

RE-IMAGINING WIND STREET

FEASIBILITY STUDY



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ELEMENT
URBANISM



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(SEE SEPARATE APPENDIX FOR SUPPORTING BASELINE INFORMATION)

FOREWORD

“Our City is on the cusp of an unprecedented period of development and growth. The investments being made by the Council and its partners via the City Deal are not only nationally significant, but are quickly becoming the catalyst and momentum for international inward investment in our City. We are already seeing serious interest from sector leading organisations as far afield as New Zealand and France, and this trend is set to continue as we deliver our exciting regeneration programme in the months and years ahead.

When I became Leader in 2014, I made it very clear that our regeneration aspirations went far beyond the delivery of strategic projects such as the Digital Arena and Digital Village on Kingsway. Yes, these are critical projects to create employment and GVA growth in key sectors within our City, but our City is so much more than that. That is why it is with great pleasure that I receive this feasibility study for the regeneration of Wind Street. In years gone by this part of our City performed a vital commercial role in our economic development, especially during the Copper industry period. In recent times Wind Street has successfully reinvented itself, becoming a popular leisure destination for the evening and night time economy. The options for environmental enhancements set out in this feasibility study will help consolidate Wind Street’s important leisure role within our City and broaden and diversify its appeal to existing and new audiences alike. By respecting its conservation area status, with sensitive and appropriate enhancements, I am confident that Wind Street will thrive and prosper, adding to the mix, distinctiveness and vitality of our City Centre. I therefore commend this strategy and look forward to seeing the vision for Wind Street translated into reality.”



Councillor Rob Stewart
- Leader of Swansea
Council and Cabinet
Member for Economy
and Strategy



Juliet Luporini
- Chair Swansea Business Improvement District

“Wind Street has been central to the story of Swansea City Centre for many years and it is now, more than ever, a fulcrum of its economic success. As such, Swansea Business Improvement District, our BID area members, and our partners across the City Centre, are alert to the fact that its vibrancy and its future must be safeguarded and nurtured, in order to ensure the continued success of our City Centre.

With this in mind, we are very pleased to see this important feasibility study set out a bold, exciting, achievable vision for Wind Street - this important link between the City Centre and the waterfront, which already has such a strong identity and brand.

It is fitting that these old plans for Wind Street are being laid down in detail in 2019, just as full focus is being levelled at the wholesale regeneration of Swansea City Centre. There are many changes unfolding in the City Centre as we speak. We can be proud of the progress made so far and all of us with a vested interest in the future of Swansea City Centre are looking forward to seeing the effects of regeneration upon the fortunes, the make-up and the personality of Swansea. Our city has always had a very strong sense of itself. We have always acknowledged the quirks and anomalies that give our city some of its unique character. I hope the regeneration, and this important re-imagining of Wind Street, gives us all renewed pride in the many great traits to be found in our City Centre – our hard-working and entrepreneurial businessmen and women, our enviable night life and thriving night time economy and – most of all – our ambition to meet the challenges presented to us by shifting economic climates and changing shopping habits, by being flexible and imaginative in the plans we make and enact, to safeguard Swansea’s future.”

1) INTRODUCTION

Swansea Council and Swansea BID (Business Improvement District) are developing regeneration aspirations to improve the Wind Street pedestrian and business environment. The area provides a significant evening, night-time, leisure and entertainment focus for the city centre, and provides an important pedestrian link between the city centre and the waterfront.

The idea of improving Wind Street has been discussed for several years, and strong political, stakeholder and business support has grown for a range of interventions to make the street safer, inclusive, pedestrian friendly and a more appealing and varied drinking and dining destination. To help move this initiative forward, Owen Davies Consulting and Element Urbanism have been appointed to prepare a feasibility study for concept ideas that are technically robust, costed and deliverable, should sufficient resources become available.

