

the First Interstate Bank and Valley National Bank. They are clustered around a plaza a block off the Ventura Freeway. The central third is mixed-use. Retail shops, offices, hotels and housing are located on Brand Boulevard with the parking garages behind them. The adjacent streets have bungalows opposite the parking garages. They house professional offices as well as being residences and act as a buffer between the busyness of Brand Boulevard and the residential areas on either side adjacent to the urban core of the city. The southern third of the area is a major regional retail district. It houses the Gallerias, major department stores and smaller-scale retail buildings.

A number of urban design issues were addressed. These included how the street edge could be defined, how open spaces could be enclosed, how shelter could be provided for pedestrians, how the apparent bulk of tall buildings could be visually reduced, how street corners could be enhanced, how blank façades at ground level could be avoided. The design guidelines were advisory in nature but gave the Redevelopment Authority bargaining power in evaluating and deciding on design proposals. The goal of obtaining a high-quality landscape was emphasized throughout the design and construction process. Brand Boulevard today shows it (see Figure 8.60b). The original design standards set a precedent so the design review process allowed no major exceptions from them. Property developers and their architects know this situation so their demands to do things in their own way have been low. Delays in obtaining approval for their proposals are costly.

Much development took place in Glendale during the late 1970s and 1980s. By mid-1985 downtown property values had soared

to \$470 million (from \$99.7 million in 1972) and 9000 new jobs had been created. The demand for development in Glendale remained high throughout the 1980s. The area has had its ups and downs since then as competition from surrounding areas has increased. The Redevelopment Authority in Glendale had, however, moved early and had to a large extent captured the market.

How well has all the effort put into Glendale worked out? Today Brand Boulevard is a quietly successful destination, comfortable, lively and safe. The Galleria was amongst the most successful shopping centres in the United States between 2000 and 2004. In early 2004, a proposal was made to build yet another shopping centre in the area that would be in direct competition with the Galleria if it goes ahead. So in these terms the urban renewal work in Glendale has been highly successful.

The Glendale experience shows a number of things. A handful of people with strong marketable ideas can achieve much. Clear design guidelines, logically derived and based on empirical evidence are powerful tools in helping to achieve a high-quality environment. Tax increment financing can be used effectively to generate the finances needed to develop and, above all, in some cases maintain a well-designed public environment and facilities. Perhaps most of all, a streamlined approval process encourages development. These are powerful lessons. Yet lives change and places change. Plans cannot be static. A slowdown in office development spurred new actions under a new Planning Director, John McKenna.

In 1994, Alexander Cooper, of Cooper Robertson based in New York, was hired to develop a strategic plan for Glendale based on Cooper's successful efforts at Battery