The purpose of this document is twofold:

1. As a non-statutory planning document for Glasgow City Council to note officially

2. As a design guide for all University consultants, project managers and clients developing on campus
The University of Strathclyde considers its location, close to the commercial, civic and culture heart of the city of Glasgow with good and improving transport links, a major strength in attracting and retaining staff and students. The University has enjoyed this location since receiving its charter in 1964. Expansion followed mainly eastwards from the Royal College in George Street and along Cathedral Street in the following decades through new buildings or acquisitions. Since the 1980’s campus masterplans have brought greater coherence to the campus.

In 1993 the University of Strathclyde merged with the Jordanhill teaching training college and the University became two campuses. However, option appraisals based on student / staff experience and operational costs informed the business case to consolidate to just the city centre campus. This will be physically achieved in 2012 when the Jordanhill campus will close.

Not only is the University consolidating to its city centre campus (which would have achieved a 10% reduction in area) the plans in the Estates Development Framework 2 (EDF2) further reduce the campus to a total of 40%. The main criteria used to decide which buildings to vacate were:

1. Condition of buildings (informed by the Asset Management strategy for the campus)
2. Academic Strategy (in particular consolidating faculties / activities into designated quarters within the campus)
3. To retain a coherent and not piecemeal campus

Addressing these collectively provides best value for the University and a sound platform to support its plans to be recognised as a leading international technological university. This campus development plan has been prepared as the planning context for the University’s Estates Development plan which involves significant refurbishment of buildings, some new buildings and withdrawal from poorer buildings.
The University Court on 30 November 2010 approved the Strategic Plan for the University covering the period 2011 to 2015. Its Executive Summary is included here as it sets the context for the Campus Development Plan.

THE UNIVERSITY – ITS FOUNDATION AND PURPOSE
• From our foundation as a place of useful learning, we take it as our responsibility to research, teach and be of benefit to society – to reach outside the University to make the world better educated, prosperous, healthy, fair and secure.

OUR IDENTITY AND FUTURE
• Our ambition is to be among the leading technological universities in the world.
• We challenge traditional academic boundaries to solve global problems.
• We continually question our approach so that we are efficient and effective.

HOW WE ENGAGE WITH THE WORLD
• We take pride in our place at the heart of the City of Glasgow.
• Our academic strength makes us a desirable partner.
• We translate our responsibility to be useful in the world into action.

OUR VALUES
• Respect for others and equality of opportunity, openness, integrity and honesty are core values. More particularly, how we go about our work is defined by the collegial idea of One Strathclyde.

OUR STRATEGY
• The Strategic Plan is designed to ensure that the University achieves its ambition to be a leading international technological university and that, through research, education and knowledge exchange, we remain engaged with public life globally as a place of useful learning. Key features of the Strategic Plan are:
  • Financial sustainability in a challenging global economic climate
  • An international perspective in all that we do
  • Focusing on the issues of global importance
  • Collaborative and global research and knowledge exchange
  • An innovative, stimulating and challenging educational experience
  • A fresh approach to student recruitment and student support
  • Commitment to the development of all our staff
  • Increased support for our staff in research, education and knowledge exchange
  • Commitment to clear communications
  • A flexible, adaptive and responsive organisation
  • An attractive, dynamic and digital campus

The Strategic Plan is available at www.strath.ac.uk/strategicplan.
Scope & Purpose of Campus Plan

This Campus Development Plan (CDP) supports the University vision by defining a vibrant, dynamic and re-focused campus in the heart of Glasgow and surrounded by other exciting developments.

We are committed to working in partnership for the good of the City, the University and our people. These have been our aims since our first campus plan in 1984, and as will be seen in later sections, reiterated in our updates in 1987, 1997 and 2007. Visible progress has been achieved and will continue to be made.

This is an aspirational document, highlighting opportunities and setting a challenge for the University and its consultants to deliver. These are always the aims for a masterplan but this one has the added value of being run in parallel with and embedded in the Estates Development Framework planning and consultation process to ensure that as many of its outputs as possible are realised over the next 10 to 15 years. Three key parallel strands have emerged from Page \ Park’s analysis of the campus:

1 Cathedral Street emerges as the front and link for our four academic quarters one for each of our four faculties, hosting their core staff and activities in; the Humanities and Social Sciences Courtyard; Business Corporate Flagship; Science’s Street and Engineering and Physical Sciences Front Door. Coupled with the development of City of Glasgow College this forms a strong educational zone not only within our campus but the City.

2 Rottenrow provides the potential for a fantastic hill top teaching and learning spine traversing from east to west along the Rottenrow Gardens and also linking the academic quarters. This can be developed in stages and connect existing and new buildings forming a pleasant permeable garden route (City Balcony) to the celebration zone which is centred around the Barony Hall.

3 George Street would be the Knowledge Exchange and Commercialisation zone where the new Technology Innovation Centre will be located on City Science as part of a thriving collaboration zone.

Design team proposals for these projects will be checked against the above criteria by Estates Services. A detailed accommodation strategy is in place that supports the campus plan reductions and disposal strategy.
CITY CONTEXT

Central Glasgow District

It is anticipated that a significant amount of investment will be made around the Central Glasgow district that places the University in an exciting position. The University is a major occupier in the City and is embedded within it. The University's relationship with the City, especially at street level, will be of greater significance because of this. The University will play a major role in drawing and pulling investments together, will help shape the evolving streetscape and positively contribute to the environment of a significant population of users walking through and around the area.

An emerging idea to redefine the central district through its major streets has seen moves to designate areas into ‘quarters’; an example being the ‘Learning Quarter’ along Cathedral Street to include the University, City of Glasgow College and possibly Glasgow Caledonian University.

The wider plans emerging are described opposite.
POlICY CONTEXT

Scottish Planning Policies & Advice Notes

Over the years, there has been a wealth of nationally relevant policies and guidance published. More recently the Scottish Government has consolidated the old National Planning Policy Guidance (NPPG) into a concise Scottish Planning Policy (SPP) together with Planning Advice Notes (PANs). Such policies and advice are as relevant to the university campus as it is to new-build developments. However, particular focus and emphasis is now seen in promoting people-centred place-making and the quality and sustainability of the built and natural environment.

