

GLASGOW CITY CENTRE WEST

ECONOMIC FRAMEWORK DEVELOPMENT STUDY

DOCUMENT

2



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for Scottish Enterprise and Glasgow City Council
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CONTENTS

DOCUMENT 01

1.0	INTRODUCTION	
1.01	Executive Summary	05
1.02	Aims of the Study and Methodology	07
1.03	The Study Area	08
2.0	THE ECONOMIC CASE	
2.00	The Economic Case Introduction	13
2.01	The Future Prospects for the 'Lead' Economic Sectors in the Study Area are Good	13
2.02	Financial and Business Services	13
2.03	The Future Prospects for Financial and Business Services in the Study Area	15
2.04	Tourism and Events	16
2.05	So, What is the Economic Problem in the Area?	16
2.06	What Needs to Happen Now?	16
2.07	What Would Happen If we Were to 'Do Nothing'?	18
2.08	What Scale of Development Might be Achievable?	18
3.0	KEY MESSAGES	
3.00	Key Messages Introduction	21
3.01	Challenges in the Broomielaw and Planning for a Way Forward	21
3.02	The Occupiers' Perspective	23
3.03	Clear Leadership of the Area is Required	24
3.04	The Need for an Overarching Plan	24
3.05	The River Clyde at Broomielaw	25
3.06	Argyle Street Needs to be Upgraded	27
3.07	Connectivity: Current Concerns	28
3.08	The Need for Mixed Use	33
3.09	Anderston & Charing Cross Stations Require Upgrade	36
3.10	Marketing & Promotion Needs to be Refreshed	37
3.11	Engineering Summary and Recommendations	37
4.0	CONCLUSION + RECOMMENDATIONS SUMMARY	
4.01	Conclusion + Recommendations Summary	41
4.02	Preview of Initial Ideas	44
4.03	Key Messages and Recommendations Matrix	45
	REFERENCES + FIGURES	47

DOCUMENT 02

5.0	RECOMMENDATIONS	
5.00	Recommendations Introduction	05
5.01	Leadership Focus	09
5.02	A Five Year Strategy / Overarching Plan	09
5.03	Initial Ideas – Key to Areas	11
5.03.01	The Kingston Bridge Corridor - Area 1	12
5.03.02	Charing Cross Regeneration – Area 2	14
5.03.03	Anderston Station Regeneration - Area 3	18
5.03.04	Regenerating Argyle Street - Area 4	22
5.03.05	Broomielaw Masterplan Options - Area 5	28
5.03.06	The Clyde at Broomielaw	34
5.04	Creating a Sense of Place	35
5.04.01	Green Space & Environmental Investment	36
5.04.02	Way-finding Strategy	40
5.04.02	Connections & Movement	40
5.05	A Delivery Implementation Programme	43
5.06	Marketing the Area	44
6.0	ROAD MAPS	
6.01	Road Maps Introduction	47
6.02	A New Leadership Focus	48
6.03	Development Strategy and Masterplan Strategy for Vacant Sites	49
6.04	A Five Year Strategy Plan	50
6.05	Regenerating Argyle Street	51
6.06	A New Future for the Clyde	52
6.07	The Stations Masterplan - Charing Cross to Anderston	53
7.0	CONCLUSION	
7.01	Conclusion	57
	REFERENCES + FIGURES	59

DOCUMENT 03

8.0	APPENDICES	
Appendix A	Map of the Study Area	05
Appendix B	Historical Context	07
Appendix C	Building Height Analysis	13
Appendix D	Approximation of Building Use Analysis	15
Appendix E	Perceived Street Animation Analysis	17
Appendix F	Pedestrian Connectivity Analysis	19
Appendix G	Spaces and Constraints Analysis	21
Appendix H	Opportunities Analysis	23
Appendix I	Planning / Urban Realm Analysis	25
Appendix J	The Workshops	33
Appendix K	Engineering Analysis	43
Appendix L	List of Consultees	55
Appendix M	Observation, Comments and Emerging Themes	57
Appendix N	Some Headline Comments from Interviewees	61
	REFERENCES + FIGURES	63





‘What sustains great organisations 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.’

Sally Helgesen. 2010, Strategy + Business, Issue 60

RECOMMENDATIONS

5

Recommendations

5.00

This document follows on from Document 1, and examines the recommendations in much more detail. This 'Recommendations' section has been repeated from Document 1 as an introduction, but also includes the '21 Propositions', offering practical steps forward to drastically improve the Study Area. To begin with, the ten recommendations are listed below:

1. Leadership focus for the Study Area should be developed by the establishment of a Non Executive Board comprising of both public and private sector representatives, as well as dedicating a small management team with a delivery focus.
2. The remaining gap sites within the Study Area should not be considered in individual isolation, but rather a collective development process involving all current landowners should be promoted and a specific comprehensive development plan produced.
3. Argyle Street needs to become the main connecting street between Blythswood Hill and the Broomielaw and requires to be regenerated to the highest standards achieved elsewhere in Glasgow City Centre.
4. An overarching Masterplan should be produced, that encompasses radical change to the provision of green space, environmental investment and also corrects many of the present difficulties related to connectivity, movement and inadequate infrastructure. This plan also requires to clearly establish a strong urban form, as well as ensuring that mixed use, in terms of residential, hotels, civic, retail, public areas

and commercial office space are all given due priority.

5. Animation along the banks of the River Clyde needs to be developed and requires adequate resources to be allocated to undertake pre development activities.
6. The undercroft and adjoining walkways of the Kingston Bridge corridor require regeneration, through a combination of landscaping, lighting and physical intervention. This strategic structure within the Study Area can play a positive role in linking Broomielaw rather than dividing it from adjacent areas.
7. Anderston and Charing Cross railway stations and their environs require to be substantially upgraded and regenerated.
8. A wayfinding strategy needs to be produced and subsequently implemented over a 12 month period, to ensure that the Study Area gains a feeling of accessibility and permeability.
9. A clear Delivery Implementation Programme needs to be produced. This programme should show time frames and agree financial support from Statutory Authorities, Utility Suppliers and the two principal public sector partners – Scottish Enterprise and Glasgow City Council.
10. Marketing & Promotion needs to be given a substantive re-boot, with previous level of resources being allocated. Consideration on the use of social media and wider international perspectives.

These recommendations are the main thrust of this document and each of these recommendations are explained in detail in the following sections.

It is important to understand that these recommendations have arisen from the overall study process and are a reflection of the findings and views expressed through the extensive consultation process and the stakeholder workshops.

The aim of the Study Team was to not only understand the mechanics of what makes the area work, but to bring a level of creativity and inclusiveness that all parties could acquiesce with, and through that process arrive at a series of recommendations. The Study Team has also leant heavily on the excellent work undertaken by the Glasgow Economic Commission and has taken the strategy set by the Commission and given it practical application, in terms of the Study Area.

The general approach taken by the Study Team to achieve this was:

- Carry out an analysis of the area including preliminary consultations, and briefings with all stakeholders.
- Distil and synthesise all this information into some key findings or messages and undertake further consultations and workshops. One of the stated aims of the workshops was to ensure that the Key Messages reflected the aspirations of the stakeholders and that

- Contents
- Introduction
- The Economic Case
- Key Messages
- Recommendations**
- Road Maps
- Conclusion
- Appendices

the Study Team placed the correct weighting on the various issues.

- Appraise the Key Messages and through a series of Study Team workshops, prepare some Key Objectives and Propositions for consideration at the second phase of stakeholder workshops. Through this there would be a refinement of the Key Recommendations. This included consideration of the Economic Case, in the context of the Glasgow Economic Commission, Final Report and the Glasgow City Development Plan.

The germination of the main recommendations came through these stakeholder workshops.

In advance of these stakeholder workshops, the Study Team established a Place-Vision and series of Key Objectives for the Study Area and from this, prepared 21 Propositions for consideration at the stakeholder workshops.

Place Vision

The area is positioned to play an extremely important role in the economic future of the City of Glasgow. However, clarity of purpose and a sense of vision are needed to ensure the area moves towards fulfilling this role and also to ensure the public policy and private investment are in place to deliver it. The transformation cannot be achieved by a few individual projects. Because of the inherent physical constraints within the area, something greater is needed to achieve the necessary tipping point in terms of quality.

The vision is to transform City Centre West into a dynamic, international mixed use commercial hub – an integrated city district that combines Anderston and Broomielaw with the established Blythswood New Town, in a greater city district project that builds up a strong positive place. Over a 30 year period, the Merchant City has undergone a similar process, having been first envisioned in the Gordon Cullen report (see figure 1). To grow this area as a complement to the Merchant City in the east and the emerging North Quarter in the north of the city, there needs to be ambition of a similar scale to maintain competitive momentum through a cumulative build up of investment, with each project and intervention in the area adding to the total vision.

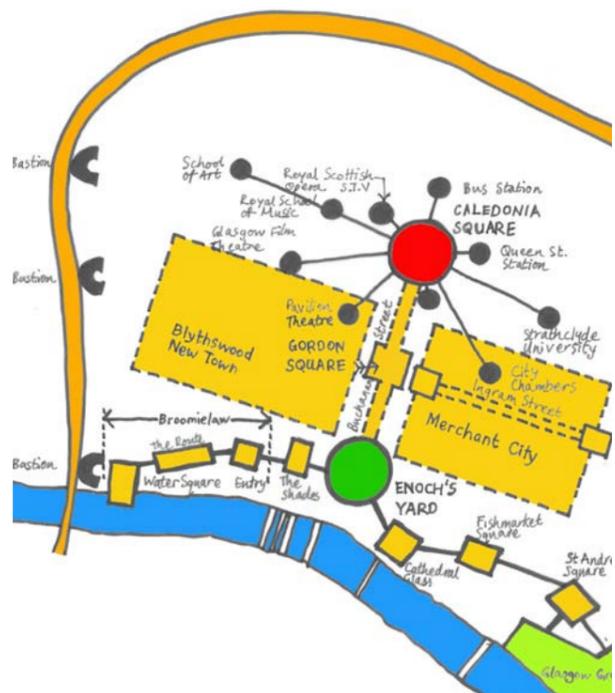


Figure 1: Gordon Cullen's 'The Study of Glasgow City Centre 1983-4' (Redrawn by Hypostyle Architects 2014)

By articulating a vision and aspiration that is bigger than the core of the original Broomielaw-facing IFSD, the new area is able to connect to the established office sector around Blythswood New Town, crossing beyond the motorway at Kingston Bridge to link to leisure and other investment at SECC, Finnieston and Pacific Quay, as well as building on the unique riverside location adjacent to the Clyde at West Broomielaw.

This integrates with the very innovative 'overlapping neighbourhoods' approach already adopted in the Council's City Centre Strategy, seeking to reinforce connectivity and mutuality across the city.

The Study Team envisaged the following as important to establishing the Place-Vision for the area:

- A network of coherent linked new spaces and buildings, combining with the best of the 'old' – providing a sense of charm and beauty, rather than conservation OR modernity.
- An economy++ approach that seeks to look beyond office use monoculture, to combine a more vibrant mix, including business, tourism, local retail, and also more cultural and residential use.
- Opportunities to draw in a wide range of new investors, occupiers, residents and visitors.
- A place for different people to spend 'dwell time' in (business, tourism, leisure – old and young).



- A closely linked property and public realm strategy – with mutually reinforcing projects that enhance the sense of place.
- Significant transport and access/ movement improvements, particularly by public transport, foot and cycling – but also in terms of parking management.
- Positive engagement of the business community with the development and improvement of the area as a ‘place’ (e.g. through a BID).

This approach will be necessary to expand the City-Region’s overall economic potential – raising the game to the next level in national and international terms as a leading European business destination embracing financial services and supporting commerce, this will also take the IFSD beyond a marketing and branding concept to an authentic quality experience of place that will influence investor, visitor and occupier choices.

From this vision and the initial consultation process the Study Team established the following Key Objectives and 21 Propositions that were to be considered at the Stakeholder workshops.

Key Objectives:

- Refurbishing + growing business floor space to provide another 30% gross floor space and hundreds of jobs across the area in a business-friendly environment.

- Greatly increasing the choice of local retail, cafés, bars, night life, and leisure by doubling the offer over a twenty year period in a carefully planned programme.
- Adding up to 5,000 in residential population, mainly in flats and apartments.
- Reducing the overall traffic/ vehicle bias by introducing green avenues, greater pavement widths, parklets and more two-way streets.
- Quadrupling the proportion of users walking and cycling as a result of improved conditions.
- A radical greening initiative across the area that builds on essential drainage and run-off mitigation to provide biodiversity and amenity benefits through rain gardens, green roofs and walls, comfort and safety.
- Greater use of the river as a value-creating asset for the whole area, through activities, floating restaurants, and events that draw people there regularly.

21 Propositions

Through the consultation process and site analysis the team put together a list of 21 propositions that would deliver change in the area and build towards a renewed vision for the area. The 21 are as follows:

1. Network of linked routes – with new links, better visibility, signage and underfoot conditions for both pedestrians and cyclists.
2. Argyle Street improvement – a major integrative project to create an ‘arrival avenue’ that has slower traffic, and 100% more ground level activity and animation.
3. Broomielaw and river animation to attract and draw tourists, residents and businesses to the river edge with river barges, restaurants and more tour boats.
4. Under Kingston Bridge project – a scheme to reduce the hostile environment with lighting, activity and events.
5. Improve Anderston station and crossing – a critical component, integral to the success of the whole area.
6. Progress key development sites – these need to be progressed in an integrated manner that reinforces their contribution to a bigger whole, in terms of use, design, connectivity.
7. Plan long term ‘blockage’ sites – anticipate the need to address MoD, Marriott Hotel and Anderston/



Leadership Focus

5.01

There has been no clamour for the creation of some form of new dynamic leadership; rather there has been recognition by almost all consultees that some of the methods previously used to bring focus to the area should be re-energised. The private sector must play a critical role here and fully participate in any new or refreshed forum. There is little point ‘carping from the side lines’, everyone from both the private and public sectors needs to fully engage in order to ensure that the investment in the IFSD and specifically the Broomielaw is not only embedded but moves to new phases and new heights.

Whilst much of the criticism of leadership is overstated, there is little doubt that having, for a defined period of ten years, a focus and advocate for the development area at the Broomielaw, in addition to the wider IFSD would be very useful. Whether a full Business Improvement District is required, or a constituted Steering Group, has yet to be determined, but either alternative would serve to bring focus for all stakeholders connected with the IFSD. It would, in addition, be advantageous to ask the private sector to provide a Chair of the BID or Steering Group and to have a majority of those involved from Financial Business Services supplemented by others from Tourism & Event management as well as representatives from the Property Sector. In addition, it is important to have the involvement of senior officers from both the City Council and Scottish Enterprise.

