

GLASGOW CITY CENTRE WEST

ECONOMIC FRAMEWORK DEVELOPMENT STUDY

A P P E N D I C E S



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for Scottish Enterprise and Glasgow City Council
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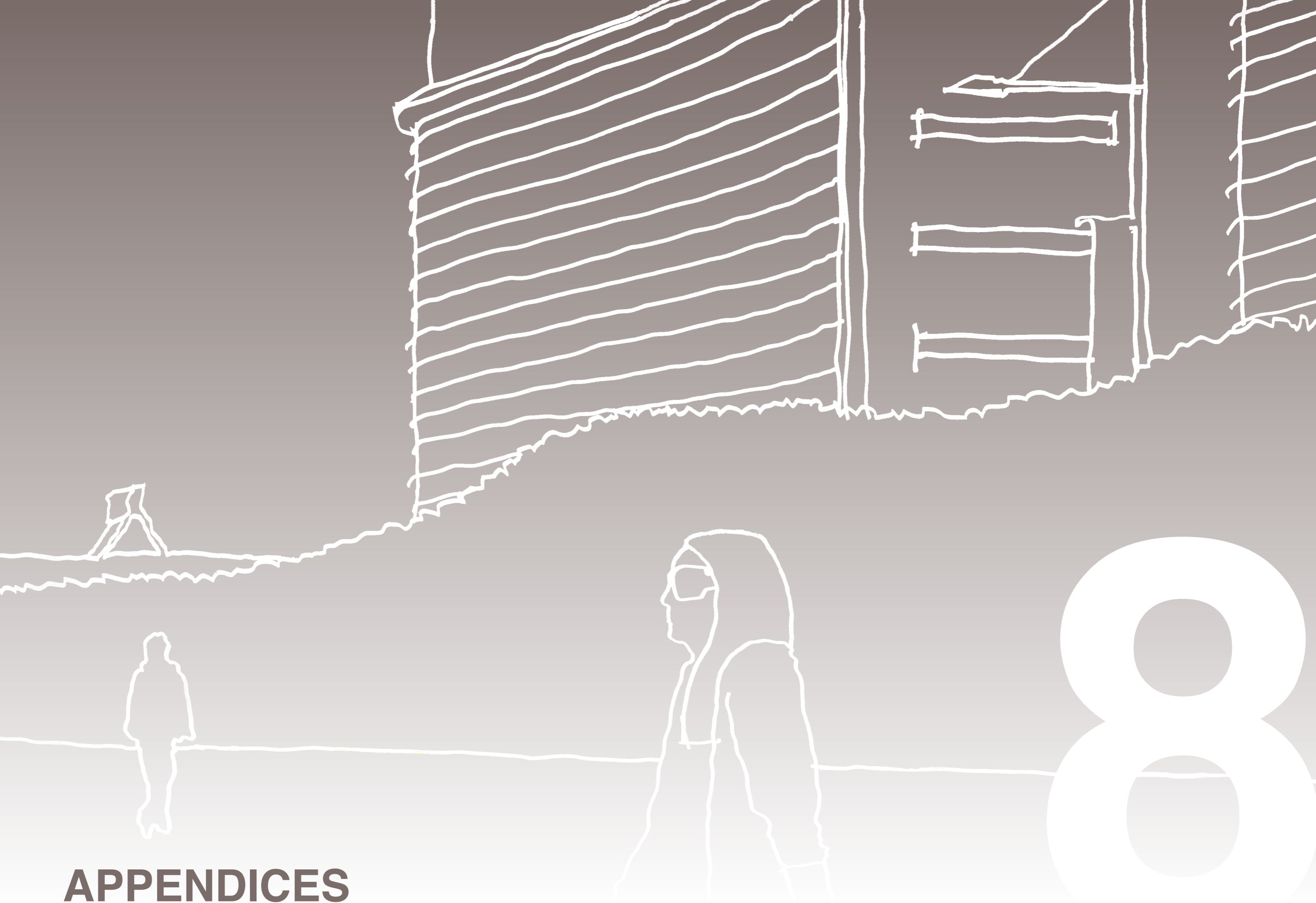
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APPENDICES





MAP OF THE STUDY AREA

A

The red dashed line on the map to the right indicates the Study Area.

- A : Map of the Study Area**
- B : Historical Context
- C : Building Height Analysis
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Figure 1: The Study Area outlined with a red dotted line (Ordnance Survey 2009. Adapted by Hypostyle Architects, 2013)



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HISTORICAL CONTEXT

B

To assist in understanding the development of this diverse urban area to its current state, we have analysed historic maps, photographs and written documents.

known as Broomielaw was named after the 'Broomielaw Croft' - a stretch of land north of the River Clyde. Broomielaw means, 'a grassy slope or meadow with broom growing on it.'

centuries, giving these areas historical gravity. In 1688 Glasgow merchant Walter Gibson financed the building of Glasgow's first quay at the Broomielaw. The Clyde was made more navigable and major obstacles such as the sandbank at Dumbuck cleared. By 1775, the channel from the Broomielaw to Dumbuck

Figure 2 shows Glasgow as it was in 1560. The street

Both the 'Broomielaw Croft' and the 'Lands of Blythswood' are clearly marked on maps dating back



Figure 2: 1560 Map of Glasgow (Robert Renwick compiled 1919)

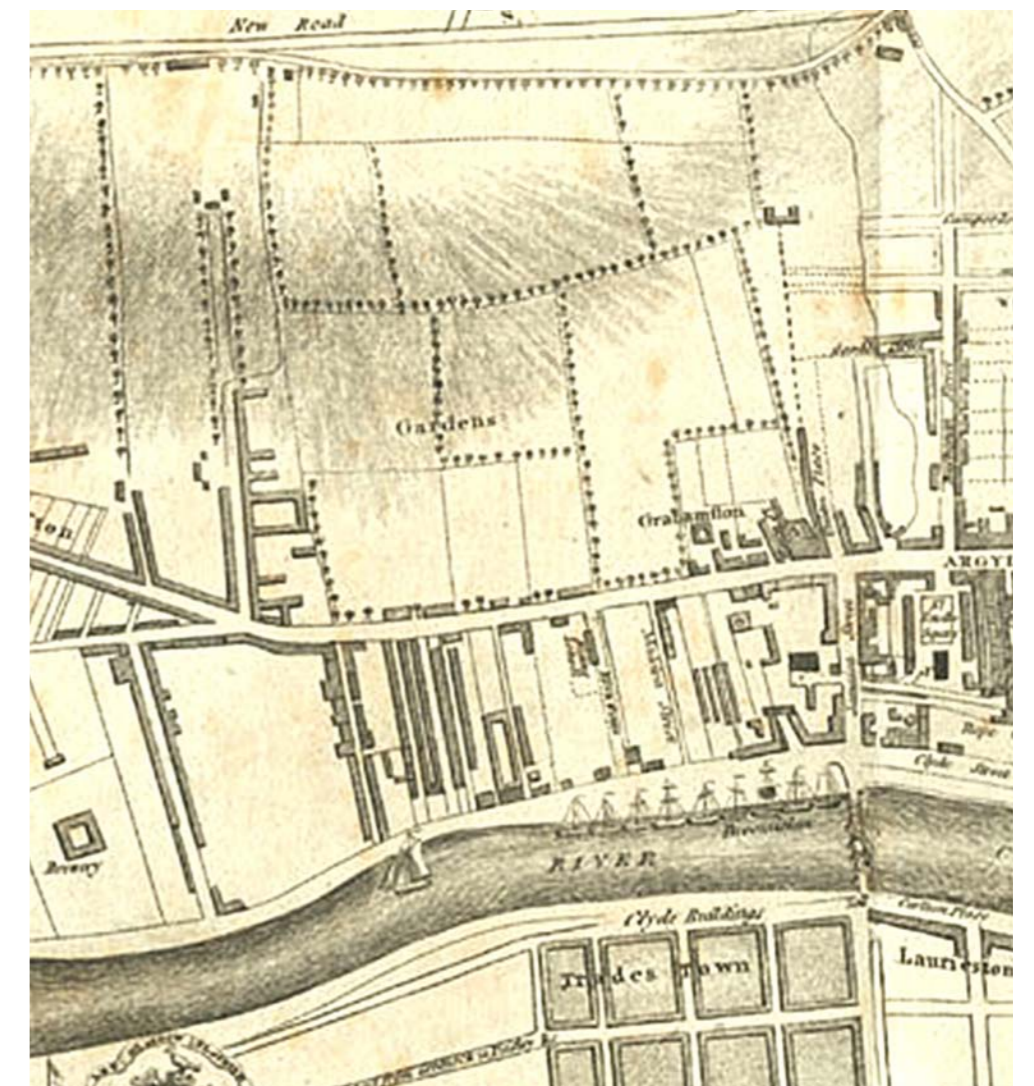


Figure 3: 1798 Map of Glasgow (Robert Scott 1798)

was almost eight feet deep, depending upon the tide, allowing shipping into the heart of Glasgow. (Figure 3).

Europe's first commercial steamer service, in the form of Henry Bell's "Comet", departed from the Broomielaw in 1812. Thomas Telford redesigned

the Broomielaw quays to handle the busy steamboat traffic as thousands of immigrants came to work in the new industries generated by the Industrial Revolution. Glasgow was becoming an industrial powerhouse.

Work began on laying out Blythswood Square in 1821,

on a hill site that lay to the west of the city. The original building work was completed in 1823. (Figure 4).

By 1857, much of Blythswood Hill had been built, and in 1879, Central Station was opened, functioning as the main terminus for the Caledonian Railway. (Figure 5).



Figure 4: 1822 Map of Glasgow (John Wood 1822)



Figure 5: 1882 Map of Glasgow (John Bartholomew 1882)



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HISTORICAL CONTEXT

B

Figures 6 and 7 show how the Broomielaw bustled with industry and activity at the turn of the last century.



Figure 6: 1910 - View of street traffic from Oswald Street Junction <<http://www.glasgowhistory.com/broomielaw.html>> 2010



Figure 7: 1870 - Passenger steam boats along the Broomielaw <<http://www.glasgowhistory.com/broomielaw.html>> 2010



Figure 8: 1929 - Aerial photograph showing the dense urban grain in the Broomielaw <<http://www.britainfromabove.org.uk/image/spw027200?search=glasgow&ref=427>> 2015



Figure 9: 1970 - Aerial photograph of the Broomielaw and Anderston Cross showing the demolition of large swathes of Glasgow to make way for the motorway (<<http://www.hiddenglasgow.com>> n.d.)

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Figure 8 is an aerial view from 1929. At the bottom of the photograph, a high density Broomielaw can be seen with a well defined urban grain and relatively uniform building heights.

Figure 9 shows the clearance of Anderston Cross to make way for the new M8, and the 1960s slum clearance of the area to the north of the Broomielaw.

Architect Richard Seifert designed the new Anderston Centre, a mega structure which originally included a shopping precinct, car parking, offices, leisure complex and high rise housing.

The Centre was completed in 1973, and by 1993 almost all of the shops had closed down, leaving a bleak covered underpass with a dire reputation. The Centre has undergone continuous redevelopment since the 1990s, part of it being renamed Cadogan Square, and still contains offices and housing.

In 1970, the construction of the M8 motorway was completed - running from the north of the city down to the Kingston Bridge.

Figure 10 shows the Study Area as it is currently. Comparatively recent developments, additions and changes have dramatically altered the urban grain and coherence of the area. Highlighted areas show the depletion of the once strong urban grain.

- Bishop Street no longer exists and once connected Holland Street to Washington Street. The Marriott Hotel, former telephone exchange building and

Santander office building have been built in its place.

- The southern end of Pitt Street, which once linked to McAlpine Street has been built over with the Anderston Centre and the large mixed use development adjacent to the Marriott Hotel.
- The western end of Holm Street and northern end of Carrick Street have also been built over – further degrading the urban grain.
- The M8 motorway has sliced through east/ west routes.

So much of the urban fabric has been demolished and left as wasteland in the Broomielaw area, that in areas it lacks any mass or 'city' feeling.



Figure 10: Red lines indicate the loss of urban grain (Google Maps 2010) Adapted by Hypostyle Architects 2014



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BUILDING HEIGHT ANALYSIS

C

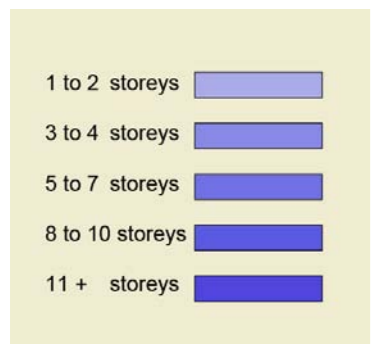
The building height study to the right indicates tall buildings in dark blue and low buildings in a lighter colour blue. From this analysis we can see that:

- The Study Area consists largely of buildings between three and seven storeys high.
- A reasonable number of buildings are eight storeys or above.
- The southwest of the Study Area along the M8 has a concentration of buildings with a storey height of two or less.

It is arguable that future developments within the Study Area should have building height guidelines, in order to maintain a suitable urban mass.



Figure 11: Building Height Analysis (Hypostyle Architects 2013)





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APPROXIMATION OF BUILDING USE ANALYSIS

D

The map to the right shows the range of building uses within the Study Area. It shows that:

- There is a relatively small amount of mixed use. The majority of mixed use is located along the eastern end of Argyle Street near Central Station, which is also the most animated place within the Study Area (see Appendix E - Perceived Street Animation Analysis).
- The most predominant use in the area is commercial.
- There are relatively few residential buildings in the area - this helps explain the lack of activity in the area after working hours.

It is arguable that complementary mixed use development would bring much needed life and desirability to the Study Area.

Figure 12: Approximation of Building Use Analysis (Hypostyle Architects 2013)





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PERCEIVED STREET ANIMATION ANALYSIS

E

The analysis to the right indicates the perceived animation (busyness / pedestrian activity) of the Study Area.

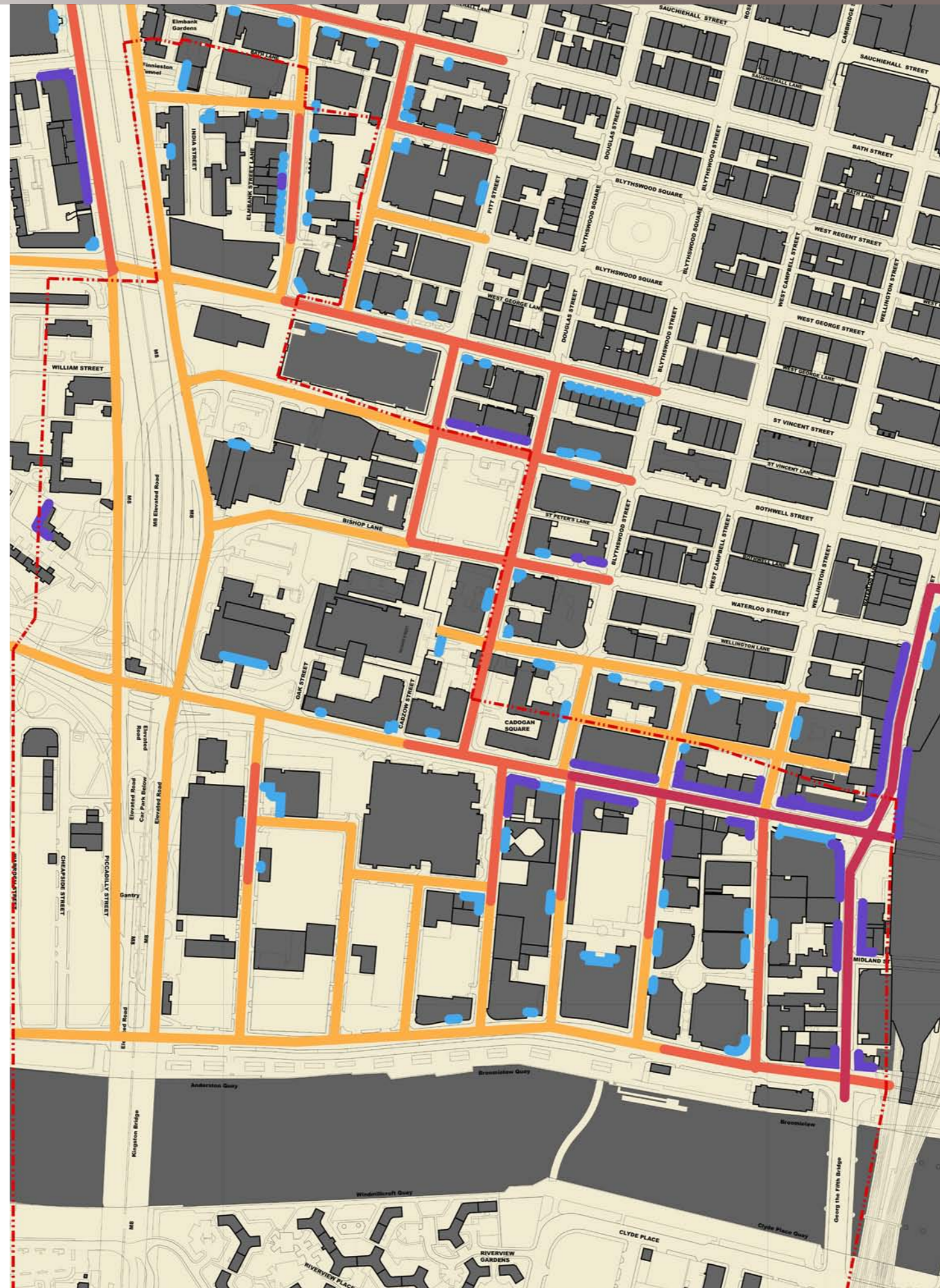
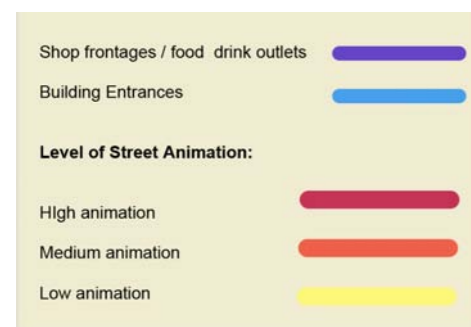
Building entrances are shown in blue and active frontages such as shops, bars and restaurants are shown in purple.

