

building may find frustration in having to satisfy urban design guidelines evolved for the design of office buildings by urban designers who forgot to allow for civic buildings in their thinking. Or the urban designer trying to devise sidewalk improvements to suit a new transit mall may run foul of the city agencies that provide street lights. Or the architect of a museum may try with little success to persuade the landscape architect of the park opposite to design it to go with the museum's entrances and open space needs. On the design review committee the hapless architect may discover, not an urban design statesman, but an architect *manqué*, who disagrees with the cladding material chosen and specifies a personal preference by the name of the product and the manufacturer. Or design guidelines may require that all streets be lined with trees, regardless of whether they block the view of store fronts, street signs, or historic facades; or that 25 percent of the project's open space be in grass, regardless of location, shape or function—thereby removing from consideration many of the world's most loved piazzas. Entire building plans may be dictated to private architects by public sector designers, without concern for requirements from the inside out and with only limited understanding of requirements from the outside in.³¹

These were all true stories!

Guidelines may lack sophistication about history and theory but worse for the designer working within them, they frequently lack understanding of the functional requirements of the building types they aim to guide. On a project in Boston the guidelines mandated a building whose floor plan was extremely wide in order to meet both height restrictions and mandated square footage. The only possible outcome was that several apartments per floor would have no exterior windows. We resigned.

Working on campuses, I have seen guidelines that locate a life-science lab on a steeply sloping site and show an "indicative plan" of several interconnected, descending, square buildings. There would be no possibility to house within the plan the facilities required for modern research in the life sciences. I find that campus plans tend to cover height and mass relationships, building materials, and views and vistas but seldom the patterns of activities of the campus and the nearby town, within which our project must sit, or the access patterns of pedestrians, cars, and trucks that would help us decide where the building should be entered. When I have asked for information on these variables, I have been told, "We don't do these." Venturi calls