University design consultants should read the following documents in conjunction with the Campus Plan:

Scottish Planning Policy - Scottish Government available online at www.scotland.gov.uk/Publications/2010/02/03132605/0

Designing Places - Scottish Government available online at www.scotland.gov.uk/Topics/Built-Environment/planning/National-Planning-Policy/Designing

Designing Streets - Scottish Government available online at www.scotland.gov.uk/Publications/2010/03/22120652/0

PAN65 - Planning and Open Space available online at www.scotland.gov.uk/Publications/2008/05/30100623/0

PAN83 - Master planning available online at www.scotland.gov.uk/Publications/2008/11/10114526/0

PAN84 - Reducing Carbon Emissions in New Development www.scotland.gov.uk/Publications/2008/03/06133051/0

Designing Places

The Designing Places document sets out the significant role of stakeholders and all involved in the built environment to deliver quality sustainable places. Well thought of and well managed frameworks are key. The document also underlines the value of good design and what makes places flourish and sustainable.

The most successful places, the ones that flourish socially and economically, tend to have certain qualities in common. First, they have a distinct identity. Second, their spaces are safe and pleasant. Third, they are easy to move around, especially on foot. Fourth, visitors feel a sense of welcome. Places that have been successful for a long time, or that are likely to continue to be successful, may well have another quality, which may not be immediately apparent - they adapt easily to changing circumstances. Finally, places that are successful in the long term, and which contribute to the wider quality of life, will prove to make good use of scarce resources. They are sustainable.

(Designing Places: A Policy Statement for Scotland)

Designing Streets

The move for the creation of places at the forefront of urban design is further emphasised by the publication of Designing Streets: A Policy Statement for Scotland. It places emphasis on considering the design of streets as ‘places’ rather than purely for ‘movement’, which steers away from the dominance of motor vehicles to pedestrians and cyclists. In doing so, it allows the creation of streets and places of quality and with a strong sense of place. Again, these guidance are as applicable to the university’s campus as to other developments.

Designing Streets is the first policy statement in Scotland for street design and marks a change in the emphasis of guidance on street design towards place-making and away from a system focused upon the dominance of motor vehicles. It has been created to support the Scottish Government’s place-making agenda and is intended to sit alongside the 2001 planning policy document Designing Places, which sets out government aspirations for design and the role of the planning system in delivering these.

(Designing Streets: A Policy Statement for Scotland)
City Plan

The Glasgow City Plan 2 notes that ‘the City Council will encourage research and development programmes, to promote the long term economic, social and physical development of the City Centre’ as well as ‘encourage the promotion of an International Higher Education District’ for the city centre. The possible collaboration and investment on City Science and the support given by the Joint Structure Plan Alteration 2006 (JSPA2006) for an education network centred around city centre higher education institutions, is encouraging for the University in updating its campus plan.

Currently, the city plan identifies the University of Strathclyde site as being classified for ‘Civic, Hospital and Tertiary Education’ use. The University falls within an east-west designation which includes Royal Infirmary to the east and the colleges to the west. To the north and west of the campus, the general classification is for ‘Residential and Supporting Uses’ which includes the Townhead area and City of Glasgow College site. To the east, the Cathedral area is designated under ‘Green Space’ whilst the area to the south of it is classified as ‘Residential and Supporting Uses’ along Castle Street. To the south east, the first phase of the Collegelands development is designated as an area for ‘Industry and Business’. The area south of the campus is partly designated as an area of ‘Mixed development’ which includes City Science and ‘Green Space’ around Ramshorn. To the west, the campus abuts development classified for ‘Civic, Hospital and Tertiary Education’ use.

The anticipated evolution of development around the City will mean that the way the council designates areas within the City Plan may need to be revisited. As mentioned previously, the concept of a new ‘Learning Quarter’ to the north and development of City Science to the south of the University will alter the way the City perceives these areas of development.
Sustainable Campus

The University is committed to the dual ethos of sustainability and responsible global citizenship, and aims to be an exemplar of sustainable practice.

Estates Services has adopted a Sustainable Development Policy which provides a clear direction to the sustainable upgrade, design, development, operation and ultimate disposal of the University’s buildings. This sustainable development policy clarifies aspirations and sets out the targets and performance standards which are to be achieved, describes the key issues which are being addressed, and clarifies individual roles and responsibilities. It is intended to inform strategic development and drive University practice. These policies can be found online at www.strath.ac.uk/estates/sustainablestrathclyde.

Sustainable Glasgow

The Sustainable Glasgow Initiative looks at a strategic approach to delivering a clean low-carbon energy infrastructure for the city as well as economic growth and social issues within the City. There will be potential for the University to be linked into the proposed district heating system in partnership with other key institutions in the City.

Further details of the initiative can be found online at www.sustainableglasgow.org.uk.

Sustainable Construction and Refurbishment

The University expects that all new and refurbished buildings demonstrate exemplary sustainable design. Buildings are expected to meet user requirements and expectations, be affordable, healthy and resource efficient, respect biodiversity, minimise pollution and long-term liability, and demonstrate best value.

Estates Services encourages integrated design teams to address sustainable design creatively and to adopt an ethos of design quality and sustainability based on reliable, affordable and replicable techniques that offer real social, environmental and economic advantages. It requires sustainability to be integrated from the inception of a project through design or refurbishment, tender, construction and ultimate handover and occupancy. Sustainable buildings are part of a process rather than simply a product at handover.

Estates Services has developed the Sustainable Design Quality Standards as a set of performance targets which act as a framework for achieving sustainable built development. The intention is that designers and contractors will address all the issues set out in the Sustainable Design Quality Standards in all new build and refurbishment projects from 2010, and will be encouraged to aim higher if possible. The benchmark requirements for development are set above the building regulation norm and in the upper region of audit mechanisms such as BREEAM and Considerate Constructors. The continual raising of standards in built development is crucially important to achieving local, national and international sustainability objectives. Standards are continuing to increase and the framework therefore indicates a further step up in quality, resource efficiency and pollution avoidance that will be required by 2012. These future targets will be developed in the intervening period, so that they are line with best practice, and in such a way that the framework enables everyone involved to develop the skills needed to deliver a sustainable campus.
Energy Efficiency and Carbon Emissions Management

The University Carbon Management Implementation Plan sets out an implementation plan which targets carbon dioxide emission reductions of 34% by 2020, 50% by 2034, and 80% by 2050. The key to developing a low carbon campus is achieving an appropriate standard on all proposed construction and refurbishment works – guided by the Sustainable Design Quality Standard. The SDQS sets stringent targets for post refurbishment carbon emissions performance which is delivered primarily through improved building fabric, efficient and appropriate heating, cooling, ventilation, and lighting; good provision of monitoring and control. Key enabling actions include improved awareness of resource inefficiencies, improved utilisation of space, and improved control of building systems.