The colours on the streets show the level of animation, with red indicating high activity, orange indicating medium activity and yellow indicating low activity.

We can see that:

- There is a concentration of activity around the eastern end of Argyle Street near Central Station.
- A large amount of the Study Area is very quiet - especially areas around the M8 and Kingston Bridge, the western end of the Broomielaw and of Argyle Street. This lack of activity correlates with the lack of shop frontages and mixed use buildings.

Figure 13: Perceived Street Animation Analysis (Hypostyle Architects 2013)





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PEDESTRIAN CONNECTIVITY ANALYSIS

F

The analysis to the right shows the strength of pedestrian routes within the Study Area and the physical and visual barriers confronting pedestrians. From this we can see that:

- The area of the city around Blythswood Square has a strong urban grain and good pedestrian connectivity both north/ south and east/ west.
- The Study Area has a weaker, more broken urban grain with poor pedestrian connectivity.
- The M8 and Kingston Bridge create both a physical and visual barrier to pedestrian movement east/ west.
- Where Argyle Street, Waterloo Street and Bothwell Street approach the M8, dominance is given to vehicles, making pedestrian movement difficult north/ south.

Future development that prioritises clear and direct pedestrian routes, whilst improving existing ones is vital to the future success of the Study Area.

Figure 14: Pedestrian Connectivity Analysis (Hypostyle Architects 2013)





SPACES AND CONSTRAINTS ANALYSIS

G

This analysis shows the constraints and problems within the Study Area:

1. Poor Pedestrian Connectivity both East/ West and North/ South

- Argyle Street has vehicular priority and creates a physical barrier to pedestrian movement.
- Loss of urban grain south of Argyle Street and perception that some pedestrian routes are private.
- Dominance of road network under Kingston Bridge and along M8 Corridor with complex indirect crossing routes.
- Restricted and uncomfortable pedestrian route on Newton Street, which is a major pedestrian link from Charing Cross to Argyle Street.
- Impenetrable urban grain at the Hilton Hotel and Cadogan Square area due to motorway infrastructure.
- Charing Cross station has confused and obstructed pedestrian links.

2. Poor Public Realm and Street Frontages

- Argyle Street.
- Gap lands south of Argyle Street are currently dominated by temporary car parks and poor boundary treatments.
- Anderston station concourse is bleak and unwelcoming.
- No ground floor activity along the Broomielaw frontage.

3. Perceived Safety Issues at:-

- Kingston Bridge corridor due to poor public realm, lighting, enclosed nature caused by barriers, parking and roads.
- River Clyde walkway not activated by legitimate use at night.
- Large areas of vacant land south of Argyle Street.
- Back-land areas due to urban grain around the Hilton Hotel and Cadogan Square.

4. Limited Green Space

- River Clyde walkway - principally uses hard landscaping and is fragmented.
- Many areas of functioning green space are private. Public green space lacks specific function (i.e. seating, SUDs etc.).
- Gap sites where temporary green treatment could be introduced are used as car parks or left as undeveloped space within prominent city centre locations.

Figure 15: Spaces and Constraints Analysis (Hypostyle Architects / TGP Landscape Architects 2013)





OPPORTUNITIES ANALYSIS

H

This analysis shows the opportunities for improvement within the Study Area:

1. Improve Pedestrian Connectivity:

- Slow traffic on Argyle Street by increasing widths of pedestrian routes and improving crossing points.
- Ensure development south of Argyle Street includes obvious and public pedestrian routes.
- Rationalise the road network under the Kingston Bridge to ensure more direct pedestrian crossings.
- Create space for wider pedestrian route on Newton street from Charing Cross to Argyle Street.
- Open up links under the ramps onto the M8 to enable direct pedestrian routes and connect with cycle link over Kingston Bridge.
- Allow access for all at Charing Cross station and rationalise pedestrian links.

2. Enhance Public Realm and Street Frontages:

- Develop hierarchy of materials based on existing approved city public realm palette.
- Improve public realm along Argyle Street through widened footpaths and the use of the approved materials palette of the IFSD.
- Reduce dominance of car parks on gap sites by introducing other temporary landscape uses or implementing a design guide for the treatment of frontages of all gap sites.
- Improve Anderston station concourse by designing a safe public plaza within a contemporary enclosed pavilion.

- New developments south of Argyle Street to include ground floor activity of shops and cafés, particularly along the Broomielaw frontage.

3. Address Safety Issues:

- Open the area under the Kingston Bridge to alternative uses. Encourage pedestrian movement by improved public realm and increased connectivity.
- Introduction of public art/ galleries, lighting.
- Introduce cafés and water uses along River Clyde walkway to extend use into evening.
- Improved lighting and appropriate treatment of gap sites south of Argyle Street backland areas due to urban grain around the Hilton Hotel and Cadogan Square.

4. Increase Green Space:

- Opportunity to develop a green grid and a hierarchy of green spaces throughout the area with different functions from formal parkland, to informal green space and rainwater attenuation.
- Consider green space at different levels including intensive green roofs.
- River Clyde walkway – ensure treatment is extended to connect to Glasgow Green and to Bells Bridge. Introduce rain gardens as part of tree planting and extend areas of lawn for pedestrian use and also to act as SUDs.
- Ensure all new developments south of Argyle Street include public green space.

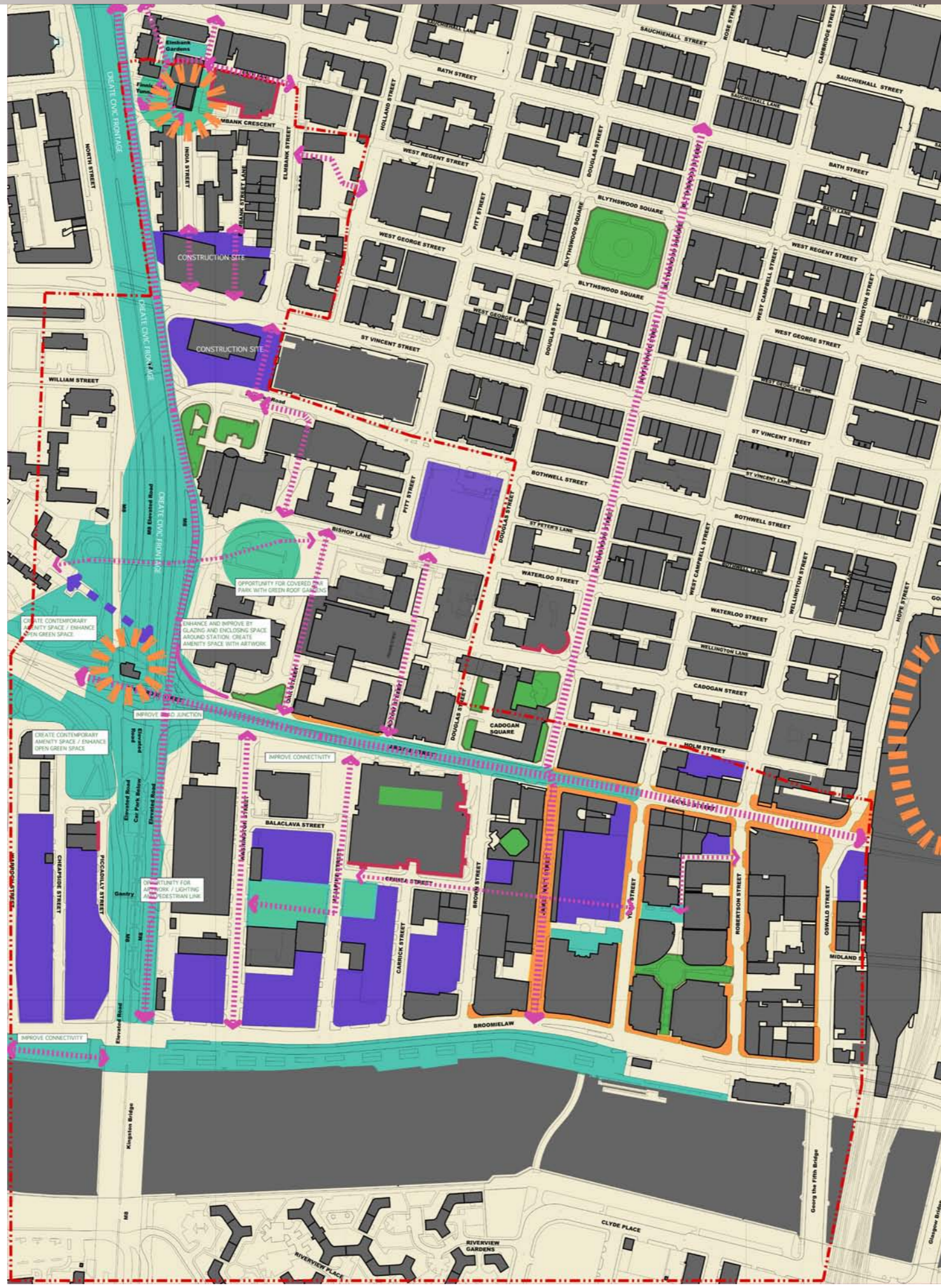


Figure 16: Opportunities Analysis (Hypostyle Architects / TGP Landscape Architects 2013)





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PLANNING / URBAN REALM ANALYSIS

This section briefly sets out:

- the planning context,
- the issues and
- suggested interventions from a place-making perspective

for the Glasgow City Centre West Study Area. This summary of the analysis conducted so far marks the completion of the first stage of the urban realm analysis by the design team.

Planning Context

The current planning context for the Study Area could be considered to be reflective of a certain ambition for the area, the realization of which has been hampered by the stalling of the expansion of the IFSD from its earliest stage. The primary current policy designation for the Study Area is DEV6 Principal Office Area, in City Plan 2 (Glasgow City Council 2009).

While this designation does not exclude other uses from being developed in the area, the intention is that this policy area is the destination for large-scale office development in the city. The mono-use policy in the Study Area is mirrored by another mono-use policy, in the Buchanan Street corridor, of Principal Retail Area.

The Main Issues Report (MIR) for the emerging Local Development Plan recommends that the Principal Office Area policy be retained. The changes to the policy context that would have an effect on the area



Figure 17: Crossing towards Anderston station from the west - potential to greatly improve ground level pedestrian movement (Hypostyle Architects 2013)



Figure 18: Anderston station - scope for improvement (Hypostyle Architects 2013)

are related to a place-making oriented agenda. This includes sustainable urban drainage issues, which have a close relationship with high-quality public realm.

Issues

The issues we have identified primarily relate to perceived ‘barriers’ to the Study Area being a well connected, cohesive and legible, comfortable place that people want to be in for work and other reasons. As it currently stands, most of the area has a feeling of city fringe, rather than a key part of the commercial heartland.

(1) Levels and pedestrian legibility: On the western boundary of the IFSD Study Area movement for pedestrians is complex, and even challenging. Raised highway junctions and underpasses to accommodate vehicular traffic have created a series of horizontal and vertical barriers to pedestrian movement, including through a variety of level changes. In addition to the level changes, there is a sense of vulnerability due to exposure to potentially fast-moving and heavy traffic, while the enclosed nature of some of the pedestrian spaces increases a sense of vulnerability.

Moving east, the traditional street pattern is much more legible to the pedestrian, with excellent walkways along the River Clyde. This connected pattern is broken occasionally and the area would benefit from the grid pattern being reinstated wherever possible.

(2) Transport Nodes: Two key nodes on the western



Figure 19: Former Albany Hotel site - a pivotal site in the cityscape (Hypostyle Architects 2013)



Figure 20: Access to Cadogan Square / Anderston Centre - scope to simplify and clarify ground level pedestrian movement (Hypostyle Architects 2013)



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PLANNING / URBAN REALM ANALYSIS

APPENDIX I

edge of the Study Area are Charing Cross and Anderston railway stations. However, both of these stations are in relatively isolated areas. This isolation is created in part by the rail-lines running below at a lower level and the street level is an entryway only. Charing Cross station sits behind St Vincent Street and is hidden by a level change. Anderston station is located under the M8's Kingston Bridge and the entryway effectively sits in the middle of a large traffic island. There is scope for improvement in the visibility, connectivity and safety/ conviviality of both.

(3) Vehicular Connections: Connectivity to major road networks is pretty good, however this also creates a level of complexity in direction finding. The western edge of the Study Area is currently dominated by temporary car parks, both on undeveloped sites, and also under the Kingston Bridge.

(4) North/ south movement blockages: this is hampered by large developments which, while technically passable, are difficult to read and uncomfortable to pass through, especially for business and tourist visitors (there are many hotels nearby). Several large developments are the primary contributors to this issue. The Anderston Centre, which was never fully realized as originally envisaged, creates barriers with hard-edged metal fencing, and multiple levels that are confusing and intimidating for the pedestrian.

A second key site is the Marriott Hotel. This hotel development is conceived as if an out of town hotel, which given its location next to the M8 this is in some

way understandable. However, the lack of a frontage, hard-edged landscaping and no public through-routes to the north make this site act as a major block to the cohesiveness of this area as a commercial city district with a range of inter-connected business, services and functions.

Kentigern House - The current MOD site, with its very defensive, fortress-esque architecture acts as a major barrier both physically, as with its aggressive brutalist form and secure parking that straddles two city blocks, but also psychologically. The design response of nearby housing sitting across Brown Street is to mimic this defensiveness and it turns inwards.

The former Albany Hotel site is positioned to play a pivotal role, acting in the current cityscape as a turning point between the upper Blythswood district and the lower Study Area. As the site is currently a vacant-lot utilised for car parking it compounds the city-edge 'wilderness' effect seen elsewhere.

(5) Beneath the M8: is a large area that has little continuity with the uses on either side. Anderston station, an important transport node, sits in isolation beneath the motorway with a large, empty space in front of it. The space is hostile in terms of the level of noise, accessibility across slip roads with fast-moving traffic, and if spending any significant time there, the air quality. However, there are some positive qualities to this space; it does have scale, direct connections to the west at grade, and scope for environmental improvements.

(6) Level changes: As the site, and its hinterland, slopes down from Blythswood Hill towards the River Clyde from north to south, there are multiple level changes. In some places these have only been dealt with minimally for vehicles, which leaves pedestrians isolated, or having to take complex routes to overcome obstacles, most notably at the Anderston Centre/ Cadogan Square.

Summary

The area is currently seriously under-performing as a place that is host to international financial and other business services, as well a range of tourist and business hotels, particularly in relation to:

- Quality of built form, but particularly public realm, including connectivity and greenery.
- Range of uses and activities, including ancillary retail, cafés, bars, that are expected in such a commercial hub.
- Absence of quality housing, hotel and apartment environments that add a sense of activity, surveillance and well-being, including into the evening.
- General legibility, comfort and attractiveness – that one would have in competitor economic locations.

Aspiration for the Area

It is recognized that the aspiration for this area is for it to contribute strongly to Glasgow being a nationally and internationally competitive place for doing business, in particular financial services. How places

are competitive is becoming a much more nuanced issue as more and more places reach ever increasing levels of sophistication. Provision of the right size, Grade A office floor plates, their availability and price may be one factor, but it sits in a myriad of others. Competitive places are becoming more complex, as they try to attract competitive companies who in turn try to attract competitive, talented people:

‘What sustains great organizations over time? Great talent. And what do talented people want? Most want influence, money, personal fulfilment, and the chance to make a difference. But more and more, talented people also want a great place to live.’ Helgesen, S. (2010, August 24).