Other stakeholders, such as Scottish Water, the various infrastructure providers, as well as numerous parts of the statutory authorities, should be engaged

in order that they can align their future thinking, with the broader five year Strategy Plan of the IFSD/ Broomielaw.

Specific Recommendations for Establishing Leadership Focus

1. Establish a new Steering Group of Private and Public Sector interests and appoint a Private Sector Chair, for a minimum of two years.

Appoint the Steering Group as follows:

- Chair – two year appointment
- Four members from the Financial Services Sector
- One member from the Tourism and Events Sector
- Two members from the property sector
- One member from Scottish Enterprise
- One member from Glasgow City Council

2. Establish a sub-group of landowners, property developers and aligned advisors to meet biannually, to discuss mutual areas of interest.

3. Appoint a single executive to administer the Steering Group and act as a point of contact for the IFSD – Secondment for three years with Private Sector financial support.

There are obviously two competing agendas; firstly, the physical development in central Glasgow and on the Broomielaw as well as at Atlantic Square where the focus is brought by the property development community and secondly, the general support and on going management within existing businesses.

A Five Year Strategy / Overarching Plan

5.02

Over the last 25 years, much of the Broomielaw has been transformed into one of Scotland’s Premier Business Locations. In order to permanently embed this transformation and enhance further the substantial investment made, a clear and focused Strategy Plan for the entire area is now required. The aspiration must be to ensure that the Broomielaw and its environs not only remain a Premier Business Location in Scotland but become recognised internationally as a place to establish substantive businesses.

Any Strategic Plan needs to focus on the medium term and a five-year time frame is probably sufficient for a strong framework to become established in the Broomielaw area. A number of issues require to be tackled as part of this process and some of these have been briefly dealt with as part of this Study. However, it is outwith the scope of this Study to consider them to the necessary depth.

The issues required to be addressed as part of this five year Strategic Plan are somewhat complex and sophisticated. They include:

- How to shape the three dimensional physical form and the nature of new developments, including the physical aspects of new buildings, spaces, streets landscape and their on going management etc.
- Ensuring that economic and financial realities are fully incorporated into development thinking.
- How to attract private and public sector investment

- Contents
- Introduction
- The Economic Case
- Key Messages
- Recommendations**
- Road Maps
- Conclusion
- Appendices

and clarify private and public sector aspirations and roles.

- Increasing land values and ensuring project viability and deliverability.
- The promotion of the area showcasing its development and regeneration.
- Helping integrate the natural and diverse assets of the area, e.g. the Clyde, the success of the IFSD area, the street grid pattern and the existing architecture.
- Helping co-ordinate the activities of the different infrastructure requirements including services, transport, traffic, pedestrians, SUDS, health, etc.
- Consideration of leadership and implementation issues.
- The production of a physical masterplan with design briefs and codes.
- Setting the process of delivery for the area as well as for particular sites.
- Defining and setting roles of the differing agencies in delivering investment and change.
- Ensuring the engagement of users including domestic and commercial residents and helping to build consensus.

• Ensuring the quality of existing buildings and spaces are maintained and managed.

- Providing a Framework in which development can proceed on the existing vacant sites and stitching them seamlessly into the existing townscape and heritage.

As part of the five year Strategic Plan outlined above, a 'physical' or 'spatial' masterplan will be required that considers strategies for the physical regeneration of some of the areas as well as setting out the proposals for buildings, spaces, movement and land use in three dimensions.

The diverse ownership pattern in the area and the complexity of current building typologies, means that comprehensive development decisions have been difficult over the past five years. Any development which has occurred has done so in isolation without coordinating with the existing spatial patterns or ownerships or regard for the impact on the area as a whole. This highlights one of the reasons why a Strategic Plan is so urgently required, to bring clarity of purpose and ultimately confidence to investors.

Recommendation:

A Strategy Plan for the Broomielaw area to be prepared and published during 2015. This Plan would consider issues principally connected to the area, until 2020.



Initial Ideas - Key to Areas

5.03

This section explores the recommendations numbered from two through to seven.

There are five areas (with some amount of overlap) critical to the Study Area. These have been listed below and highlighted on the city plan (figure 2):

- Area 1 - The Kingston Bridge Corridor
- Area 2 - Charing Cross Station
- Area 3 - Anderston Station
- Area 4 - Argyle Street
- Area 5 - The Broomielaw Area and Clyde at the Broomielaw

Each area has been analysed and evaluated as part of the process of producing this Study. This section shows initial proposals for the improvement, development and regeneration of these areas and their surrounds.



Figure 2: Key to the five main areas with initial ideas proposals (Hypostyle Architects 2014)

The Kingston Bridge Corridor Area 1

5.03.01

The corridor of land running from the Kingston Bridge in the south to Charing Cross in the north and running parallel to the line of the M8 Motorway has a poor physical environment. There are number of issues which need to be addressed to give this area a better 'Sense of Place', a better physical environment and improve its pedestrian connectivity.

The M8 is one of two major motorways running through Glasgow. Within the Study Area, it crosses the Clyde at the Kingston Bridge and runs north to Charing Cross. To the south of Charing Cross, the M8 emerges from a tunnel that runs under Charing Cross. From this point the motorway runs in cut until it meets the Kingston Bridge. The M8 in this area, from the Kingston Bridge to Charing Cross, sits below the ground level of surrounding streets and buildings to varying depths of between six and 15 metres.

Therefore, along this corridor length (a distance of approximately 1.2 km) the M8 acts as a physical barrier to the City Centre and the area to the west. There are only three bridges that cross the motorway along this length. In this area, the M8 forms a physical barrier that is as difficult to cross as the River Clyde to the south is.

There are both physical, perceived and unperceived issues in respect of this area:

- The streets and buildings running north to south, to each side of the M8, have an extremely poor physical environment.
- Pollution, fumes and noise caused by the M8 affects this corridor.
- The visual amenity is detrimentally affected by the M8.



Figure 3: Sketch plan overview highlighting initial proposals for regenerating the Study Area (Hypostyle Architects 2014)



- Connectivity is poor in an east/ west direction.
- There is a lack of animation to many areas.

North Street between Charing Cross and St Vincent Street has a reasonable environment with lively street animation. There are pubs, cafés, restaurants, shops, residencies and commercial businesses all facing on to the street at ground level. There is a degree of public realm design with trees, some landscaping and seating as well as some on street car parking. In addition there is the major frontage of the world famous and grade B listed Mitchell Library.

Newton Street on the other hand (which runs parallel to North Street but on the east side of the M8) has little animation and few frontages opening on to the street. At ground level it is mostly service entrances loading bays and car parking which face on to the street. A full public realm makeover for this street is recommended. Both North Street and Newton Street are used as major north/ south pedestrian linkages between Charing Cross and the Broomielaw. Daily commuters use these routes to access Charing Cross and Anderston railway stations.

The Kingston Bridge is a colossal structure, which dominates the Broomielaw Area. It is of regional and national importance and fundamental to the transport infrastructure of Scotland. Below the Kingston Bridge, an amazing expanse of concrete support columns covers what is essentially an unloved space of car parking and roads. This area:

- Does not feel safe
- Has poor lighting
- Is a “sea of tarmac”

- Has a poor environment in terms of noise and air quality
- Is not pedestrian friendly
- Acts as a barrier between the city centre and the Finnieston area to the west of the Kingston Bridge.

The main pedestrian routes between the city centre and the SECC and the Hydro Arena cross this area, but most people avoid using it as a pedestrian route. A public realm makeover is required to give the area clarity and definition in terms of usage.

Anderston and Charing Cross stations are extremely poor quality and not user friendly, particularly for pedestrians.

There are two main construction sites under way in this corridor at the St. Vincent Street junction; these are office buildings – one for Scottish Power and the other a general office building. Together, they will attract upward of 3000 office workers, which will have a hugely positive effect on the area.

The office buildings on India Street and Charing Cross station will now look a bit tired against the gleaming new office building of Scottish Power. Either a makeover of these buildings or new development on these sites would be beneficial to this area.

The pedestrian routes immediately to the west of the Hilton and Marriott Hotels, running north to south in the area between the hotels and the motorway, is a poor environment. Connectivity, public realm and general visual amenity are lacking. It requires a major public realm makeover.

The Kingston Bridge Corridor

There are five junctions that cross this corridor:

1. The Broomielaw
2. Clydeside Express-way and Argyle Street
3. St Vincent Street
4. Bath Street and Berkeley Street
5. Charing Cross (although it should be noted the Charing Cross junction is outwith the study area)

All these junctions have a gateway status in relation to the city centre. The most important is the junction of Argyle Street and the Clydeside Express-way. This junction also has on and off ramps to the M8 and is the major entrance point to the Study Area. This junction has serious public realm issues which need to be addressed including:

- Pedestrian routes and connectivity
- Speed of traffic and congestion
- Landscaping
- Visual amenity & perception
- Safety
- Lighting
- Sense of place and spatial definition
- Sense of arrival
- Signage

The other junctions also have these issues and to a lesser extent require public realm interventions.

Charing Cross Regeneration - Area 2

5.03.02

Dating from 1886, Charing Cross station serves the city's financial district, making it popular with commuters. The original surface buildings of the station were removed in the late 1960s during the construction of the M8 motorway, and replaced by the current structure as part of the adjoining Elmbank Gardens commercial development in 1970.

Charing Cross station and its surrounding area are in much need of improvement. The station itself is tucked away from main streets, making it both difficult to find and difficult to get to. Whilst being well used during the day, at night time its location makes using it an unattractive prospect.

Access to the station should be addressed, as it is not ideal for the station to be hidden away from the main road. Way-finding should be established and enhanced; there is currently limited signage for the station. Pedestrian routes in this area can be problematic; for example, walking from the Mitchell Library to Charing Cross station involves either walking along a busy road with no pavement, or convoluted detours to avoid this.

North Street runs parallel to the west of the M8, and in recent years a number of new business have appeared with premises spilling onto the street and taking advantage of the wide, tree-lined pavement space.

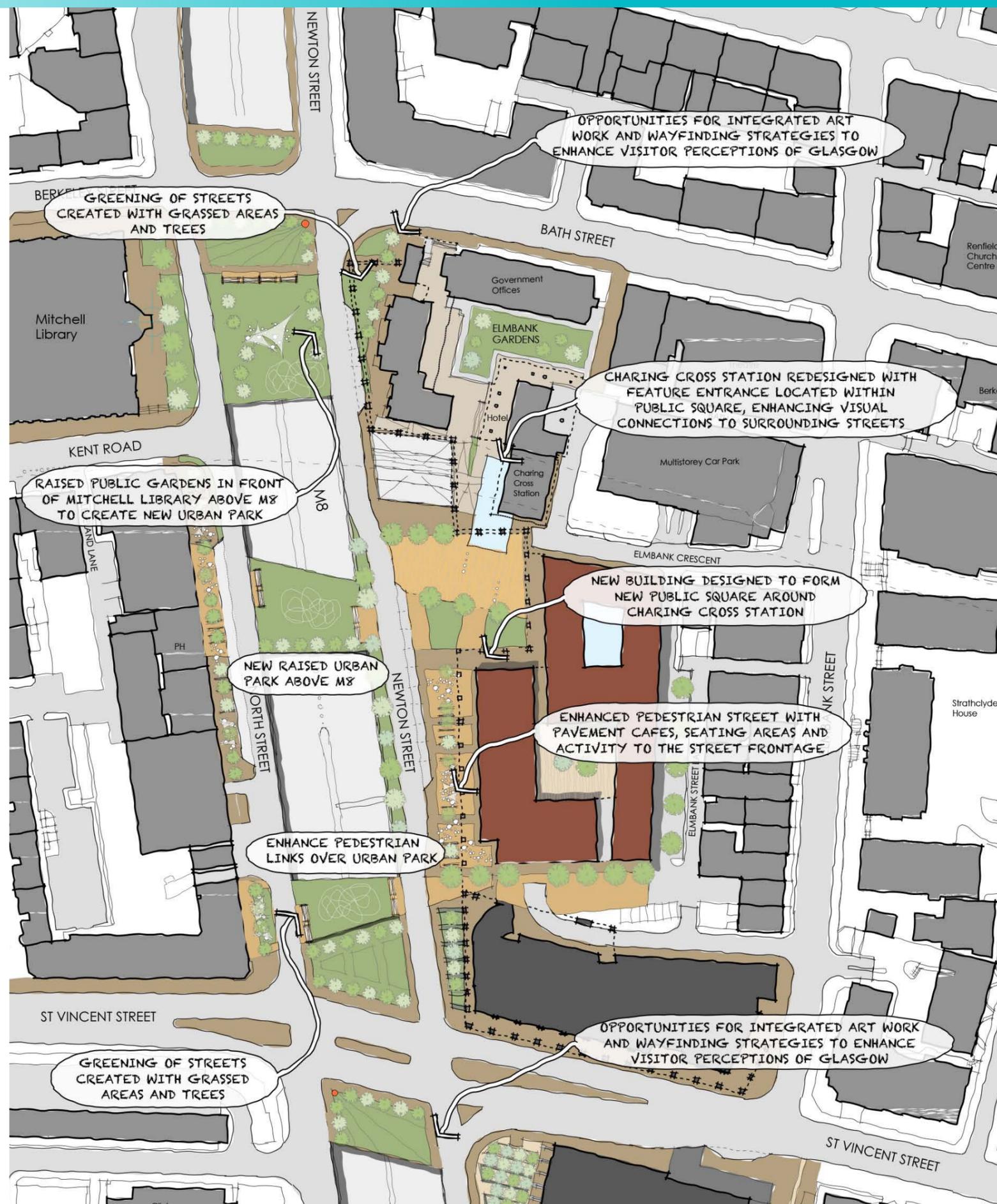


Figure 4: Sketch view showing proposals for Charing Cross regeneration - Option 01 (Hypostyle Architects 2014)