Key objectives of the feasibility study include the following:

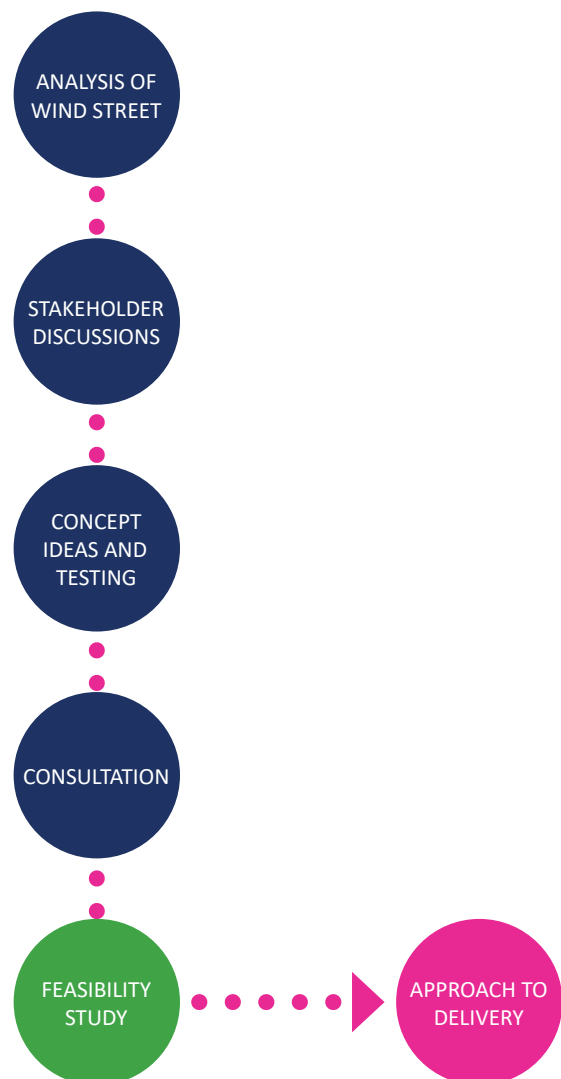
- Greater emphasis on pedestrian prioritisation.
- Improvement to the physical and economic environment to support the day, evening and night-time economies.
- Support for businesses to be creative, inspiring and ambitious with their day and night-time operations.
- Creation of a more inspiring landmark destination, and enhance the brand and character of Wind Street.
- Examination of the way the street is regulated, managed and maintained, and identify ways for a more efficient and safer Wind Street.
- Consideration of how Wind Street will coordinate with other city centre regeneration projects.

The study area covers Wind Street, including consideration as to how it relates to Castle Square, and the connecting street of St Mary's, Green Dragon Lane, Salubrious Place and Little Wind Street.

This document provides a brief summary of the feasibility study exploring potential improvements to Wind Street and refers to a separate and more detailed appendix which catalogues other baseline data which supports the study.

A COLLABORATIVE APPROACH

The proposals have been developed through a series of stages, as summarised in the diagram below. This collaborative approach has included surveys of the local businesses and residents, and several individual meetings. Discussions have also taken place with key senior Council officers and councillors, Swansea BID and the Police. The information gathered has provided a clear foundation upon which the strategy for Wind Street has been shaped.



WIND STREET PAST & PRESENT

If you are from Swansea, Wind Street, the liveliest street in the city centre, is popularly known as 'Wine Street'. This is believed to be derived from Wyne Street (1567) with 'wine' derived from waun (Welsh for meadow) or possibly the wine importers historically associated with the street. The curve of the street mirrors the original course of the River Tawe from where goods were traded from ships moored along the river bank. Fortifications have been present in Swansea since the early 12th century, and the visible remains of Swansea Castle, located at the top of Wind Street, date from the late 13th or early 14th century. They remain a significant landmark in the city centre. The commercial development of Wind Street continued into the 19th century, with clock and nautical timepiece-making businesses, banks, accountants and other services occupying architecturally impressive buildings. Many of these buildings remain and help to make Wind Street arguably the most historically significant and attractive street in the city.

During the 1990's the commercial uses gradually disappeared, and Wind Street became better known for its pubs, bars, clubs, and restaurants. With the growth in licensed and late-night premises, the area has not always maintained a good reputation and in recent years, has often been linked with drunkenness and bad behaviour. It should be recognised that the crowded streets and late night 'eclectic mix and edginess' of Wind Street, is part of its appeal and identity however, the negative aspects of its reputation have lessened its appeal to a wider customer base.

Today there are a small number of businesses offering some outside seating, and in recent years, the casual and family dining sector has established a foothold, although currently this lacks the critical mass to be considered a vibrant daytime and evening destination for all ages.

This project presents an opportunity to transform Wind Street both visually and operationally, to help change mindsets and customer behaviours – and incentivise businesses to respond by altering the nature of their operations, particularly during the day and early evening. Physical improvements will not achieve the transformation on their own, as branding and communication strategies will also play an important role however, they will act as a catalyst to help drive a more holistic change.