Travel Planning

The University of Strathclyde is committed to promoting sustainable travel across the whole of its operation. To this end the University have developed The University of Strathclyde Travel Plan which acts as a framework to guide new development and refurbishment. Travel Plan implementation actions aim to drive operational and behaviour change across the campus with the primary objective of reducing single occupancy vehicle use, and promoting public transport and active travel options. Implementation actions include improvements to the estate such as cycle and pedestrian pathways, pathway lighting, and shower and locker facilities, accompanied by supporting actions such as the provision of bicycles and public transit permits through staff salary sacrifice schemes, the availability of real time public transport information, car sharing policies, and improved parking management. The Travel Plan links closely with the Carbon Management Implementation Plan which seeks to reduce the greenhouse gas emissions associated with fleet and business travel, and student and staff commuting.

Biodiversity

The potential exists for the University to be an exemplar of biodiversity improvement on all new build and construction projects, particularly in city centre locations. The SDQS sets out several key requirements for biodiversity improvement and management during construction, and over the building lifetime. All projects are required to demonstrate how they will ensure protection of existing ecological features on the site, and provide evidence of adherence to local biodiversity plans and the University Bio-diversity Policy. Consideration is given to land re-use, plant selection and habitat type, and the incorporation of plants and trees as part of a wider ecological strategy including solar shading and water processing and retention.

Each of the major projects in the Estates Development Framework is intended to achieve a BREEAM score of Excellent or Very Good depending on the nature of the individual project and will therefore respond to the biodiversity of the immediate area in their design. In order to prevent these individual development projects resulting in a disparate treatment of the issue in pockets of development on campus, the University intends to procure the services of a consultant to create an overarching report of the biodiversity of the whole campus and to create the framework within which each project should be developed.

Sustainable Campus
Sustainable Campus

Open Space & Landscape Policy

The campus development proposals offer a unique opportunity to consolidate and control the treatment of the urban environment which has not been possible during the evolutionary development of the campus over the last 40 years. Landscape consultants are currently writing a policy for the urban design of the campus environment which will respond to the changes made in the City Centre and Merchant City in a way which is appropriate for the University. On completion these will be available on line at www.strath.ac.uk/estates/space. The resulting guidelines will control the material and furniture selections of all areas of hard landscape through the specification of design principles and the provision of real case studies which demonstrate how these principles should be applied in different circumstances. The policy will also include guidelines and specifications for plant selection and soft landscape design which respond to the biodiversity study of the campus area. In addition to these traditional elements of an urban design guide, the University is determined to build on the experience of others to develop a campus environment which is truly accessible for all within the constraints of the geography of the area. To this end the policy is being developed in full consultation with students and staff with various disabilities so that they can feed in to each area of design with the intention that the resulting campus area will set a benchmark for accessibility for the UK.

The consistent application of this policy in areas of major project development and across each of the linking spaces will result in a high quality, accessible, visually unified external environment across the John Anderson campus.

When the delivery of this policy is combined with the City of Glasgow College development on Cathedral Street and the proposal to extend the Rottenrow Gardens onto the site of the existing Colville building, they present a unique opportunity for the City, the University and the College to work in partnership to develop an area of significant urban merit in the centre of the city.
Other Policies

This Campus Plan is also set in the context of the University’s Estates Development Framework (EDF 2). This plan has been prepared by Estates Services to align the capital investment requirements of the Academic and Estates Strategies across the University over the period 2009 to 2024. The EDF 2 itself was created in the context of an internal and external policy environment which includes Estates own policies for the development of the campus in addition to those of national government agencies and advisors as noted below.

- University policies can be found at www.strath.ac.uk/estates/space
- Space Management Group policies at www.smg.ac.uk
- Scottish Funding Council guidance at www.sfc.ac.uk
Conservation Statement

The University is aware and has taken note of proposed changes to the Glasgow Central conservation area. This will now include our Royal College (1), Thomas Graham, Students Union and James Weir (2) buildings. The latter has also been highlighted as an area of special townscape importance.

In developing this update to our Campus Development Plan, there has been consultation with Historic Scotland who were supportive of our plans and the University has accepted their offer to carry out a designation review of the city centre campus. The University has in the past worked closely with Historic Scotland on a number of listed buildings on campus. For instance, Historic Scotland views the Royal College Conservation plan as an exemplar of its type. This Conservation Plan has been used by the University as a working tool to ensure developments within the Royal College are in keeping with the building style. This can be passed on to the future owner of the Royal College when it is sold.

Another listed building on campus is the Barony (3), restored as the University’s graduation hall in the 1990’s. It is used for many special events including weddings and exams. The University has benefited immensely from this addition and plans to maintain the building for the long term.

The Ramshorn (4) is also an important listed building on campus through its link to the University’s founder John Anderson. The University is currently undertaking a review of the building’s use as a theatre and there are no current plans to withdraw from the space. This is also true of St Paul’s which is currently the chaplaincy for the University.

The University does intend to vacate and sell the listed Turnbull building (5) on George Street in 2012. Information Services currently occupy this building but they will be relocated elsewhere on campus as part of the consolidation strategy.
EVOLUTION OF THE CAMPUS PLAN

Campus Plan 1987

Over time, the University has re-defined itself in response to the need to continually look forward and in doing so, re-position itself within the City. The existence of previous plans and estate frameworks means that updated plans are informed in one way or another by the work already carried out and a continuity exists between them.

The 1987 University of Strathclyde masterplan was a detailed examination of how campus qualities might develop. This allowed for a holistic analysis and experience of the campus to be developed.

Campus Plan 1997

The 1997 plan built on the 1987 plan but was much more general and acted as more of a building stock summary strategy.

Campus Plan 2007

The 2007 Campus Plan focused on a ‘heart’ or centre of the campus based around Rottenrow Gardens with routes connecting it from the City. Rules for merging the campus into the surrounding City fabric were established with edge functions and uses.