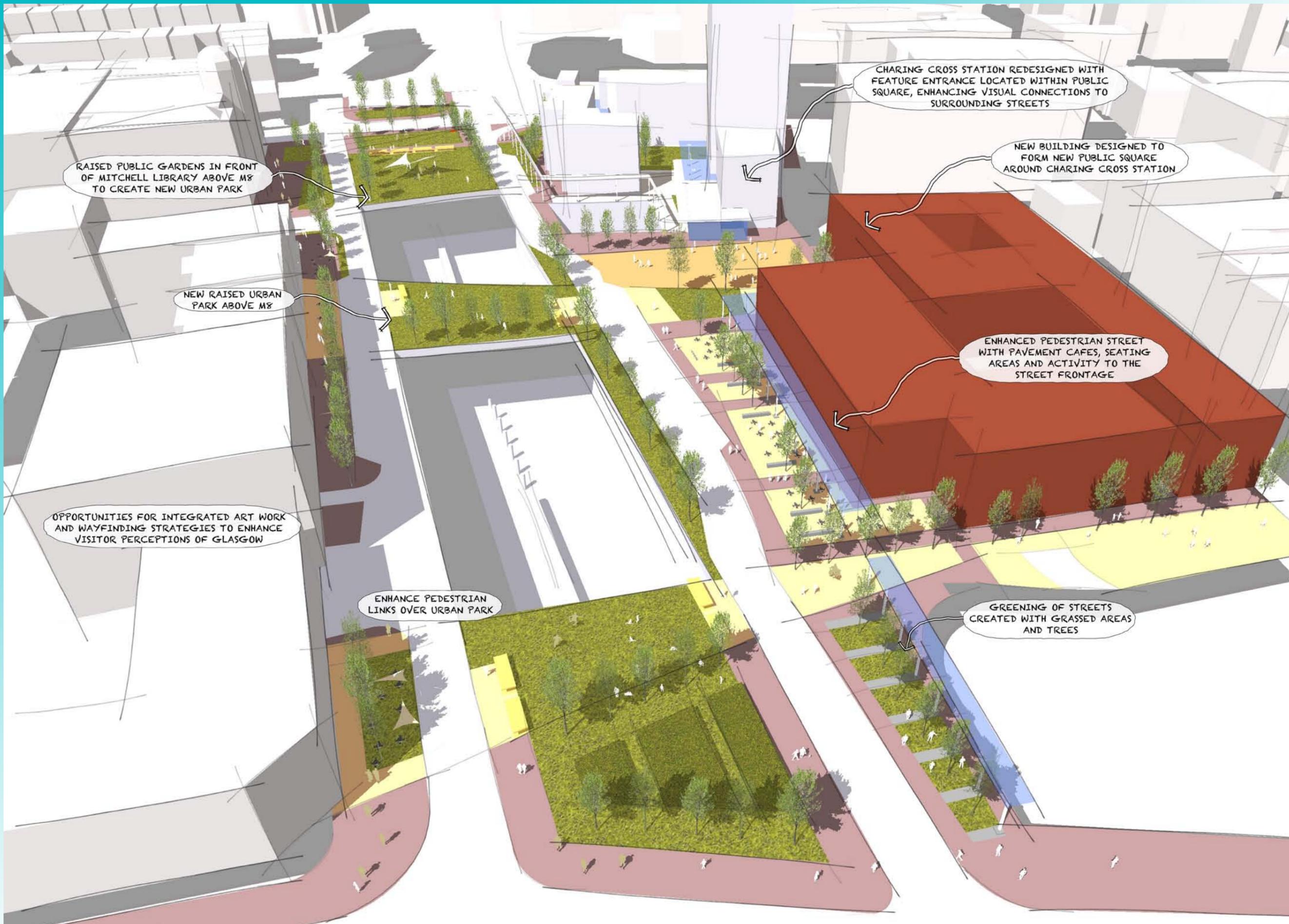


Figure 5: Sketch view looking north at Charing Cross station, Option 01 - a new raised urban park above the M8, much improved pedestrian spaces along Newton Street and North Street (Hypostyle Architects 2014)

There is a potential to encourage further new development to utilize and maximise this space. Environmental improvements to the edge of the M8 and the greening of streets, through grassed areas and tree planting, narrowing vehicular routes and enhancing pedestrian areas would revitalize this urban area.

The M8 cuts through Charing Cross with busy vehicular and pedestrian crossings at the two main arteries; Sauchiehall Street to the north and St Vincent Street to the south. These two sketch proposals indicate raised public park spaces, located above the M8, linking the two sides of the motorway incision through the city. Parks would help mitigate the pollution from the motorway, lessen the visual impact of the M8 and encourage people to linger in the area. The café culture starting up on North Street could flourish and expand onto Newton Street, linked by raised urban parks. The largest of these parks could be situated in front of the Mitchell Library – one of Glasgow’s landmark buildings – creating a new public square with a dynamic backdrop.

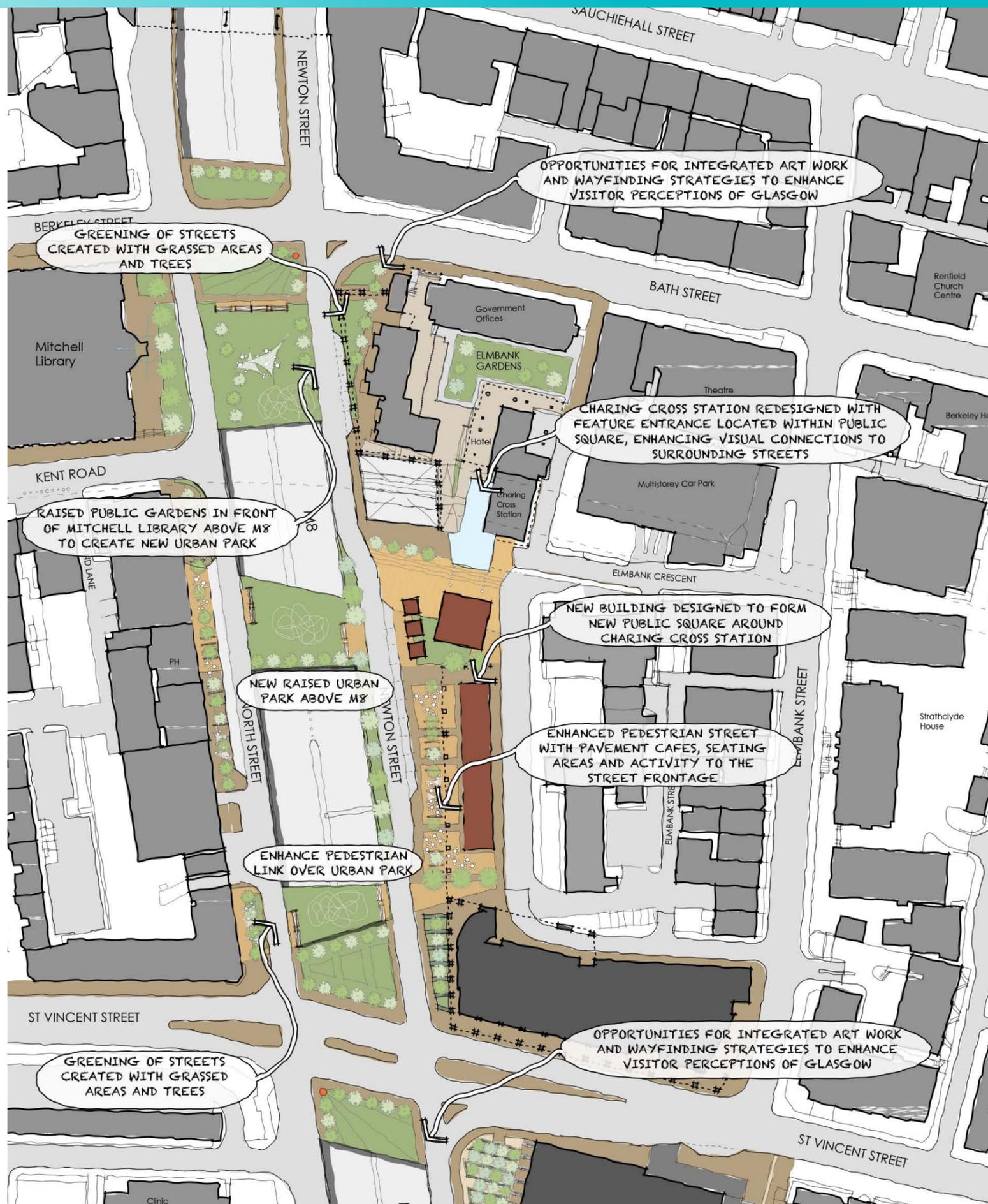


Figure 6: Sketch view showing proposals for Charing Cross regeneration - Option 02 (Hypostyle Architects 2014)



Figure 7: Sketch view looking south towards Charing Cross, Option 02 (Hypostyle Architects 2014)

Anderston Station Regeneration - Area 3

5.03.03

Anderston railway station was opened in 1896 and serves part of Glasgow's Financial district, neighbouring housing areas, and the Hilton and Marriott hotels. The original building was demolished in 1968 as, like many other ornate and historical buildings in the area, it lay in the path of the M8 motorway. The station reopened as part of the Argyle Line project in 1979, and retains some of the original architecture at platform level. It is a manned station with an island platform and most of it is underground.

At ground level the station sits isolated on an island, with busy roads to all sides. Improvements through the delivery of the masterplan should address the current problems of isolation and enhance pedestrian access through improvement to the immediate environs. Creating a visual connection with Argyle Street to the east (city centre direction) and west would be aided with a prominent station building with a visible entrance.

Pedestrian routes to and around the station should be enhanced, potentially through underpass links from the south sides of Stobcross Street, under the M8 as well as from the Argyle Street directions. These underpasses could be large open areas, with iconic entrances, taking pedestrians safely and directly down to the station level below. Figure 11 shows Foster and Partners Architects underground station entrance in Bilbao as a possible precedent.

Ground level crossings, with reduced road widths and increased pavement areas would help to reduce the

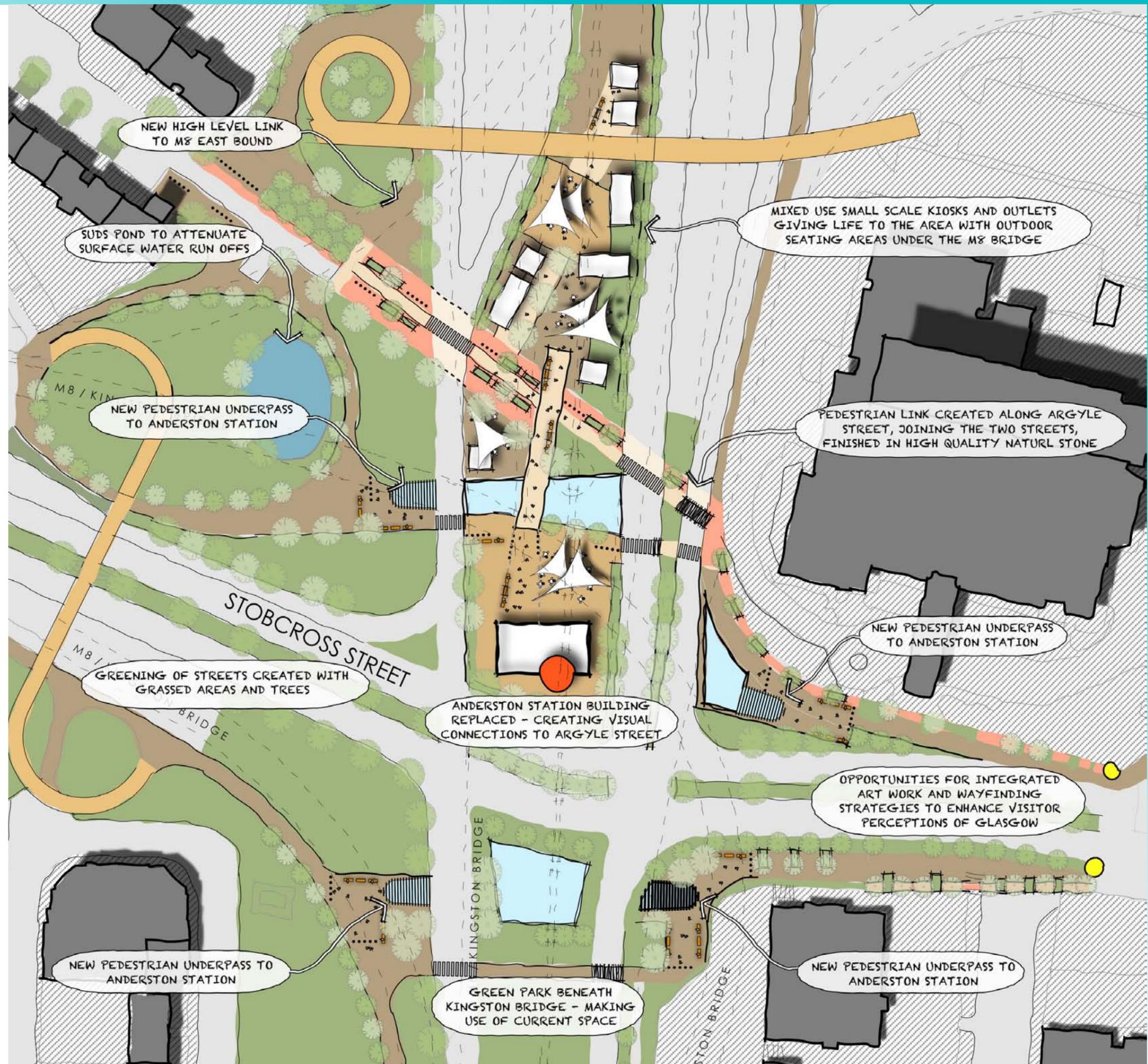


Figure 8: Sketch view showing initial ideas for the rejuvenation of Anderston railway station and the surrounding area (Hypostyle Architects 2014)



Figure 9: Sketch view of Anderston station from the north. A new landmark building replaces the existing structure under the Kingston Bridge. Four new landmark station entrances would greatly improve pedestrian permeability around the area (Hypostyle Architects 2014)

- Contents
- Introduction
- The Economic Case
- Key Messages
- Recommendations**
- Road Maps
- Conclusion
- Appendices

vehicular impact. Potentially, a new high level link to the M8 Kingston Bridge, for eastbound traffic, similar to the existing slip road bridge for traffic heading west, could be proposed to lighten the traffic loadings at the Stobcross Street junction slip road at Anderston station.

The area under the existing M8 west bound slip road and the new proposed M8 eastbound one has recently been landscaped and would be an ideal site for a suds pond to attenuate surface water run offs.

The land to the north of Anderston station, under the viaducts, is peppered with tall, tapered columns holding the motorway above. These colonnades, and the spaces between them, are splashed with shafts of light from the gap between the two bridge decks overhead, which creates some dramatic views through the vast spaces underneath, especially along this axis northward from the river.

The land both north and south of Anderston railway station is currently unused space. It has car parking and concrete landscaping with vistas, both good and bad, under the elevated approach roads, ramps and intersections. Potentially this could be viewed as a sheltered site for an outdoor urban market - mixed use small scale cafés, kiosks and outlets would bring life, pedestrians and activity to this unused space.

Development of this space would also create the opportunity to link the east and west sections of Argyle Street to cyclists and pedestrians. From the west section at the Buttery Restaurant under the motorway to



Figure 10: Sketch view (looking 'through' the M8) showing initial ideas for Anderston station and its surroundings (Hypostyle Architects 2014)



Figure 11: Underground station entrance, Bilbao, Foster + Partners Architects - Elegant, landmark entrances to the underground stations
 <<http://www.fosterandpartners.com/projects/bilbao-metro/>> 1995

the Marriott Hotel, and onto Argyle Street heading into the city centre, enhanced public realm and pedestrian routes could be achieved, finished with high quality materials.