2) A TIME OF CHANGE



THE CHANGING EVENING & NIGHT TIME ECONOMY

A healthy and vibrant Evening and Night Time Economy (ENTE) is known to make a significant contribution to the competitive position and prestige enjoyed by towns and cities and generates 'symbolic capital' where the ENTE contributes towards the image and status of a place. The quality of the ENTE is also a visitor attraction in its own right, with people seeking out locations with the top restaurants, venues and events. However, in recent years, there have been notable societal shifts that have created new challenges for the operation and management of destinations such as Wind Street.

For example, the traditional '9 to 5' working day is gradually giving way to more flexible lifestyles and employment patterns which in turn is blurring the distinction between what has traditionally been offered by café's, restaurants, bars and clubs at different times of the day.

The ENTE has also seen consumer tastes and demands shift with the drinking of alcohol in sharp decline among young people. Research has shown that 25% of people aged 16-24 describe themselves as 'non-drinkers' while between 2005 and 2015, the percentage drinking above the recommended limits dropped by 15% and just one in ten perceiving drinking as 'cool'. This is an important consideration for the ENTE in university cities such as Swansea.

Increased consumer caution is also fuelling pressure on the casual dining sector, with high-profile operators including Prezzo, Byron and Jamie's Italian all shutting down restaurants resulting in significant job losses. With around half of the UK's night club venues also closing in the last 10 years, the face of the ENTE is dramatically changing.

At the same time, the ENTE is serving a much more mature audience, as young people generally look for different experiences or go out less often.

In economic development terms, the ENTE has a close interaction with the growth of media, digital/tech sectors and young enterprise, where a cool, vibrant hospitality sector often thrives alongside.

Some of the key challenges that influence the planning, growth, development and management of Wind Street include:

- Adaptation of traditional venues to suit new activities/trends.
- Changing the look - more 'dry' food led venues and a need for venues to respond to customers' demands for casual dining in 'cool' and 'al fresco' environments.
- More opportunities to provide street entertainment and festivals with a 'wow' factor.
- Creating safe, well managed destinations that strike the right balance between effective management, flexibility and innovation in response to changing consumer tastes and demands.

THE CHANGING SECURITY CONTEXT

In recent years there have been a number of significant 'vehicle as a weapon' (VAW) attacks both in the UK and overseas. This type of attack is regarded by terrorist groups as an attractive attack method because it is low complexity, cheap, requires little skill and is perceived as less likely to be detected in the planning phase. This type of attack type has been used by terrorists to target crowded places.