This plan won a place in the RIBA HEDQF Distinction by Design exhibition in 2007 (www.architecture.com/UseAnArchitect/PublicBuildings/UniversityClientForum/HEDQFExhibitions.aspx) and also received a dynamic place award.
As part of the EDF 2010-2024, a 40% reduction of useable floor space across both campuses together with a number of buildings marked for disposal will see a re-grouping and re-definition of the University northwards along an education focused Cathedral Street. In addition, the University sees an opportunity to extend Rottenrow gardens eastwards along a Teaching and Learning zone. Whilst the campus is re-organised along the top of the hill, management of the southern campus edge along George Street is vital for the City. A withdrawal from the southern edge would be carefully managed by the University in liaison with Glasgow City Council through the involvement of commercial partners.

The main urban corridors into the City Centre; Cathedral Street and George Street will form an integral part of the new framework acting as a ‘Shop Front’ and an area for ‘Knowledge Exchange/Commercialism’. The University retains its ‘Garden Setting’ with a Teaching & Learning area incorporating Rottenrow Gardens and the Architecture Building. This sits between the main corridors to the north and south.

Within the new framework based on the University’s consolidation strategy, teaching and service functions are re-organised into 4 ‘Academic Quarters’ with a re-defined relationship with the main urban corridors of the City. These are briefly illustrated over the following pages. The target delivery for projects within the EDF are annotated opposite.

Key
- New Building
- Residences
- Refurbished
- Vacate
- Retained
One consequence of the EDF plan for consolidation of the academic space, is that student and staff activity is going to be concentrated into a smaller space. This will place demands on buildings, and the spaces between buildings, as they will need to ‘work-harder’ to provide the places, spaces and opportunities for interaction and social activity that help make a quality and vibrant learning environment. If these opportunities and places are provided, the resulting urban and academic experience will undoubtedly benefit from this activity concentration.

The University has already commenced this ‘creative’ consolidation within many of the key buildings. The campus plan proposes that the overriding theme, ‘a new openness’ could be considered as a core strategic value and aim to guide the strategic thinking and development plans, particularly in relation to ground floors and their relationship with adjacent streets and social hubs.

This strategy of ‘a new openness’ would positively impact on the internal working of the University and the presentation of the University to the City, to the wider community and visitors, now focused along Cathedral Street.
CENTRAL CAMPUS
Introduction

As mentioned previously, significant investment will be seen in and around the University area. Cathedral Street will see major projects, namely the City of Glasgow College (1), the Centre for Sport and Health (2) and investment in buildings for all four faculties of the University (3). Cathedral Street is anchored both by the Cathedral (4) to the east but also the new retail extension to its west (5).

George Street is anticipated to see a transfer of ‘ownership’ as the University plans to consolidate its campus northwards. As will be explained later, this does not mean that the University is turning its back on the street. It plans to carefully manage potential uses and users of the vacated buildings so that George Street is improved and reinstated as a key corridor between George Square and the High Street. The street will be anchored by the Collegelands development to the east (6), George Square to the west (7) and centrally by the City Science development (8).

The University is also planning an extension of Rottenrow Gardens eastwards through the removal of the Colville building (9). This will allow for a new Teaching and Learning spine for the University with a garden setting connected back to Cathedral Street to the north and George Street to the south.

With the projected transformations, it will be crucial for the City to invest in well-designed, integrated and enhanced streetscape initiatives along these urban corridors.
Cathedral Street

Character
The Cathedral Street edge from North Frederick Street to Stirling Road has the advantage of being a gently sloping street, with the University campus largely forming the southern, north-facing edge. The new SIPBS building and Centre for Sport & Health will reinforce the definition of the street at one end. Along the remainder of its length this spatial definition is dependent on the development of the City of Glasgow College on the northern side of the street.

To date the northern edge has been perceived as a rather fragmented jumble of disparate college buildings. The proposed development of the supercampus will transform the northern edge. The new City of Glasgow campus can be set back to increase the southern aspect - as with the University’s new Centre for Sport & Health. As a result, the public edge along Cathedral Street should be perceived as people-friendly, and a pleasant side of the street to walk along.

Cathedral Street itself varies in its road width from approximately 15-20m at the Stirling Road junction, 12m at the Taylor Street junction, 11m between Taylor Street and Montrose Street and 12.5m at the Montrose Street junction.
Pedestrian Movement

Presently, there is a concentration of foot traffic both by students and the general public along the street. North Hanover Street, North Frederick Street (1), John Street (2), Montrose Street (3), North Portland Street (pedestrian link through Stenhouse building) (4) and Taylor Street (5) all link Cathedral Street to the south. Townhead and northern parts of the city can be accessed through St. James Road (via links between Curran and Lord Hope, and Estates Services building) (6) and North Hanover Street though there is less movement northwards than southwards.

The southern edge, being closer and more accessible to the City Centre and George Square has a higher intensity of pedestrian movement. The current pavement width for this side of the street is approximately 3m from the Taylor Street to Montrose Street junctions which widens to approximately 8m into triangular ‘wedges’ at the Stenhouse and Henry Dyer buildings. However, with the volume of foot-traffic currently experienced, the narrow pavement provision coupled with the pockets of ‘dead-zones’ makes access along this side of the street and into main campus buildings (e.g. James Weir and Stenhouse/Business School) difficult and could be enhanced further. Pavement widening along the southern edge will allow better pedestrian movement and create a more pleasant streetscape and urban realm.

Currently, there are 6 pedestrian crossings along Cathedral Street. These are located at the Castle Street, Stirling Road, Montrose Street/Allan Glen Place, North Hanover Street/Hanover Court and North Hanover Street junctions as well as a designated pedestrian crossing between Taylor Street and Montrose Street junctions. However, some of these are not along desire lines which has meant that navigating across Cathedral Street is hard and in cases precarious (e.g. Taylor Street / Cathedral Street junction (7)). With an anticipated higher foot traffic along and across Cathedral Street, the strategic location of pedestrian crossings along desire lines is ever more important.
Eastward Links: Cathedral & Celebration

The Cathedral Precinct (1) currently forms an eastern terminus along Cathedral Street. Combined with the University’s student accommodation and use of Barony Hall (2) for its graduation, University and research days, the area acts as a ‘Cultural Quarter’ of the City Centre. However, the pedestrian environment eastwards along the street (3) needs to be further improved and enhanced to better link the area back to the City (4).

One key element as part of the University’s plans to enhance the area around Celebration (5) will be the potential use of the car park for University related activities (e.g. graduation etc).