In general, the greening of streets, through grassed areas and lines of trees, narrowed vehicular routes and enhanced pedestrian areas would revitalize this urban area.

Proposals should make use of the current interesting spaces available under the M8, planting and environmental improvements will help improve air quality and provide new public spaces.

Where possible, opportunities for integrated artwork and wayfinding strategies to enhance visitor perceptions of Glasgow should be embraced.

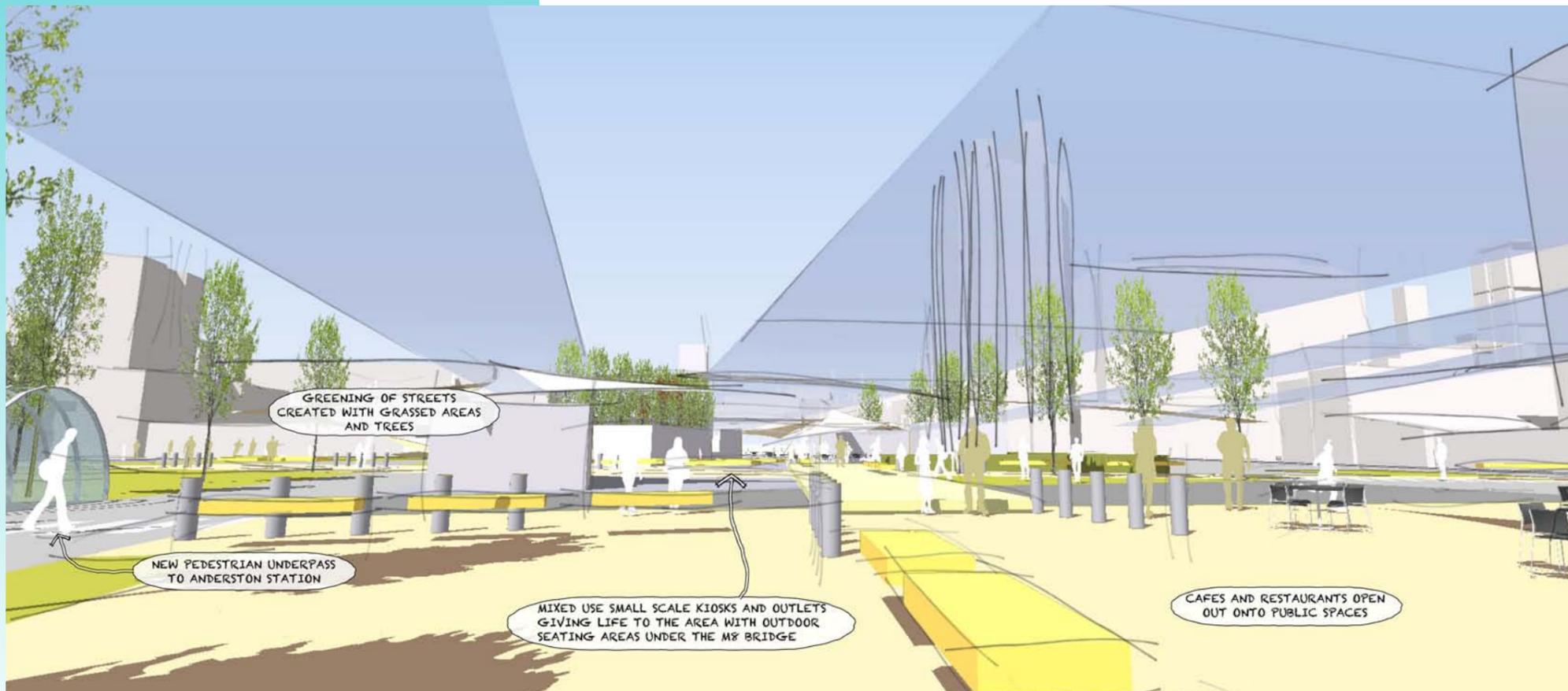


Figure 12: Sketch view looking north from Anderston station. Cafes and kiosks spill out onto new public spaces under the M8. (Hypostyle Architects 2014)

- Contents
- Introduction
- The Economic Case
- Key Messages
- Recommendations**
- Road Maps
- Conclusion
- Appendices

Regenerating Argyle Street - Area 4

5.03.04

Argyle Street needs radical improvement to become the high quality destination that you would expect from a major street in a major city. Two main aims behind regenerating Argyle Street are to link the Blythswood Hill area to the new business quarter on the Broomielaw, and to act as the main retail support for the office sector on the Broomielaw.

• **Change the dominance from vehicle to pedestrian.** This will make Argyle Street less of a physical barrier to north/ south pedestrian movement, and make it far more people friendly. This could be

achieved by narrowing the roads to a two-lane width, increasing pavement widths correspondingly, providing effective pedestrian crossing areas and traffic calming methods such as raised 'road tables' at key junctions.

• **Create pavements that are places,** not just zones for pedestrian movement. (See figure 13). By increasing pavement widths, there would be great scope for providing a variety of functions. A widened pedestrian zone would permit opportunities for informal seating, spill out spaces and a café culture to develop, which is not present at the moment. There would also



Figure 13: Kollwitzplatz, Berlin - Wide pavements allow for distinct zones, such as outdoor cafe seating, trees, bicycles and walking <<http://www.lonelyplanet.com/germany/travel-tips-and-articles/60139>> n.d.



Figure 14: Sketch view showing proposals for Argyle Street looking towards the M8 flyover. Dominance is given to pedestrians and creating a lively, attractive streetscape; whilst vehicular traffic is reduced (Hypostyle Architects 2014)

be opportunities for integrated artwork, and a way-finding/ information strategy to be incorporated into the street-scape, enhancing visitor perceptions of the city.

• **Improve street animation.** The section of Argyle Street within the Study Area has two distinct ends with different characters. The eastern end near Central Station has more shop frontages and the street is reasonably animated. However, 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 them. Moving west along Argyle Street toward the M8, the number of shop frontages reduces rapidly and are replaced by quiet office lobbies. Further on still, and the city-like urban grain depletes until at the very end, two large hotels sit far back from

the street offering little that relates to or enlivens it. An active shop fronts policy is required for all new and refurbished developments to stimulate street activity, safety and conviviality along the length of Argyle Street from Central Station to the M8. The 'city block' feel near Central Station of eight storey buildings rising up from the pavement's edge, should be continued right the way along Argyle Street to the motorway.



Figure 15: Plan showing possible upgrading and improvements to Argyle Street, incorporating wide, zoned pavement areas and substantial greening of the streets (Hypostyle Architects 2014)

Contents
 Introduction
 The Economic Case
 Key Messages
Recommendations
 Road Maps
 Conclusion
 Appendices

• General quality upgrade. All new and refurbishment development projects should be governed by a high quality materials and finishes policy. The urban realm can be greatly improved by a palette of high quality hard landscaping materials, providing safe and high quality movement zones and a cohesive style that unifies the street.

• Environmental improvements. Argyle Street will benefit from a hierarchy of blue and green landscape components, as part of the overall proposed greening strategy for the Study Area. Argyle Street would become part of a network of Avenues that include green and blue infrastructure of street trees, rain gardens/ SUDs, soft amenity landscape zones, cycle lanes, outdoor seating, and active retail frontages.

The aim for these landscape components is to:

- Improve the urban and business environment
- Mitigate / adapt to climate change and enhance biodiversity
- Provide social and health benefits



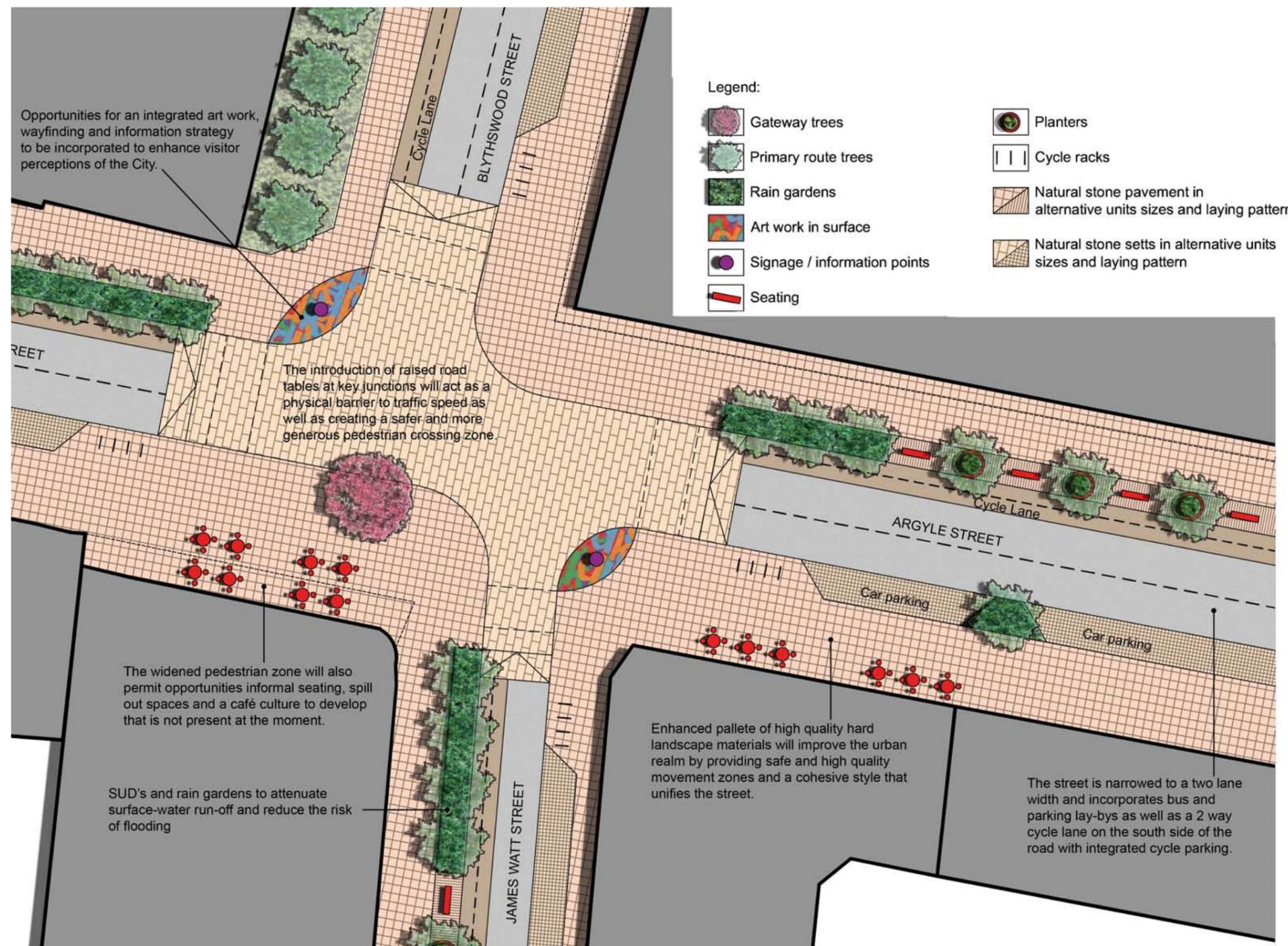


Figure 16: Plan showing possible upgrading and improvements to Argyle Street - much wider pavements would improve the pedestrian experience, with the greening of streets and cafe style outdoor seating (TGP Landscape Architects 2014)

- Contents
- Introduction
- The Economic Case
- Key Messages
- Recommendations**
- Road Maps
- Conclusion
- Appendices

REGENERATING ARGYLE STREET

Figures 16 and 17 illustrate possibilities for a greatly improved Argyle Street - a street-scape designed around pedestrians, not vehicles. Road widths have been reduced down to two lanes, and pavements are wide enough to accommodate outdoor seating and greening. Careful consideration to be given to an integrated way-finding and information strategy.

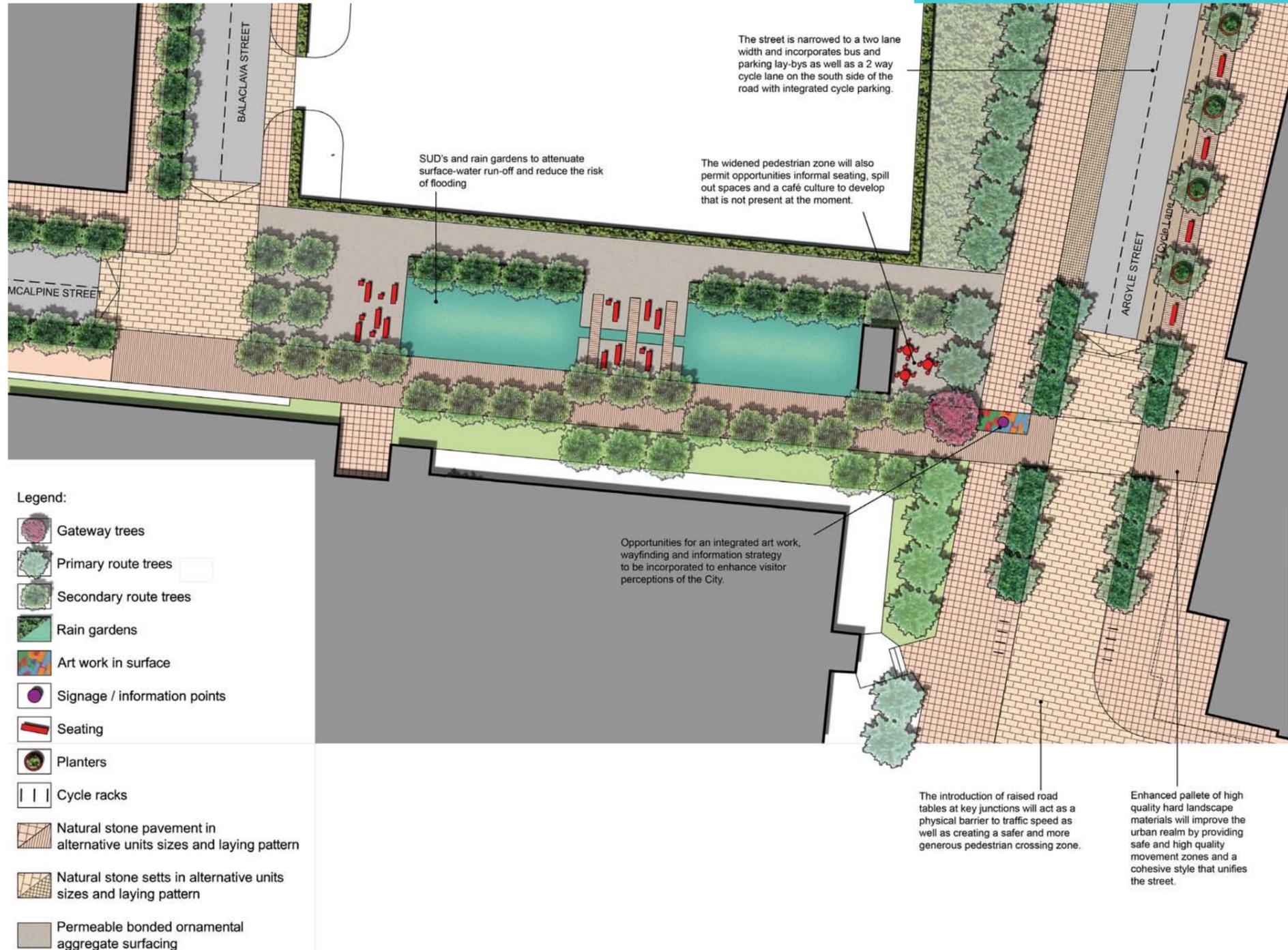


Figure 17: Plan showing rainwater gardens and the greening of Argyle Street (TGP Landscape Architects 2014)



Figure 18: Sketch view of Argyle Street, looking towards Central Station (Hypostyle Architects 2014)



Figure 19: Sketch view of Argyle Street, showing widened, tree-lined pavements with cafe-style seating spilling out (Hypostyle Architects 2014)



Figure 20: Sketch view along Argyle Street, near the Marriott Hotel, showing greening of the streets and a denser urban build up along the street edge (Hypostyle Architects 2014)

Broomielaw Masterplan Options - Area 5

5.03.05

As discussed in the 'Key Messages' section of Document 1, the Broomielaw area currently lacks vitality and unity. There are a variety of ways this area could be improved, and the following options show some initial ideas.