This quote from an article about Charles Landry goes on to discuss some key building blocks for great places: distinction, variety and flow. These aspects fit with the aspiration for the area as a vibrant mixed-use area that has residential, leisure, education uses as well as office. Bringing the area up to a competitive level therefore encompasses a lot more than getting stalled sites developed, although this itself is an important and central component of renewed success.

On the ground, this aspiration would look like:

- A dynamic (inter)national commercial hub, combining Anderston/ Broomielaw and connecting strongly to their surroundings.
- Rich variety of activities and uses – within every building, street and city block.

- Coherent and legible new spaces and buildings, plus best of the ‘old’ – sense of charm and beauty.
- New investors, occupiers, visitors and residents.
- A place to spend time in (for business, tourism, leisure – old and young feel comfortable there).
- A strong green theme – addressing drainage, ecology and amenity – and providing contrast to the harder Merchant City.
- Expands the whole city’s potential as a competitive place – raises game to the next level (cf. Kings Cross London, Hafencity Hamberg, etc.)

Interventions

What follows is a list of interventions that cumulatively work towards addressing the issues that have been laid out and moving the area towards the aspiration over ten to 15 years.

The first set of interventions, broken down into several themes, are intended as a series of incremental steps that could be taken which cumulatively would have a significant impact on the area. There are three or four key sites that would benefit from major interventions, we would anticipate in receipt a benefit equal to or greater in scale than the intervention.

To complement these physical interventions, thought should be given to user groups who may populate the buildings and facilities in the area, for example, the regeneration at King’s Cross, London has benefited from an arts school relocating to the area.

Public Space: Temporary/ Meanwhile Activity

1. 220 Broomielaw – This is a key development site. Currently the site developer is holding temporary space events (Zidane film with live Mogwai soundtrack, Taste of Scotland Event, site had temporary construction for filming Fast and Furious 6). There is a need to build on this to create a destination.

2. Bisland Bakery Site, Cheapside Street – a mini-garden festival is proposed. One aim is to enable the public to access this area and to start to form mental routes through this part of the city. At the time of writing, it is still at the planning stage – waiting for confirmation from Goodman’s that they can proceed.

The concept is a mix of garden, sculpture, arts, food-vans, etc. At a micro level the purpose is to create a space to allow people to creatively explore alternative uses to derelict urban space. This may take the form of a community gardening group, urban farming, arts students using the space for a large-scale project, self-build projects, etc. On a macro/ strategic/ city-making level, the active-positive use of the site will help to diminish the cumulative negative impact of multiple derelict sites. Additionally there may be outcomes regarding development on the site – how the site has been used, pathways etc. that are established, may have a bearing on what is ultimately developed on the site.



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Public Space: Structural Interventions Planned

3. Washington Street – This street has several buildings of interest on it, but with a poor quality of public realm. At the north end of the street, while there is a set of stairs providing a pedestrian link to Argyle Street, there is a brick wall terminating the connection visually. Removing the wall and putting in place a broad set of steps and enhancing the paving would visually and functionally re-connect this street, which does have a good level of users occupying the Bizspace building and customers at the Menzies Hotel.

4. East/ west Through-Way - Washington Street. James Watt Street, break up long north/ south blocks with pedestrian access and public spaces. Historically, these were shorter blocks that became more solid and dense as industry intensified.

5. Urban Sports under M8 – Glasgow Urban Sports are in the process of building an urban sports park under the M74. The premise of what they are trying to do is: 1) to bring skate parks into the public realm by being located appropriately, and 2) bring functionality and beauty to skate park construction, (bench will work as a bench, ramps may look like art, etc.)

GUS are in the process of developing a park under the M74 as a flagship project, and a regenerative catalyst as well (the area is currently somewhat of a hinterland). Aspects of their projects have a healthy overlap with the aims of the Study. Active uses, public art, pathways and connections. Serious mitigating measures would

be required to make the space in front of the Anderston railway station a safe and usable space. In the site to the south, near the pay+display parking area, the environment is less brutal. Mitigation would still be required for noise, but not to the same extent as the north end. The space available would allow for a more mono-use area, such as a skate-bowl which would create a feature of interest in the area. Further discussions could be had with GUS about perceptions of skateboarding and intimidation.

6. Under-overpass uses – temporary and fixed uses. Function would be to activate the space and to create active connections under the M8 east to west.

7. Lighting strategy – marking arrival points, routes, points of interest, etc. A comprehensive and purposeful strategy would make the area more comfortable for those visiting on foot in the darker months, make the area more legible through lighting as way-finding, and add interest to the area.

Green Infrastructure: Cycle, Pedestrian and Watercourse

8. SUDs infrastructure – street-scape, rain-gardens and courtyards. As the Study Area currently stands, action needs to be taken on surface water run-off in order to unlock development sites. As such, there is an opportunity to integrate SUDs infrastructure into new public areas and to create interesting and pleasant streetscapes with rain-gardens featuring.

9. Green Roofs – one issue within the Study Area is the multiple levels that it operates over. There is an opportunity to embrace this imaginatively, while creating additional green infrastructure through retrofitting usable green roofs to existing structures, and to encourage their inclusion in new developments. This creates public space, and value, whilst attenuating the rainfall/ drainage issue.

10. Connecting to the River Clyde – The quality of the public realm along the Broomielaw is high, but there is a lack of connection between the users adjacent to the river and the river itself. Note the different character in the river upstream of the weir at Glasgow Green to the character of the river downstream. There also needs to be a range of activities on the river – like floating restaurants, nightclubs, and even casinos.

11. Expanded Avenues Concept – building on the avenues concept promoted in City Centre Strategy, consider how to make the whole area more walkable/ cyclable. This also connects with the recently completed ‘Bridge to Nowhere’ that has created a cycle path from Kelvingrove Park in the west-end through to the city centre.

Travel Nodes: Arrival/ Departure Points

12. Anderston station – currently a woefully intimidating environment, which creates an isolated point of entry, this needs an improved station kiosk, and more legible/ prominent building structure for multiple users. This transport node is on the route to

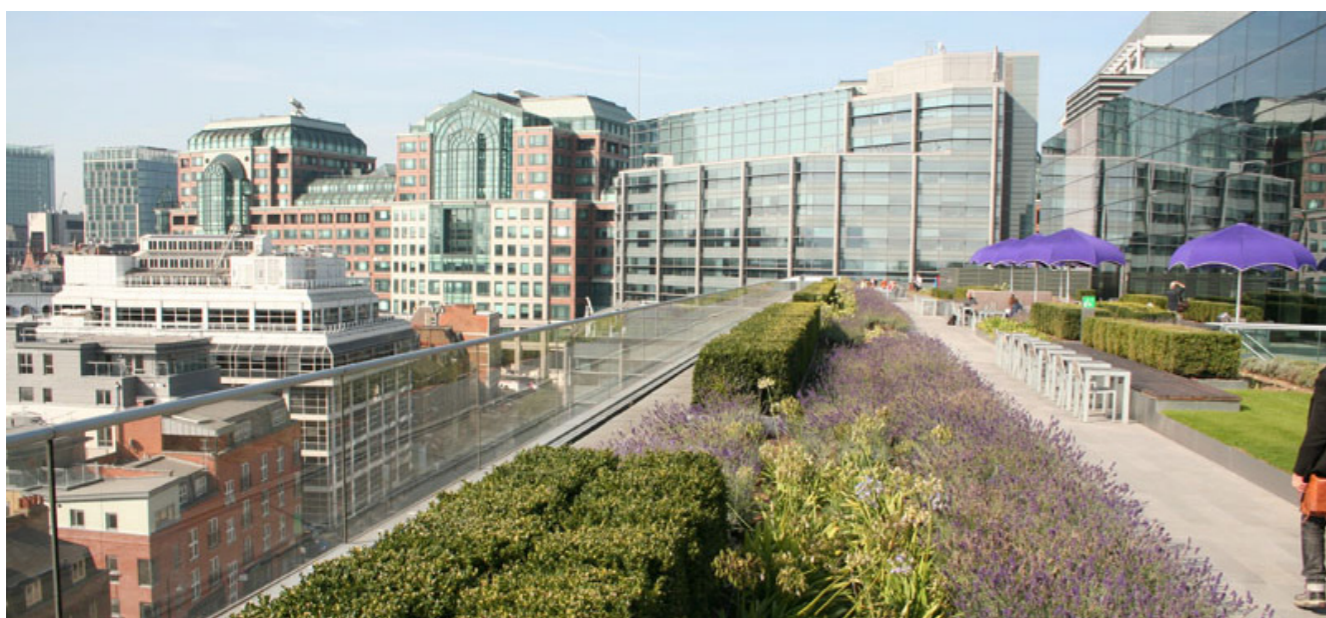


Figure 21: Value of green roofs in commercial areas - Allen & Overy LLP HQ, London <<http://www.greenroofs.com/blog/tag/dusty-gedge/page/4/>> 2011



Figure 22: Connection up to new GSA (Google Maps 2013)

the SECC campus, a core contributor to the Glasgow economy.

There is scope for creative use of the space under the motorway, in front of the entrance. This could activate the space, making it more comfortable. Additionally, rethinking the at-grade pedestrian crossings from the railway station both towards the city centre and towards Anderston.

More radically, it has been suggested that as the railway tunnel continues under Argyle Street it may be worth investigating whether or not the train station could be relocated to a more prominent location on Argyle Street, next to the current Marriott Hotel.

Street Level Animation:

13. Active frontages – moving from east to west active frontages die out. Developments have failed to create active ground floor uses, particularly to the west of the area, where the street level is hostile. Large lobbies are the dominant ground floor use of new build office blocks. This encourages a retreat from the area at lunch times and when the working day is over. Nor does it attract other casual/ inquisitive users into the area.

An active frontages policy is required for all new and refurbished development to stimulate street activity, safety and conviviality (essential policy lever).

14. Argyle Street quality - a generally low quality of shop fronts along this street needs to be addressed to



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make it more inviting/ less intimidating. There would be scope through a townscape heritage initiative-type project to lift the quality of the shop fronts, and engage a higher quality of vendor in the stores as a result. This would boost the potential of the economic floor space around it.

Urban fabric Improvements (Including Lanes + Wynds):

15. Brown Street and James Watt Street – Tobacco Merchants building, internal route and leisure use. An internal wynd/ lane could be introduced to break the continuous north/ south city block. This would require a change of use and more publicly facing approach to the old tobacco merchant building.
16. Bishop Lane pedestrian route – continuation from east of the Abstract development.
17. Argyle Street – west of M8 street is very legible, continue this through the M8 to the corner of the Marriott Hotel.
18. Public Spaces Network – a major strategic network improvement connecting both up to Blythswood Square (and thence Glasgow School of Art) and along the Clyde. On steep slopes there is opportunity for bigger planting areas/ rain gardens.
19. Two-way streets – shift some of the traffic management movement away from high-flow, high-speed one-way in/ out routes back to two-way streets.

Two-way streets would benefit the area through slowing traffic, creating a more even distribution of vehicles over the street networks, increasing accessibility and increasing legibility across the traditional city grid. Most crucially, they would make the area more comfortable for pedestrians, workers, and traders.

20. Washington Street dead end – currently Washington Street ends in a brick wall with steps to one side connecting Argyle Street and Washington Street. This creates a dead spot in terms of connecting the southwest corner of the site with the railway station and hotels. The listed buildings on the street have the potential to create an interesting frame for a significant public square at the refurbished school building.

Policy Shift - To a Distinctive, Mixed Use, Commercial City District:

21. Mix of uses – intensify the (already existing, but limited) mix/ diversity of the area to enable it as a vital, dynamic mixed-use area. Diversification of the area is a significant move to make it an interesting, attractive and desirable area. The magnetism of the Buchanan Street retail core and the initial IFSD fades by the time one reaches the Study Area, therefore one or more focal points are required to make the area a destination in its own right. Only by having some desirable uses and activities can this become a positive international commercial city district in its own right. This involves prioritising business space for high value services, but also retail, hotels, leisure, and

also culture, cafés, bars, etc. – as well as substantial residential – especially on upper floors.

Key Intervention Sites:

In addition to this range of modest, but cumulatively significant measures, are some major interventions, especially when taking a longer-term view of redevelopment over the next 10-20 years, including:

1. Kentigern House, MOD Building - The MOD property takes up an entire couple of blocks, with a security-fenced car park taking up a further site to the west of the building. A very large and brutally imposing structure, this breaks the existing urban fabric, and needs a more sensitive approach when redeveloped. This building was subject to a sale and leaseback agreement in 2009, with a 20-year lease.
2. The Anderston Centre - The original vision for this has never been fully realised, therefore the intended functionality of this 'super-block' has been undermined, if indeed it was ever reasonable in urbanism terms. It acts as a major block, in particular for visitors leaving the Hilton and Marriott hotels, wishing to go to the city centre. Through-routes and the reinstatement of shopping facilities would enhance the offer in this area, but radical reconstruction/ redevelopment is needed to provide legible routes through/ under/ over the current user-unfriendly confusion.
3. Hilton Hotel Frontage & Connectivity – Public access is notionally present, but is a maze of service

entrances/ roads. The frontage of hotel will connect with the new pedestrian route being connected in association with the Abstract building, but there is a need for more clarity and better connectivity.

4. Marriott Hotel Frontage + Connectivity – This site plays an important role in connecting the west of Argyle Street back into the city centre, with a prominent ‘face’ to the motorway and Anderston station. There is also a potential link north/ south through the wall – to the Hilton and Charing Cross station area. The potential future redevelopment of the site offers even greater potential.

5. Beneath the M8 - A large area that has little

continuity with the uses on either side. Anderston station, an important transport node, sits in isolation beneath the motorway with a large, empty space in front of it. The space is hostile in terms of the level of noise, accessibility across slip roads with fast-moving traffic, and if spending any significant time there, the air quality. However, there are some positive qualities to this space; it does have scale, direct connections to the west at grade, and scope for environmental improvements.

6. Level Changes - As the site, and its hinterland, slopes down from Blythswood Hill towards the River Clyde from north to south, there are multiple level

changes. In some places these have only been dealt with minimally for vehicles, which leaves pedestrians isolated, or having to take complex routes to overcome obstacles, most notably at the Anderston Centre/ Cadogan Square.

7. Albany Hotel Site – Arguably one of the most significant pivotal sites, this acts as a connection point between the de facto high street of the area (Bothwell Street) and the Study Area to its south and west. If re-developed to include public space and public functions, this site could become a focal point that redresses the city-edge effect and very negative street level feel that is the current experience in the area.



Figure 23: Scope for new north - south link (Hypostyle Architects 2013)



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Workshop 1 Participant Headlines Scottish Enterprise, Waterloo Street, Glasgow 4th October 2013

The purpose of this workshop was to present the analysis of the site and the market and to consider the future of the area using a future scenarios exercise. In addition to this, 21 propositions were put to the participants to test and prioritise. These propositions are the outcome of consultation work and analysis.

Bus Tour Responses:

Following a tour of the site, the following remarks were made in response.

- Why is this area important in terms of competition? What would it mean to the city centre? Are further away sites competitors?
- Locational decision making for Grade A office sector often based on proximity to transport hubs + connections. In Glasgow, investors are more comfortable being 'inside' the M8.
- Glasgow's central, premium business district is quite clearly defined by the M8 to the west and north, Hope Street to the east and the River Clyde to the south.
- Proximity in this area is not the issue – but the poor quality of the environment for persons, including at Anderston station. There is a lack of clarity for the pedestrian.
- Investors need an indication of where the place is going – this would give them the confidence to start making some moves.

The area is lacking in any kind of green – this is needed to humanize the landscape. Turning to go along the river, when you do encounter some green, is a relief.

There is a lack of clarity in the area – what is its function? Bothwell Street is now a good high street, but 20 years ago it was like the Broomielaw. But now it is quite clear that Bothwell Street has a purpose and function, acting to support and service business functions in the area. A similar transformation needs to happen on Argyle Street.

Blythswood Hill is a beginning to look like a transitional area – from office back to residential. Victorian buildings limit the layout possibilities for modern office accommodation. These will become obsolete and it will revert to residential, as has taken place in Park Circus over the last ten to 15 years. Where will these businesses go for office space in the city centre? This area needs to be ready if it is to be recognised as an area for growth.

Need to change the perception of the area – the area is perceived negatively. Temporary uses are useful for bringing people into the area who may have never been there (there is little reason to go there unless for work), and this works to positively change the perception of the area.

Issues and Analysis Response:

Understanding the DNA of the place: how does it work

in the day? The evening? And how does it transition between those times/ uses. Also need to consider what needs to change from a planning perspective to enable the place.