Eastern Edge

The University will continue to identify ways and opportunities to work with other stakeholders to improve the definition of its eastern campus boundary on High Street – Castle Street. This area around the Cathedral and Provand’s Lordship is a key gateway to the City Centre and lies adjacent to the University’s Celebration Zone where, with the Barony Hall at its hub, the University would seek to link, recognise and acknowledge this part of the City’s heritage within any future improvements to, and development of, this area of the Campus.
Westward Links : Retail & Transport Hub

Proposals to extend the retail provisions at Buchanan Galleries (1) with a potential link at street level into the mall will create a westward anchor along Cathedral Street. The western end links to both major transport hubs, Buchanan Bus Station (2) and Queen Street Station (3). The street itself gently slopes to the western end but currently suffers from a poor pedestrian environment on both sides of the street. With greater footfall anticipated at this end from both students and the general public, improvements and enhancements are crucial to create a unified and pleasant pedestrian experience along the length of Cathedral Street. Plans for a possible bus gate could assist greatly in reducing traffic flow along Cathedral Street.
Projected Plans

The proposed major investments along Cathedral Street over the coming years will be coming from the University and City of Glasgow College.

Academic Quarters

The University’s strategy of ‘opening’ up the academic quarters will introduce accessible ground floor uses into all the buildings along Cathedral Street. This would transform the street frontage with uses such as cafes, social learning spaces and university shops, etc. addressing the uncomfortable setbacks along the street. These include James Weir building as the ‘front door’ of the Engineering & Physical Sciences Quarter (1), Business School / Stenhouse building as the ‘corporate flagship’ in the Business Quarter (2), as well as SIPBS, Woodson and John Anderson along Taylor Street as the ‘Science Street’ in the Science Quarter (3). The proposed Centre for Sport & Health will form a major investment on the northern side Cathedral Street along with the Curran and Lord Hope as the ‘courtyard’ in the Humanities & Social Science Quarter (4).

As mentioned previously, the narrow pavement provision along Cathedral Street, especially on the southern side, and lack of pedestrian crossings along desire lines has meant that movement across the street is unnaturally difficult. The University plans to consolidate into the Quarters while still maintaining close links between them. This will mean that navigating along and across Cathedral Street is vital for both the University and general public alike.
Humanities & Social Science Quarter: The Courtyard

This new Quarter is characterised by two groupings of buildings with monolithic brick-faced blocks and intimidating ground floors. A third element is the proposed Centre for Sport & Health building which will provide an active frontage along Cathedral Street. In response to this, an opening out strategy onto the courtyard is planned.

There is an exciting opportunity in that the three blocks define a central space facing south to Cathedral Street. This offers the chance to create a focal arrival and meeting point for the Quarter which is clearly visible and accessible.

By extending the current pavement provision from 3m to 6m (i.e. doubling current pavement width), Cathedral Street’s road width could narrow to approximately 9m at the Taylor Street junction, 7.5m between Taylor Street and Montrose Street, and to 9.5m at the Montrose Street junction.

The anticipated desire lines will be between the Stenhouse entrance (1) across to the new Centre for Sport & Health (2) as well as from Taylor Street (3) to the Courtyard (4). Enhancing pedestrian crossings at these locations will provide natural crossing points and enhance the foot-traffic flow along the desire lines.

Opening up Lord Hope building onto the courtyard
scheme by Sheppard Robson Architects
The Science Quarter is arranged along Taylor Street. Internal refurbishment to create practical working environments is underway at the upper levels of the John Anderson and Wolfson buildings. The Arbuthnot building has a well-established aspect over the sculpture gardens.

At ground floor level the buildings present an intimidating and unattractive face to pedestrians. The new SIPBS building however is a model for the future. It will provide an open aspect at ground level into the entry and break-out areas of the complex, as well as opening out into a public forecourt at the corner of Taylor Street and Cathedral Street.

Taylor Street should become the focal point and social hub of the Science Quarter. The open aspect of the proposed SIPBS building should be continued up Taylor Street towards the forecourt of the John Anderson building.
Business Quarter: Corporate Flagship

The Business Quarter is formed from a compact and dense grouping of the Strathclyde Business School (SBS) building, Stenhouse and Sir William Duncan buildings.

While compact, the aspect of the grouping of buildings is good either to Cathedral Street, the gardens, or south over the City Centre. Only the view west over the substation is less attractive.

A passage from Cathedral Street to the gardens between SBS and Stenhouse does not help the ground floor presentation of the buildings as a whole. The best aspect is the Business School entrance and the conservatory to the gardens.

The existing buildings will be transformed into a wrap around block by the addition of a west linking leg between the Business School and the Sir William Duncan building. This aspect could be further reinforced by the decking over of part of the sunken service yard, creating a central court hall for gatherings of the Quarter.

Relocation of the link through the Stenhouse building is proposed.

This would mean the Business School could link through to the Stenhouse building at ground floor through the existing car park and into a potential new frontage at ground level for exhibitions and presentation space. This new frontage, with canopy and public space, would present a new ground floor aspect to the complex behind. The west car park entrance would be retained as an entrance and exit.
Engineering & Physical Sciences Quarter: A New Front Door

The James Weir and Thomas Graham buildings have a similar compact form to the Business School. The Thomas Graham building has been transformed with the new façade and roof treatment presenting a positive aspect to the west.

For reasons of health and safety and security, the lower ground floor of the Thomas Graham building needs to retain its defensive aspect. The north elevation of the James Weir onto Cathedral Street and around into Montrose Street has the potential to be opened up to present a more open aspect.

The Henry Dyer building sits detached from the complex as a whole.

Proposed improvements to the internal circulation through the James Weir building together with a proposed new stair (and possible lift) onto the Cathedral Street elevation offer the opportunity to create a new pavilion conservatory and canopy along the length of the frontage. This could become a new entrance to the University from the west.

The Henry Dyer building is diminutive in scale and the site has the potential to be re-developed to provide a larger floorplate as expansion space for Engineering and/or Business.

The existing sports centre site to the west may need to be assessed for its suitability as potential expansion for the Quarter.
Projected Plans

SIPBS

The new Strathclyde Institute of Pharmacy & Biomedical Sciences building is the latest addition to the University estate and is the largest investment in a single building project to date.