OPTION 1 - CITY GRID

Option 1 (figure 21) shows the area completely rebuilt. One of the reasons for the success of the city to the north of Argyle Street is its strong urban grain and grid plan. This option is a natural continuation of the city grid layout that already exists to the north of Argyle Street. It would provide strong connections from Argyle Street to the Broomielaw and the River Clyde, as well as from east to west.

Streets benefiting from large, high quality public realm spaces and reduced traffic flow would further improve pedestrian permeability. Generous space has been allowed for greening the area; tree-lined streets, formal public spaces, pocket parks, rain gardens and roof gardens. A sequence of connected spaces with rainwater gardens has been shown running from east to west.

Another critical aspect of bringing the area to life is that of mixed use. Unified, continuous building frontages with shops, cafés, bars and restaurants spilling out onto public spaces is greatly needed to bring the area to life. In addition to office use, hotel and residential uses would give the area life outwith office hours.



Figure 21: Sketch view showing Option 1 - City Grid (Hypostyle Architects 2014)



Figure 22: Option 01 Variation A (Hypostyle Architects 2014)



Figure 23: Option 01 Variation B (Hypostyle Architects 2014)



Figure 24: Option 01 Variation C (Hypostyle Architects 2014)



Figure 25: Option 01 Variation D (Hypostyle Architects 2014)

VARIATIONS TO OPTION 01

The four variations of Option 1 (figures 22 to 25) indicate how the plan would work with various existing buildings retained (highlighted in red). The city grid has remained the same apart from this.

A key idea common to all options shown, is that of improving the space underneath the Kingston Bridge. Instead of being a barrier to movement, this area could become a green public space, linked to a series of public spaces on either side. Improved pedestrian permeability and the creation of public spaces (especially under the Kingston Bridge) would benefit access to main line, suburban and subway rail services, which is currently weak.

OPTION 2 - BROOMIELAW SQUARE

Option 2 (figure 27) and a variation of it (figure 26) shows a break in the city grid to make way for a public square that opens out on to the river. Far more attention in Glasgow needs to be paid to the River Clyde, as it has the potential to become one of the city's strongest features. The public square shown would open out towards the river and embrace it. Shops, cafés and restaurants opening out onto the square would provide it with life and vibrancy both during the day and night, making it a destination in its own right.



Figure 26: Sketch view showing a variation to Option 2 (Hypostyle Architects 2014)



Figure 27: Sketch view showing Option 2 - Broomielaw Square within the City Grid (Hypostyle Architects 2014)



Figure 28: Sketch view showing Option 2 - Broomielaw Square (Hypostyle Architects 2014)

OPTION 3 - BROOMIELAW PARK

Option 3 (figure 29) shows a park slicing through the urban grain, running from north to south. This would provide a fantastic physical and visual link between Argyle Street and the Broomielaw and River Clyde. The park could host a variety of functions; providing a strip of green within the city, a route to the river, and a place to enjoy. Again, shops, cafés and restaurants would look out onto it and provide the area with animation and vibrancy.



Figure 29: Sketch view showing Option 3 - Broomielaw Park slicing through the City Grid (Hypostyle Architects 2014)

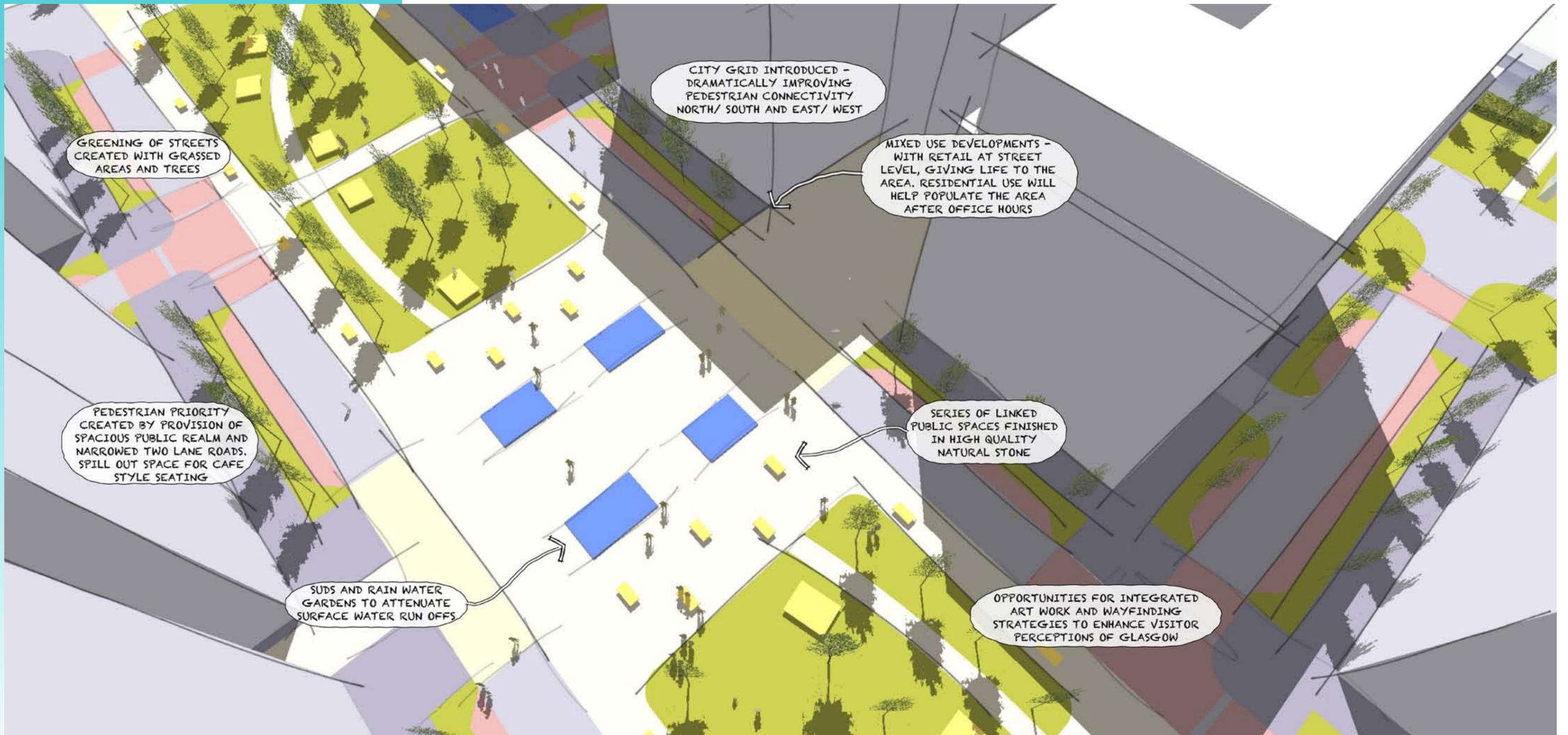


Figure 30: Sketch view showing Option 3 - Broomielaw Park (Hypostyle Architects 2013)



Creating a Sense of Place

5.04

Mixed Use

An increasingly important element of city economic competitiveness is the ability of a city to attract a talented workforce. For Glasgow to be as competitive as it can be, it needs to have city neighbourhoods, districts and a city centre that is attractive and appealing as a place for people to work and live. Mixed-use areas, that intermingle work, entertainment, and living, contribute significantly to this goal; as evidenced in London, Edinburgh, Dublin, Birmingham, and continental port cities like Oslo, Hamburg and Antwerp. Such exemplars confirm that the current model of office-oriented quantum-led development is not sustainable as a city prosperity strategy for the future.

Fine grain

High quality business space remains a primary consideration for the area, but accompanying this there is an integration of a finer grain of uses both horizontally at street level, and vertically within buildings. Leading financial centres like New York, London, Tokyo and Toronto all have such a grain. The impact of the Anderston Centre, the MoD development, and Marriott hotel site on Glasgow's Blythswood grid, in addition to the historic impact of the Britoil/Santander site (now being corrected), all deny such energy flows and navigable connectivity.

Facilitating living

A successful city district will accommodate, or make provision for, the everyday needs of those who are working and living in the area. If people were to live

in the Study Area there would be increasing demand for health services, retail and leisure. While it would be easy to make provision for some services in the area, others such as health services like a dentist, are less easily brought to the area. In this case it is the ease of connection to facilities that matters. Demand for services does not mean location within a one mile radius, but the ability to move easily from one area to another in order to reach services.

Safety

Another aspect of people choosing to live and work in an area would be the feeling of safety that people have. While it has been identified by Police Scotland representatives that the area is currently safe, the perception that it is unsafe needs to be overturned. Designing the area for life after 5pm would mean integrating surveillance systems that functioned within the area (how might CCTV systems work if mature trees were introduced as part of a rain garden, for example), and ensuring that public spaces and communal areas have been designed for passive surveillance and with excellent lighting.

Complimentary Uses

The intensity of one single use in an area can have a negative impact on the amenity for people who are seeking to use the area in a different manner. For example, in the city centre, evening entertainment such as pubs and bars is an intensive use for this part of the city. This often comes into conflict with residents of an area. The mix of uses in the Study Area therefore needs to be distributed in such a manner as to prevent these pockets of intensive use (e.g. locating all of the

bars in the area along one street) and create mixed-use place where the different uses are complementary.

Destination

The role of the Hydro and the SECC campus has increased footfall to the area, as well as demand for hotel, restaurant, and leisure.

The recently completed SSE Hydro has expanded the uses of the SECC campus significantly. Early anecdotal evidence strongly indicates that the Hydro has contributed significantly to a surge in demand for restaurants and other leisure uses in the area. The Study Area acts as an important connection between the SECC campus and the city centre, and therefore is extremely well placed to become a destination in its own right, providing restaurants and leisure uses for people attending events at the Hydro, and hotels for overnight accommodation.

The hotels that are currently located within the Study Area (notably the Marriott and Hilton) are of a scale and design that means they function as self-contained, contributing little to the overall vibrancy and viability of the area as a destination. Integrating hotels with street frontages and public street level access or use, would greatly enhance the contribution that these hotels could make to the area. The Radisson Blu at the eastern end of Argyle Street has done this and interacts with the street.

There is scope, therefore, for a significant expansion of the hotel provision in the area, creating a hotel district. This would build on the offer that already exists in the area, ensuring that the hotels contributed positively to the area.



Combined also with:-

- Cycle lanes
- Outdoor seating
- Active retail frontages

Green Pedestrian Routes and Spaces

It is proposed that the loss of urban grain south of Argyle Street will be replaced with an interconnected series of green pedestrian routes. These will link current green spaces with proposed developments as part of a proposed redevelopment masterplan. This should form part of design guidance for the IFSD development sites. These routes will link to the 'Avenues' and should remain as a fully integrated public network.

High Line Park, New York

One possible precedent for innovative urban greening is the High Line in New York City. This is a mile long stretch of converted, disused railroad, elevated ten metres above street level. Designed by landscape architects James Corner Field Operations and architects Diller Scofidio + Frenfo, the park is an immensely popular and successful example of green public space within a city, that has had a positive impact on land and property markets. Concrete plinths form a path that winds in and out of lush green wild flowers and prairie grasses. A thoughtful, sensitively designed space, the High Line is well used and offers city dwellers a positive, tranquil green space to enjoy.



Figure 32: The High Line Park, New York, James Corner Field Operations and Diller Scofidio + Frenfo <[http://www. Renevandervelde.com/tag/high-line/](http://www.Renevandervelde.com/tag/high-line/)> 2012

Figure 33 - Opportunities for creating a meaningful, useful and connected green space strategy in Glasgow. A cohesive and consistent approach to landscape could be applied to the Study Area and beyond, providing high quality, safe public amenity spaces. Promoting quality green space can have a major positive impact on property markets and attract skilled mobile workers.



Figure 33: Green space strategy (TGP Landscape Architects 2014)



This idea of a powerful green space and route could be integrated into the greening strategy for Glasgow. There is potential to move the M8 underground and have a stretch of high quality public green space from Charing Cross down to the Broomielaw.

Green Space Components

The Glasgow West area will benefit from a hierarchy of blue and green landscape components that will perform at different levels. They will provide a multi functioning asset and will form a vital part of the proposals for the Glasgow West area. The aim is for these landscape components to perform different functions simultaneously such as:-

- Improving the urban and business environment
- Promoting quality green space can have a major positive impact on land and property markets, creating settings for investment and acting as a catalyst for wider regeneration
- High quality, connected environments attract skilled and mobile workers that, in turn, encourage business investment

Mitigating / Adapting to Climate Change and Enhancing Biodiversity

- Attenuate surface-water run-off and reduce the risk of flooding
- Reduce airborne pollution
- Mitigate wind chill and turbulence
- Provide shade and reduce urban heat island effects and reduce energy requirements in summer

- Increase and enhance biodiversity
- Encourage people to travel in a more sustainable way, such as cycling and walking and use those routes as biodiverse corridors
- Increasing tree planting to act as carbon sinks

Social and Health Benefits

- Reconnect society with the natural environment
- Encourage healthy activities
- Encourage food production in appropriate areas

Vertical and High Rise Greening

Roof Gardens

Glasgow has few roof gardens and their benefits are well documented from examples in Europe, including amenity and aesthetics, environmental and climatic as well as economic. A combination of intensive and extensive green roofs should be introduced on new development sites and retrospectively installed as extensive green or brown roofs to existing developments where practical. It is proposed that a study is undertaken to assess the potential of existing roofs in the Glasgow West area to be retrofitted with green roofs. In addition, design guidance should be prepared for the IFSD development sites that will require the introduction of green roofs within any new development.