Infrastructure capacity as a constraint on development – Scottish Water sewerage system is at capacity therefore foul connections constrain any new development. In order to overcome this, there is a need to remove surface water from the system.

Scenario Exercise:

Scenario Name: "A place to be, not to exploit"
Driver: Financial and Business Services
In this scenario, Glasgow has the following characteristics:

- Has been successful in attracting greater numbers of high value financial and business services posts.
- Has fewer global headquarters in Financial Services but those functions attracted have significant autonomy which allows them to make procurement decisions with local, specialised companies.
- It will build upon its existing expertise in providing outsourced functions but increasingly move to higher value operations.
- Has companies which are embedded within the economy both as a place to operate but also contributing hugely to the surrounding supply chain.
- New headquarter functions from emerging industries, including energy and technology areas will be based in the city - these will also source from the local supply chain.

- The built environment will be friendly and welcoming, actively encouraging networking in both formal and informal meeting spaces.
- It will have world class internal connectivity promoting sustainable transport, including cycling and walking to/ within the city centre.
- Digital connectivity will be world class.
- The business district will also include retail offerings encouraging workers/ residents to spend and hence create further employment.

The main areas that will need to change are:

- It requires a more people friendly infrastructure which does not “block off” areas through buildings.
- Greater embedding of personal and business networks within the city centre – “clustering”.
- Significant investment in transport solutions which help promote sustainable travel to work options.

Scenario name: Broomielaw

Driver: Leisure + Tourism

- Area has become a key district in the city for tourism with hotels, leisure, culture, the river and transport connections. The area is also an attractive prospect for business tourism with a quality offer of delegate facilities.
- Linked interior public (green) spaces play a big role in how the place feels (c.f. Brindley Place, Birmingham).
- A major shift in the area is how Argyle Street connects with the Broomielaw. Argyle Street functions

as a hotel high street, while the Broomielaw is a thoroughfare with leisure uses that are intrinsically connected to the river.

- Argyle Street acts as an important connection between the two stations (one at either end) – while the Broomielaw is a key connector to wider city districts.
- Argyle Street and Broomielaw are animated 24/7 – this is in part to the much improved and enhanced SECC campus, with the new Hydro playing a key role in boosting the areas capacity. There is a night-time economy.

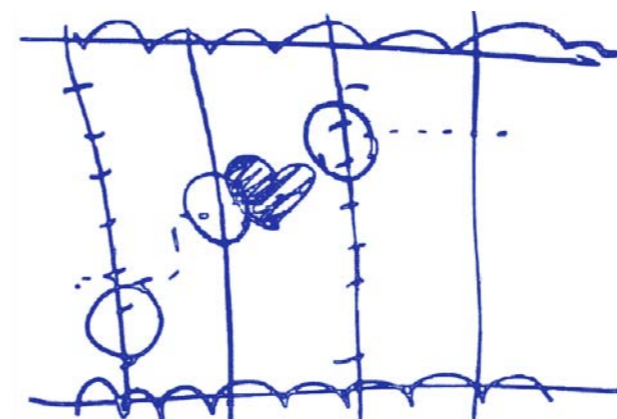


Figure 24: Getting internal spaces right is the key to giving the area a heart (Gerry Grams 2013)

Aggregate Result	Short Term	Medium Term	Long Term
High Priority	6. Progress key development sites 50% 14. Clear place vision + branding 100% 16. Leadership + delivery team 75% 19. Marketing + promotion 75%	2. Argyle Street project 50% 18. Plan + policy mechanisms 50% 10. Infrastructure upgrades 50%	None
Medium Priority	4. Under Kingston bridge overpass project. 5. Anderston Station and crossing project; 9. Gateways + thresholds; 12. Living roofs + green walls, 20. Meanwhile Uses;	3. Animate Broomielaw + the River 13. Albany site 'place framework';	21. Southbank – integrate the banks of the River Clyde
Low Priority	8. Light strategy + projects	None	None

Figure 25: Aggregate Results from the workshop (KMA 2013)



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- The area has a quality interior – the quality of place encourages investment.
- It is a high-end business community with tourism – there has been a shift from investment in 2*/3* hotels to 4*/5*, reflecting the lift in business tourism.
- The riverside is key to this – it is a destination.

Scenario name: A Place for People: Where the City Meets the Clyde

Driver: City Living.

- A liveable city district – market sectors represented primarily are social housing, student accommodation and mid-market properties.
- Development is on a human scale.
- Changes are made to the urban environment to improve the quality of the place.
- Facilities to support urban living are in place, or easily accessible from the area (doctor, dentist, school etc.).
- The River Clyde is a usable water space for activity.
- The M8 Corridor/ North Street area has some key public spaces (as there were historically). These are equally comfortable places to be in at night as in day.
- People move around the area in a legible network of pedestrian routes, by bicycle or public transport – there is choice.
- Problems to be dealt with to move towards this kind of area – environmental factors effecting health and well-being, and a need for forward planning, masterplan and vision.

Key changes: desirable destination, mixed use, things for people to do in the day and night.

- Change of planning policy – mixed use, not only office space, human scale, active frontages.
- Connectivity and choice – public transport, walking and cycling are the chosen modes of travel.
- Public space + river use.
- Support facilities and services that help residential living (or at least the ability to easily reach these services).

Priorities Exercise:

The table in figure 25 represents the aggregate results of four groups of participants. The purpose of the exercise was to evaluate a series of proposed interventions by considering whether the intervention was a low, medium or high priority and if it should be action in the short, medium or long term.

Key priorities:

- Leadership + Delivery**
- Plan + Policy Mechanism**
- Marketing + Promotion**
- Network of linked routes**

Other Comments:

Leadership – need to explore two to three different models of leadership to find a fit for taking this forward. Political leadership and senior level at Scottish Enterprise and Glasgow City Council need to get on board and endorse the strategy. The political situation in Glasgow is more fluid than it used to be – there is

not the same level of stability for moving items through the decision making process.

Stakeholder management – who can influence a plan and who would be influenced by it?

This area is embedded within the strategic growth corridor – so we can assume that there is a national level commitment to it.

Economic growth agenda – to support and facilitate this agenda in Scotland and Glasgow there is a need to have locations for high value functions.

PR – should the area begin to undergo change then tell the story as it happens, this gives people confidence.

Summation – Stuart Gulliver:

Leadership – need to get this right, and it needs to be appropriate for this area.

The River Clyde – there have been attempts for decades to get something to happen on the river. Unless something happens this time – this may be the last opportunity for a long time to come. While the river remains dead it will not be a draw to people and increase footfall. This is a critical moment for the Clyde, for people to be attracted to the river there needs to be a certain level of activity. Lastly, the river connects all the important functions in the city (health, economic, media, entertainment) – therefore this needs action and change.

Progress key development sites – good, early activity on key sites will do a lot to change attitudes towards the area.

Argyle Street – this has been like a drumbeat through the whole exercise. This is not about tinkering around the edges, but about significant effort and change.

Workshop Participants:

David Budge, Budge PR
Andrew Littlejohn, SE Graduate
Andy MacDonald, SE, International Business
Paul Hughes, SE, Financial + Business Services
Michael Ward, GCC
Wendy Choy, UoG, placement at GCC
Michael Wright, SE team leader, managing project
Gillian Black, GCC, City Centre Strategic Planning
Gerry Grams, GCC, City Design leader
Kevin McCormack, GCC, City Centre Development Management Team Lead
Mick Ralph, GCC, Transport Lead
Margery Mckechnie, Scottish Enterprise
Derek McCrindle, Scottish Enterprise
+ Consultancy Team (8)

Workshop 2 Participant Headlines
The Lighthouse, Mitchell Lane, Glasgow
19th November 2013

The second workshop provided an update on the work that had been completed so far, including a summary of the first workshop. The aim for this workshop was to present the issues and analysis to a different group of stakeholders, including transport, infrastructure and policing and to gather their response to the analysis and proposed moves forward. The workshop also further tested and refined the propositions through two task groups that ‘read’ the area from different perspectives – one group from an infrastructure and movement perspective, and one group from a people and place perspective.

Workshop Introduction:

Gerry Grams introduced the workshop by highlighting the current work being done on the city centre strategy (which was approved the previous week at the State of the City Conference) and this will feed into the LDP. This is a revisit of the city centre, asking the questions; ‘how can Glasgow get as much out of its assets as possible? and how can Glasgow make a Victorian city fit for the 21st century?’

The City Centre Strategy is distinctive in that thinking has moved forwards from what has been the case in the past. There are now overlapping districts, instead of fixed boundaries, to look at how these districts relate and interact. One of the pieces of thinking coming out

from this strategy has been of avenues. There are pressures on the city and this needs to be balanced out strategically: economic pressure, infrastructure pressure (especially drainage), greening, traffic etc.

Task 1: Open responses to issues and challenges
Study Area safety:

The area has a perception of lack of safety and it is just that, a perception. Historically the area was known for prostitution but this is no longer the case. The nature of the buildings and the lack of activity after 5pm means there are lots of nooks and crannies (and lack of people to observe activity) for people to hide in, but this is far less prevalent than five to ten years ago. Prostitution has changed and it is no longer in areas like this.

This area is categorically no less safe than anywhere else in the city. Glasgow is as safe as it has ever been. There are people who sleep rough in the area, for the same reasons as above, there are covered places they can go, often with heating or extractor vents that provide residual heat for sleeping rough.

Infrastructure:

Major issue in the area of the drainage system being at or over capacity. Scottish Water are making a large investment over the next five years of £25million. Surface water – if this can be removed from the system then there is capacity. SUDs is a good response, how to keep surface water on the surface. This is a good solution for areas that are being planned and built now, but it is very expensive to retrofit. To contextualise, a



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SUDs in a new build area would be about £10million, an upgrade to an existing area (particularly thinking of Glasgow City Centre) could run into the £100s of millions. It is essential to deal with surface water run-off, it is not sustainable to feed this into the drainage system. As it is, surface water causes backing up all over the system and releases into the river Clyde. If an attractive water-front is desired, this can not happen. The earlier Sauchiehall Street example (shown at the outset) of a rain garden, is a way of dealing with surface water while adding some amenity to the street. Development designs need to think about drainage from the word go and consider water as an amenity. Scottish Water knows that the City Council is looking at drainage in streets. There are tensions such as balancing car parking needs verses dealing with run-off.

Transport:

Current status of the rail network in the area is that from Exhibition out towards Partick and Hyndland the network is at capacity. The current thinking on managing growth (new Hydro) is dealt with through a new platform and turn back signal at Exhibition Centre station. This means a service would terminate at the new platform and then return to the city centre. This would allow an increase in the number of trains running in the case of a big event. This plan has a three to five year time scale.

There are no current plans for changes at Anderston station. Any decision or case for investing in increased capacity would be based on documents looking at

passenger growth – the planning application process is a primary source of information for this.

Comment: There are strategic transport routes in the area, important to consider the role of these. On the M8, Junction 19 is a key junction. And in 2015 there will be the Fastlink route that will be a key connection to the new hospital.

Is there the market to sustain development in the area? What about competition internally in Glasgow?

Comment: The aim for the area is that it is competitive with other cities nationally and even internationally. If nothing is done there is the risk that Glasgow becomes a secondary location – need to maintain the city as a premium brand.

Comment: There are few places in the city centre that you can build large floor plates needed for HQ buildings. For example a French company looking at 110 Queen Street was considered more attractive because of the amenity of the area in the city centre – it is that level of amenity that would be needed to attract foreign companies. It is a locational issue in many ways.

Comment: some Broomielaw developments do not have the high quality that occupiers are now looking for. Developers are voting with their feet and looking to traditional CBDs. Therefore long-term Glasgow needs to have capacity in the Broomielaw area.

Mixed-Use Designation:

Comment: supportive of the concept of a mixed-use district, although multiple use is something that would

bring issues to the area that are not currently present. Bars + restaurants, there is an over-provision in the city centre. An increase in number could be a problem. Multiple uses that include residential can raise issues, for example, Queen Street. There are far more complaints from residents in this area than anywhere else in the city. This needs to be planned and thought about carefully to avoid issues along these lines.

Another example of an issue in introducing residential is flatted properties being bought by investors to do short term lets to companies – these have resulted in the party flat phenomenon where people will rent a flat for 24 hours to throw a massive party. This has a huge impact on people living near that. Street entertainment is another tension – buskers are nice if you are out in the evening for a drink, but not if you are trying to work. Response: There is a tension between uses and activities, but sometimes this is about an over concentration of a particular use in an area. We need to think about how we get good activity without hitting a tipping point where it becomes anti-social.

Task 2:

What are the thresholds to address?
 What plans and strategies to align?
 What projects to prioritise?
 Who leads and supports?

Task 2: People and Place Group

This discussion focused on how to catalyse a mixed-use district that acted as a counterpoint to Merchant

City and North Quarter.

- The model of development that has brought the IFSD up to this point (large floor plates, little/ no ground floor use) was considered to be unsustainable, so finding a way to develop a mixed use district that had been thought through, planned and designed in a thoroughly integrated way, was the order of the conversation.

- Consider how to design for after 5pm, without losing the area's ability to accommodate large floor plates. Could there be some potential in vertical integration (retail/ leisure ground floor, then commercial, then residential)?

- Other places in the city and elsewhere that were considered to be successful were referenced as potential models for moving forwards (Merchant City, West End, etc.).

- Argyle Street was considered an action that had several opportunities: it already has some mixed use and active street frontage on the eastern end of the street. It is a route connecting two stations, it connects from the city centre to the Hydro and SECC campus, it has six or more hotels along it or very near it.

- Argyle Street could act as connector through to the Finnieston side of Argyle Street, which has been successful.

- Turn the street into a catalyst by building on those opportunities through improved street-scape, greening etc. (as per the Sauchiehall Avenue concept), active building edges and the street could act as a demonstrator of what the rest of the area could be like.

- Another driver would be a change of planning policy – so far there has not been a real attempt to formulate a solid mixed-use strategy.

Task 2: Infrastructure and Movement Group

The discussion covered surface water, drainage and transport.

Surface Water Threshold

- Scottish Water (SW) and Glasgow City Council (GCC) representatives indicated that the surface water system within the city is at capacity and that any new development would raise an objection from GCC as it would put additional pressure on an already unsustainable infrastructure. GCC and SW indicated that they review SUDs at PPIp stage.

- There is already a Surface Water Management Plan in place and under review (to be presented November 2013) which includes the IFSD area.

- A Green Roof audit within the city is being undertaken, but this solution and solutions of this nature, still require management. The capacity on the existing infrastructure for this transitional water is an issue as it still needs to be transferred into the Clyde through various treatments.

- SW indicated that five treatment work systems are due to be updated, however this is a five year plan with initial costs estimated at £250M. The programme is a 25 years strategy to make the system 'fit for purpose' with a further £500M estimated.

- Ref doc <http://www.mgsdp.org/>

Transportation

- Discussion focused on Anderston station. The station is a focal point of the Broomielaw Study Area; it sits to the west of the Marriott Hotel development.

The potential of moving the station so that it could be integrated into the new development was raised and Network Rail representatives indicated that there was a programme for cosmetic improvements scheduled (April 2014 through to March 2019). However, any major work would require a STAG appraisal (CoBA) which would be reviewed by Transport Scotland and prioritised by Network Rail for implementation.

- GCC commented that developments in this area where already being asked to contribute to Fastlink and Junction 19 improvements, another contributory scheme may start to have an adverse impact on potential growth and investment in the area.

- The workshop agreed that improvements to pedestrian access at Anderston station are more of a priority than the potential relocation. GCC referred to a Traffic Management Strategy for the City that had been produced to address movement and permeability of the city by cars, pedestrians, cycle and public transport. This strategy needs to be reviewed to ensure that the proposed Fastlink network and any improvements to Anderston station are all integrated into the Broomielaw masterplan. The timing of these improvements and how they connect is critical; GCC and Transport Scotland will need to be consulted for their input.

- Ref Doc <http://www.glasgow.gov.uk/CHttpHandler.ashx?id=5337&p=0>



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THE WORKSHOPS

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Green Spaces

- Blythswood Square as an example of a green space that enhances property value. Creating a green space means that the buildings around are far more valuable than the sum of parts – this in turn deals with some SUDs requirements. Green and water space acts as amenity for residential and office occupiers.

Key Moves

- Water management is a key priority – need to take surface water out of the equation.
- Visibility of key transport connections – the back end of Central Station and Anderston station.

Issues that act as constraints to moving the area forwards, (drainage capacity, safety perceptions, amenity etc.) require a carefully planned and integrated strategy to move things forwards. The issues that act as constraints cannot be dealt with in a piecemeal, site by site approach.