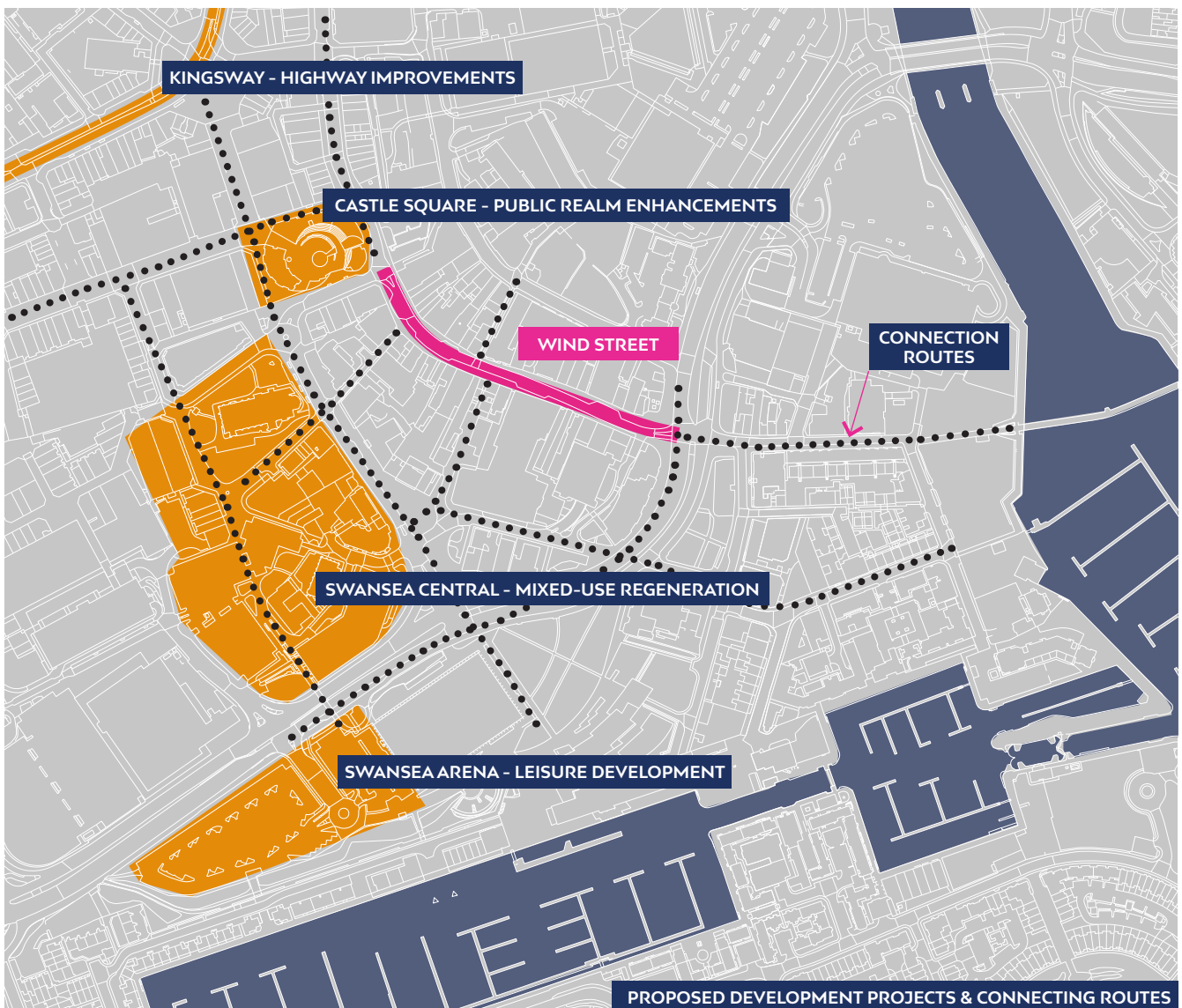
The vulnerability of crowded places to an attack by a vehicle, to breach a perimeter, ram and damage infrastructure, or as a weapon to injure and kill people is a modern-day risk underpinned by the UK government currently setting a 'Severe' threat level for International terrorism. Introducing or upgrading appropriately designed security measures is necessary when considering improvements to crowded places or locations where major events may also take place.

SWANSEA'S CHANGING CITY CENTRE

Wind Street is located in the Swansea Central Area, which is a regeneration priority set out in the adopted Swansea Central Area Regeneration Framework (SCARF) (2015). The aim is to bring a more vibrant and balanced mix of leisure, culture, retail, office and residential uses.

SCARF identifies Wind Street as a 'central hub' for leisure and entertainment and is one of several interconnected regeneration areas in the city centre that share the same ambition for creating more distinctive and enlivened spaces. Wind Street will become a natural southerly extension of the enhanced public space proposed for

Castle Square which will link with both the remodelled Kingsway and the forthcoming Swansea Central 3,500 capacity digital entertainment arena. As well as the new physical links, these redevelopments will have an influence on the character and role of Wind Street, as they all share the aim of developing the city centre offer for food, drink and entertainment. In addition, new student and residential developments will help to reinvigorate the city centre and potentially support the ENTE however, careful consideration will be required to ensure their successful cohabitation.



3) SETTING THE SCENE

The key objective underpinning the project, is to realise the full potential of Wind Street in terms of its architectural heritage, its civic role and its function as a focus for city’s dining, drinking and entertainment economy. Through its transformation, Wind Street could become a much-loved asset to the city, and a place with a reputation that is worthy of its historic significance. In support of this aim, the feasibility study has been methodical in identifying issues and opportunities for potential interventions. This section outlines some of the key considerations to be addressed.

SECURITY

In response to recent acts of terrorism elsewhere in the UK and overseas, there has been a UK wide call to action to devise plans to harden the security of popular areas where large crowds regularly gather. An assessment of Swansea has been undertaken in conjunction with WECTU (Welsh Extremism & Counter Terrorism Unit), to identify areas that would benefit from additional protection. Wind Street is one of four local priorities.

The existing automated bollards to the north and south entrances of the street are not currently operational, and are not to a standard (i.e. PAS 68) that would prevent a large vehicle entering Wind Street in the event of an accident or a deliberate attack. This is also the case in relation to the other fixed and removable bollards in the street. Note that at the time of writing, measures are being taken to make the automated bollards operational.



