

# GLASGOW CITY CENTRE WEST

DOCUMENT

## ECONOMIC FRAMEWORK DEVELOPMENT STUDY



Produced by Hypostyle Architects  
for Scottish Enterprise and Glasgow City Council  
Printed 2015

Hypostyle Architects  
49 St Vincent Crescent  
Glasgow  
G3 8NG

T 0141 204 4441  
E [glasgow@hypostyle.co.uk](mailto:glasgow@hypostyle.co.uk)

Desktop publishing and graphic design by Hypostyle Architects

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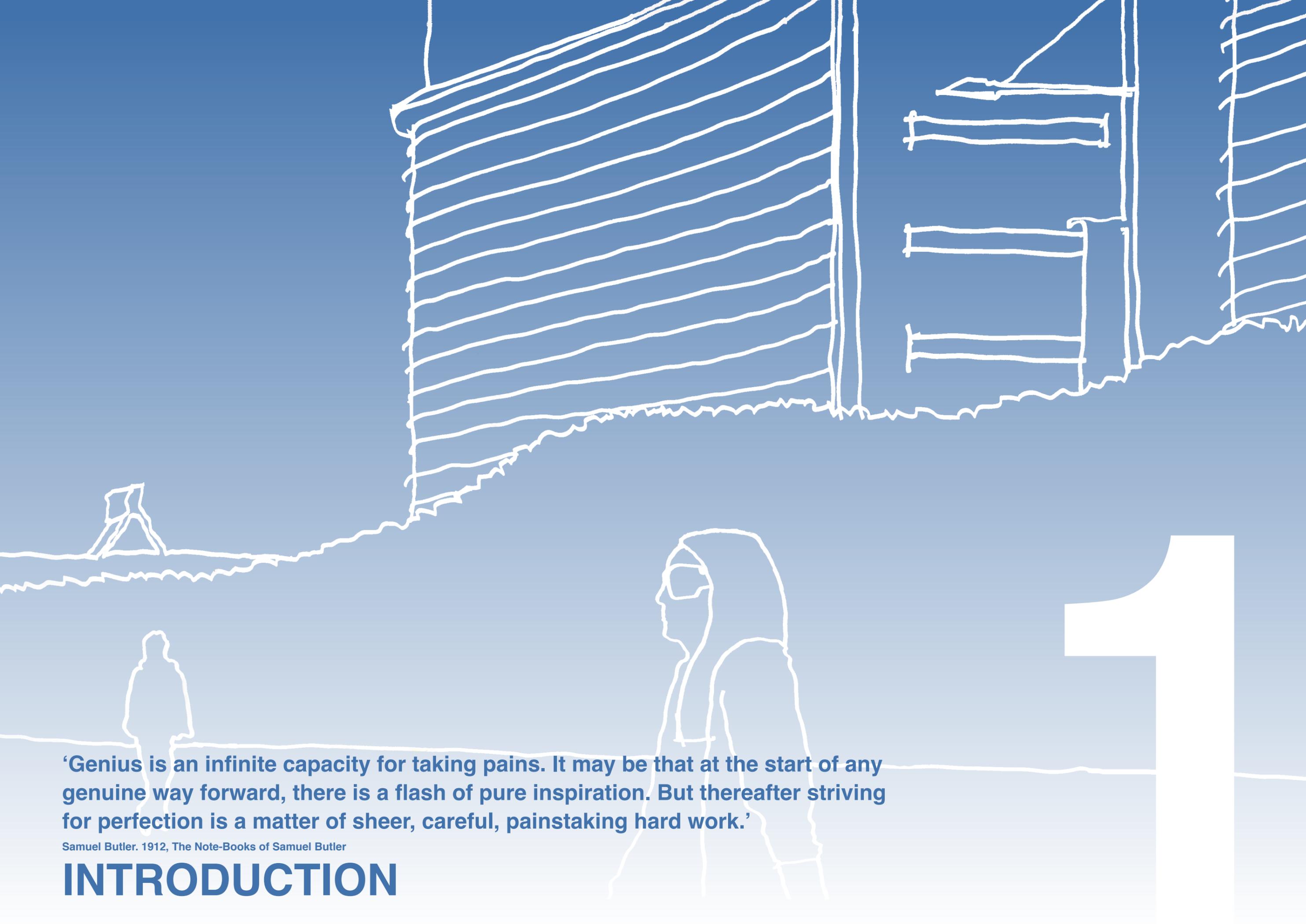
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**‘Genius is an infinite capacity for taking pains. It may be that at the start of any genuine way forward, there is a flash of pure inspiration. But thereafter striving for perfection is a matter of sheer, careful, painstaking hard work.’**

Samuel Butler. 1912, *The Note-Books of Samuel Butler*

# INTRODUCTION



## Executive Summary

### 1.01

This important Study, commissioned jointly by Scottish Enterprise and Glasgow City Council, has three main aims:

**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 considering the constraints & 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 could improve development opportunities generally within the Study Area. Together these will enhance the economic position of Glasgow and Scotland.

Over the last ten years the transformation of the Broomielaw, centred on Atlantic Quay, has been by any measure highly successful. The partnership working between the public and private sectors is real testament to what can be achieved, when a focused approach and a robust strategy are adopted.

In terms of producing any new economic strategy, this has already been determined as set out in the Final Report of the Glasgow Economic Commission (2011) and the SLIMS Consulting Report (2011).

These reports assisted the said Commission with the completion of their economic analysis, which clearly identifies a number of substantive achievements, on which the city can build, including the £1 billion of investment that already has been made in Glasgow through the International Financial Services District, (IFSD). The recommendations of the Glasgow Economic Commission in terms of Financial Business Services and Tourism & Events, have been taken as the basis for the economic framework in which the entire Study Area sits.

This Study aims to assist the continuation of this process of investment in Financial Business Services as well as Tourism & Events, by giving clear and robust recommendations and bringing clarity as to the way forward for development in the area. There is also recognition within this Study that for both the Financial Business Services and the Tourism & Event sectors, the 'Great Recession' has played a part in slowing the economic advance of Glasgow. This has thankfully ended and this Study is timely in that it will aid decision making regarding the next phase of development for this western part of Glasgow City Centre. It is also intended that this Study be used to help promote the regeneration of the entire Study Area and additionally sit within the context of the new Glasgow City Development Plan and City Centre Strategy.

There were many and varied messages that came through a substantial consultation, with various government agencies, the Local Authority, service utility providers, owner occupiers, tenants, users and the general public. The messages received are central to

the main recommendations contained within this Study and have raised a number of issues not previously given high priority. Almost 50 individual consultations, on a one to one basis were undertaken and ten main themes emerged:

#### KEY MESSAGES

- A. Clear leadership of the Broomielaw area is required
- B. The economic prospects for the IFSD are good and need to be capitalised upon
- C. Delivery of the remaining sites in the Study Area must be given top priority
- D. Argyle Street requires regeneration of a high standard
- E. There is a need for an overarching plan of the Study Area to aid and encourage further real estate investment
- F. A mixture of uses needs to be implemented
- G. There needs to be more focus on activity on the Clyde
- H. The area needs to be made people friendly
- I. Anderston and Charing Cross stations require upgrading
- J. Marketing and Promotion require refreshing and upgrading

Subsequent to a full analysis of the Key Messages by the Study Team and the Client Group, the following recommendations were discussed at length with the majority of stakeholders connected to the Study Area. In the main, the recommendations have been well received with the one caveat of ‘when is this going to happen?’ being constantly raised.

The ten recommendations noted below represent the amalgam of many views and comments, but have been distilled by the Study Team, led by Hypostyle Architects.

## RECOMMENDATIONS

1. Leadership focus for the Study Area should be developed through the establishment of a Non Executive Board, comprising of both public and private sector representatives, as well as dedicating a small executive team, with a delivery focus.
2. The remaining gap sites within the Study Area should not be considered as individual sites, but rather as a collective development process involving all current landowners. With all sites combined there should be a specific comprehensive development plan produced that sets out clear delivery time frames and acts as a marketing tool for this area of Glasgow. There is a possibility of engendering investment in excess of £450m.
3. Argyle Street needs to become the main connecting street between Blythswood Hill and the Broomielaw. For this to happen, the quality of regeneration requires

to be of the highest standard. The current urban realm, the shop frontages, the condition and quality of the buildings, particularly the upper floor properties (in terms of their usage and the number of vacant properties) requires significant upgrading and redesign. The area needs to be regenerated to meet the quality standards achieved elsewhere in the Glasgow City Centre.

4. An overarching Masterplan needs to be produced that encompasses radical change, regarding the provision of green space, environmental investment and the mix of uses. The Masterplan needs to also correct 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 residential, hotels, civic, retail, public areas and commercial office space are all given due priority. This document would act as a template for future development and planning and could assist the Glasgow City Centre Strategy In terms of delivery.
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. The current proposal for a pavilion block of leisure uses is a great first step.
6. The undercroft and adjoining walkways of the Kingston Bridge corridor need to be regenerated, through a combination of landscaping, lighting and physical intervention. This strategic structure within the Study Area can play a positive role in linking the entire

length of the Broomielaw, rather than dividing it.