Workshop Participants:

Glasgow City Council:	Derek Dunsire Raffaele Esposito Gerry Grams Mic Ralph Michael Ward
Scottish Enterprise:	Michael Wright
Historic Scotland:	Ranald MacInnes
Scottish Water:	Andy Chick Chris Wilcock
Police Scotland:	Alan Porte

Network Rail:

Fraser Durie
Lorraine Howell

Consultant team:

Hypostyle Architects
Kevin Murray Associates

Alex Parish
Iain MacPherson

Fairhurst

Kevin Murray
Roland Craig

	<p>the provision and funding of new transport infrastructure and public transport service to enable major new development.</p> <ul style="list-style-type: none"> – Option takes account of the development of the proposed Fastlink network and particularly the major developments proposed in the East End for the Commonwealth Games. It also deals with the need to update the level of developer contributions that have remained unchanged since they were set in 2006. – The provision of new transport infrastructure and services is critical to delivering sustainable development in major new development. 	<p>instance, the IFSD could become a well-connected comfortable working location for some people based in Govan.</p>
Main Issues Report: Sustainable Connections	<p>Option 4.6 A: Strategic Cycle Routes. Review potential opportunities for the creation of strategic cycle routes with a view to establishing a Network of Strategic Cycle Routes that can be protected and promoted through the LDP.</p> <ul style="list-style-type: none"> – Help identify the potential for strategic cycle routes, optimizing the potential of areas expected to undergo significant regeneration or development and providing for the safeguarding of potential off-road sections. 	<p>Cycle routes through the IFSD study area would promote a greater range of choice (for workers, leisure, even tourists) and also a different pace of movement. Our observation is that traffic speeds entering and leaving the IFSD study area at its western edges are quite high, and the introduction of cycle lanes may have a calming effect on this at street level, which would also bring comfort benefits for pedestrians and other road users, making the whole area more convivial.</p>
Main Issues Report: Sustainable Connections	<p>Option 4.8 A: City Centre Car Parking Provision. Retain the City Centre parking standards and public parking provision policy approaches set out in City Plan 2. Allow no further temporary car parks in the City Centre and do not renew planning applications for those which lapse.</p> <ul style="list-style-type: none"> – Helps support the essential functions of the City Centre, maintaining its attractiveness as a location for new investment and making best use of its sustainable transport provision. Addresses the growth in temporary car parking spaces in the City Centre. 	<p>Consider instead, the provision of more managed parking structures to support business, leisure and even residential environments.</p>
Main Issues Report: Sustainable Environment	<p>Option 5.2 A: Flooding and Drainage. Meet the requirements of the Flood Risk Management (Scotland) Act 2009 through continuing to work with partners in the MGSDP and delivering its objectives through new or revised policy.</p> <ul style="list-style-type: none"> – Working in partnership is the best way to deliver comprehensive approach to flood management across the City. New/revised policy is likely to be required to fulfill the requirements of the 2009 Act and maximize green network benefits. 	<p>Green infrastructure that may be created as a result of this policy, should be supportive of a strategic placemaking agenda for the study area, and therefore be functional, but also visually attractive in a manner that supports further investment and occupation by both businesses and residents.</p>
Main Issues Report: Sustainable Design	<p>Option 6.4 A: Reducing the Need for Energy in New Developments. Revise existing policy to ensure that; (i) all new buildings contribute to meeting specified reductions in greenhouse gas emissions/energy use through a combination of low and zero carbon technologies and other planning considerations including design, siting, layout, etc (ii) the opportunities to retrofit carbon/energy reduction measures in existing buildings e.g. historic buildings is promoted more fully. Supplementary guidance may be required to set out the detail of such an approach.</p> <ul style="list-style-type: none"> – It would meet the requirements of the Climate Change Act, whilst, potentially, retaining the advantages of the current City Plan 2 approach. 	<p>There should also be positive support for green roofs, roof gardens, that adds to the ecology and livability of the place, not just getting energy bills down.</p> <p>Photovoltaic panels may work in the retrofitting of some 50s and 60s buildings</p>
Main Issues Report: Sustainable Design	<p>Option 6.5 A: Retro-fitting the Urban Environment. Investigate options for retrofitting the urban environment to help contribute to climate change mitigation and adaptation and the reduction of the City's ecological footprint. Should this investigation indicate that retro-fitting would be appropriate/feasible, produce policy indicating in which circumstances, and in what forms, it would be encouraged, including investigation of a specific policy for extensions to existing buildings.</p> <ul style="list-style-type: none"> – Would set a positive, pro-active policy response to an issue that could increase in importance in future years. 	<p>We would support these measures, whether for the streetscape, under Kingston flyover, or some of the older buildings (both Victorian and 1950s/60s) around the IFSD area. Adaptability should include pedestrian space, trees and planting, and even green roofs and photovoltaic panels.</p>

Main Issues Report: Sustainable Design	<p>Option 6.6 A: Student Accommodation and Other Large Scale Quasi Residential Units. Bring forward policy to ensure the provision of on-site facilities in new student accommodation and other large scale quasi-residential uses and, potentially, to ensure concentration of such developments do not impact on residential amenity. This may require the production of supplementary guidance to set out the detail of such a policy.</p> <ul style="list-style-type: none"> – It will help address the additional pressures which developments of this type can place on existing local amenity and facilities. 	<p>Student housing could be a positive contributor to the mix of uses in the study area, although is more likely to occur outside the city centre. Supporting uses for student accommodation and business could overlap, for instance in terms of shops, small supermarkets, cafes, bars, at least in the pioneer stage of regeneration.</p>
Question 15.	<p>Do you agree with the proposed approach to simplify the policy framework that supports the Plan's development strategy? (Detailed development and design guidance to be contained in Supplementary Guidance, in line with the Government's guidelines for development plans)</p>	<p>There is a risk that the approach to these policies may be interpreted as too simplistic and therefore produce sterile monocultures (e.g. of retail or office areas). We would recommend a version that encourages mixed use, where the principle driver (identified lead use) makes up over 60% of the floor space area, but where other appropriate complementary uses are encouraged to create a stronger sense of place, vitality, safety, and stimulate further investment.</p> <p>The current city centre policy is heavily geared towards the protection of a single retail core, but the policy could retain a prime area, whilst also encourage appropriate level of neighbourhood provision within each of the city centre sub-areas. This is as important for business and for residential, and may be evidenced in the changes of the Merchant City over the last 20 years.</p> <p>In addition, on design guidance, we suggest that it must be much more than rolling forward previous. There is a need to pick up themes like drainage/SUDS and landscape/green space and trees, adaptable/walkable streets, cycling, green roofs and roof gardens</p>
Question 16.	<p>Are there any policy topics or Supplementary Guidance that you think should either be deleted from, or added to, the list? Do any additional areas of the city require their own Supplementary Guidance? (Please give your reasons)</p>	<p>We believe there should be supplementary guidance for the greater IFSD area, which should include connections and movement, public realm and active ground floor use, as well as consideration of built form and strategic skyline impacts.</p> <p>Animating the River Clyde, both on the water with vessels, and along the quayside. This would contribute to diversifying the use overall and the integration of the river as part of the green network.</p> <p>Under-bridge uses: provision for policy support for non-car related uses below transport infrastructure.</p>

The study area would benefit from a policy framework that offers direct support to the strategic aims of the area. Policy that explicitly supports ground floor uses such as café/restaurant, non-comparison retail, etc; architectural guidance such as skyline considerations; public spaces and wynds that connect the urban form and provide spaces and links on a human scale; a certain level of residential development. Additionally, policy support for infrastructure in the study area that could have a positive placemaking influence such as SUDS features (rain gardens, introduction of urban watercourses) and Fastlink stops would enhance place-framework of the area. Provision of a high-quality environment in the area is key to continued investment and development in the Broomielaw district. The boundaries as drawn in the City Centre Strategy: Neighbourhoods Workstream (May 2013) provide a useful cue – they highlight the distinct character of areas in the City Centre, while showing that the relationship to surrounding areas is important to the vitality of each area. Policy needs to carry the tension between promoting excellent urban form and the ability to attract institutional investment that seeks large floor-plate type developments.

THE WORKSHOPS

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Figure 27: Photographs from the workshops (KMA 2013)



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ENGINEERING ANALYSIS

K

1.1 Introduction

1.1.1 Fairhurst have been commissioned as part of a Masterplanning team to perform a review of transportation issues within the Study Area including accessibility, congestion and safety.

1.2 Background / Previous Studies

1.2.1 Within Glasgow's City Centre Strategy and Action Plan 2013-18, the centre is divided into nine districts. The Broomielaw district is stated as Glasgow's first quay, and former home to commercial paddle steamers. The area is now designated as part of the IFSD (International Financial Services District), and has received significant investment over recent years. This part of the city is characterised by long north-south blocks, with narrow streets connecting Argyle Street with the waterfront. The waterfront in turn connects with the south bank via the King George Bridge and the new pedestrian Tradeston Bridge.

1.2.2 Glasgow's IFSD has created a highly attractive environment for indigenous and overseas firms in finance and related sectors. As a pre-equipped business area, it is designed to allow fast track occupancy by financial firms seeking a new UK location for their operations. Over 15,500 jobs have been created over the past ten years by some of the biggest names in global finance including JP Morgan, Barclays Wealth, HSBC, Morgan Stanley, and BNP Paribas. Over 2.75m sq. ft of new or significantly upgraded Grade A office space has been created, alongside

1600 hotel rooms, 700 residential apartments, and 100,000 sq. ft of retail and leisure floor-space. Within the Glasgow City Centre Action Plan (Glasgow City Council 2006); Action D19 is to implement the IFSD / Broomielaw Strategy. The plan states that the IFSD has proven to be Glasgow's most successful inward investment project and a key regeneration project for the city. The IFSD is now set to move into phase two of its life cycle. The lead bodies for this Strategy are Glasgow City Council Development and Regeneration Services and Scottish Enterprise Glasgow.

1.2.3 The IFSD has created a highly attractive environment for firms in finance and related sectors. As a pre-equipped business area, it is designed to allow fast track occupancy by financial firms seeking a new UK location for their operations. Covering approximately one square kilometre between St Vincent Street and the River Clyde, the IFSD is the catalyst for regenerating the Broomielaw and the West City Centre Area. The Glasgow Economic Commission recognised the importance of the IFSD in their Economic Review Final Report and have encouraged further growth in Financial and Business Services in Glasgow by building on the success of the initiative and developing a new IFSD-2.

1.2.4 In terms of transport within the city centre, the primary action set out in the City Centre Action Plan is to: Update the Millennium Transport Plan and deliver an integrated Transport and Public Realm Plan for the City Centre. The document reports that a number of actions have been implemented; such as pedestrian

crossings and measures to improve the movement of buses. It is also reported that a new transport and traffic management study will be progressed by LES (Land and Environmental Services) and DRS (Development and Regeneration Services) during 2012/13 as part of the new City Centre Strategy work to be undertaken.

1.2.5 The SECC is 1.2 miles from Broomielaw (approximately 20 minute walk). Other Commonwealth Games venues within a close vicinity to Broomielaw include the National Hockey Centre at Glasgow Green (1.5 miles) and Kelvingrove Lawn Bowls Centre (1.6 miles). The airport is 8.4 miles from Broomielaw (10-15 minute drive). In terms of public transport access to the airport; First provide a shuttle-bus service from Glasgow city centre operating up to every ten minutes with a journey time of 25 minutes. In terms of trains; Paisley Gilmour Street is 1 mile from the airport with a bus service running from the station to the airport.

1.3 Site Location

1.3.1 The site forms an 'L' shape to the west of Glasgow City Centre and is bounded by the River Clyde to the south, the M8 to the west and the Glasgow Central Station to the east. The Study Area is shown in figure 28.

1.4 Methodology

1.4.1 Fairhurst have conducted a site visit and review of available data to determine the level of traffic and

transport related data within the Study Area.

1.4.2 In addition to local schemes, a strategic review has also been undertaken to determine what, if any, major strategic influences may affect redevelopment of the Study Area, particularly as the M8 runs along the west and north of the site.

1.4.3 A review of recent applications within the city centre has also been conducted to understand proposed and potential scheme mitigation and initiatives within or adjacent to the Study Area, for example a recent application for Easter House to Dewar Road has been reviewed as part of this initial process.

1.4.4 A review of the Local Development Plan (LDP) of the City Centre Public Realm Strategy has been undertaken to assess proposals for the following schemes: Avenues; Anderston/ Broomielaw; Argyle Street; Central Station; and City Centre Traffic Management review.

1.4.5 This Study has reviewed pedestrian and cycle movement within the Study Area and identified existing infrastructure. It has also identified existing desire lines to residential/ commercial/ retail areas and how these interlink with transport facilities at bus stations/ rail stations or infrastructure to cross the river. A similar public transport plan has also be produced which indicates existing services, facilities and network.

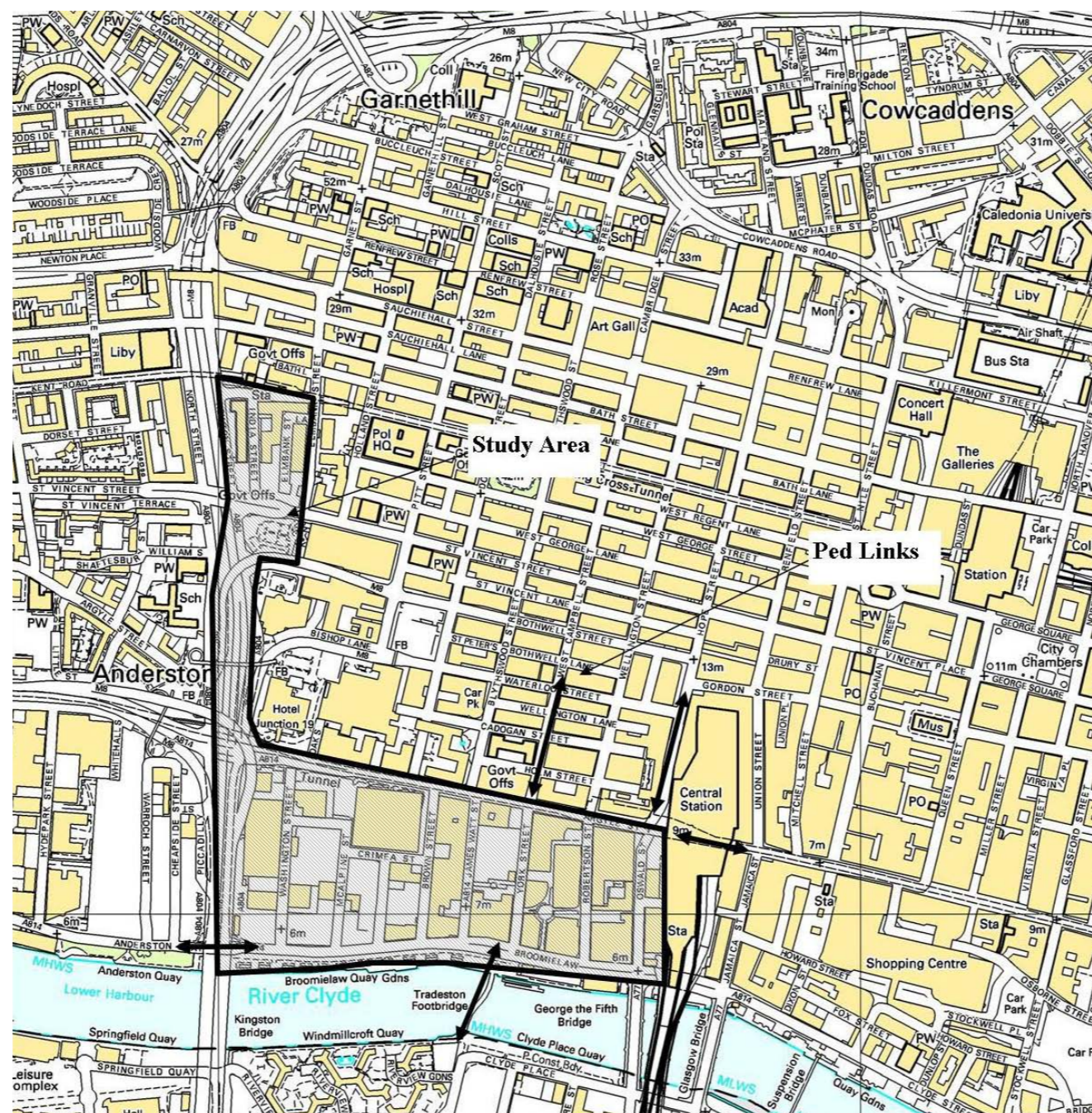


Figure 28: Study Area (Fairhurst 2013)



