

membership consisted of the councillors! Despite the citizenry's strong opposition (in the name of private enterprise) to a redevelopment project in downtown Glendale and to the use of the city's power of eminent domain to acquire land, the agency moved ahead. The initiative seems to have resided in two sets of hands: those of Jim Rez, the city manager and executive director of the Glendale Redevelopment Agency and Susan F. Shick, his deputy, a transplant from the east coast. The city council was the sponsor of the redevelopment of Glendale.

The city used its power of eminent domain to assemble a 20-acre (8-hectare) site on Colorado Street, which runs across Brand Boulevard at the southern end of Glendale's CBD, for the Glendale Galleria, a major shopping centre. As an incentive for the development the city took two actions:

- 1 it built a 4400-spot parking garage;
- 2 it created a tax increment financing district.

These actions encouraged a property developer (John S. Griffith Company, later Donahue Schribner) to build the Galleria, a shopping centre. It was constructed in 1976. The Galleria was then a catalyst for other development and the company insisted that later developers and their architects toe the line in meeting design guidelines in order to maintain a high level of aesthetic and general environmental quality in the precinct. The tax increment going to the Redevelopment Agency in 1985 was \$5.5 million. This sum could be leveraged 8:1 in the bond market for financing public projects in the downtown area. This meant that the revenue from sales taxes could be spent on the remainder of Glendale.

A CBD study, initiated by Rez in 1975, led to a plan for a rejuvenated Brand Boulevard.

The Redevelopment Agency began to aggressively acquire land for possible redevelopment. New office buildings attracted to the location began to be built at the northern end of the boulevard off the Ventura Freeway. At the southern end, Galleria 2 was built and proved to be highly successful. These successes led to ELS Architects of Berkeley being hired to develop a conceptual design and design guidelines to achieve it. ELS received a 1986 Design Award from *Progressive Architecture* for its work in Glendale.

Through a series of public workshops, ELS Architects and the Glendale Redevelopment Authority identified 10 goals for the district. The 10 goals were: to create a downtown identity, to encourage mixed-uses, to enhance cultural facilities, to encourage pedestrian movement, to create open space, to control vehicular movements, to promote public transit use, to provide a wide range of development opportunities, to make the development economically sound and to increase the tax base of the city. Perhaps, above all, the goal was to give visual coherence to the development. ELS Architects produced a conceptual plan (see Figure 8.58) and design guidelines (see Figure 8.59 for an example) that would achieve the ends specified. The Redevelopment Agency created a strategic plan to market the area.

The conceptual design became the development control plan in conjunction with detailed plans. The plan divided central Glendale into three sections with Brand Boulevard as the backbone. The two roads parallel to it form a loop circulation system off which the parking garages are located. A major financial centre has developed in the northern third. It consists of high-rise bank buildings housing corporations such as Sears Savings Bank, American Savings,