7. Anderston and Charing Cross stations and their environs, need to be substantially upgraded and regenerated.
8. A way-finding strategy needs to be produced and subsequently implemented over a 12 month period, to ensure that the Study Area quickly gains a feeling of accessibility and permeability.
9. A clear Delivery Implementation Programme needs to be produced. This programme should detail out time frames and agreed financial support from the various 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 the level of resources increased substantially, in order to properly promote the IFSD and its place within Glasgow. Consideration should also be given to the use of social media and to securing wider international perspectives, in addition to the current UK and London focus.

Finally, this Study sets out a number of ‘Roadmaps for Delivery’, as well as giving more detailed specific analysis and background in the Appendices. There is an obvious focus contained within the Conclusion on the need for delivery, but also a call for immediate action. A window of opportunity exists for Glasgow to finally regenerate the western edge of the city centre and create not only a fantastic area for public use, but



also more importantly to bring thousands of new jobs and economic activity to Glasgow and Scotland.

## Aims of the Study and Methodology

### 1.02

The aims of this Study, set out in the original tender, were to produce a Development and Economic Framework to guide and promote the regeneration of the West Edge of Glasgow City Centre. Some of the specific tasks detailed in the initial tender included:

- Analysing the current situation in the area.
- Engaging and consulting with business/ residential communities and gaining feedback regarding their needs and aspirations.
- Carrying out a high level analysis of the existing infrastructure.
- Analysing current proposals for the area.
- Analysing the economic case, without 'reinventing the wheel'. Taking the work of the Glasgow Economic Commission, as the economic framework and considering this in the context of current circumstances within the Study Area.
- Developing and distilling the Key Messages from consultations and analysis.
- Defining the Key Recommendations which require to be implemented in order to address the issues raised in the Key Messages and give a Framework for the future development of the Study Area.
- Setting out a Road Map for the Delivery of the Recommendations.
- Giving recommendations for the two specific sites.

The aim of the Study Team was to not only understand the mechanics of what made the area work, but to bring a level of creativity and inclusiveness that all parties could ultimately acquiesce with.

The general approach taken by the Study Team was to:

- Carry out an analysis of the area including preliminary consultations, and briefings with all stakeholders.
- Distil and synthesise all this information into 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 in addition, to ensure that the study team placed the correct weighting on the various issues.
- Appraise the Key Messages, and through a series of Study Team workshops, prepare and refine the Key Recommendations and Propositions. This included consideration of the Economic Case in the context of the Glasgow Economic Commission Final Report, published in June 2011 and consideration of the development opportunities for key sites within the Study Area.
- Prepare a Delivery Plan for the Study Area.
- Prepare a Draft Report for consideration and approval by the client group (SE & GCC).
- Prepare a Final Study.

## The Study Area

### 1.03

The following four images illustrate the Study Area within context. 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 Glasgow Central station to the east. Throughout this Study, the Study Area's relationship with its surroundings:- Glasgow, Scotland, the UK and indeed globally has been given great importance.



Figure 1: Glasgow within the British Isles (Google Maps 2014. Adapted by Hypostyle Architects)

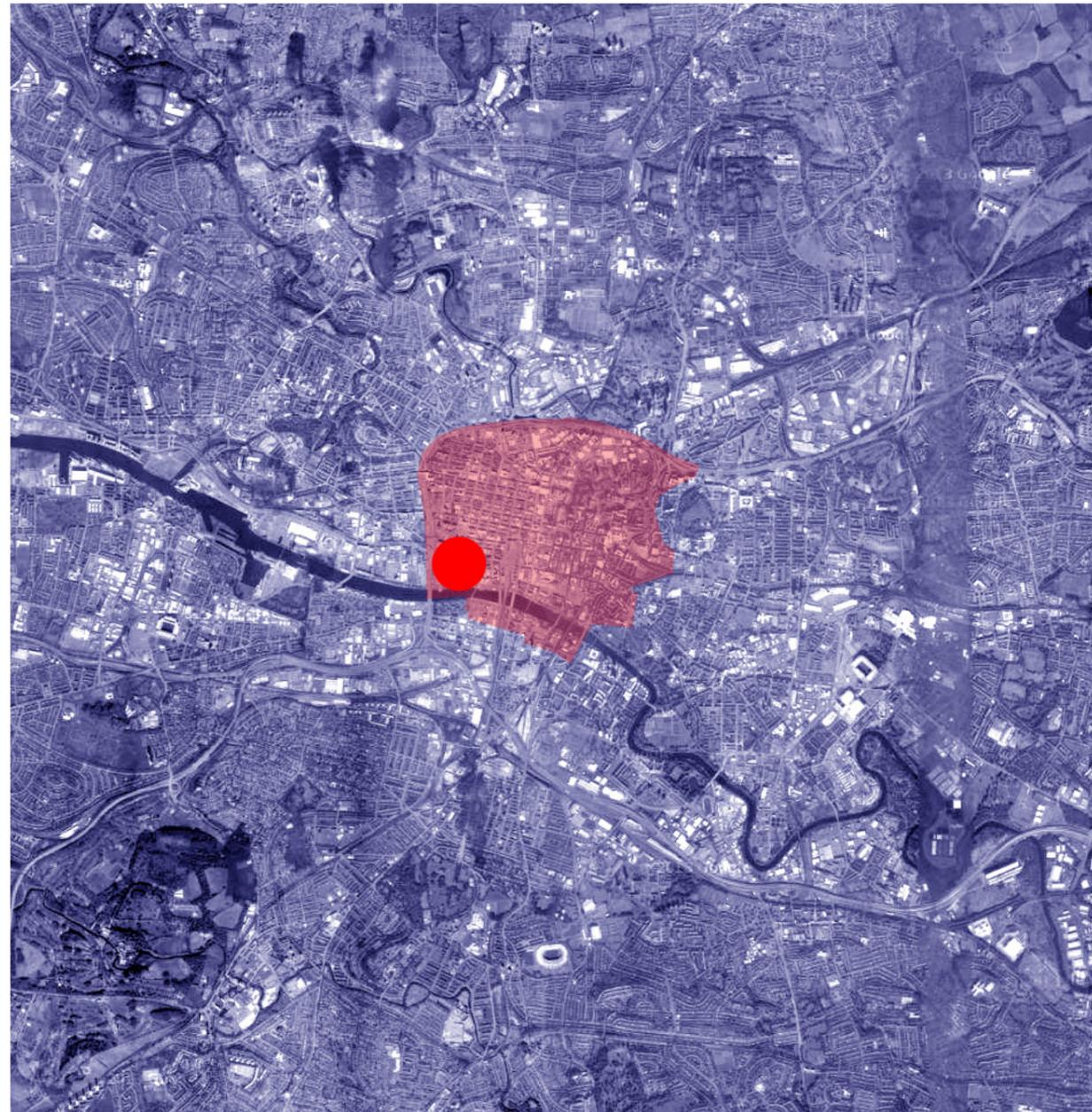


Figure 2: Glasgow City Centre shown red (Google Maps 2014. Adapted by Hypostyle Architects)