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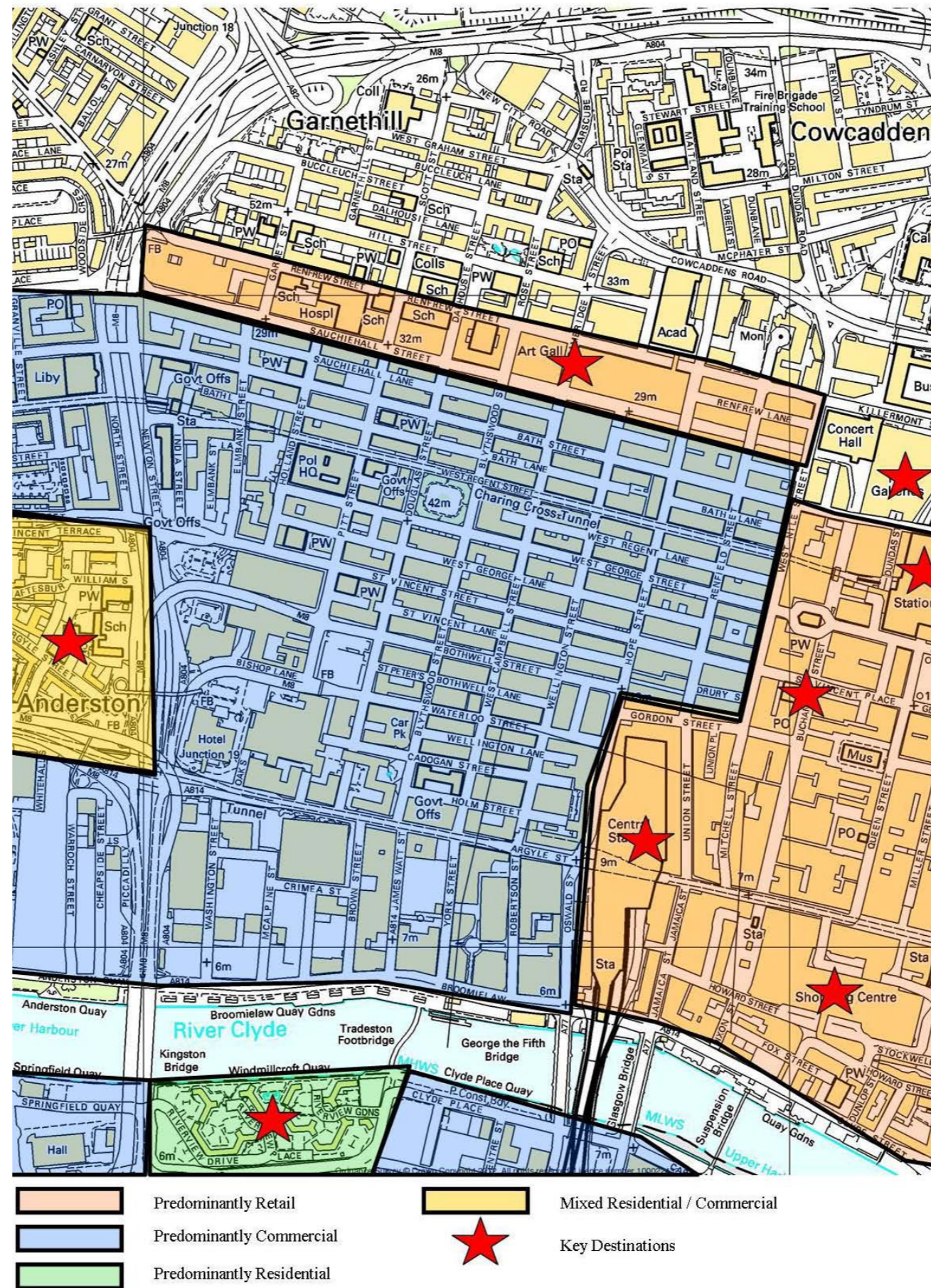


Figure 29: Key Land Use (Fairhurst 2013)

2.0 Review of Existing Movement

2.1 Introduction

2.1.1 The site walkover and review has produced the following set of plans. Each show the various levels of movement and desire lines for each mode. Figure 29, indicates land use areas around the city centre which are the key generators of pedestrian, cycle and vehicular traffic within the site and the surrounding areas and also a series of potential key destinations.

2.2 Existing Pedestrian Movements

2.2.1 The majority of existing pedestrian facilities around the site area are limited to roadside footpaths and as such are directed towards key destinations via existing grid road infrastructure model.

2.2.2 There are small sections of pedestrianised streets to the east and north of Glasgow Central railway station linking Queen Street station and The Galleries shopping centre and west towards Sauchiehall Street.

2.2.3 The surrounding area has already undergone a major review of movement and a number of schemes within the city centre were assessed through previous studies. The Glasgow City Council Traffic Management Strategy (Glasgow City Council 2008) undertook a survey of existing facilities and asked for feedback from local groups on the issues that this area faced, these include: Excessive bus traffic in and around Hope Street and Union Street; High level of air pollution on

Hope Street; conflict between pedestrian and vehicles around the Central Station; congestion on footways within the vicinity of local bus stops; narrow footways; no cycle lanes or cycle facilities within the city centre; and high accident statistics within the city centre, which are particularly high on Argyle Street and Union Street (Hot Spot for accidents in Glasgow).

2.2.4 The study proposed a series of recommendations for implementation or further review following feedback, these included:

- Support for 20mph within the city centre;
- Restriction of traffic in high pollution areas;
- Provide cycle facilities/ remove on street parking;
- Improve bus circulation and introduce bus gates;
- Remove on street parking;
- Extend or widen foot ways at bus stops and at Central Station;
- Review and remove as necessary guard railing at key locations;
- Improve air quality; and enhance pedestrian safety and security.

2.2.5 As a result of this study in 2008 some of the issues have been addressed, particularly around Central Station, whilst other areas still need further review. There are still some barriers within the area for pedestrians and cyclists and a further review is required to protect and develop pedestrian and cycle desire lines.

2.2.6 Within the Study Area, public transport facilities

dominate the main movement of pedestrians, particularly given the lack of alternative destinations such as retail and/ or open space.

2.2.7 The two commercial office locations and generators of existing movement are located in the north west and south west of the Study Area. Pedestrian movement to and from these locations may be restricted by a combination of factors such as



Figure 30: Busy traffic on Newton Street (Fairhurst 2013)

busy roads, providing physical barriers to movement as identified in figure 30, or perceived lack of security during early evening and winter months due to the relatively low level of pedestrian activity in the area or nature of the surroundings, as demonstrated in figure 31.

2.2.8 Figure 32 shows walking isochrones from three locations within the Study Area: Broomielaw,



Figure 31: Washington Street is typically not conducive to pedestrian activity (Fairhurst 2013)



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Anderston station and Charing Cross station. The isochrones represent a 1600 metre influence (10-15 minute walk time) from each of the locations using existing pedestrian links. The green isochrone has

been centred on Anderston station as it is a well-used local station which will become a focal point of the Masterplan. Charing Cross station marked in red and Broomielaw in blue represent the northern and

southern edges of the site respectively. It can be seen from figure 32 that the majority of Glasgow City Centre is within a ten to 15 minute walk of the Study Area.

The plan in figure 33 has been produced to identify the key destinations of existing movement from the Study Area and the magnitude or significance of that journey

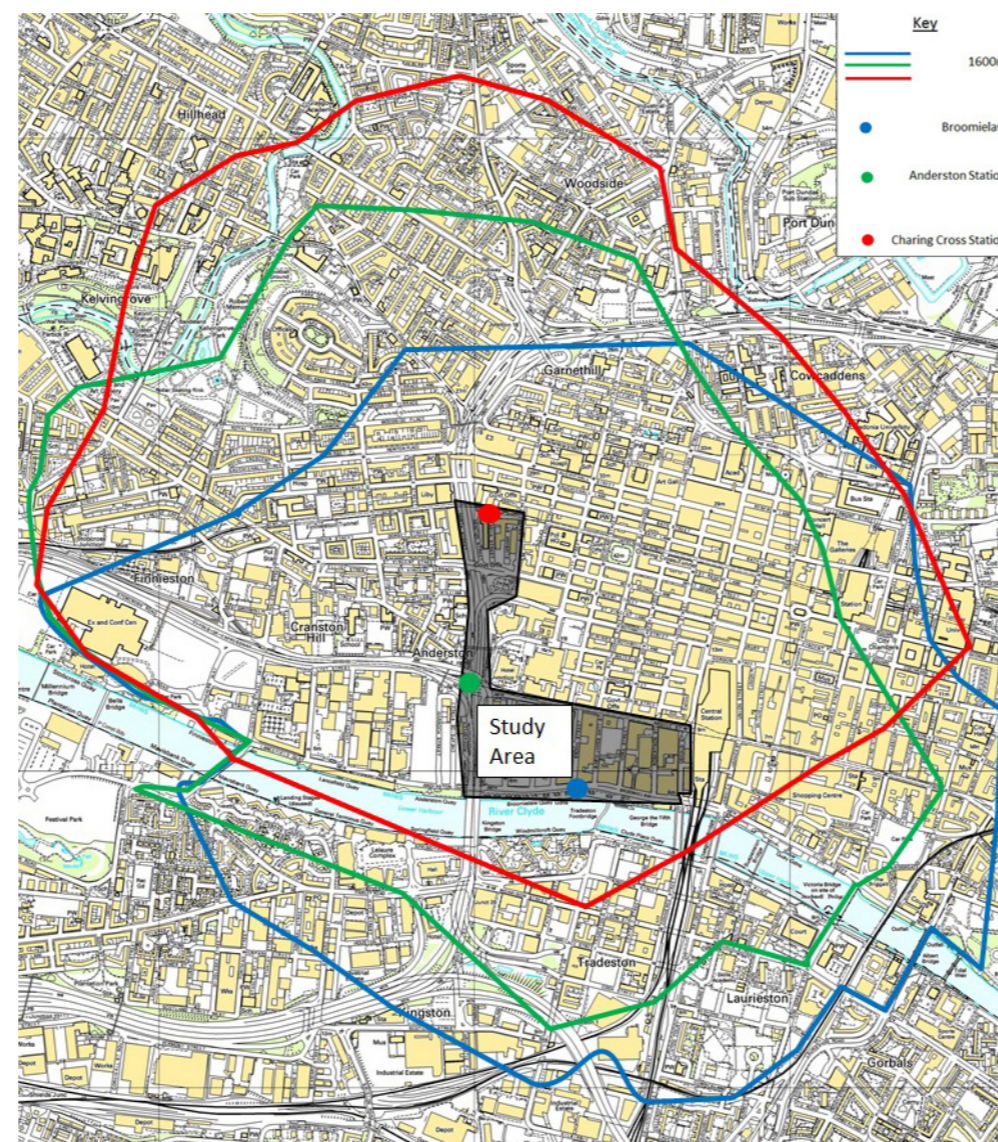


Figure 32: Walking Isochrones (Fairhurst 2013)

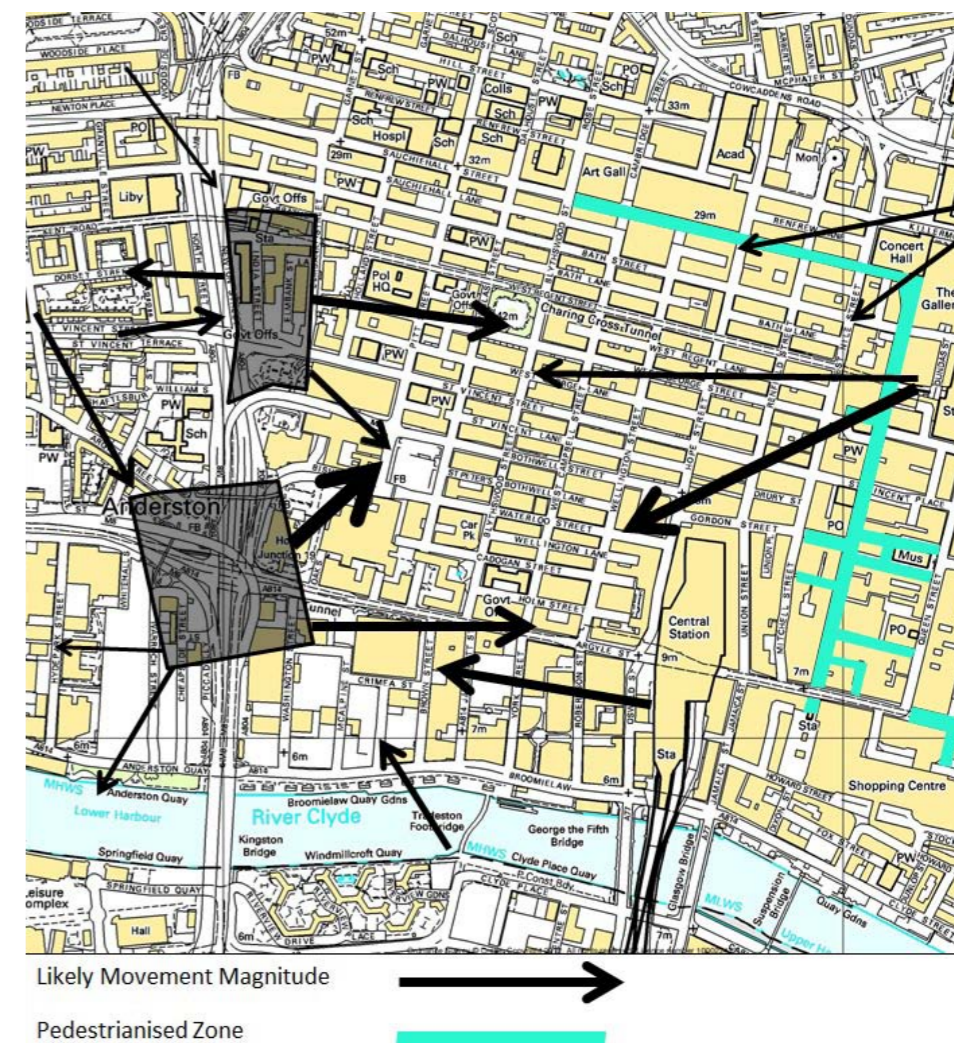


Figure 33: Magnitude of Movement (Fairhurst 2013)

based on observations from the site visit.

2.2.9 Figure 34 represents the perceived street animation of the area. It shows the perceived intensity of pedestrian activity within the area. The streets that are yellow are considered to be areas of poor street animation with little pedestrian activity. These can be primarily found along the M8 corridor and western edge of the Study Area. The streets in orange represent medium levels of animation. The red streets are considered to have good animation with high levels of pedestrian activity linked to a number of business frontages that can be found within these streets. Shops and other outlets such as cafés and restaurants are represented in purple. The blue highlights building entrances.

2.3 Existing Public Transport Services

2.3.1 The Study Area is located close to a number of local, regional and national public transport services. Figure 35 indicates the location of these existing services and their proximity to the Study Area.

2.3.2 A review of existing bus services has been undertaken and, as expected for a major city like Glasgow, there are a number of routes and services which run adjacent to the site and are either generated at or have their final destination at Buchanan Bus station. In the 2008 study a number of re-routing, bus gate and contra flow suggestions were made and these need to be reviewed to determine whether they have improved the local environment.



Figure 34: Perceived Street Animation (Hypostyle Architects 2013)



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2.3.3 Given the number of services, their frequency and the demand for access to the city centre, it is not proposed at this stage to recommend any radical changes to existing facilities or services. However, access through the site may need careful consideration when designing the new street-scape. Access to public transport facilities is good and well within what is deemed acceptable, within a 800m walking isochrone. Figure 36 indicates the services and routes within the city centre and the proximity of these to the Study Area.

2.3.4 A high frequency dedicated bus link called Fastlink has been proposed for Glasgow. Fastlink is a high quality, attractive and affordable bus system

which aims to create a credible alternative to the car. The route focuses on running along the Clydeside via the IFSD, the SECC, Govan and the new Southern General Hospital. Fastlink will utilise the city centre's main bus corridors to improve journey times and options for further travel. The Scottish Government contributed £40m for the Core Scheme (City Centre to SECC and South Glasgow Hospitals) for the Commonwealth Games.

2.3.5 The 2013 Fastlink update document demonstrates that the route will be completed by 2015. In terms of city centre traffic management, it is put forward that SPT officers continue to engage with

GCC on the delivery of city centre traffic management measures to enable Fastlink services to effectively penetrate and connect with the major transport hubs of Glasgow Central Station, Glasgow Queen Street and Buchanan Bus Station respectively. A number of bus priority measures are proposed in the city centre including bus gates and lanes, signal priority, bus lane camera enforcement and the introduction of a bus hub on Union Street. The city centre measures are vital to encourage bus operators to participate in Fastlink and delivery of a significant reduction (20%) of bus journey times in the city centre are a conditional part of Scottish Government funding for the Fastlink scheme. Figure 37 illustrates the core route to the SECC within the red circle.