The building forms the eastern gateway to the University campus and City Centre as approached from the motorway. At ground level a triple height facade encloses the social learning space and entrance reception. This high visibility at street level helps to enhance the pedestrian environment along Cathedral Street at this location. With the main entrance located at the Taylor Street junction, there will be greater pedestrian movement at this location moving east-west along Cathedral Street, southwards along Taylor Street as well as northwards across to the Humanities & Social Sciences Quarter. As mentioned previously, pavement widening as well as new pedestrian crossings at this point would help to enhance pedestrian flow along these major desire lines.
Projected Plans

City of Glasgow College

The new City of Glasgow College is now formed and operates from a City Centre Cathedral Street site as well as Ballater Street/Crown Street Riverside site and will be home to around 1,500 staff and 40,000 students. It is anticipated that 80% of the new development will be on the existing Allan Glen site. This development, together with the University’s new Centre for Sports and Health will provide major investment along Cathedral Street.

As mentioned, the new City of Glasgow College investment will see approximately 5-10% additional foot traffic along Cathedral Street with main links along Montrose Street, North Frederick Street and Castle Street/High Street connecting it with the Marine Skills Centre on the Clyde. The campus is also planned to improve connections northwards from Cathedral Street into Townhead. Together, these mean a future concentration of foot traffic on the northern edge of Cathedral Street. The scheme design has specifically addressed the impact of the increased footfall and also seized the opportunity to create a more open and welcoming environment with great public spaces. This has been done through a set-back from the pavement line which will help pedestrian movement and navigation especially at the main entrance. It is therefore important that the improvement in public realm is carried out along the northern edge of Cathedral Street to create a pleasant pedestrian environment.

The building is planned to be delivered by 2016.
Projected Plans

Centre for Sport & Health

The new Centre for Sports and Health (SIPBS) will co-locate the three main activities of recreation, teaching and research in one site within the Humanities & Social Sciences Quarter. The development will sit north of the SIPBS building and east of the new City of Glasgow College campus, forming one of the three major investments along Cathedral Street.

To address the increase in foot-traffic and create elbow-room for enhanced public realm, the footprint for the centre is set back from the existing pavement line. This will allow a similar increase in pavement widening on the southern edge of Cathedral Street.

As it stands, the building is planned to be delivered by 2017.
Central campus

Rottenrow Gardens

Character

Having reconceptualised the site of the old Maternity Hospital, Rottenrow Gardens (1) is a great asset not only for the University but for the City. In many ways it acts as an ‘oasis’ at the heart of the City Centre and forms an essential pocket of green space with a great aspect southwards from its higher northern edge.

The Gardens are framed by a mixture of buildings owned and occupied by the University namely the Royal College (2) and James Weir (3) to the west, Henry Dyer (4) and Sir William Duncan (5) to the north, the Architecture building (6) and Colville (7) to the east, and Livingston Tower (8), Collins (9) and McCance (10) buildings to the south.
Pedestrian Movement

The Gardens are linked back towards the main east-west routes into the city northwards via Cathedral Street and southwards through George Street. Montrose Street (1) and North Portland Street (2) link the Gardens to these urban corridors. At the top of the Gardens, North Portland Street banks westwards (3) providing vehicular access and connection with Montrose Street. It forms an upper edge to the Gardens whilst the southern edge is defined by Richmond Street (4).

Currently, foot-traffic by University students is mainly along Montrose Street and North Portland Street accessing the main campus buildings around the Gardens. The Gardens also form an east-west link for students. However, the current vehicular provision around the Gardens (namely Montrose Street and North Portland Street) means that there is a lot of vehicular through traffic at the heart of the campus especially at peak times. A pedestrianisation strategy for the Gardens will help enhance not only the student experience at the heart of the campus but also the general public enjoying this oasis at the heart of the City. As there has been pedestrianisation work carried out in the City Science area (south of North Portland Street across George Street), a strategy could be adopted to pedestrianise Rottenrow / North Portland Street whilst retaining Montrose Street for north-south vehicular access.
Projected Plans: Green Lungs

Previous plans for the heart of the campus involved the redevelopment of Henry Dyer and a redevelopment of the Colville to the east. As part of the current proposals, the University sees a better opportunity in extending the gardens eastwards with the removal of the Colville building. Not only will it provide a better aspect for the Teaching & Learning spine, more importantly it extends the City’s ‘green lungs’, increasing amenity and biodiversity at the heart of the campus and City.

This plan consolidates the southern edge of the new campus and roughly aligns with the southern edge of the Architecture building. There are two primary matters to consider in relation to this, firstly the need for the University to have ‘elbow room’ for future development, and secondly, to consider where the perceived central heart of the campus lies.

The University needs elbow room to continue to develop in the long term. It is already apparent that:

1. The Rottenrow Gardens might offer some flexibility.
2. Construction of additional bases in the electricity substation to the north will make its relocation extremely unlikely, increasing the need for some flexibility to the south of Rottenrow.
3. The Colville demolition provides landscape flexibility if building takes place at the top of the gardens.
4. The Architecture building will play a key role in the future because of its central position.
Rottenrow Gardens

East / West Student Links

The location of the new building shown on Rottenrow Gardens (aligned with reconsideration of the Architecture building) creates a ‘top-of-the-hill’ setting for the campus heart. If the alignment of Rottenrow from the Barony Hall is taken through the Architecture building and along the top of the Gardens, there is a clear east/west linear spine. The University campus from George Square to the Cathedral Precinct is then defined by two spines –

• First, along Cathedral Street and
• Second, along a redefined Rottenrow

An internal alignment of a semi-public route at the heart of the campus along the southern edge of Rottenrow would offer the potential to face north to the centre of the new campus, and south into a new George Street setting. That link, a Teaching & Learning spine also incorporating Student Association facilities, would be in the spirit of a new type of circulation space with ‘break-out’ style work spaces and meeting areas. It has the further advantage of a south facing aspect overlooking the Central Gardens.
Rottenrow Gardens

North / South City Links

The Teaching and Learning Spine could act as the bridge to all areas of the campus and crucially connect into the wider City especially to the north and south.

Linkages will focus on achieving maximum benefits. Along Montrose Street, a new Front Door Building forms a western ‘bookend’ to the Teaching & Learning spine. Benefiting from the ‘top-of-the-hill’ aspect, it will form a marker when approached from the south (from George Street) as well as north (from Cathedral Street).

It is proposed that traffic along North Portland Street should be minimised and a pedestrianised street created linking the gardens southwards to George Street. This will provide better pedestrian linkages into the already pedestrianised City Science area. Moving northwards, plans are already underway to create a new link through the Stenhouse building onto Cathedral Street.