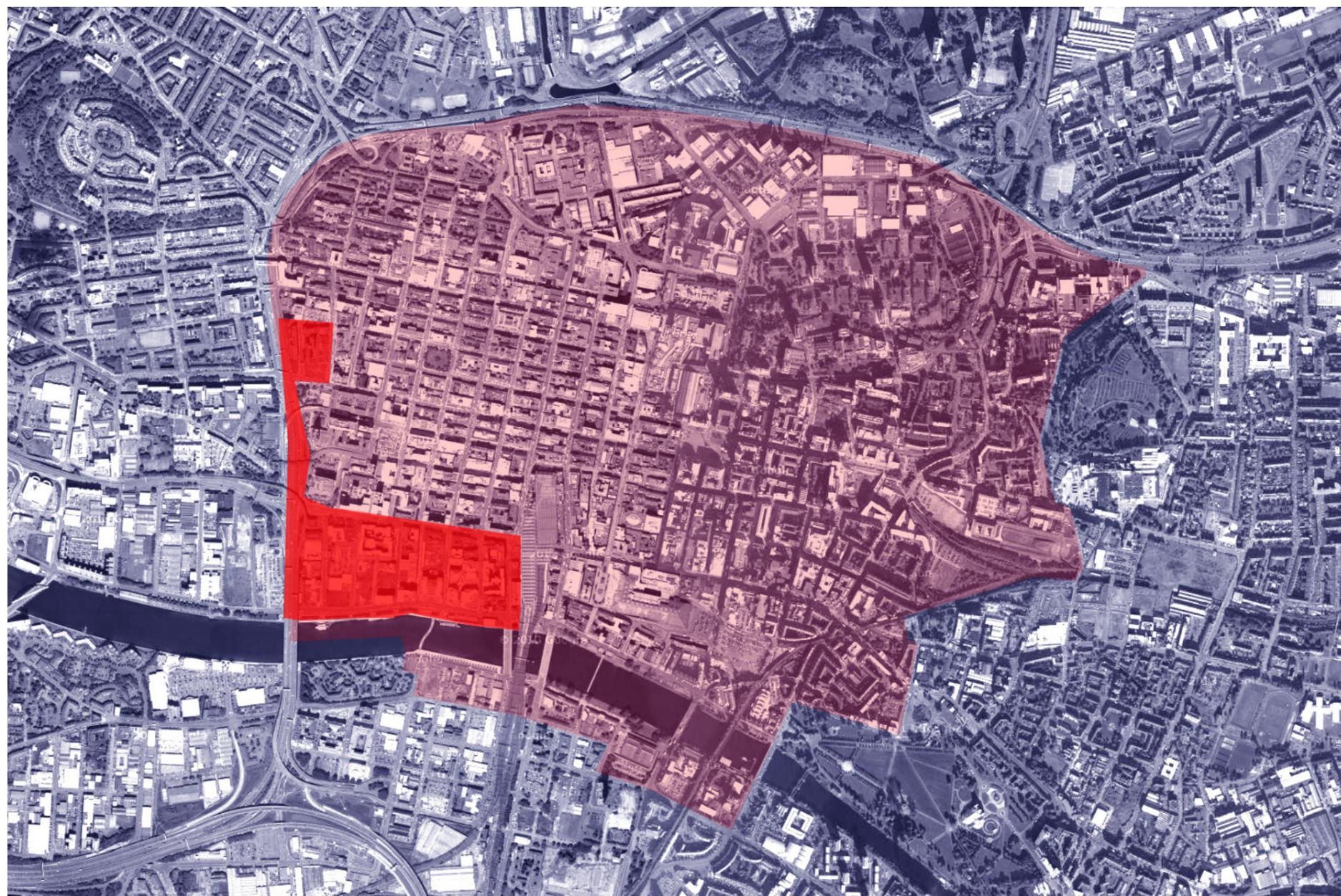


Figure 3: Glasgow City Centre shown red and the Study Area highlighted within it (Google Maps 2014. Adapted by Hypostyle Architects)



Figure 4: The Study Area outlined in a red dotted line (Hypostyle Architects, 2013)





**‘Any change, even change for the better, is always accompanied by drawbacks and discomforts.’**

Arnold Bennett

# **The Economic Case**



## The Economic Case Introduction

### 2.00

There can be no doubt that as cities all over the world begin to move out of the ‘Great Recession’ and into more expansionary mode, projects that attract higher end jobs with a strong economic future, are being promoted. The fact that Glasgow has a strong position within the ranking of International Financial Services Districts (Long Finance 2012), is a reflection of the hard work undertaken over the last 25 years and of course the long and distinguished performance of many Glasgow businesses. In addition the position of Glasgow as a focal point for attracting tourists and major events is rightly envied by other UK and European cities. The 20th Commonwealth Games is testament to Glasgow’s prowess in terms of Tourism & Events.

Glasgow needs to continue to support and strengthen the Financial and Business Services sector through the IFSD and encourage and initiate the development of the remaining gap sites, along the Broomielaw. The opportunities for further enhancing the Tourism and Events sector within the Study Area are also substantive and the linking of the entire Broomielaw from the City Centre through to the new SSE Hydro and the Scottish Exhibition and Conference Centre is a rare opportunity. The proper development of the Study Area is far too important to the Scottish Economy to allow any chance of decline in the hard fought position that has been achieved over many years.

The ‘do nothing’ option does not achieve any substantive economic growth and the ‘steady progress’ option will ultimately see Glasgow’s position diluted. What is needed is bold thinking and a clear agreement from public and private sector partners alike, that the Study Area will be developed to the highest standards within commercial time frames.

## The Economic Prospects for the ‘Lead’ Economic Sectors in the Study Area are Good

### 2.01

The Glasgow Economic Commission in its Final Report (2011), identified five key sectors as having the greatest economic and job growth opportunities for Glasgow. These were Low Carbon Industries; Engineering, Design and Manufacturing; Life Sciences; Financial and Business Services and Tourism and Events.

The last two have a particular relevance to the Study Area – these are in effect the ‘lead’ economic drivers for the Study Area.

## Financial and Business Services

### 2.02

The concept of the International Financial Services District (IFSD) has become an extremely successful driver of regeneration in the West City Centre Study Area.

The IFSD, when it was launched in 2001, began life essentially as a ‘business sector’ concept rather than primarily a territorial or ‘city quarter’. Nevertheless, the IFSD has become strongly associated with the Study Area and, although no official boundary exists, is notionally bounded by the M8 Motorway to the west, the River Clyde to the south, Hope Street to the east and Sauchiehall Street to the north. The District is popularly known as the ‘Square Kilometre’ in reference to the ‘Square Mile’ of the City of London. See figure 5.

There is no doubt that the IFSD has been a remarkable economic success, having achieved almost all of its original, very ambitious objectives. The ten-year target for the IFSD when it was initially established was to create 20,000 jobs and 2million sq. ft. of grade - A office space. The situation, with a couple of years to go, is that 2.5million sq. ft. of office space and 15,000 jobs have been created. (Glasgow City Council & Scottish Enterprise 2011). The IFSD has created an important ‘platform’ upon which future success can be built and a new ‘corporate quarter’ has emerged within the City Centre.

During this period, Glasgow has developed a particularly strong ‘offer’ in terms of the Financial and Business Services Sector, based fundamentally on three attributes:

1. The quality and size of its skills 'pipeline'
2. The strong profile of existing companies
3. The fact that Glasgow City Centre has Assisted Area Status (AAS) for Government regional policy purposes. This status puts Glasgow in a strong competitive position relative to its competitor cities. For example, the central areas of Edinburgh, Leeds, Manchester and Birmingham (Glasgow's competitor cities in this sector) do not have AAS. However, all the Assisted Areas are currently being reviewed by Government and it will be crucial for Glasgow to retain its competitive financial edge.

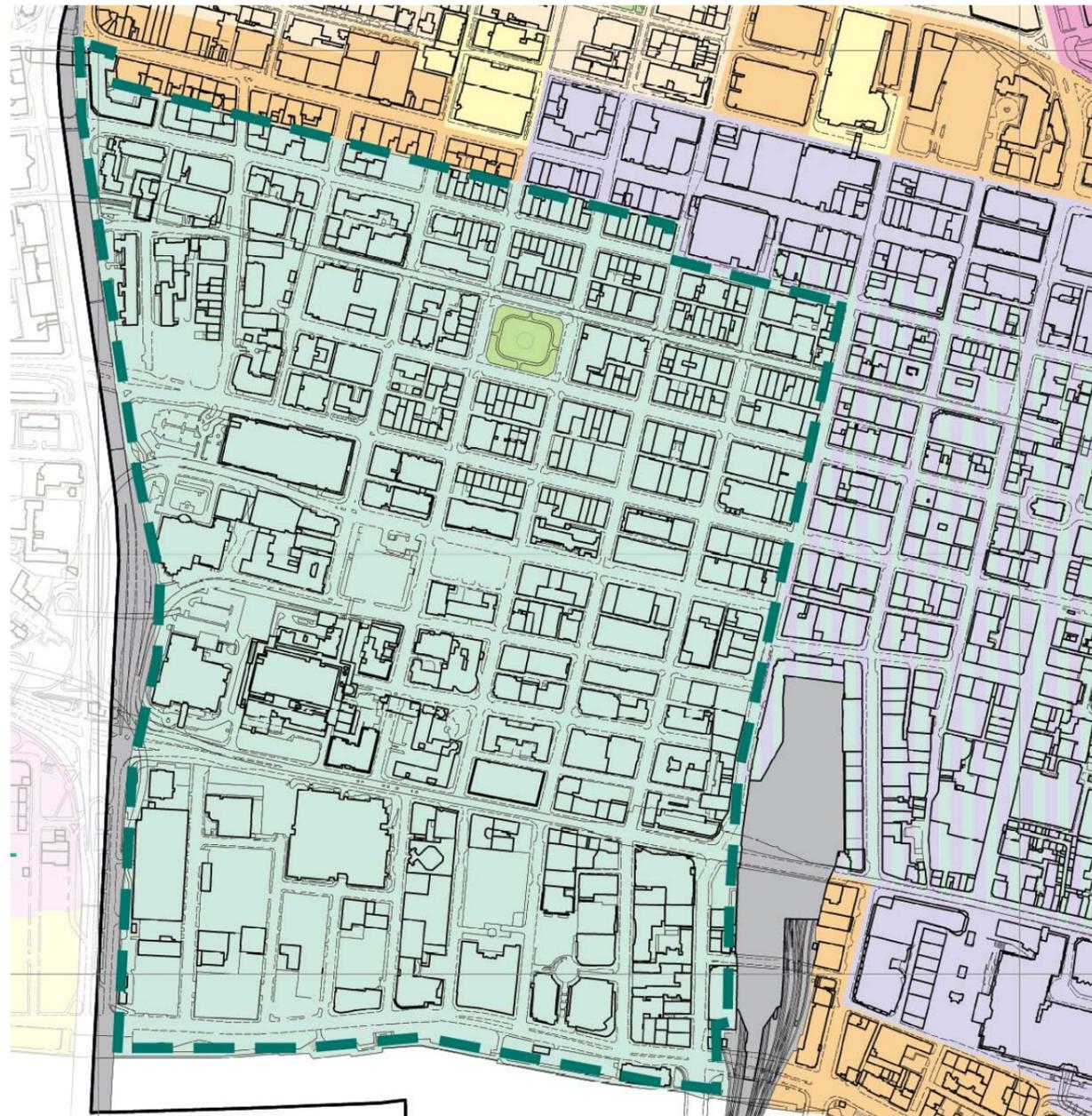


Figure 5: The green area shows the principal office area in Glasgow City Centre (Extract from City Plan 2, Glasgow City Council 2009)

## The Future Prospects for Financial and Business Services in the Study Area

### 2.03

**‘Companies locating here will benefit from an excellent business infrastructure and skills base at a more competitive cost compared to other major Financial Services centres including London’** (Marketing and Communications Strategy and Plan, 2014-15, Scottish Enterprise)

The Scottish Enterprise F&BS (Financial and Business Services) team’s view is that it is likely, in the near future, that there would be growth in business services but that ‘flat-lining’ in pure financial services activity was most likely.

