable development is the pursuit of inter- and intra-generational equity. Chapter 6, therefore, ends with a brief account of a case study from southern Italy. The case study assesses the distribution of benefits accruing from the Integrated Mediterranean Programme for Calabria. It showed quite clearly that the income generated by the Programme was far less for the poorer upland areas of the region than for the relatively more prosperous towns along the coast. Since the Programme was widening the income gap between the poor and the better off in the region, then according to this criteria, the Programme did not fulfil a central goal of sustainable development.

The implementation of urban design projects is the theme of Chapters 7 and 8. Chapter 7, a relatively short chapter, deals with communication. Ideas and schemes for development and city

improvement remain dreams until they are implemented. Fundamental to the implementation of visions for the future is the ability of the designer to express those ideas with great clarity, imagination and enthusiasm, so that others in key positions in the development industry will give support to the vision. Chapter 7 outlines the tools available for expressing urban design ideas. It discusses, in particular, the style of report writing, effective public speaking, the use of drawings, three-dimensional material and the computer in the presentation of the urban design project.

Chapter 8 is also concerned with implementation and outlines project management techniques. The chapter stresses the need to consider implementation from the start of the project. Thought given to the setting-up of the project greatly facilitates implementation at the construction stage of the process. In some ways, Chapter 8 mirrors the whole process of design method outlined in Chapter 1 and also returns to emphasize the theme of Chapter 2 which considered that the early agreement of a broad development agenda gave a necessary overview of the complete development process which facilitates implementation. This chapter does raise the question about the control of the design process. Should control remain with the designer in the traditional architect-client relationship? Alternatively, is a further layer of management control so vital to achieve cost-effective environmental sustainability that a professional in this field is needed to organize the whole process for the client? The chapter raises this whole question of the composition of the design and development team and the roles adopted by its members.

Project management is goal-directed: it is the aggressive pursuit of the project vision by adopting the most direct strategy. The single-minded dedication of the project manager contrasts with the softer, gentler, non-directive approach out of which visions are born. The aggressive pursuit of ends also contrasts with attitudes more appropriate at other phases of the design process. There are times when