The John Anderson and Wolfson buildings frame the eastern ‘bookend’ of the Teaching & Learning spine and link onto Taylor Street. With future development ambitions for Birkbeck Court and focusing Taylor Street as the heart of the University’s Science Quarter, Taylor Street will be enhanced through pedestrianisation linking northwards onto Cathedral Street and Humanities & Social Sciences Quarter beyond. In improving and encouraging movement southwards, the John Anderson platform could be linked by bridge to the Graham Hills Building, George Street and City Science. Currently, George Street can only be accessed via steps in a convoluted manner through the student residences and car park to the south.
George Street

Character

George Street currently forms a southern edge of the University campus through the occupation of the Royal College (1), McCance (2), Collins (3), Livingston Tower (4) and Graham Hills (5) buildings on the northern side of the street. Forming the southern side of the street are key buildings and sites including George Square to the west, the current GCC offices (6), Alexander Turnbull building (7), City Science (8) and Collegelands to the east. Recent resurfacing works to Albion Street (9), Shuttle Street (10) and pedestrianisation of the link between these streets (11) has improved links southwards to Ingram Street and Merchant City. Presently however, George Street lacks character as a major route linking the heart of the City (George Square) and the High Street. An incoherent mix of uses especially at street level, means that the street is more of a thoroughfare than a destination or a place that is pleasant for pedestrians. There is potential through the University’s EDF strategy to help manage the right uses to create a vibrant environment which is fit for a major street into the City.

George Street itself has quite a consistent road width, approximately 11m from the High Street to George Square (although it includes on-street parking provisions between Montrose Street and George Square).
Pedestrian Movement

Currently, the foot-traffic pattern along George Street is generated by both University students and the general public, John Street (1), Montrose Street (2), Albion Street (3), George Street / Ingram Street pedestrian route (4) and Shuttle Street (5) link George Street to the south and into Merchant City. Links northwards onto Cathedral Street are currently via the extensions of John Street (6), Montrose Street (7) and North Portland Street (pedestrian link through Stenhouse building) (8) as well as a link through the University residencies and Taylor Street (9).

Although there are retail elements between the Montrose Street and North Portland Street junctions as well as the Castle Street/High Street junctions to the east, there are gaps of unactivated ground floors which breaks the flow of pedestrian movement between George Square and the High Street. The pedestrian environment and experience could be further improved and enhanced.
Projected Plans

The University plans to withdraw from the current buildings it occupies along George Street in a phased programme with Turnbull building in 2012 (1), the Royal College in 2016 (2), Graham Hills in 2018 (3) and McCance, Livingstone Tower and Collins buildings (leased from Glasgow City Council) in 2023 (4).

This phased withdrawal depends on market conditions and is linked to the development of the Technology and Innovation Centre. The latter is a very exciting new development for the University in partnership with Scottish Enterprise and other industrial partners on City Science (5). This new development is due for completion at the end of 2013, and will retain the University’s presence on George Street. It is anticipated to be a catalyst to regenerate George Street as a knowledge exchange and collaboration zone.

The University intends to sell the Turnbull building as a hotel or for residential use in 2012. Although it is unlikely that the University’s future plans will require the accommodation within the Royal College the University will always be keen to keep an association with the building because of its historic importance. The University has embarked on initial discussions regarding the future use of the Royal College as a 5 star hotel or for alternative suitable uses.

McCance, Livingstone Tower and Collins buildings will be released back to Glasgow City Council.

Although the plan at present is to withdraw from the Graham Hills in 2018, this may change and the University may wish to retain the building in full beyond that date or in part. This building provides flexibility within the plans to support future initiatives.
Projected Plans

Technology & Innovation Centre

At the time of finalising this document the Technology and Innovation Centre is at concept design stage and branding for the project, including the building name and arrangements for the official launch are underway. The images below convey the exciting potential for this complex which will house approximately 900 people. They are unlikely to be the final design but show how a gap site for over a decade will at last be transformed into a dynamic place, reflecting a new way of working for the University / Scotland with industry and business. Although the complex also involves a speculative office building by Scottish Enterprise it is much more than a building, and is a new way of operating which has started now. Nevertheless the building and its location are significant in supporting this and will be the physical embodiment of a leading international technological university.
Projected Plans

Collegelands

This former site of the University of Glasgow, and more recently railway goods yard, is currently being redeveloped and as mentioned, will form part of the relocation of council offices from George Street. Once fully completed, it will fill a major gap in the city and form one of the key gateways into the city along High Street and George Street. Although the site technically sits adjacent to Duke Street, it will transform the approach from the east along Duke Street and George Street. The mixed use nature of the development which includes student residencies and a hotel, will mean greater foot traffic especially along the southern edge to and from the City placing further emphasis on enhancing the pedestrian environment at street level along George Street.
CONCLUSIONS

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Park Architects working alongside Estates Services and key stakeholders of the University of Strathclyde have produced an inspirational, coherent yet practical and clear design blueprint.

Each project in the Estates Development Framework must take on board the CDP’s recommendations:

• The ‘openness’ strategy by providing more active frontages at ground level internally which are both welcoming and showcase our activities. (This will complement the work of opening up upper levels already underway).
• The distinct opportunities highlighted within their quarter/zone as for example Courtyard, Flagship Street, Front Door etc.
• Utilise and develop the CDP diagrammatic toolkit elements of activating frontages, creating covered space outdoors and marking the areas with signage.
• Contribute effectively to the interdisciplinary links mentioned in the plan.

The main projects that will deliver the campus plan aspirations are:

1. Lord Hope/Curran re-development for Humanities & Social Sciences in 2012/14 and Centre for Sport and Health 2017 will deliver the exciting and sociable Courtyard.
2. The Technology Innovation Centre in 2013 will act as a catalyst for the collaborative Knowledge Exchange and Commercialisation zone and attracting further partnership developments.
3. Business Masterplan and extension 2013 will deliver the Corporate Flagship.
4. James Weir and Thomas Graham improvements will deliver the Front Door for Engineering and Physical Sciences and the University from the west in 2012-16.
5. SIPBS in 2011 and John Anderson Masterplan in 2015 will start to deliver the Science Street (later projects in Wolfson and the future expansion of Science will reinforce and develop this further).
6. The new Teaching and Learning building in 2022 will complete the City Balcony works.

Additional projects the University will pursue proactively with support from Glasgow City Council and others include:

• A withdrawal strategy from George Street with the exception of the new major development of TIC on City Science which will form part of the campus.
• Improvement strategy for Cathedral Street.
• Pedestrianisation of Central Gardens.
**CONSULTATIONS**

University of Strathclyde Campus Masterplan Consultations

Wide consultation has been undertaken during the production of this campus plan both internally and externally to the University. Meetings with external organisations are summarised opposite.