Two reports written in 2012 – the “Financial and Business Services Draft Action Plan” (June 2012) and the “Financial Services Strategy Refresh Progress Update FiSAB” (December 2012) confirm the Scottish F&BS ambition to build a world class business environment through:

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

The reports additionally place emphasis on the fact that the F&BS sector has a very strong ‘offer’ in Glasgow built around 4 Strategic Pillars:

**Profile:** reputation and profile of existing companies

**Infrastructure:** property availability; digital and air connectivity

**Innovation:** technology is playing an increasingly important role in the industry

**People:** breadth and depth of labour force, skill levels, etc.

Finally, the reports identify the particular strengths of the Glasgow ‘offer’ to F&BS sector as follows:

**The quality of the ‘skills pipeline’ (very strong)**  
 Plus 24 hours shift working – and retention rates of high quality staff in Glasgow

**The cost base (very strong)**  
 Salaries at around 30% lower than in London

**Critical mass of companies**  
 Top industry names are present especially in asset servicing companies

**Reputation**  
 Glasgow is in the top 40 Global Financial Cities. London and Edinburgh are the only other British cities in the top 40

**Infrastructure**  
 The FiSAB Report states that the quality and cost of IT connectivity in Glasgow was comparable to other competitive locations

#### **Air connectivity**

Availability of flights to major financial centres including proximity to London

#### **Time zone**

English language skills and good time zone coverage

#### **Government Assistance for Glasgow’s F&BS**

Glasgow at present has a privileged Government Grant status. Currently the whole of Glasgow City has Assisted Area Status, including the City Centre, which in turn incorporates the IFSD.

Other rival competitor City Centres for F&BS investment i.e. Edinburgh, Manchester, Birmingham and London, do not qualify for Assisted Area Assistance.

Because Glasgow is in an Assisted Area, companies are eligible for up to 15% of costs by way of grant funding, i.e. average company salaries over the first two years, multiplied by the number of jobs being provided; plus training grants. Assisted Area status is clearly a distinct competitive advantage to Glasgow in this sector.





area – in order to provide greater clarity for all future developments within the Study Area and also to identify a much needed way forward and vision. Everything begins here.

- Secondly, by identifying an appropriate leadership mechanism to lead this phase of the revitalisation of the Study Area. Experience has taught us that Strategies and Masterplans are meaningless without specific proposals for implementation.

## 2. Improving ATTRACTIVENESS

Creating a more physically attractive area, in order to attract investment. The substandard physical condition of the Study Area is restraining investment, as evidenced by our interview programme, where almost all consultees indicated that this was an issue. The quality of the environment for further development needs urgent attention if values and investment momentum are to be improved.

Our recommendations, detailed later in this Study, take on board the notion that the area is simply not attractive enough to gain attention from potential investors who would ultimately be required to invest several hundreds of millions of pounds. The Study Area needs to be made more investment-ready. Accordingly, our proposed recommendations include:

- A substantial upgrade of Argyle Street
- Putting in place a strong system of public realm improvement throughout the area

- Deliberately promoting mixed-use development in order to help create a sense of ‘place’ and bring an urban vitality, outwith business hours.
- A renewed focus on the waterfront

## 3. Increasing DEMAND in the Area

Recent real estate reports have been very positive regarding the commercial market in Glasgow. According to one of these reports, 2013 was viewed as a very successful year, with 2014 being reported as follows – “ we have seen one of the busiest starts, we have ever had, to a new calendar year and this leads to a very positive outlook for 2014”. (Cushman & Westfield 2013). Other reports note that Glasgow has experienced a bounce back in response to strong economic signals and note that, “we expect take-up to grow further in 2014”.(Ryden 2013).

At the time of writing, the prospects for future demand in Glasgow look good, but in order for the Broomielaw area to capitalise on this prospective growth, a full Marketing & Promotional Plan needs to be put in place.

### The Current Situation

Through our extensive consultation, the view was often expressed that in early 2013 the commercial property market in Glasgow was beginning to change and this was evidenced by the speculative office development market returning to Glasgow.

This factor has led to a consensus that the market

cycle is now opportune to create a new pipeline of top quality, environmentally efficient, Grade A office space; timed to benefit from anticipated full market recovery and forthcoming lease breaks.

Within Glasgow City Centre a start has been made on three speculative office developments – although none of them are located within the Study Area. These are as follows:

- 110 Queen Street 135,000 sq. ft. Office
- 1 West Regent Street 125,000 sq. ft. Office
- 496 St Vincent Plaza 165,000 sq. ft. Office

### Total available 425,000 sq. ft. during 2015/16

As a result of these speculative starts, some argue that intervention by the public sector is perhaps no longer necessary. However, not all sub-markets within the Central Business District are of equal importance. The Study Area, if developed properly, has the opportunity to play a significant role in moving the Scottish commercial office market onto a higher level, but to do so will require a degree of ‘favoured nation status’, particularly in the short term.

- The **precedent** might be considered as being the support from the EU through the JESSICA initiative, in terms of 110 Queen Street, in the heart of Glasgow.

- **In order to prevent the ‘stigmatisation’ of a**







**‘For places to be well-used and well-loved, they must be safe, comfortable, varied and attractive. They also need to be distinctive and offer variety, choice and fun.’**

Urban Design Compendium. 2000, Llewelyn Davies Yeang for English Partnerships and Housing Corporation

## **KEY MESSAGES**



## Key Messages Introduction

### 3.00

The Key Messages have been derived from extensive consultation, (see Appendices) and detailed discussion with over 50 individual stakeholders. In the main there were no shocks, no unique insights; rather, a consensus around ten main themes:

- A. Clear leadership of the Broomielaw area is required
- B. The economic prospects for the IFSD are good and need to be capitalised upon
- C. Delivery of the remaining sites in the Study Area must be given top priority
- D. Argyle Street requires regeneration of a high standard
- E. There is a need for an overarching plan of the Study Area, to aid and encourage further real estate investment
- F. A mixture of uses needs to be implemented
- G. There needs to be more focus on activity on the Clyde
- H. The area needs to be made people friendly
- I. Anderston and Charing Cross stations require upgrading
- J. Marketing and Promotion require refreshing and upgrading

All of these messages are well known and in the past work has been undertaken to address some of these issues, but it is delivery with solid proposals and time scales fully considered, that almost everyone now looks for.

The Project Team considered, at length, the main thrust of comments made, as well as many of the smaller points, often made with great passion, that related to wider questions of area management and pace of activity. Overall, the current perception of Stakeholders would be one of confidence, with the caveat that they are waiting to see the proposed programme of work emerging in the short term.

## Challenges in the Broomielaw and Planning a Way Forward

### 3.01

One of the most consistent messages received was that substantial parts of the Study Area seriously under-perform as a 'place', and as a result, in its present condition, the Study Area is a threat to the future competitiveness of Glasgow.

There was a general finding from both site analysis and also from extensive consultation, that the 'place' is underperforming as a major competitive location. There is a fairly consistent view that there is still merit in the IFSD marketing/ brand concept – in terms of a distinctive/ prestige business location – but it needs to be supported by real action and investment to maintain

**GDP:**  
 CBD represents £5.8bn of GDP; 34% of city total (2012)

**Jobs:**  
 Jobs in CBD = 160,000; 40% of the City total (2011)

**Retail:**  
 Over 0.5m m2 gross retail space  
 Retail turnover c. £2.5bn p.a.  
 Glasgow is UK's top retail centre outside London's West End (2012)

**Office:**  
 Almost 1.6m m2 office space (2011)

**Commuting:**  
 CBD attracts 100,000 commuters & 75,000 vehicles every week day

**Tourism:**  
 2.3m visitors p.a. generating £595m tourist expenditure p.a.

**Students:**  
 CBD has over 40,000 students in HE (Total for Glasgow is 66,000)

Figure 6: Glasgow CBD in Numbers (Glasgow City Centre Action Plan, Glasgow City Council 2006)

momentum on the ground, or the risk is that the brand will turn sterile and precipitate a slow but inextricable downward spiral in occupier quality, rentals, values and ownership.