Green Walls – ‘Green Over Grey’

Green walls have the same benefits as green roofs particularly in terms of visual amenity, pollution absorption, thermal insulation and slowing down rainwater run off. There are no green walls in Glasgow

and there are many opportunities to implement these within the Study Area. This is more likely to occur in the existing IFSD where corporate façades are preferred to active street frontages. The proposal is to retrofit vertical greening to buildings on the Broomielaw that will form an intrinsic part of the ‘Avenue’ and alleviate the impression of a lack of active street frontage.

Public Amenity Spaces

The area is lacking in public amenity space and a focus should be made on extending existing areas such as completed sections of the River Clyde walkway, upgrading unused spaces and creating new linking areas. An emphasis will be placed on high quality finishes in the proposed amenity spaces as these are seen as important and vibrant social zones. The design of these spaces will be contemporary and appropriate for a city centre location and will provide people with breathing areas, contact with nature, and opportunities for relaxation and should be usable and safe for evening time. The location and layout should reflect the need to accommodate gathering and seating by the public as well as links with principal green pedestrian routes.

These areas will include:

- The extension of the River Clyde Walkway - north and south
- The introduction of public squares in all new developments
- The hanging gardens of the M8 undercroft
- The green public realm associated with Anderson station concourse upgrade
- The M8 Green gardens at Charing Cross

Way-finding Strategy

5.04.02

The team examined how the strategic use of experiential graphic design can shape the character of a place.

All public spaces need to communicate with their users on a range of practical and emotional levels. As people are finding their way around a place, they are forming an impression of it, and much of the character of a place will be determined by the way the graphic design elements complement the architectural or natural surroundings.

Different design choices will convey very different messages. Does the place extend a welcome or invite participation? Are the design elements understated, creative, surprising? Is the effect reassuring, stimulating, intimate?

The potential benefits of integrating visual communications within these environments are clear:

- providing reassurance in a strange place
- communicating brand values
- helping people find their way
- making people feel welcome

The Study Area will require a strong way-finding and branding strategy that incorporates but does not dominate the key IFSD brand.

Connections and Movement

5.04.03

Pedestrian and Cycling Movement

In order to improve pedestrian and cycling movement within the Study Area, traffic free/ pedestrianised areas could be promoted. Some specific options include, removing car traffic from the eastern section of Argyle Street, providing a traffic-free Washington Street to promote cycle routes from the Broomielaw north towards Anderston station, supporting the introduction of the Nextbike bike hire scheme and reviewing access to Transport Hubs at Anderston, Charing Cross and Central stations.

Cycle activity has greatly improved in the City of Glasgow and there are a number of routes that penetrate the Study Area, particularly in the southeast corner within the vicinity of the Central station. A popular existing route runs along the north bank of the Clyde and this links with residential and commercial destinations on the south bank via the Tradeston Footbridge and the King George V Bridge. This existing route could be incorporated into proposed cycle/ pedestrian facilities that may be promoted within the Study Area. 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 Walking and Cycling Action Plan Summary (SPT, 2008) highlighted that within the Strathclyde region there is a need to have better cycling and walking links put in place. This would encourage further use of these modes of transport and would open up opportunities for employment, tourism and recreation.

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. In order to understand the key barriers to pedestrian/ cycling movement and the areas of existing conflict between vulnerable road users and vehicles, a review of vehicle activity was undertaken. Previous studies identified the key routes through the city and determined the density of vehicle activity along these local city centre routes. These routes provide historic access to commercial, retail and public transport interchanges and as such are also used by a variety of vehicles such as service vehicles, taxis and public transport in the form of buses.

There are some further barriers within the area for pedestrians/ cyclists and a further review is required to protect and develop desire lines. Washington Street is a lightly trafficked route at present, with parking along either side, with its access to Argyle Street blocked off to traffic via a wall and gradient change. Pedestrianisation of this route is currently being considered to maximise permeability of the site for pedestrians. Washington Place could then provide a main focal point for pedestrian/ cycle trips between Anderston Station, Argyle Street, Broomielaw and the Clyde. This area could also be enhanced by providing ready access to cycle parking, potentially incorporating public art and a mix of business types along its length such as shops, cafés, bars and restaurants thus making it a destination rather than just a through route. Additional gradient changes at its northern end with

Argyle Street can be eased using a slow gradient ramp.

Nextbike are one of Europe's major public bike hire firms and launched in Glasgow in May 2014 in time for the Commonwealth Games, with 150 bikes at 30

docking stations. Half of these stations are located in the city centre with the remainder located at transport hubs and Commonwealth Games venues. The scheme has now expanded to 400 bikes.

Environmentally Friendly Forms of Travel

Reviewing active travel and bus access to the Study Area would assist in developing and expanding environmentally friendly forms of transport. Particular emphasis should be given to providing access to the

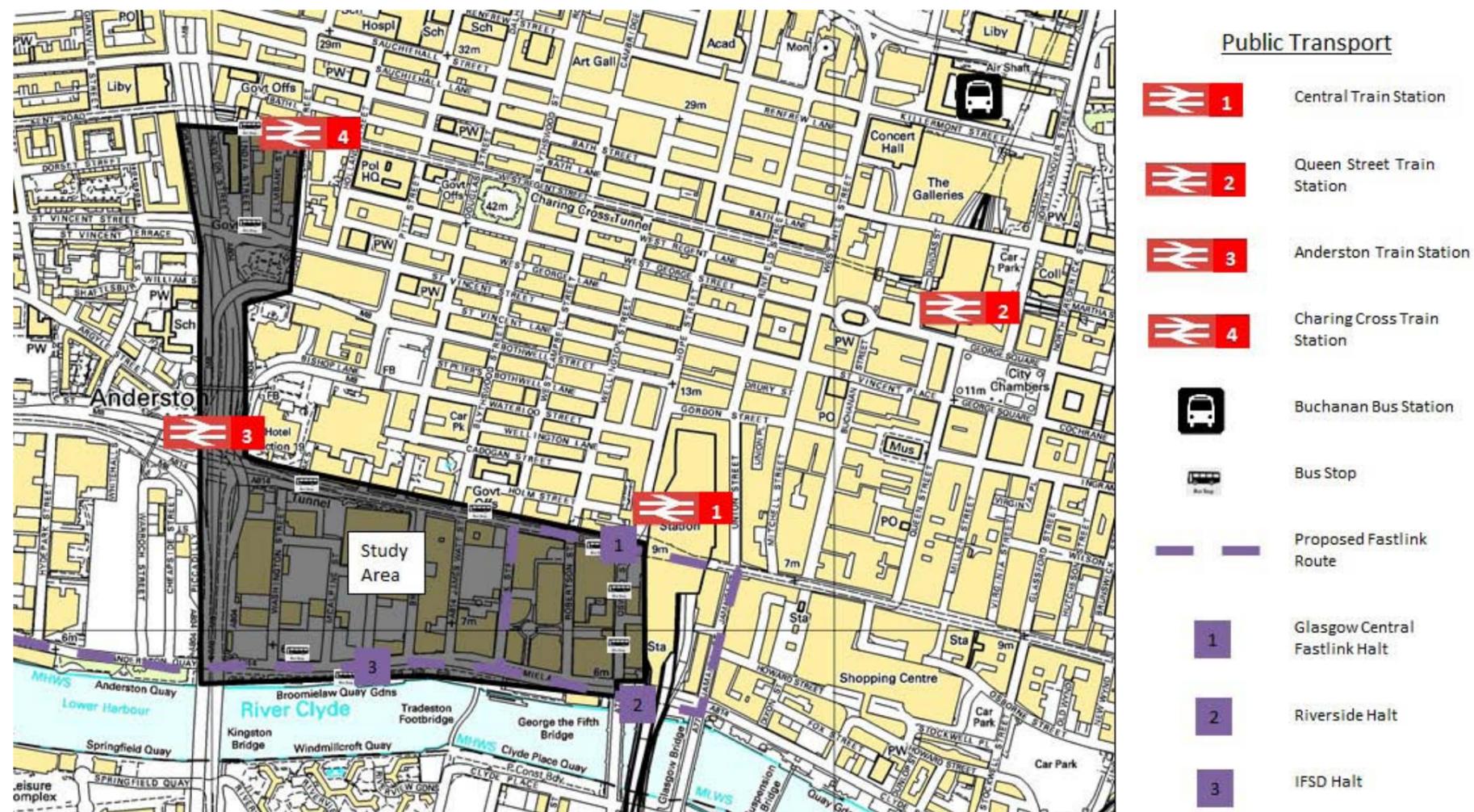


Figure 34: Public Transport around the Study Area (Fairhurst 2013)



can be desirable to commuters, if reliability, frequency and speed of service are guaranteed. Continued development and new destinations along the Clyde Waterfront, such as these proposals, make operation of such a service more viable.

In 2009 the Tradeston Bridge opened, known colloquially as the ‘Squiggly Bridge’, it provides a crossing for pedestrians and cyclists between Tradeston on the south bank and Anderston on the north bank. The aim of the bridge is to aid the regeneration of Tradeston by giving it a direct link to the city’s financial district on the western side of the city centre. In July 2013, the Anderston footbridge was opened to provide a safe route over the M8 for cyclists and pedestrians. The bridge had been infamously known as the ‘Bridge to Nowhere’ due to the initial 1970s bridge being left unfinished. The new crossing links the city’s Central Station to the Forth and Clyde Canal through Kelvingrove Park. One of the project’s backers, the sustainable transport charity Sustrans, hopes the crossing will now be known as the ‘Bridge to Everywhere’.

A Delivery Implementation Programme

5.05

One of the main cries from Government at all levels, over the last ten years, has been the need for a keener focus on delivery. The time frames created by procurement and the ‘blind alleys’ that many projects go down, only forcing them to retrace steps taken months if not years previously, are all too common. In addition, the difficulty of time frames dictated by budgetary constraints and the changing landscape of priorities, are all familiar to executives and officers working within the public sector. The private sector is not immune from delivery issues; they are often very focused on a narrow agenda relating to their specific interests and are often affected by the vagaries of the market. It is therefore only really the public sector that can set the framework for delivery and then allow the private sector to do what it does best - fund, develop, market, sell and ultimately deliver the agreed objective.

Within this Study, the case is given for supporting the IFSD and specifically the various developments that will strengthen Scotland’s position internationally, as a centre of financial expertise. The position of London in the UK is obviously unassailable in terms of financial services, but Glasgow can and does play a significant role far beyond the normal economic constraints on a city of this scale and location. History, enterprise and support over the last twenty years have positioned Glasgow well above many larger cities internationally and this position must not just be protected, but must be capitalised upon.

The ‘Road Maps’ for delivery, included later in this Study do not detail out all the issues relating to a

project as ambitious as regenerating the west of the Glasgow City Centre, as well as the strengthening the IFSD, but they do give some form of time-lines that are realistic.

If priority is given to this part of Glasgow, issues relating to Project Governance, Roles & Responsibilities, Change Management, Performance Monitoring, Risk and Procurement etc., will require consideration, but are not part of the scope of this Study. The fundamental point is that with agreement, something must be done and a full Delivery Implementation Programme should be set out as quickly as possible.

Recommendation:

That Glasgow City Council and Scottish Enterprise commission the production of a Delivery Implementation Programme for Glasgow City Centre West.





‘Great projects need great leadership to inspire a great team to a great performance.’

CABE. 2003, *Creating Excellent Buildings: a Guide to Clients*

ROAD MAPS

6

Road Maps Introduction

6.01

The following six 'Road Maps', outline the time frames and costs for undertaking the principal recommendations included within this Study. Each of the 'Road Maps' will require to be detailed out and recognition needs to be given that approval times can be notoriously elongated.

1. A New Leadership Focus
2. Development Strategy & Masterplan for Vacant Sites
3. A Five Year Strategy Plan
4. Regenerating Argyle Street
5. A New Future for the Clyde
6. The Stations Corridor Masterplan – Charing Cross to Anderston

In terms of all the work and activities described, a full Project Management analysis could prove useful in setting priorities and organising work packages and should be considered in early course.

These 'Road Maps' should firstly be considered as working documents and as soon as the decision is made to proceed, with each distinct project or program, every heading or action should be detailed out to ensure that a delivery consensus is achieved.

One of the main criticisms of this Study is that it is yet another strategy rather than a delivery document. However, the 'Road Maps' clearly indicate time frames and costs for undertaking the major elements recommended within this Study.

There will of course be room for further 'Road Maps' for some of the more discreet elements of work, but this is beyond the scope of this particular Study.

These 'Road Maps' should also be considered a precursor to the preparation of a full Delivery Plan with Gantt Charts and Work Schedules. In terms of all the work and activities described, a full Project Management Analysis could prove useful in setting priorities and organizing work packages and should be considered by the joint clients in early course.

A New Leadership Focus

6.02

This issue, when implemented, will give a clear indication of early purpose and will build confidence within the private sector. The various actions set out within this 'Road Map', have a strong focus on the involvement of the financial community, as well as the tourism & current property development sectors. There should not be a public sector focus on the leadership of the IFSD rather; the appointment of an independent Chair should indicate a market driven proposition. With

a small amount of support from Scottish Enterprise and the Glasgow City Council it should be possible to achieve the time frame as set out, with ease. A financial contribution from the private sector should also be a prerequisite.