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<th>ORGANISATION</th>
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<tbody>
<tr>
<td>MERCHANT CITY COUNCIL</td>
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<tr>
<td>COUNCILLOR MATHESON, BAKER, MACKAY PLUS PRINCIPAL OF NEW GLASGOW COLLEGE, ALISTAIR MACDONALD AND MARK THOMSON OF GCC</td>
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<td>CATHEDRAL STREET WORKSHOP</td>
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<td>ARCHITECTURE DESIGN SCOTLAND</td>
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<tr>
<td>Tom Coyle</td>
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<tr>
<td>Jill Farell &amp; Mark Macdonald</td>
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<tr>
<td>Neil Black</td>
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<td>Jill Malvenan</td>
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<tr>
<td>Neil Black &amp; Alan McGlade</td>
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<td>Louis Humm</td>
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<td>Alan Macdonald &amp; Paul O'Donnell</td>
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<td>Tony Musico</td>
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<td>Jane Martin</td>
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<tr>
<th>FORM OF CONSULTATION/ DATE</th>
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<tbody>
<tr>
<td>Meeting on 23 February 2010</td>
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<tr>
<td>March 2010</td>
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<td>Meeting on 15th June 2010</td>
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<td>Workshop on 21st June</td>
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<td>Committee meeting on 27 June</td>
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<td>Meeting on 20 June</td>
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<tr>
<td>Meeting on 21st October 2010</td>
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<tr>
<td>Meeting to be arranged</td>
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<td>15th January 2011</td>
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<tr>
<th>COMMENTS</th>
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<tr>
<td>Generally very positive especially about the proposed investment in City Science. Concern if the University withdrew from Ramshorn Theatre, traffic on Cathedral Street and ensuring George Street is not left with detritus buildings once the University vacates them.</td>
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<tr>
<td>Joint presentation with New Campus Glasgow (RCO). The Councillors warmly supported the campus plans overall. Councillor Matheson asked about the campus edges to the North and South essentially to ensure the University embraced its neighbours. He also asked me about the plans for the Ramshorn/City Science. It made clear we were not looking for Cathedral Street to be pedestrianised but in fact welcomed it as a bus route. Our main focus was on re-directing private cars if possible. He does not want Towhead used as the rain but we all agreed the issue had to be looked at holistically and wider in terms of the city road network. Councillor Baker was keen to see more joined up street plans/levellations between NCG and ourselves.</td>
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<td>The university’s campus plan described as complementary to the bocklanden townkark plans at time of meeting.</td>
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<tr>
<td>Positive meeting supportive of our plans.</td>
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<tr>
<td>Arranged by Glasgow City Council and allowed occupiers/users of Cathedral Street to share their plans with the aim of improving the Street.</td>
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<tr>
<td>The meeting with Architecture Design Scotland (ADS) was very positive and their comments included: “We are encouraged to see a master plan being produced for the long-term development of the campus, and support Strathclyde in their aspirations for enhancing this part of the city centre. We commend Strathclyde for their ambition and the level of investment they intend to make towards improving the quality of Cathedral Street. We are concerned with how close some of the recently completed and proposed buildings are to the heel kark along Cathedral Street, as we believe this could inhibit the development of the street as an active space… It is refreshing to see a public garden being considered as a significant asset in the development and we find the idea of extending the existing Rottenrow Gardens eastwards particularly interesting… We would encourage the University to ensure that the proposed learning spine does not create a barrier between the main campus buildings and the gardens instead encouraging and promoting permeability to, and active use of, this resource… We support the University in their aspiration to reduce their overall carbon footprint. However, we believe there are more constructive ways to address this than by radically reducing the amount of University building floor area. We therefore encourage the University to lead by example and to explore different ways of addressing this as part of an overall sustainability strategy for the development of the campus.”</td>
</tr>
<tr>
<td>The technology and Innovation Centre at Forth Environment Centre, University of Strathclyde is working with Scottish Enterprise on this and there will be huge benefits to the city’s economy. Also, how it could be the catalyst for the redevelopment of George Street buildings no longer needed by the University in the future. University collaborating with others particularly New Campus Glasgow and Glasgow City Council to improve Cathedral Street for pedestrians while still having it as a bus route. Plans to make the campus more inviting permeable by activating ground floors and creating a new route through the Business School. University’s travel plan ambition to badge High Street station as a main access point for the University. It was noted improvements to lighting, etc would be beneficial for safety. Improvement in signage on campus.</td>
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<tr>
<td>General concern about smaller but better quality campus as public bodies like Universities and City Council traditionally retaining historic buildings now have to consider selling them. Reassured that the University is liaising with the City Council on their plans and looking for good new uses of the buildings we wish to pull out of. Also, that this is a phased withdrawal over a number of years with time to enhance these assets where possible. For instance, by strategically taking down an adjoining building in the case of the Graham Hills and by building the Technology building on City Science as a catalyst for future development on George Street. The biggest concern would be the University pulling out of the Royal College but Historic Scotland was pleased that the University is trying to find a developer that would provide a suitable new use for the Royal College like perhaps a hotel that could still be used by the University for conferences, meetings, etc. The fact the University has exit strategies was commended. The University’s conservation plan for the Royal College was still seen as good practice by Historic Scotland and something that could be passed on as a working document for any future owner of the building.</td>
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<th>ACTION/ADJUSTMENT TO PLAN WHERE APPROPRIATE</th>
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<td>No comments received.</td>
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<tr>
<td>Output of this was the Cathedral Street Workshop below. Plus strengthened co-ordination and discussion with New Campus Glasgow.</td>
</tr>
<tr>
<td>Positive support and colleges responded to our comments on their development plans. Continue to work with them on improving Cathedral Street.</td>
</tr>
<tr>
<td>Positive support and colleges responded to our comments on their development plans. Continue to work with them on improving Cathedral Street.</td>
</tr>
<tr>
<td>Meeting was delayed after position with colleges cleaned. Attended to re-meet the group in February.</td>
</tr>
<tr>
<td>Following a slight misunderstanding about our carbon reduction plans which are more holistic than they perceived.</td>
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Notices to the City’s economy. Also, how it could be the catalyst for the redevelopment of different ways of addressing this as part of an overall sustainability strategy for the development of the street.