Although there is a distinctive IFSD brand, with a focus on the Broomielaw, there is no clear and compelling place concept, despite the existence of a considerable number of hotels and tourism/ conference venues, the SECC and SSE Hydro, and the BBC and STV at Pacific Quay. The physical quality of the area has not kept up with the international standard of other locations (such as the Merchant City or the retail of Buchanan Street's Style Mile). Apart from the modern offices along the Broomielaw, large tracts of the Study Area represent a sub-optimal sector of the Glasgow Central Business District (CBD).

The Study Area forms an important part of the Glasgow CBD (about 10%) which is itself broadly defined as an area bounded by the River Clyde in the south, Hope Street in the east and the M8 in the north and west.

The Glasgow CBD is widely regarded as one of the two biggest wealth-producing pieces of geography in mainland Scotland. It is indeed a major, national wealth-generating asset, crucial to Scotland's economic performance. There is little doubt that in its current condition, substantial parts of the Study Area represent a serious threat to the future competitiveness of the City.

Figure 6 provides an estimate of the scale of the Glasgow economy located within the CBD area – illustrating its significance to Glasgow and Scotland. By inspection, the Glasgow CBD is the economic and commercial heartbeat of Glasgow and the West of Scotland. If it is not performing well, then Glasgow is not performing well.

**The Glasgow CBD as a 'Premium Business District'**

Glasgow has identified its clear ambition that its CBD must be regarded as, what we might call, a 'Premium Business District'. This aspiration emerges from two separate documents:

1. The Glasgow City Centre Action Plan 2006, 'Glasgow Centre will be one of the most dynamic, economically competitive and attractive city centres in Europe and the best in the UK outside London.'
2. The Glasgow Economic Commission 2011, 'In the Commission's view, it is vital that the attractiveness of the city centre to private sector investment is maintained and enhanced for the benefit of the economy...must exhibit high place quality. The centre is Glasgow's shop window – and it needs to be 'well dressed' and maintained.'

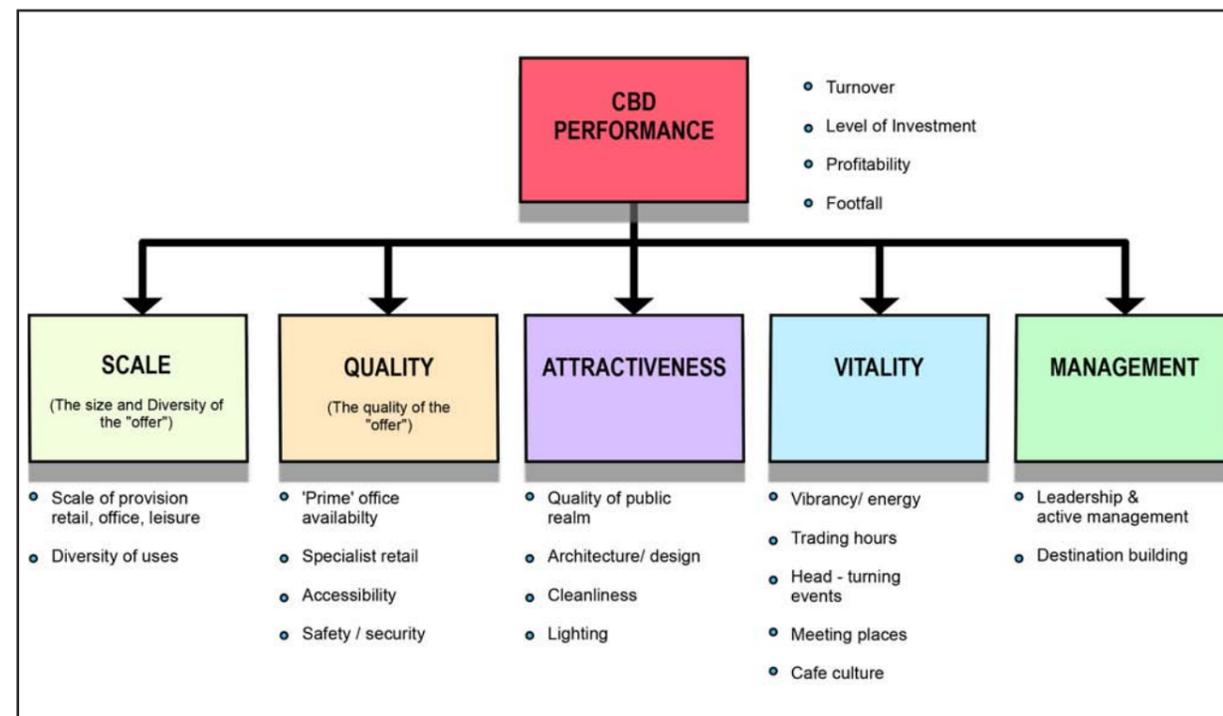


Figure 7: The Key Drivers of High Performance Central Business Districts (Stuart Gulliver 2013)



## The Occupier's Perspective

### 3.02

Within the various buildings developed and occupied at Atlantic Quay, as well as those on Broomielaw, a good cross section of both property investors and tenants has been established. The original aim of having exclusively financial services providers in the buildings has not been achieved, but this aim was misplaced in that many professional services such as Law complement perfectly financial services. The fundamental point is that the developments to date have in the main been successful and only the machinations surrounding the 'Great Recession' have altered the upward trajectory of the Broomielaw.

Subsequent to an extensive consultation process, two main themes emerged that play on the future decision making in the Broomielaw area. Firstly, the lack of an overarching plan with clear objectives. Secondly, the lack of progress on the remaining gap sites. There were also many minor area management concerns but these smaller issues are dealt with elsewhere.

The lack of an overarching plan is not as straight forward as it initially appears, in that development has occurred and as mentioned above, the development of Atlantic Quay and Broomielaw are rightly considered a success. The problem is that as the area matures it has become apparent that facilities such as shops, ground floor animation and shared space have all been neglected. A Masterplan could have thought out these issues but instead each individual development only had the Planning Authority to bring some form of control. Everyone agrees that Atlantic Quay and the developments on the Broomielaw are somewhat

soulless and the unique opportunity arises to remedy this with the producing of a comprehensive plan for the remaining area at Broomielaw and also undertaking a number of small initiatives mentioned elsewhere in this report.

The second area of concern expressed by many consultees, relating to the lack of recent development, has far greater consequence. The view strongly expressed was that the regeneration of the Broomielaw was no longer a high priority and that as several of the original buildings at Atlantic Quay were approaching the need for a comprehensive re-fit, decisions would require to be made on whether to re-invest within this geographical location or look at other possibilities in Glasgow or beyond. The serious implication is that all the outstanding work undertaken by public and private sectors alike could begin to take on a more precarious stature.

The market, in terms of tenants and occupiers are looking for three things:

1. A clear indication, through specific action, that both Scottish Enterprise and the Glasgow City Council will prioritise the Broomielaw and there will be substantive investment by the various Utilities.
2. The production of a plan showing how the IFSD will be supported over the next ten years, both physically and through promotion.
3. Clarity on when the remaining gap sites on the Broomielaw will be developed.

All the above are possible and can be achieved over the short term. The current fragility of investment thinking in some quarters is probably in the main down to the fact that, until recently, much of the work being undertaken by SE and GCC, with particular reference to the long term strategy for the Broomielaw, was unseen.

#### Recommendations:

1. That Scottish Enterprise and Glasgow City Council jointly commission a development framework/ Masterplan for the area, linking with the various utility companies, with the obvious emphasis on the undeveloped sites on or near Broomielaw.
2. Initiate a sustained programme of Marketing and Promotion.
3. Initiate a more structured approach to the development of the Broomielaw area.





## The River Clyde at Broomielaw

### 3.05

strategic thinking'. The outcome of this 'high level strategic thinking' would be an Overarching Plan (or Masterplan) to be used for the implementation and delivery of the various individual projects and initiatives. The Overarching Plan would consider all the multifaceted aspects that are required to make GCC West a 'successful place'.

It is important to recognise that this plan should not be seen as a rigid blueprint for development and delivery. It would set the strategy, context and parameters within which individual projects come forward.

A list of issues to be tackled in producing an overarching plan follows in Document 2.

There was acknowledgement by many consultees that significant investment has been made in the public realm along the Broomielaw by the River Clyde. However, this area and the streets to the north remain comparatively lifeless, with very low activity beyond the core commuter hours.

This lifelessness can be attributed to the following:

- There is no meaningful activity either on the water, or at the water's edge, that draws people down there, nor is there any general public activity on the ground floors of buildings in this area, in sharp contrast to the situation with comparator destinations.

- In general, the analysis indicates that the area has a weak and incoherent sense of place, with poor gateways and arrival points, weak connectivity, especially for pedestrians, but also cyclists and other road users. This is compounded by an uncomfortable mix of architectural styles, scales, materials and a lack of continuous frontage.

- There is very poor pedestrian permeability and connectivity around the area, whether in terms of connected footpaths – or a sense of a longer view into and around the place. The MoD site, Marriott Hotel and Anderston Centre all disturb the traditional urban grain and serve as a block to movement. Footpath quality and width is mixed, with quality investment in some areas, and inadequate public realm elsewhere.