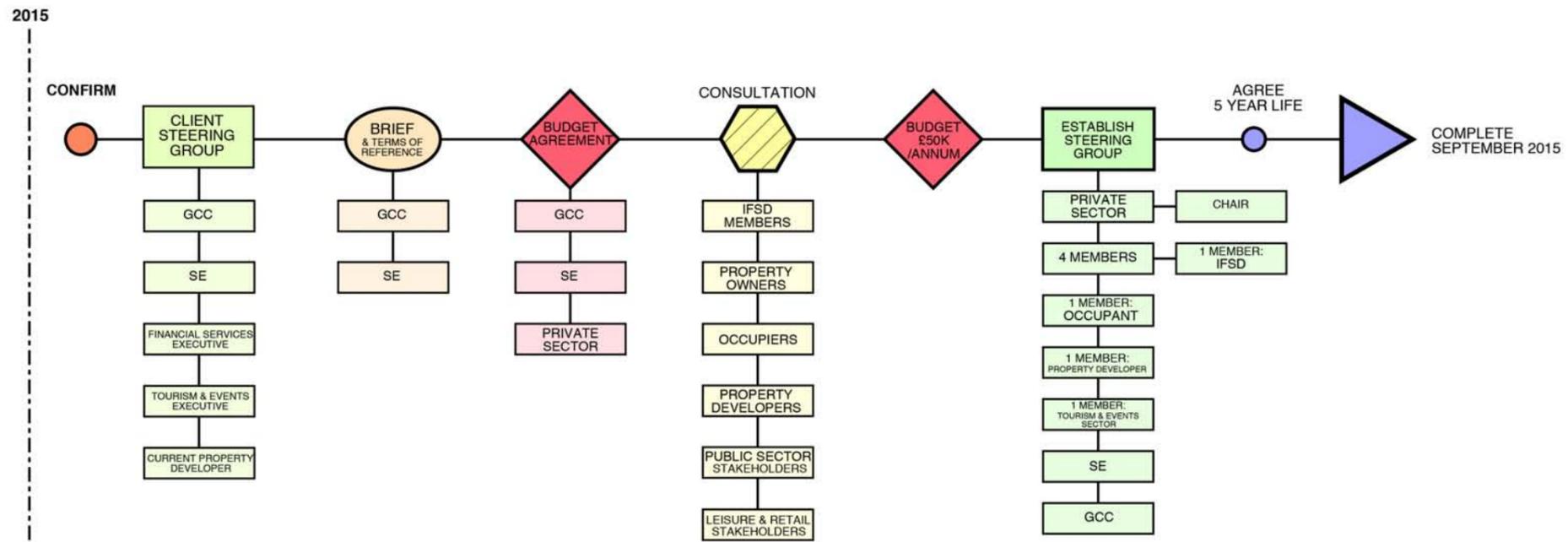


Figure 35: Road Map - A New Leadership Focus (MPH 2014)

Development Strategy and Masterplan Strategy for Vacant Sites

6.03

Producing a carefully crafted development strategy will not be simple for a project with the ambition to 'step change' the office market in Glasgow. The establishment of the Client Steering Group should be the first priority and the members of this Group, should in the main, be at senior officer level, within SE and

GCC, as well as having other senior Stakeholders in attendance. To speed up progress, a Project Management Consultancy should be appointed from an existing consultant panel, reporting directly to the Group. Agreeing terms and conditions with the prospective funder and various developers will require

careful consideration, as will the various methods of procurement required. A joint Masterplan needs to be prepared and a collaborative process should be attempted. Finally, wide public consultation will be needed to build up public support.

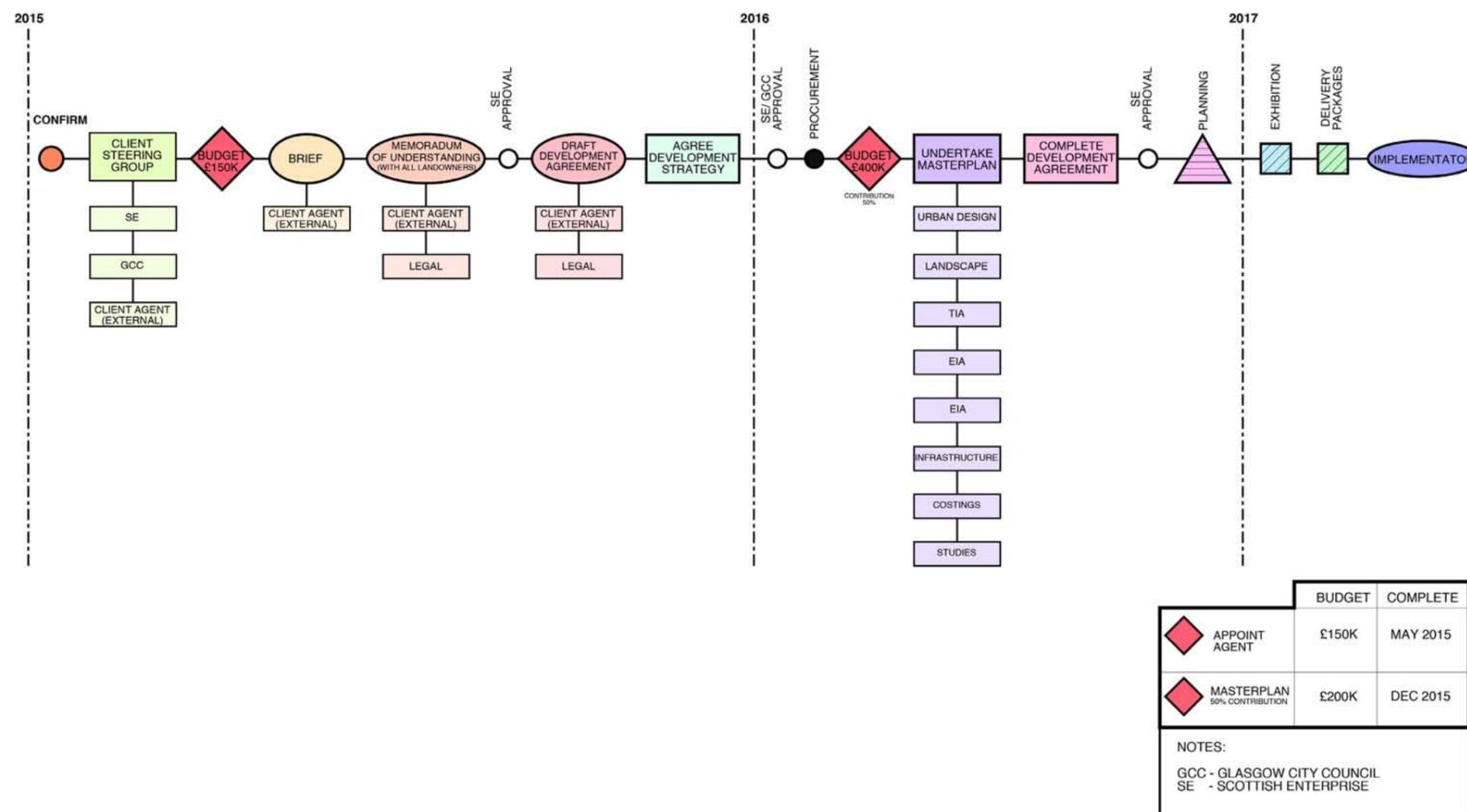


Figure 36: Road Map - Development Strategy and Masterplan Strategy for Vacant Sites (MPH 2014)

A Five Year Strategy Plan

6.04

Fundamentally, this Strategic Plan will encompass all the technical and urban design issues, along with analysis and solutions for all constraints on development arising from any infrastructure deficit on the Broomielaw. This 'Strategic Plan' will allow all development to progress, with an element of certainty and will in addition give encouragement

to future investment. This 'Strategic Plan' can only be brought forward with a dedicated Client Team, working in partnership with the appointed Consultant Team, to deliver the Plan. This overarching work will complement any individual Masterplans and site specific proposals.

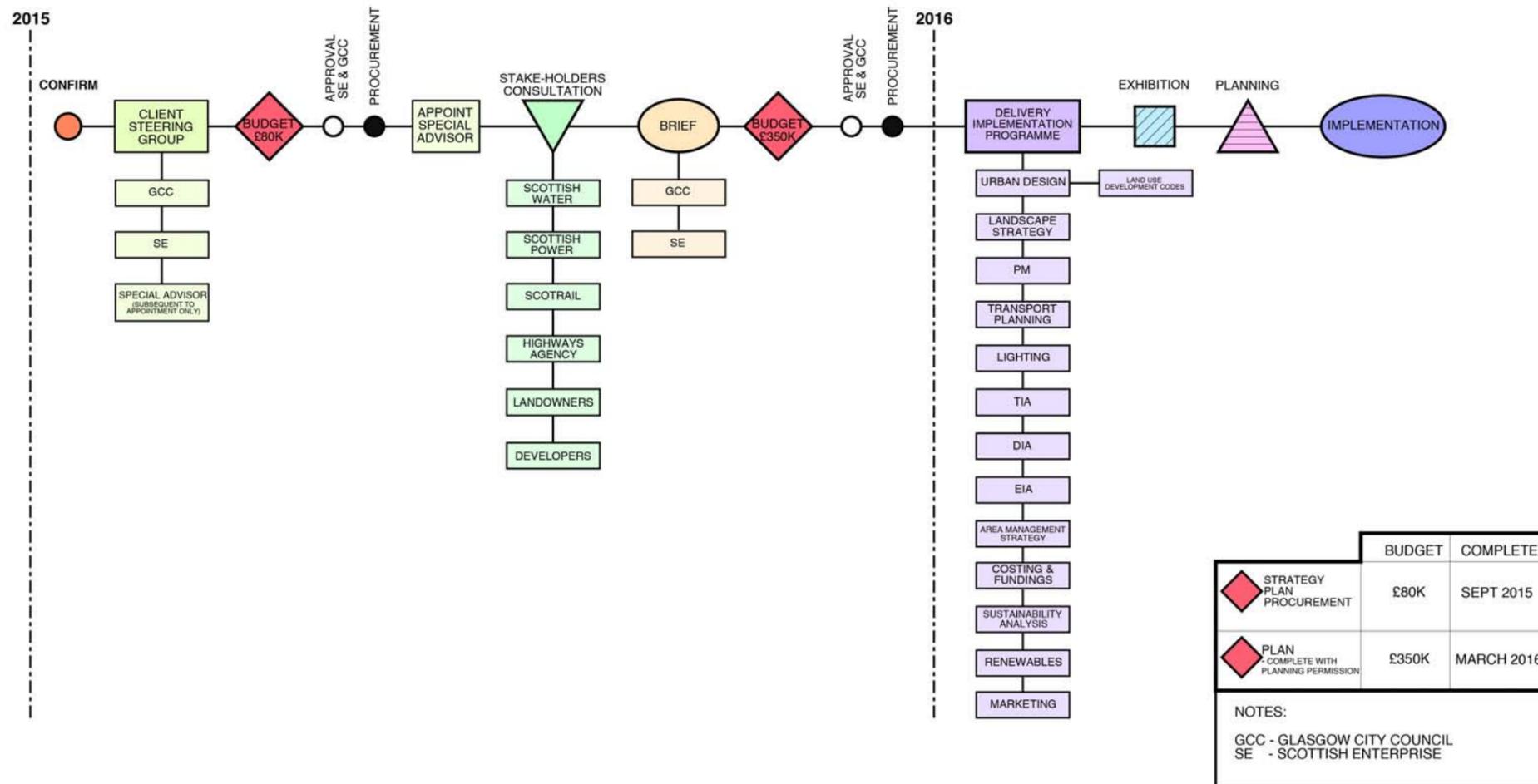


Figure 37: Road Map - A Five Year Strategy Plan (MPH 2014)

Regenerating Argyle Street

6.05

This project will further connect Glasgow City Centre to the Anderston area. It will also be instrumental in finally connecting the historic commercial office area with the existing developments on the Broomielaw and at Atlantic Quay. The extensive experience of street-scape design within Glasgow should ensure

that Argyle Street becomes a 'show piece' of 'city building'. Subsequent to the establishment of a small Client Steering Group, a Brief should be prepared with a budget of £150K to allow a full feasibility to be produced. This feasibility should act as the foundation for further design work and the physical construction

work to Argyle Street should be undertaken in five phases. Open procurement using OJEU would fit with the proposed time frames and approvals.

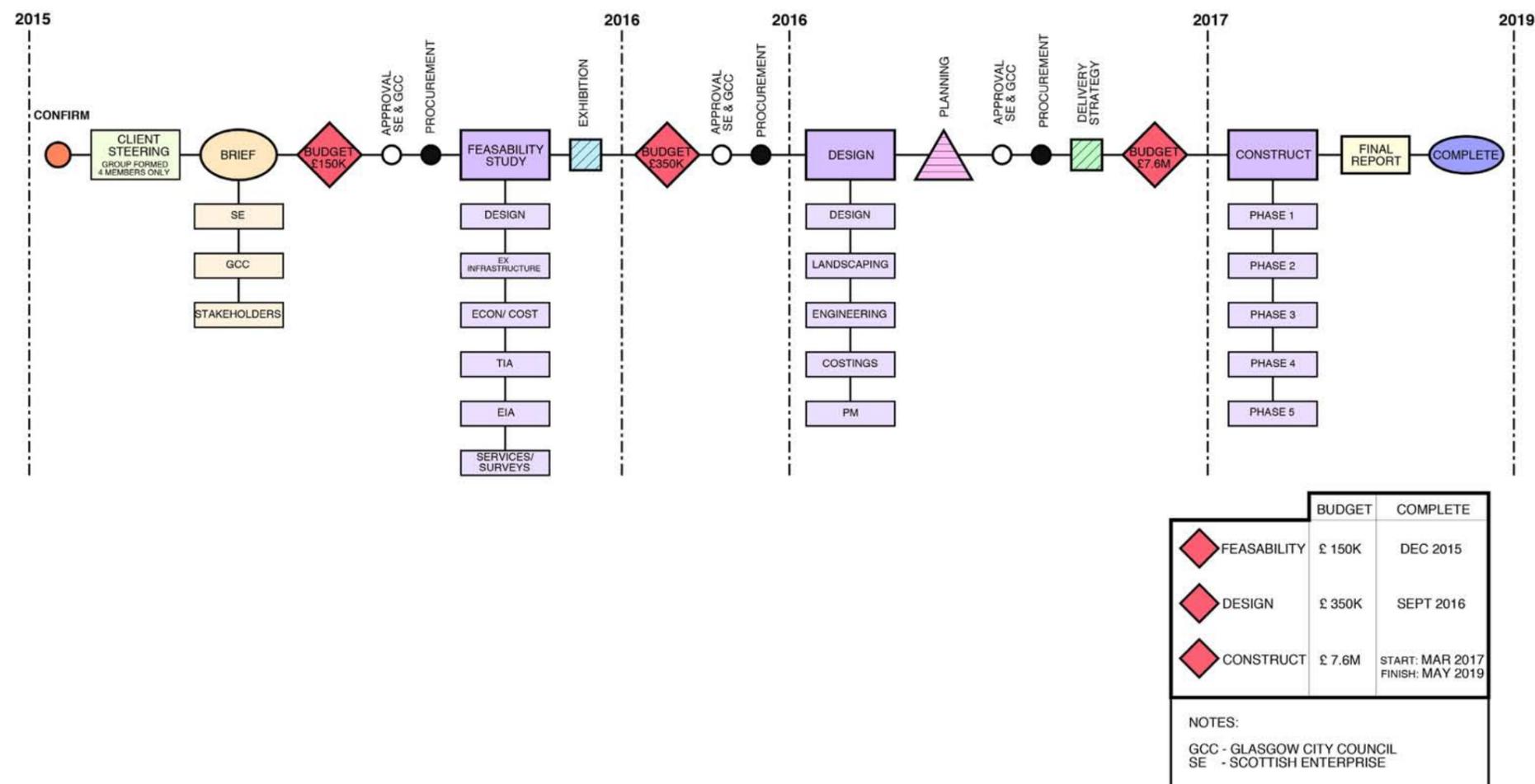


Figure 38: Road Map - Regenerating Argyle Street (MPH 2014)

A New Future for the Clyde

6.06

Over the last 30 years, many initiatives have been proposed for the Clyde and its banks. Substantial investment has already been made, however a current assessment is required to inform the next ten years of development. This 'Road Map' should be considered a discreet project that can act as a catalyst, for more

specific planning and development proposals. The ultimate use of the River Clyde for the foreseeable future and beyond needs to be given consideration.