2.3.6 There are also a number of Park and Ride facilities in Glasgow. Park and Ride complements other transport modes such as rail, bus and subway and provides an additional option for travel to many areas. A successful Park and Ride strategy will encourage greater use of public transport by converting car-only journeys to park and ride journeys and will complement active travel strategies. The majority of Park and Ride users in the Strathclyde area are commuters travelling to work who use Park and Ride regularly (three or more times a week) to avoid traffic congestion, minimise the cost of their journey and avoid parking availability problems at their destination. Park and Ride is also used by people travelling for shopping, social, leisure, education and personal business purposes. SPT has undertaken a strategic Park and Ride programme with £5 million from the Scottish Government under the Strategic Transport Projects Review. This has allowed

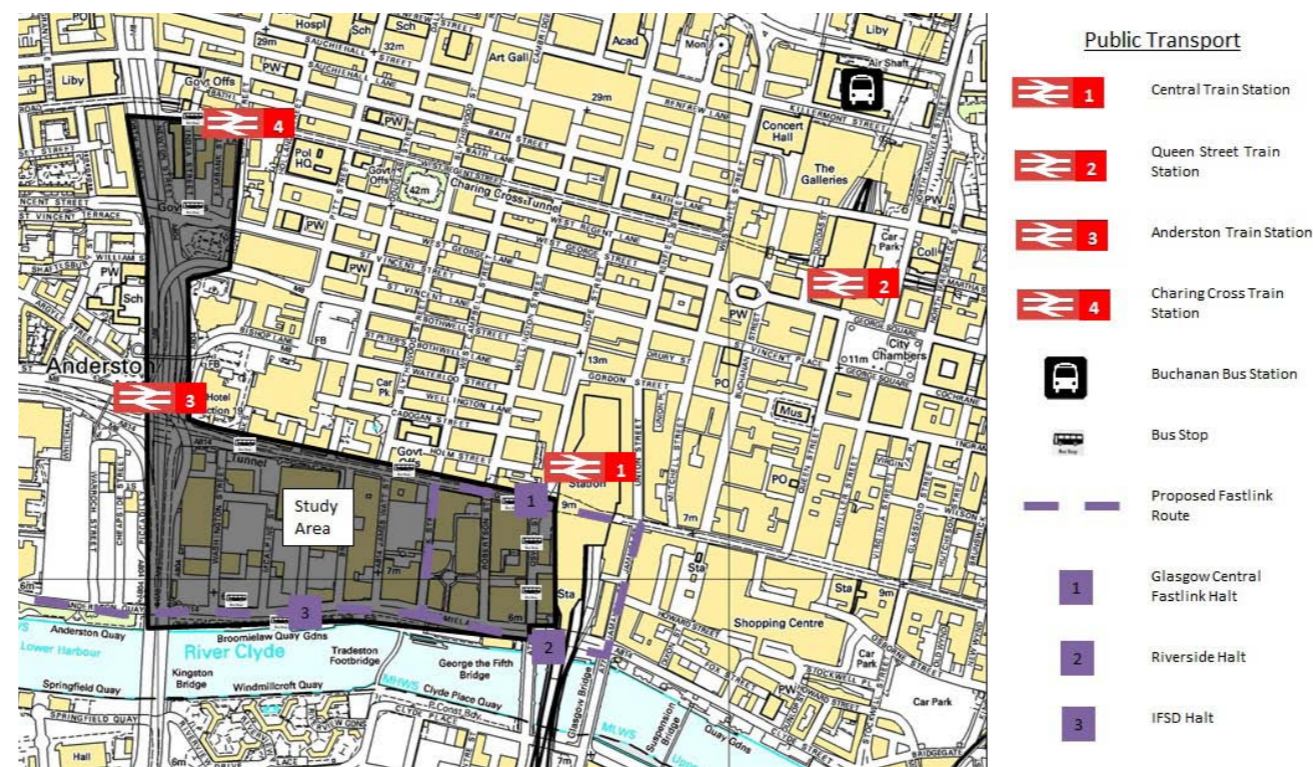


Figure 35: Public Transport Hubs (Fairhurst 2013)

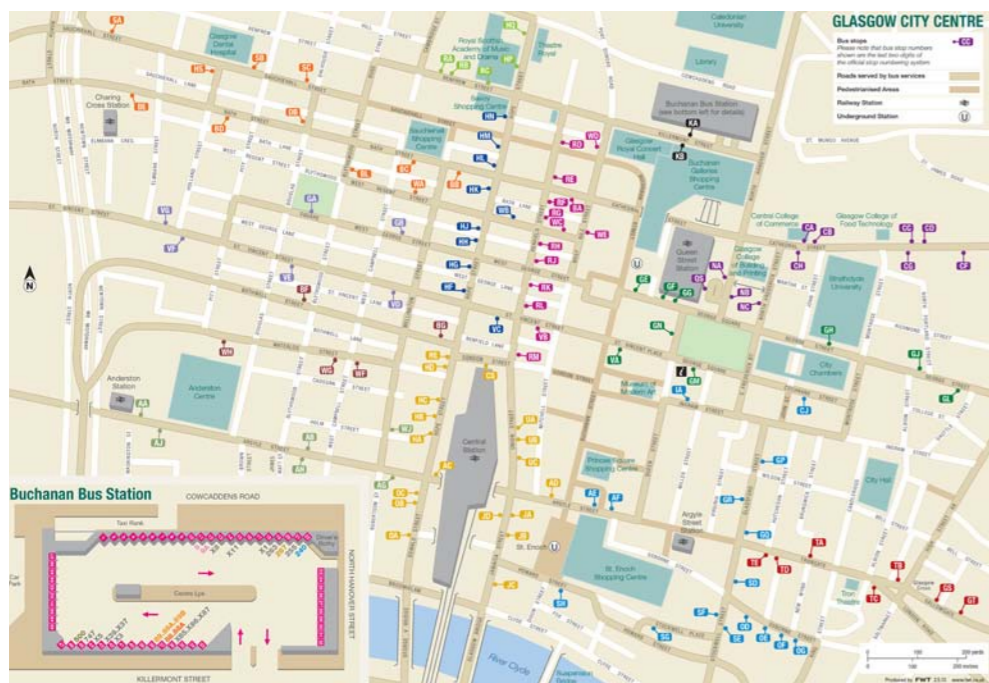


Figure 36: Glasgow City Centre Bus Plan (SPT 2013)



Figure 38: North bank pedestrian/ cycle paths with Tradeston footbridge (Fairhurst 2013)

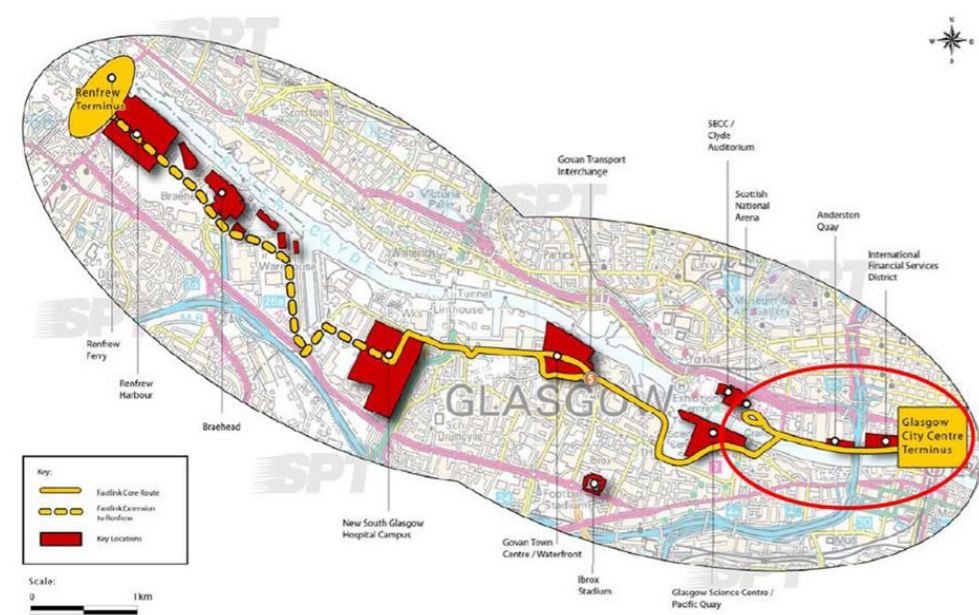


Figure 37: Core Fastlink Route (SPT 2014)



Figure 39: Bridge to Nowhere - a pedestrian bridge across the M8 (Fairhurst 2013)



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the creation of new facilities at Motherwell, Port Glasgow and Shotts.

2.4 Cycle Activity

2.4.1 Cycle activity has greatly improved in the City of Glasgow and there are a number of good cycle routes which penetrate the Study Area, particularly in the south east corner in the vicinity of the Central Station.

2.4.2 A popular existing route runs along the north bank of the River Clyde and this links with residential and commercial destinations on the south bank via Tradeston Footbridge and the George the Fifth Bridge. This route is shown in figure 38. This existing route could be incorporated into proposed cycle/ pedestrian facilities being promoted for this Study.

2.4.3 It should be noted that the 'Bridge to Nowhere', which crosses the M8 to the west of the Study Area, has recently been opened as a pedestrian and cycle link.

The existing designated cycle routes are shown in figure 40.

2.5 Vehicle Activity

2.5.1 The report has reviewed pedestrian routes and activity within or around the Study Area. In order to understand the key barriers to pedestrian movement and the areas of existing conflict between vulnerable road users and vehicles, a review of vehicle activity

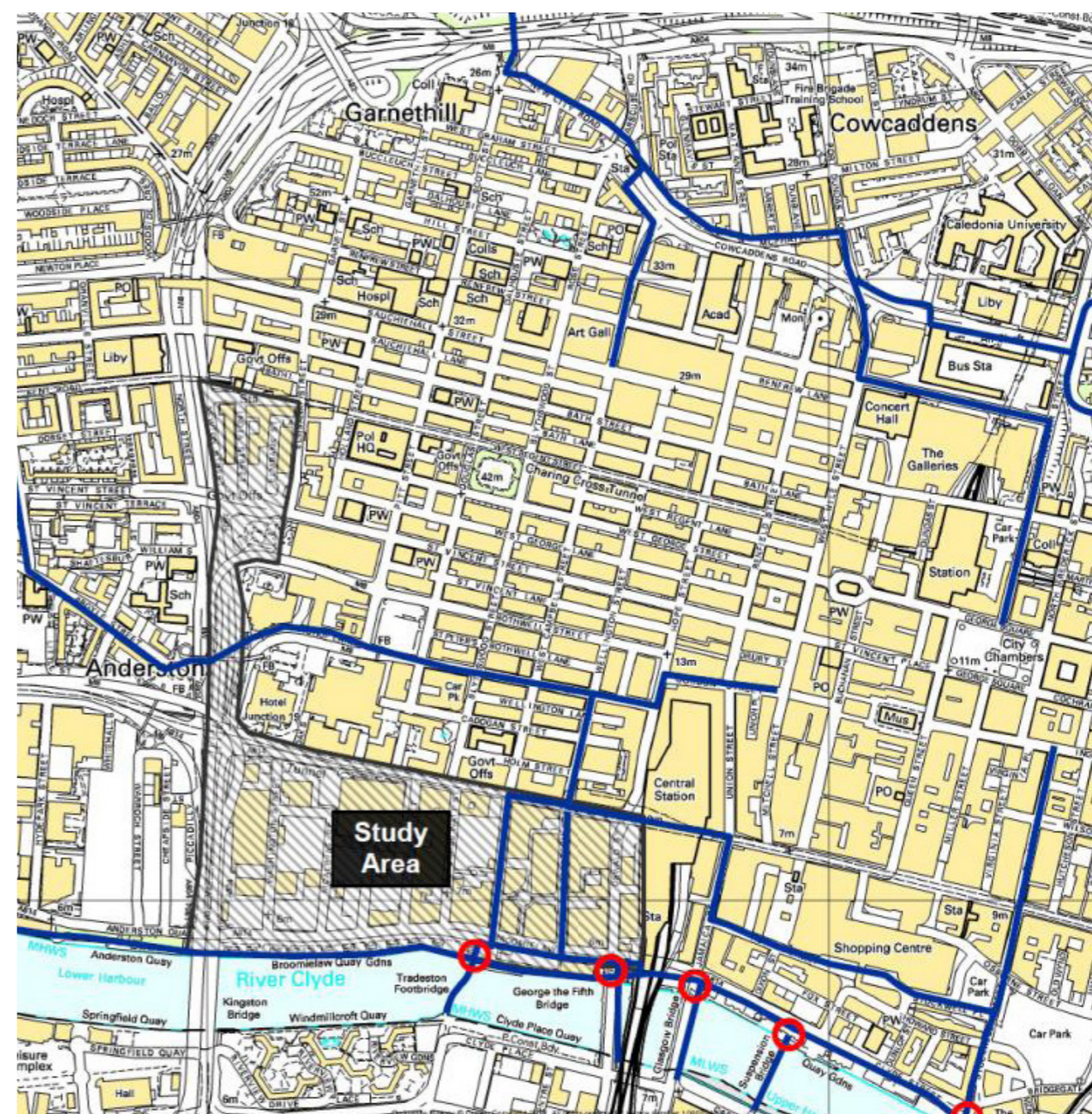


Figure 40: Glasgow City Centre Cycle Plan (Fairhurst 2013)

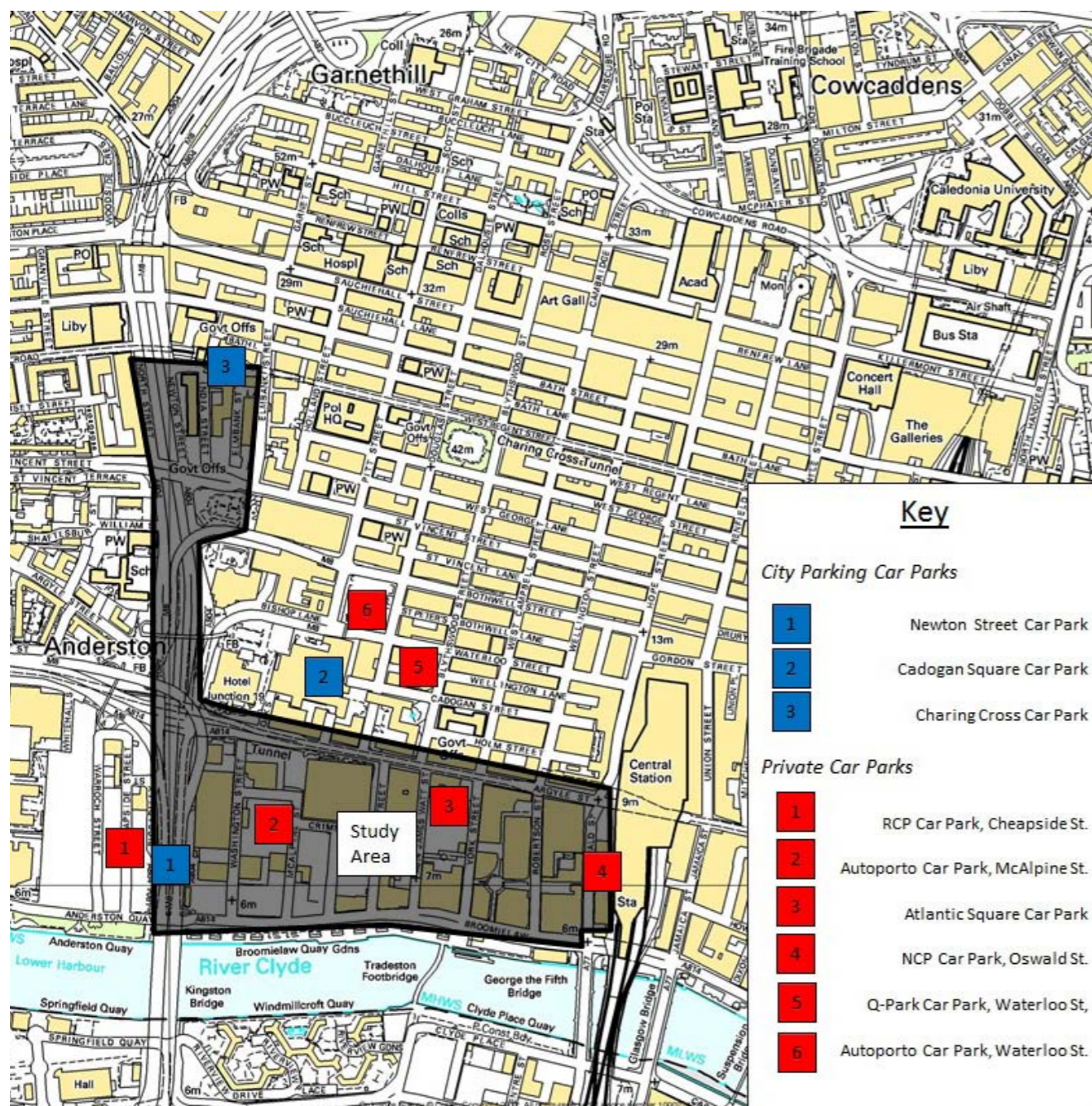


Figure 41: Car Park Map (Fairhurst 2013)

has been undertaken. Previous studies have identified the key routes through the city and determined the density of car activity along these local city centre routes. These routes provide historic access to commercial, retail and public transport interchanges. They also perform a variety of other uses such as service vehicle access, taxis and public transport.