- Despite the benefits of access to mainline,

suburban and subway rail services, there are weak and uncomfortable transport connections, especially around Anderston station and its environs. The growing significance of cycling is undermined by a weak network and poor infrastructure, despite recent improvements.

- There is a distinct lack of meaningful green space, either as formal public spaces or pocket parks, tree-lined streets, rain gardens or roof gardens, except for the Broomielaw and Blythswood Square at the outer edges. There is a need for a more connected sequence of spaces that include some greenery that helps define the place.

- Some of the streets are particularly uncomfortable and unpleasant, such as the western parts of Argyle Street and Waterloo Street. This is as a result of the absence of ground floor activity, narrow pavements, and a 'canyon-effect' from higher redevelopment that reinforces the noise of arriving and departing traffic on these main streets.

- Contents
- Introduction
- The Economic Case
- Key Messages**
- Recommendations
- Road Map for Delivery
- Conclusion
- Appendices



Figure 8: The Broomielaw waterfront - despite upgrading, the waterfront remains lifeless (Hypostyle Architects 2013)



## Argyle Street Needs to be Upgraded

### 3.06

The regeneration of Argyle Street forms one of the vital ingredients for the long term future of the Study Area and was the most often sighted issue from occupiers and property owners alike. There are two distinct aims of any work to the Argyle Street corridor and both have equal merit:

- Linking the Blythswood Hill area to the new business quarter on the Broomielaw
- Acting as the main retail support for the office sector on the Broomielaw

Firstly, Argyle Street is currently acting as a barrier, if not a wall, to the free flow of both commercial organisations and people moving to and from the Broomielaw. For those located north of Argyle Street, this invisible barrier is a very strong deterrent, to the extent that the closer you are to Argyle Street the less valuable your property has as a location. For those already occupying the various buildings in Atlantic Quay and Broomielaw, this barrier is something that requires to be negotiated every working day. Simply put, there has been little significant investment on large stretches of Argyle Street, west of Central Station over the last 25 years, and the area feels threatening. The specific investment closer to Central Station has helped, but even this has not been catalytic for the remainder of the street.

Secondly, one of the main criticisms of the existing developments at Atlantic Quay and Broomielaw is that there is no sense of place, the area at night lacks any vitality and other than office accommodation there are



Figure 9: The western end of Argyle Street - there is a potential to reduce road width and create a spacious, tree-lined, pedestrian domain with shop fronts and outdoor seating (Hypostyle Architects 2013)



Figure 10: The eastern end of Argyle Street - there has been public realm investment, but there is still much scope for improvement (Hypostyle Architects 2013)

## Connectivity: Current Concerns

### 3.07

no facilities. Regenerating Argyle Street will allow this street to become the main focus of retail and leisure use for the developments south of Argyle Street. As one of Glasgow's great streets there is no doubt that an upgrading will be undertaken in the near future, however if the regeneration of this street is to play an active part in supporting the IFSD than the said regeneration will require to be undertaken to the highest standards achieved elsewhere within Glasgow City Centre.

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 potential fast-moving and heavy traffic, while the enclosed nature of some of the pedestrian spaces increases a sense of vulnerability.

2. Transport Nodes: Two key nodes on the western 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 railway 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, and even car-borne visitor. 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 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, and with its aggressive brutalist form and secure parking that straddles two city blocks, also psychologically. The design response of nearby housing sitting across Brown Street is to mimic this defensiveness and it turns inwards. The former Albany



Figure 11: Crossing towards Anderston station from the west - potential to greatly improve ground level pedestrian movement (Hypostyle Architects 2013)



Figure 12: Anderston station - scope for improvement (Hypostyle Architects 2013)

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.

#### **Pedestrian Analysis**

Various plans and strategies have reviewed pedestrian movement within the city centre; the attractiveness and purpose of pedestrian trips through the area is



Figure 13: Former Albany Hotel site - a pivotal site in the cityscape (Hypostyle Architects 2013)



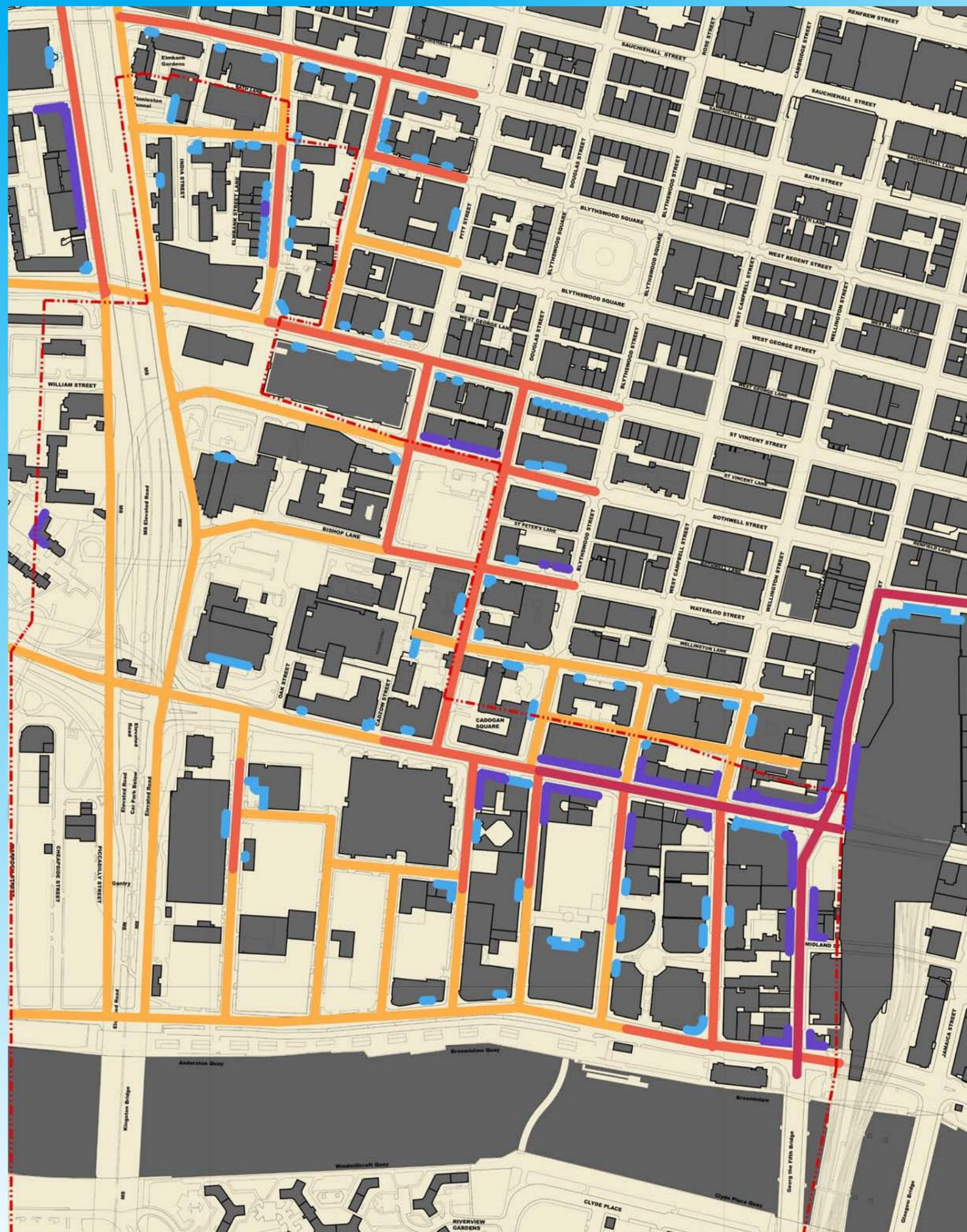
Figure 14: Moving southwards from the former Albany Hotel site towards Cadogan Square/ the Anderston Centre - scope to simplify and clarify ground level pedestrian movement (Hypostyle Architects 2013)

impeded due to physical and social barriers. Street animation needs to improve with pedestrian activities supported and promoted through the redevelopment of the Study Area and the implementation of innovative urban design. Through the Masterplanning process and subsequent development of the site, the purpose of route, destinations and desire lines for all movements (pedestrians, cyclists and vehicles) need to be determined and addressed.

The majority of existing pedestrian facilities around the Study Area are limited to roadside footpaths and as such, are directed towards key destinations via the existing grid road infrastructure model. The surrounding area has already undergone a major review of travel 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. Amongst the issues highlighted were:

- A conflict between pedestrians and vehicles around Central Station
- Congestion on footways within the vicinity of local bus stops
- Narrow footways and a lack of cycle facilities within the city centre

As a result of this study, some of the issues have been addressed, particularly around Central Station, whilst other areas still need further review. There are

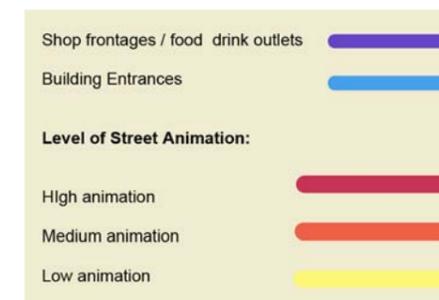


still some barriers within the area for pedestrians and cyclists and a further review is required to protect and develop pedestrian and cycle desire lines.