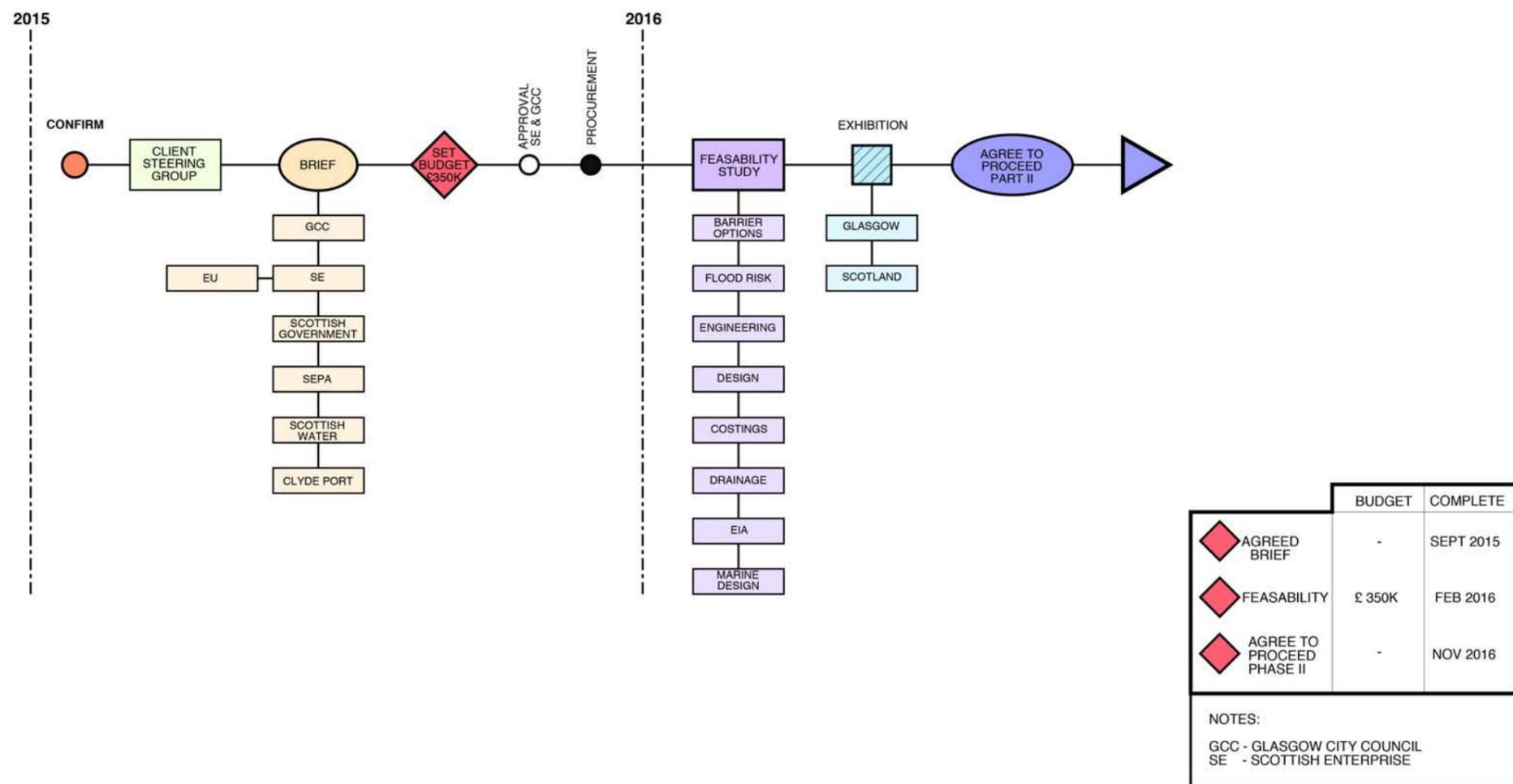


Figure 39: Road Map - A New Future for the Clyde (MPH 2014)

The Stations Corridor Masterplan - Charing Cross to Anderston

6.07

The current physical environment surrounding the two railway stations and their wider vicinity is clearly unsatisfactory. The connectivity to and from the greater Broomielaw area is limited and the production of a specific Masterplan could facilitate the regeneration of this entire area. To begin with, a client Steering Group should be established with Network Rail as one of the principal participants. A Brief and funding for a Masterplan requires to be approved and SE &

GCC should be only one of the participants making a contribution. Open procurement using OJEU would fit with proposed time frames and approvals, although if the lead body is Network Rail, differing procurement rules may apply.

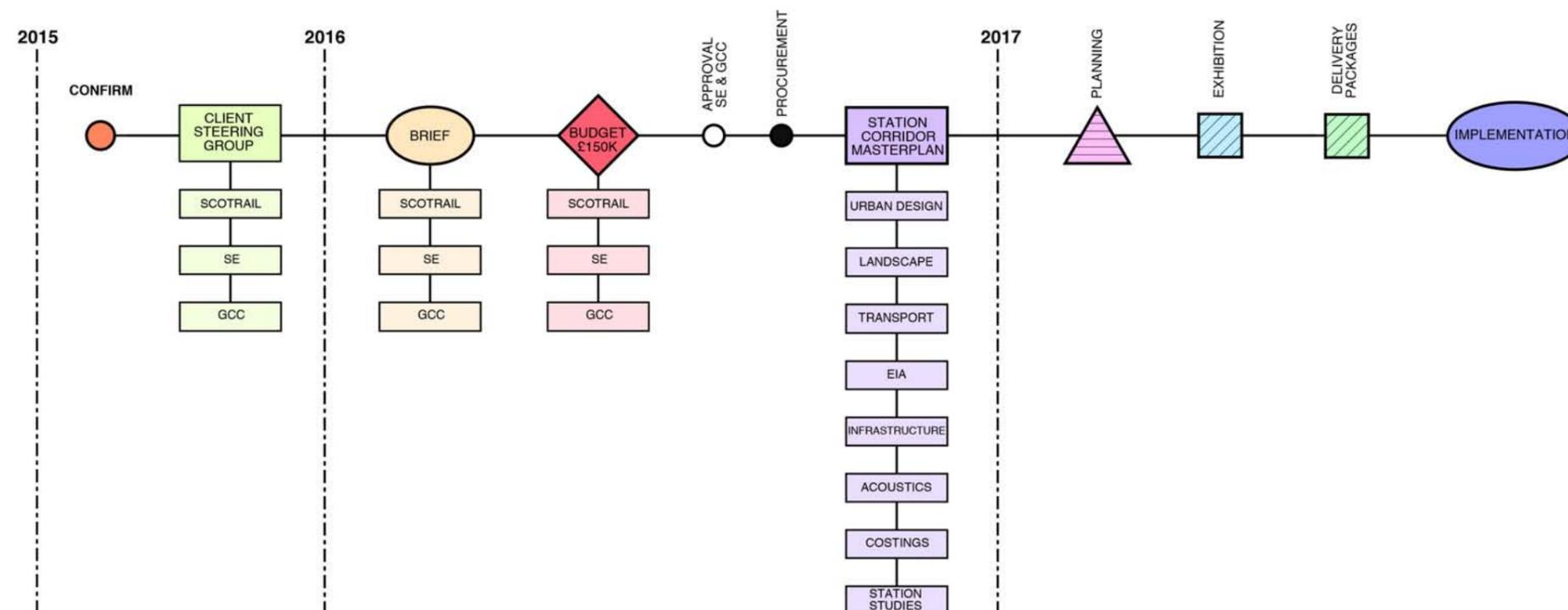


Figure 40: Road Map - The Stations Corridor Masterplan - Charing Cross to Anderston station (MPH 2014)

Contents
Introduction
The Economic Case
Key Messages
Recommendations
Road Maps
Conclusion
Appendices





‘Never doubt that a small group of thoughtful, committed citizens can change the world: indeed, it’s the only thing that ever has.’

Margaret Mead

CONCLUSION





Conclusion

7.01

This major Study had as its initial aim, three specific hopes:

- **Firstly**, to deepen the understanding of the current situation in the Study Area, in terms of the prospects for both Financial Business Services and Tourism & Events.
- **Secondly**, to establish the way forward, by evaluating the economic prospects, physical infrastructure and the Key Messages from current stakeholders; as well as giving consideration to the constraints and opportunities of the Study Area.
- **Thirdly**, to set out a clear path for the delivery of the remaining sites, in and around the Broomielaw and give specific areas of interventions, that in turn will improve development opportunities for the whole Study Area. Together, these two paths, properly implemented, will enhance the economic position of Glasgow and Scotland.

It was not for this Study to bring some radically new economic perspective to the issues faced in the Study Area, but rather to build upon the economic foundation established by the Glasgow Economic Commission, in their Final Report of June 2011.

It is also important to view this Study as emerging from the Glasgow City Plan and the Glasgow City Centre Strategy. Having achieved policy alignment, it was for this Study to articulate a way forward for the Broomielaw and its surrounds, over the next ten years.

This way forward should act as planning guidance for all future development.

This Study also has had the great benefit of hindsight, in that many of the urban development issues concerning connectivity, green spaces, mixed use and the public realm, have been identified in the buildings previously constructed at Atlantic Quay. It is as if the previous developments have given this Study the opportunity to fine tune the overall development thinking, for the remaining areas on and adjacent to the Broomielaw.

Delivery

There are two distinct elements that have come through this Study and in the main, they were obvious from day one. Firstly, that the views of the existing community as well as institutions, companies and individuals, who have made significant investment in the area, mattered. This led to a unique approach where almost 40 interviews were held on a one to one basis, with several individuals being spoken to on two or three occasions. This Study is a reflection of the views obtained through substantive consultation and this process in itself has already produced the benefit of 'buy-in', to many of the recommendations contained within the Study.

Secondly, that the Key Messages received through consultation have been distilled by the Study Team and the Client Group, to form a deliverable set of proposals that if implemented, will not only shape the ongoing

development of the Broomielaw, but will lift the entire Broomielaw area into a centrepiece of commercial activity in Scotland and will extend the feel and reach of the city centre.

At its heart, this Study focuses on what can be delivered within realistic time frames and in addition, sets out a clear Road Map for delivery. One of the constant criticisms of the Public Sector was that delivery was not given the same prominence as policy, strategy and planning. Whilst this is arguable, the Study Team are unanimous that the method and time frames for delivery of the Key Recommendation will be central to any way forward. Delivery must now be the focus.

The Remaining Gap Sites

At the beginning of the process to prepare this major Study, both Scottish Enterprise and Glasgow City Council stressed the fact that they hoped to see a measure of innovative thinking. If there is one single element of this entire Study, that should be highlighted and brings that element of innovation, it is the opportunity created through this very Study, to bring all the vacant sites, in or near the Broomielaw together and deliver a development proposal of international standard. Obviously if the previous pattern of development is followed, then individual sites will be undertaken over the next few years, however, an opportunity currently exists to develop this part of Glasgow in a manner that could 'step change' the economic prospects for Glasgow. As always, it has

- Contents
- Introduction
- The Economic Case
- Key Messages
- Recommendations
- Road Maps
- Conclusion**
- Appendices

to be seen whether this opportunity is taken, but the Study Team are hopeful that all the agencies of government and the private sector recognise that there may be a way forward that fundamentally alters this part of Glasgow for the better.

Finally

Although the Study Team has included Masterplanners, Consulting Planners, Economists, Regeneration Experts, Architects, Engineers and Landscape Architects, recognition must be paid to the willing input given by senior officers of both Scottish Enterprise and Glasgow City Council, as well as the substantial time given by many and varied executives from the Private Sector – without their input the Study would not be the document that it is.



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2. Hypostyle Architects, 2014. Key to the five main areas with initial ideas proposals

3. Hypostyle Architects, 2014. Sketch plan overview highlighting initial proposals for regenerating the Study Area

4. Hypostyle Architects, 2014. Sketch view showing proposals for Charing Cross regeneration - Option 01

5. Hypostyle Architects, 2014. Sketch view looking north at Charing Cross station, Option 01 - a new raised urban park above the M8, much improved pedestrian spaces along Newton Street and North Street

6. Hypostyle Architects, 2013. Sketch view showing proposals for Charing Cross regeneration - Option 02

7. Hypostyle Architects, 2014. Sketch view looking south towards Charing Cross - Option 02

8. Hypostyle Architects, 2014. Sketch view showing initial ideas for the rejuvenation of Anderston railway station and surrounding area

9. Hypostyle Architects, 2014. Sketch view of Anderston station from the north. A new landmark building replaces the existing structure under the Kingston Bridge. Four new landmark station entrances

would greatly improve pedestrian permeability around the area.

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14. Hypostyle Architects, 2014. Sketch view showing proposals for Argyle Street looking towards the M8 flyover. Dominance is given to pedestrians and creating a lively, attractive streetscape; whilst vehicular traffic is reduced

15. Hypostyle Architects, 2014. Plan showing possible upgrading and improvements to Argyle Street

16. TGP Landscape Architects, 2014. Plan showing possible upgrading and improvements to Argyle Street - much wider pavements would improve the pedestrian

experience, with the greening of streets and cafe style outdoor seating

17. TGP Landscape Architects, 2014. Plan showing rainwater gardens and the greening of Argyle Street

18. Hypostyle Architects, 2014. Sketch view of Argyle Street looking towards Central Station

19. Hypostyle Architects, 2014. Sketch view of Argyle Street showing widened, tree - lined pavements with cafe - style seating spilling out

20. Hypostyle Architects, 2014. Sketch view along Argyle Street, near the Marriott Hotel, showing greening of the streets and a denser urban build up along the street edge

21. Hypostyle Architects, 2014. Sketch view showing Option 1 - City Grid

22. Hypostyle Architects, 2014. Option 01 Variation A

23. Hypostyle Architects, 2014. Option 01 Variation B

24. Hypostyle Architects, 2014. Option 01 Variation C

25. Hypostyle Architects, 2014. Option 01 Variation D

26. Hypostyle Architects, 2014. Sketch view showing a variation to Option 02

27. Hypostyle Architects, 2014. Sketch view showing Option 2 - Broomielaw Square within the City Grid

28. Hypostyle Architects, 2014. Sketch view showing Option 2 - Broomielaw Square

29. Hypostyle Architects, 2014. Sketch view showing Option 3 - Broomielaw Park slicing through the City Grid

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