2.5.4 There are a number of car parks both inside and within close proximity to the Study Area. These include car parks provided by both private companies and City Parking (Glasgow). City Parking (Glasgow) LLP is a wholly-owned subsidiary of Glasgow City Council, formed in June 2007 to manage and develop the off-street public car parks previously operated by the Council. They are the largest car park operator in the city with over 5000 public car parking spaces. Figure 41 illustrates the car parks close to the Study Area. There are three City Parking car parks; Newton Street car park (82 spaces), Cadogan Square car park (330 spaces) and Charing Cross car park (433 spaces). In terms of private car parks there are three within the Study Area. These can be found on: Oswald Street (555 spaces, operated by NCP), Atlantic Square (120 spaces) and McAlpine Street (200 spaces, operated by Autoporto). An additional three private car parks can be seen within close proximity to the Study Area. These can be found on: Cheapside Street (370 spaces, operated by RCP) and there are two on Waterloo Street (Q-Park with 660 spaces and Autoporto with 142 spaces).



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ENGINEERING ANALYSIS

APPENDIX K

3.0 Conclusion

3.1.1 This section of the Study represents an initial review of the existing transport infrastructure within the Study Area and in adjacent parts of the city of Glasgow.

3.1.2 A desk top review has looked at previous reports at both a local and strategic level, to ascertain what studies have previously been commissioned within the area to improve, change or alter vehicular, pedestrian and cycle movements.

3.1.3 The initial review has highlighted some historic issues regarding pedestrian and cycle barriers to movement which still need to be addressed particularly within this Study Area. It has also revealed that some measures to restrict movement and create a new street-scape have already been considered and suggested in previous reports.

3.1.4 The city is well served by a comprehensive public transport infrastructure, however, in certain cases this has created its own problems by creating barriers in the movement of more vulnerable users such as pedestrians and cyclists.

3.1.5 As part of this initial process to establish the key issues, two workshops have recently been convened. The first was with officers at Glasgow City Council and Scottish Executive on 4th October 2013 to discuss the 'vision' and over-arching strategy of the Study. A second workshop with Stakeholders on the 19th

November 2013 further explored these key issues and addressed some of the operational issues pertaining to movement and future investment in the area.

3.1.6 It has become clear following these workshops that Anderston station is a focal point of the Study Area and improvements to the surrounding network to improve pedestrian safety and access to the station need to be considered. Glasgow has been determined by the CCAP Quality of Living Survey as the number one city in the UK for personal safety.

Therefore, these issues pertaining to safety need to be addressed in order to change people's perceptions, particularly in the Study Area. This issue was raised by the local police representative at the stakeholder workshop who confirmed that recorded crime in the area was low compared to other parts of the City of Glasgow.



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LIST OF CONSULTEES

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Scottish Enterprise
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Glasgow Chamber of Commerce
Property Agent
Scottish Enterprise

COMPANY / ORGANISATION

Taylor Clark
Ryden
Cushman Wakefield
Grant Thornton
Catalyst Capital
Atkins
Mactaggart & Mickel
Duddingston Properties
Montagu Evans
Montagu Evans
MacRoberts LLP
Keppie Design
Scottish Enterprise
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Daniel Van Wyk

CONTACTED BY:

John Stevens & Roland Craig

Consultations with all statutory authorities and an Infrastructure Search.

Muller
Glasgow City Marketing Bureau
Hilton Hotels



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OBSERVATIONS, COMMENTS & EMERGING THEMES

M

Introduction

The following section gives an overview of what has emerged to date by way of interview and discussion with a range of stakeholders whether in the private or public sectors. One key theme that keeps arising is that all parties are anxious to see some action. Hopefully this section will begin the process of explaining where some action points might lie.

There is an obvious split within the section in that Professor Stuart Gulliver has to date principally spoken to Scottish Enterprise officials, whilst Tom Macartney has predominantly spoken to property owners and developers. Tom has also spoken at length with officials within Glasgow City Council as well as the Tourism Sector.

Context

One of the clearest findings that has come through our initial consultation, is that City Centre West (CCW) must be ultimately seen as part of Glasgow's 'Premium Business District' and it must be capable of branding as such.

The aim in the medium term is to somehow re-establish the fact that within five to ten years, this area will be unquestionably the location of choice for 'Grade A' offices, in the City of Glasgow.

The key economic driver is business and financial services; the area was part of IFSD and will be

part of IFSD2. However, currently this sector is underperforming. A more eclectic mix of uses is also required; including residential, leisure and support retailing.

Swot Analysis

Strengths

- The overwhelming strength of the Finance and Business Services sector in Glasgow is defined by the quality of the 'skills pipeline' (which is not capable of influence by this Study); good education and a strong skills base have been instrumental. Lesser influence has been specific trends such as 24 hour shift working. The retention of staff has been a further incentive to the Glasgow market.

- Cost base - salaries are around 30% lower than London

- Critical mass - top brand names are present, including top six Asset Servicing Companies

- Reputation - 1st and 2nd in FDI Intelligence, top 40 Global Financial Centre

- Technology infrastructure - FISAB Report stated that the quality and cost of IT connectivity in Glasgow was comparable to other competitive locations – and had sufficient resilience for international operations. If the big companies need it, they buy their own circuits and don't rely on general commercial provision. However,

smaller companies will need a good level of service.

- Air Connectivity - availability of flights to major financial centres including proximity to London. Consultation feedback shows "improved access to key financial services markets will help the Scottish proposition/ offer"

- Time zone - English language skills and good time zone coverage, helps financial services operate as part of a global network.

- Internationally recognized - strengths in asset management, asset servicing and life and pensions.

Weaknesses

- Increasingly graduates and school leavers becoming difficult to attract to Financial Services (High)

- Competition from eastern Europe – Poland and the Baltic States (High)

- Marketing of the financial services nationally and internationally (Medium)

- International Air Connectivity (Medium)

- Need for Grade A accommodation to meet demand (Medium)

Opportunities

- Re-structuring in F & B services; especially legal
- Secondary or support services, related to main financial services
- Build on sub-sector capabilities; retain and encourage organic growth, new areas emerging viz. re - off-shoring, shipping insurance; attract new companies and functions

Threats

- Physical infrastructure deteriorates (High)
- Alternative locations seen as more contemporary/ sophisticated (High)
- Lack of political will to support the financial services (Medium)
- Priorities for Scotland change geographically (Medium)

City Centre West Area – a Premium Business District?

- Property - the lack of available space of the correct quality makes Glasgow a less attractive option for FDI. However, opinion is divided as to whether 'intervention' is required to stimulate the provision of high quality office space in this area viz. Ryden Report is 'pro' but

some in SE and The Chamber feel: "the market started to turn Jan/ Feb 2013 – just a little bit" and therefore feel it should not be necessary.

- Private investment market – will not speculate on new properties, as they perceive the market to be very weak and believe strongly that there is not the will to complete the Project, as evidenced by the fact that several sites have been undeveloped for over ten years.
- Greater fiscal incentives – including risk sharing by the Public Sector.
- The quality of the existing offices - need to be maintained and bolstered by mixed-use and retail activity at ground level.
- The public realm is seen as a high priority and the improvement of Argyle Street and its environs are seen as critical to future success.

The Vision of the Financial Services Sector Team (led by SE) is, "to build a world class business environment through:

- Developing and promoting financial services centres e.g. IFSD2, which provide the required grade and scale of property, telecoms and support services.
- Providing a compelling public sector support package.
- Developing telecoms and transport infrastructure communications.

Preliminary Observations Concerning City Centre West (CCW) - 10 Key Actions

1. Put in place an inspirational and well-regarded Development Plan for CCW – everything begins here. A development document to set out a vision/ direction for all parties which will help change the CCW into a 'premium business district' over the next ten years; this document would have two or three smaller and targeted PR elements.
2. To create a Leadership Mechanism for the revitalisation of the CCW. A small, dedicated team, located in the CCW, to champion and promote the Development Plan, create a Marketing Engagement Strategy, sell, liaise and network with businesses, police, residents; to oversee all development and energise the growth and development. A Business Improvement District would be a start, where the private sector would play a full partnership role.
3. Special Incentives for qualifying projects. In order to begin the process of building momentum, a new approach will be needed on three or four of the sites currently under consideration. The methods and financial instruments needed have not been utilized for some considerable time, but to really get Phase 2 of the IFSD moving, radical and innovative thinking will be required. There will also need to be a mechanism for agreement on priorities, but the four sites that could be brought to the market in terms of physical development on site, within a 24 month period are:
 - 220 Broomielaw



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OBSERVATIONS, COMMENTS & EMERGING THEMES

APPENDIX M

- Atlantic Square
- Former Albany Hotel Site
- Washington Exchange

4. To assemble a bespoke ‘Incentives Package’ in order to energise the development of CCW. We will need to consider a mix of the following;

- Incentives for Grade A office space
- Workable incentives for a five star hotel
- TIF for a Weir/ Barrage
- ‘City Deal’ – Glasgow is putting one together (KPMG)
- The new RSA guidelines for Financial Services to be modified shortly
- Jessica Funding
- ERDF
- Strathclyde Pension Fund; who have looked at supporting development activity
- Examining the transferability of the 22@ Barcelona funding model

5. The Creation of several ‘Development Platforms’ within the CCW Area – An Early Action Candidate. Several interviewees mentioned this. Identify a set of sites and prepare them to an advanced state of readiness for the market; also to look attractive with selective demolition, levelling, maybe reconfiguration of streets, lighting and pavements in place, CCTV, suggested layouts. The early removal of ‘dirty uses’ is a high priority.

6. There should be a major focus for Action on Argyle Street – which is a major, real and perceptual barrier

to CCW; it is also the main route into the city centre by car from the Airport. Argyle Street is a problem all along its route. A main thoroughfare but nevertheless hostile to “footfall activity” viz restaurants, cafés, hotels. With overgrown vacant sites, derelict buildings and an often threatening atmosphere etc. Need to try and create a much more comfortable environment for people.

7. The ‘Activisation’ of the River and the Embankment at Broomielaw. It is unlikely that a sustainable solution for CCW will ever be achieved without addressing the river itself. Unlike most rivers in most successful city centres, there is very little life on it at all. What really needs to happen in order to radically change the experience of the Broomielaw, and attract human activity, footfall and commercial investment in it; is the creation of a barrage/ weir that will permanently raise the water level of the Clyde – rather than rising and falling with the tide. This ‘Pool of Glasgow’ stretching from the River Kelvin probably to Glasgow Green would become a visitor destination in its own right. Creating a permanent body of water would permit major water activity: marina, windsurfing, canoeing, boating, sailing, events, races etc. and; would bind the south bank and the north banks together. All attempts so far to “commercialise the river”, in some sense have failed because the river itself is not sufficiently attractive for people to want to do most things beside (except internally focused casinos). Now is an opportunity to change that. The river is central to all the key economic sectors of Glasgow; it binds them all together from Finance and Business Services at

Atlantic Quay to Media and Creative Industries at Pacific Quay to Tourism at the SECC and the Arena – and yet all those ‘economic hubs’ are not enhanced by their river location: they are almost indifferent to it. This Development Masterplan should, once and for all, address the river itself instead of skirting round it. There are so many precedents for this in Europe and the UK. Rough and ready estimated cost at £50million – to be paid for, or part paid for, by a TIF.

8. The CCW should be mixed and not an exclusive ‘business only quarter’ – needs to be a sustainable district.

- Not just ‘housing’ – but creating a ‘new neighbourhood’ for the city centre.
- Starter homes, business apartments and general housing for couples.
- Retail including food, beverages and Metro stores.

9. We require a dramatic change to the under-crofting of the Kingston Bridge – almost ‘Heatherwickian’ in its originality so that it becomes something of a ‘change-signifier’ for the whole project. This will be important - it should involve people and ‘activity’ if possible. Rather than just a piece of decoration using colour, light and sculpture i.e. more ‘Glasgow Urban Sports Group’ than ‘Spiers Wharf Underpass’. We need more people in this area if possible.

10. Quality Public Realm – is so important in the Project that it shouldn’t be 10th; more 1st.

- Can we create another square in Glasgow in addition to St Enoch’s? If not a square what about a Great Garden?
- Can we create green routes?



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SOME HEADLINE COMMENTS FROM INTERVIEWEES

N

- There needs to be a clear vision for the area
- The vision for the IFSD has been lost and needs a 're-boot'
- The vision for the area seems to be, if we wait long enough something will happen
- You never hear about the IFSD anymore, particularly in London
- Marketing looks cheap for such an important concept in Glasgow
- This Study will just gather dust, like all the rest
- Not a coherent feeling about the place, not joined together; the new offices on Broomielaw are like "currants in a boring bun"
- Existing tenants and investors are being ignored. No one from SE ever takes any interest
- We don't even have a BID
- An 'edgy' area, not corporate enough
- Lack of ground floor retail is ridiculous
- Scottish Enterprise must be more proactive and finish what they started.
- Some of the sites have been sitting vacant for more than ten years
- The public realm is extremely poor by way of comparison with other FSD's
- Street-scape is dead, lack of vibrancy on ground floor, need to create life in the area, footfall generating activity
- Personal security/ safety; it's not a "24 hour zone"
- There is plenty of CCTV in the area; we just need more people for passive security. Broadgate has bars, restaurants and café outlets open at night.
- Broomielaw needs an 'anchor' (like a shopping mall) – perhaps a five star hotel at the west end of Broomielaw
- Grade A offices will simply not work near the Kingston Bridge – too far from city centre
- Broomielaw needs something to draw people to the west of the area next to the Kingston Bridge. A very good hotel might be the answer.
- The Pavilions on the Clyde are a great idea they will bring life
- The retail proposed by Capella for the Clyde must somehow retain quality
- A big five star hotel with conference facilities to link with new Arena.
- Once you pass 220 Broomielaw values will drop dramatically
- The 'City Waterfront' concept is meaningless – it's just market speak, roaring winds, exposed to the weather
- For five months of the year the Clyde is a 'corridor of ice winds'
- The problem of the CCW begins with Argyle Street – it's a mess throughout its length, through to the bottom of Buchanan Street; all of it needs attention. It puts you off the CCW altogether.
- Argyle Street is a hopeless connection to the IFSD and the overall project will never succeed without this main artery to the city centre being massively upgraded.
- If Argyle Street is not done, the IFSD will be just another struggling business district
- The small buildings on Argyle Street need to be upgrades or CPO enacted. Leadership and determination is needed – look at Manchester
- The "crappy feel" on Argyle Street has a very substantial effect when showing prospective tenants around.
- If nothing is done about Argyle Street then nothing will happen on Broomielaw
- The Arena will bring 1 million extra visitors per annum – along the Broomielaw
- The 'Embankment' is now literally falling into the river – no maintenance of river and quay walls. No activity on the river – it is dead space
- Developers only seem to want to build on the Broomielaw frontage; we need to get them into the back areas too

- Scottish Enterprise need to share the risk with developers and become far more proactive, if they want action over the next five years
- The area needs Grade B space as well; for smaller companies
- Area should be more mixed with housing and 'apparthotels'
- Why does no one live in the area?
- Housing in the area would solve many of the problems and would bring a new vitality so obviously missing after 6.00pm
- The new 'Fast Link' will be crucial. Trolley bus, battery operated? First phase City Centre to SECC, eventually crosses over the river
- Stop talking about Fast Link and just do it
- The machinations surrounding Fast Link have been nothing short of farcical
- No activity, pop up temporary uses. The area is a wasteland
- Kingston Bridge is a killer of life around it
- There are still good sites north of Argyle Street and these will be developed before the Broomielaw – a real effort will be required to shift CCW sites when there is spare capacity elsewhere in the centre
- Marriott Hotel may move – it needs substantial investment
- A major hotel is needed at the last site before the bridge
- Menzies Hotel is never fully occupied and has access issues (is it in administration?)
- Student accommodation – too far away from institutions
- Hotels, occupancy levels OK but room rates not good
- City Centre residential not strong



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