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 has been undertaken. This review 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 have a variety of other uses such as service vehicle access, taxis and public transport.

The map in figure 15 highlights the intensity of pedestrian activity within the area. The streets shown yellow indicate areas of poor street animation with little pedestrian activity. These can primarily be found

Figure 15: Perceived levels of Street Animation - the eastern end of Argyle Street and around Central Station are highly animated, whilst the western part of the Study Area is very quiet (Hypostyle Architects 2013)



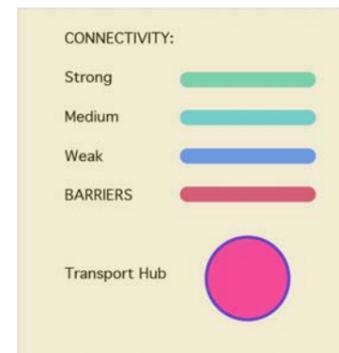
along the M8 corridor and western edge of the Study Area. The streets in orange represent medium levels of animation. The streets coloured red have good animation with high levels of pedestrian activity linked to a number of business frontages that can be found within these streets. These shops as well as other outlets such as cafés and restaurants are represented in purple. The blue highlights building entrances.

The analysis demonstrates that within a large proportion of the Study Area there are poor levels of street animation with little pedestrian activity.

The analysis map in figure 16 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

Figure 16: Pedestrian Connectivity is weak in the area between the Broomielaw and Argyle Street (light blue coloured streets). The M8 and slip roads create serious barriers to pedestrian movement (red coloured streets) (Hypostyle Architects 2013)





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 are vital to the future success of the Study Area.

In terms of vehicular activity access along the waterfront to the north of the River Clyde around Central Station, Union Street/ Renfield Street appear to be amongst the busiest routes in the city centre. Similarly access to Queen Street station, Charing Cross station and the M8 to the west all experience high volumes of traffic. The southwest and northwest corner of the 'L' shaped Study Area have much lighter traffic than other parts of the city. There may be various locations within the Study Area that offer the chance to implement traffic free areas which can provide a more pedestrian/ cycle friendly environment. For instance, locations near the river may not only provide better links to Tradeston Bridge and Windmillcroft Quay on the south bank of the Clyde, but can also be enhanced and developed as 'open space' leisure destinations.

## The Need for Mixed Use

### 3.08

Perhaps the biggest hindrance to the area, as a competitive and active place, is the general lack of mixed use; across the area, within blocks, streets, buildings, and particularly at ground level frontage. This problem exists in some historic buildings, but is much more pronounced in office buildings of the last 30-40 years, which have cumulatively accounted for an increasingly sterile, hostile and unwelcome environment. There is a lack of small - scale retail serving office workers, residents and tourists, with the welcome exception of Bothwell Street, which has benefited from supermarkets. The hotels, and the business and leisure visitors are not well integrated, with minimal cafés, bars or cultural offer, and there is a lack of residential, meaning it feels uncomfortably empty after 5pm across most of the area. Planning policy and other guidance should play a role in ensuring there is a shift from this perceived monoculture towards a more competitive mixed-place approach to future change and development within the Study Area.

The Study Area falls within the city centre in terms of its policy status within the statutory planning regime. Glasgow City Plan 2 is the main current policy document, although the emerging Glasgow Local Development Plan (GLDP) (previously known as City Plan 3) is in the process of replacing it, but has not formally reached that stage.

Other key documents include the Glasgow City Centre Strategy and Action Plan 2014-19 and the sub component neighbourhood strategies that will sit under this, and the GLDP.

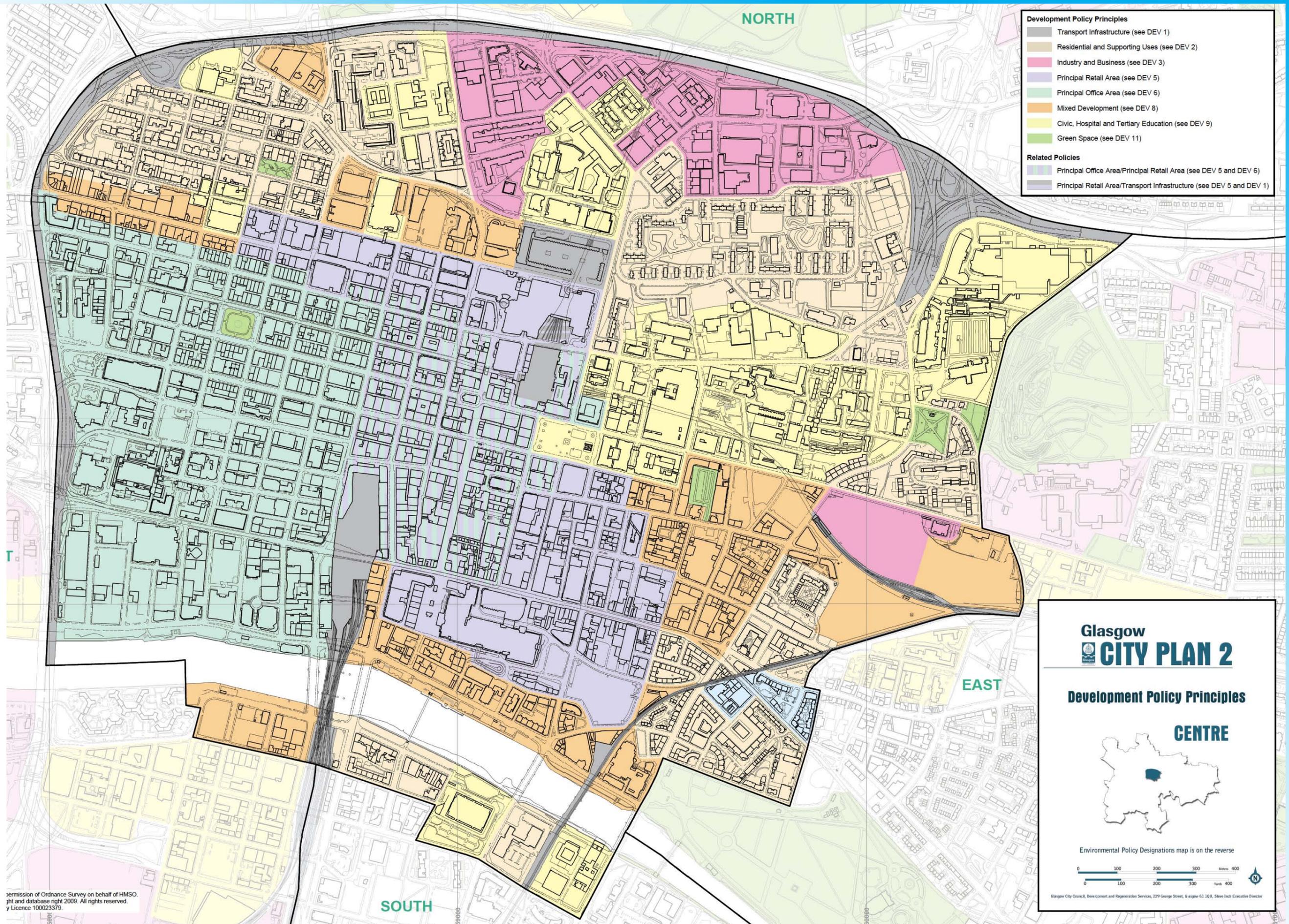
Scottish Government guidance, such as Designing Streets: A Policy Statement for Scotland (2010), Creating Places: A Policy Statement on Architecture and Place for Scotland (2013) and the National Review of Town Centres External Advisory Group Report: Community and Enterprise in Scotland's Town Centres (2013), are also relevant.

The key issue is that, until now, the area has formed the southern part of the Principal Office Area policy (City Plan 2 policy DEV6: Principal Office Area, shown green on figure 17), aimed at supporting commercial development for financial and professional services. While this does not exclude other uses in the area, the reality on the ground is that other uses such as retail, residential and hotels exist, but have been squeezed to a minority role as the office-biased policy has played out over time.

The majority of offices permitted and developed in recent years tend not to have other uses associated (e.g. on ground floor). This has led to an increasingly sterile street level environment, where it is uncomfortable to linger as a pedestrian.

Figure 18 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 figure 15).



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Figure 17: The green area indicates a development planning policy of office use, which has reduced mixed use development within the Study Area (City Plan 2, Glasgow City Council 2009)



- 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.

The recent policy is adjudged to have constrained the approach taken towards development in the area, limiting the place-making potential. The analysis, supported by consultees in both public and private sectors, points towards the need for a proactive mixed-use policy approach moving forward, including an emphasis on much more active ground floor use with passive surveillance at street level.

The Glasgow City Centre Strategy (Glasgow City Council 2006) and Action Plan, a Regeneration Framework being brought forward under the City Centre District Strategy, will review the current development policy principles and aim to take a place-making approach that should make a positive contribution to addressing current issues, such as on active ground floor uses and the introduction of residential where appropriate. This Study supports that shift in direction.

Figure 18: Approximation of building uses in the Study Area (Hypo-style Architects 2013)



## Anderston and Charing Cross Station Require Upgrade

### 3.09

#### Anderston Station

Anderston station is located to the west of the Broomielaw site. It is an important and well-used commuter station serving the financial district, facilitating well over half a million passengers per year. The station is 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 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.

It is considered that pedestrian accessibility to the station could be significantly improved by infrastructure changes aimed at improving the feel of the area around the station and the passenger experience, which in turn is likely to increase the number of commuters using the station.

A long term aspiration for the area could result in traffic being significantly reduced allowing better provision for open public spaces to be provided such as gardens, shops and other leisure uses. Within the Glasgow City Centre West Stakeholder Workshops it was outlined that Anderston station should be made more visible,

have more legible connections and an improved, more prominent kiosk structure.

An actions report was produced, which established that the walk distance/ route between the site and Anderston station should be significantly reduced/ simplified in the interests of improving pedestrian connectivity. Examples of similar issues with pedestrian crossing routes exist throughout the UK and examples of how this can be addressed vary. The installation of



Figure 19: Anderston railway station - scope for drastic upgrade (Hypostyle Architects 2013)

a diagonal pedestrian crossing allowing pedestrians to cross a four way junction, eliminating the need to cross multiple arms, is a solution which could be proposed at the north western corner of the site to connect directly, or as directly as possible, with Anderston station.

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.

#### Charing Cross Station

Charing Cross station caters for over 2 million passengers a year and is busy during the day, but its remote location behind Bath Street is a deterrent in the evenings. It is ideally located for Bath Street, The Kings Theatre and the bar/ nightclub - filled stretch of Sauchiehall Street. However, the railway station is isolated, and the walk through Elmbank Crescent is not an attractive proposition at night.

Pedestrian access to the station should be addressed, and way finding established and enhanced. This needs to happen in conjunction with a major uplift to the surrounding area - enhancing and expanding pedestrian spaces on both Newton and North Street, and greening the area to reduce the impact of traffic.

## Marketing and Promotion Need to be Refreshed

### 3.10

The current programme of Marketing and Promotion is inadequate for the planned programme of activity, as set out in this Study. The budget requires review and an uplift from current levels of spend is needed. The IFSD and specifically the Broomielaw must be considered as vital elements to maintaining and enhancing the depth and quality of financial services in Scotland.

If spend on IFSD/ Broomielaw, in terms of marketing and promotion, is tracked over recent years, it is apparent that differing priorities and the economic landscape have meant a substantive reduction in activities associated with promoting this sector. If a new

momentum has to be built this will have to change! There are two aims for strong marketing and promotion, the first of which is to engender a feeling that the IFSD in Glasgow has meaning and purpose and that being associated with this initiative is commercially beneficial. The second is the promotion of the Broomielaw to inward investors and prospective tenants. Whilst some of this is already being undertaken, the level of activity is simply too low.

## Engineering Summary and Recommendations

### 3.11

#### Engineering Works

Prior to and during the course of the regeneration of the Glasgow City Centre West area, a full Transportation Assessment would be required. This would be based upon anticipated projected vehicular and pedestrian movements and would provide recommendations regarding upgrading of road carriageways and pedestrian footpaths and links to the periphery and internal areas relative to the overall development.

This document would also support the overall progression and advancement of the Masterplan focussing on preferred traffic routes and improvements to the existing system, on street and off street parking, safe routes for pedestrians and linkage of same with multi-modal transport.

#### Services/ Utilities

Our research has confirmed the presence, as would be expected within such an inner city area, of extensive existing services and utilities around the periphery and within the Study Area.

To establish the form and status of these existing services/ utilities, we have contacted each of the primary authorities and also a leading private utilities company who we know is familiar with the area.

From this we have made the following assumptions, based on our discussions with the above parties and



Figure 20: IFSD Glasgow web page (2015)







**‘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

## **CONCLUSION + RECOMMENDATIONS SUMMARY**

4



## Conclusion + Recommendations Summary

### 4.01

#### Conclusion

Document 1 has set out clear aims for this important Study and identified, through in-depth consultations, the main issues with the Study Area. Strong arguments have been given for action on economic grounds; indeed coherent, broad-reaching action is vital for the future economic prosperity of Glasgow. Finally, a summary of the Recommendations is given. Document 2 explores these key Recommendations in depth and begins with '21 Propositions' to dramatically improve the Study Area and its environs.

#### Recommendations Summary

Ten recommendations were prepared for the Study Area. These recommendations are summarised as follows:-

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 the Study and are explained in further detail in Document 2.

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 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 learnt 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 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. These 21 propositions are detailed within Document 2.

### 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

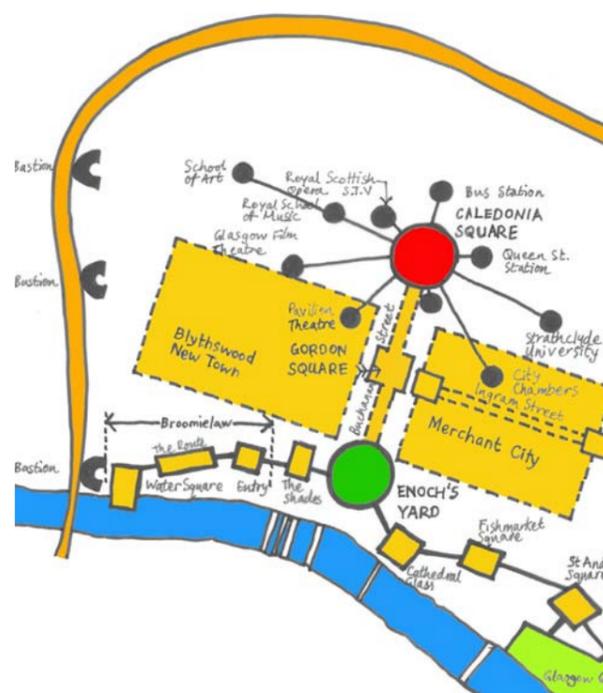


Figure 21: Gordon Cullen's 'The Study of Glasgow City Centre 1983-4' (Redrawn by Hypostyle Architects 2013)

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 21). 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.

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 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, and safety, comfort.

- 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.

## Preview of Initial Ideas

### 4.02

Document 2 focuses on the recommendations for the Study Area. An important part of this is the exploration of initial ideas to positively and dramatically regenerate the built environment of the Study Area.

Figure 22 shows an overview of a rejuvenated Study Area. The Study Team has generated proposals for the main segments of the Study Area, namely; The Kingston Bridge Corridor, Charing Cross station, Anderston station, Argyle Street, The Broomielaw, and the Clyde at the Broomielaw.

This initial sketch proposal shows one of several options for the regeneration of the Broomielaw area. Here, the area has been completely rebuilt with the introduction of a strong city grid. This would continue the highly successful city grid that already exists to the north of Argyle Street. It would provide strong connections from Argyle Street to the Broomielaw and River Clyde, as well as from east to west. Streets are tree-lined with a generous public domain to prioritise pedestrian use and comfort and reduce vehicular dominance. A critical aspect of bringing the area to life is that of mixed use. Unified, continuous building frontages with shops, cafes, bars and restaurants spilling out onto public spaces would provide activity at street level. Office and residential uses above ground floor would bring the area to life both during the day and in the evening.



Figure 22: Sketch plan overview highlighting initial proposals for regenerating the Study Area (Hypostyle Architects 2013)

## Key Messages and Recommendations Matrix

### 4.03

The following Matrix links the Key Messages with the relevant Recommendations. It is apparent that Key Message 'H', 'The area needs to be made people friendly', incorporates a large number of Recommendations.

KEY MESSAGES	RECOMMENDATIONS
A. Clear leadership of the Broomielaw area is required	<p>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.</p> <p>9. A clear Delivery Implementation Programme to be produced. This programme needs to 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.</p>
B. The economic prospects for the IFSD are good and need to be capitalised upon	
C. Delivery of the remaining sites in the Study Area, must be given top priority	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.
D. Argyle Street requires regeneration of a high standard	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.
E. There is a need for an overarching plan of the Study Area, to aid and encourage further real estate investment	4. Produce an overarching Masterplan 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.
F. A mixture of uses needs to be implemented	4. Produce an overarching Masterplan 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.

KEY MESSAGES	RECOMMENDATIONS
G. There needs to be more focus on activity on the Clyde	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.
H. The area needs to be made people friendly	<p>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.</p> <p>4. Produce an overarching Masterplan 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.</p> <p>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.</p> <p>7. Anderston and Charing Cross Stations and their environs, to be substantially upgraded and regenerated.</p> <p>8. Produce a wayfinding strategy and then subsequently implement this over a 12 month period, to ensure that the Study Area gains a feeling of access and permeability.</p>
I. Anderston and Charing Cross stations require upgrading	7. Anderston and Charing Cross Stations and their environs, to be substantially upgraded and regenerated.
J. Marketing and Promotion require refreshing and upgrading	10. Marketing & Promotion to be given substantive re-boot, with previous level of resources being allocated. Consideration on the use of social media and wider international perspectives.

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13. Hypostyle Architects, 2013. Former Albany Hotel site - a pivotal site in the cityscape

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