CURRENT ROAD CLOSURE METHOD



SUMMARY ANALYSIS DRAWING

ACCESS & MOVEMENT

Open access for all vehicles applies on most weekdays, with restrictions in place on Friday, Saturday and Bank Holiday Sunday evenings from 19.00 until 06.00 (11 hours). Other days of the week include Wednesday and Thursday evenings and during key sporting fixtures such as the 6 Nations Rugby tournament and in the lead up to Christmas. Automated bollards are in place at both ends of the street although they are not currently operational and any closures are controlled by manually placing signage and moveable bollards.

Wind Street currently has two-way vehicle access and traffic levels are considered low for a city centre location. The primary vehicle use of the street is for deliveries to the businesses and the previous plan (pages 10-11) identifies four loading bays which are in regular use. (Note that these bays will be removed and replaced with pedestrian paving by March 2019 as part of planned highway improvements works for Wind Street). In addition, several businesses receive deliveries from the rear of their property. There are also two areas of Blue Badge parking providing a total of six spaces located towards the centre of the street. Parking is otherwise prohibited in Wind Street. The vehicular use of the street is set out in a Traffic Regulation Order (TRO).

Normal daytime pedestrian footfall is also modest. The street connects the city centre with the docks and is also accessed via four side streets / passages. However, the significant new development proposed in the city is likely to increase pedestrian traffic. There is a pelican crossing located to the middle section of the street however, with the low levels of traffic pedestrian safety when crossing the street is not currently an issue.



EXISTING STREET DOMINATED BY CARRIAGEWAY & PARKING

A meeting with the Disability Liaison Group highlighted a number of issues regarding 'access for all':

- Street clutter especially with regard to A-boards.
- Occasional trip hazards.
- The lack of clear and permanent boundaries to seating areas.
- Concern regarding the loss of Blue Badge parking
- Potential of losing the ability to be dropped-off or picked-up by vehicles at any point in the street.
- Concern regarding the potential of a 'shared surface' environment.
- Perception that the street is often unwelcoming.

STREET LIGHTING & CCTV

The street is lit by standard columns which are positioned at regular intervals and in alignment with the trees which allows unobstructed pedestrian routes. The lighting levels are considered to achieve a good balance between effectively lighting the space for safety and CCTV reasons, without compromising the ambience of the street. The style of the columns and lanterns however, has recently been superseded within the city centre by a new range and the improvements project should take the opportunity to replace them.

The LED pea lights located within the tree canopies are a highly effective and popular feature of the street. They have low running costs however, the high maintenance costs of the lights and a conflict with the management of the trees should be considered within the proposal.

CCTV monitoring is an important element in the management of the street and should not be compromised by future proposals. This should include the continued maintenance of the raised tree canopies and consideration of surveillance in areas potentially covered by canopies and parasols.

HERITAGE & CONSERVATION

Wind Street is a designated Conservation Area and in terms of its heritage, is possibly one of the finest streets in Swansea and an important example in Wales.

Its alignment and gracious curve, originate from its function as a key route through the centre of the emerging settlement, which ran parallel to the line of the River Tawe.

The eastern (river) side of the street dates mainly from the mid to late 19th Century and contains many very fine examples of Victorian commercial architecture, the Mackwork buildings (No's. 9-10) being the finest.

The western side of the street is older. The frontage is mainly late 18th and early 19th Century built in soft red brick, typical of the Georgian period. However, with much of the medieval street and court pattern remaining, it is likely that many of the building structures also date back to this period. This area is unique to Swansea and as important as any in Wales.

Listed buildings tended to be concentrated in the central area of Wind Street, and either side of Salubrious Place and Green Dragon Lane which hints at the historical importance of this cross roads route with Wind Street.

BUILDING USE & EVENTS

There are over 35 ground floor businesses fronting onto Wind Street of which 80 % are licensed premises ranging from independent and branded traditional pubs, bistros, night clubs and restaurants. A small number of retail and fast food takeaway outlets are also present.

In recent times, given changes to the nature of the type of occupier on Wind Street, more premises are providing in-venue entertainment such as live bands and entertainment. There are also examples of meanwhile uses and pop up entertainment taking place. This is enhanced by some on- street activities such as organised busking through the Council's Busk Til Dawn scheme and events; The Swansea Fringe in September being the most notable. Beaujolais Day in November is a much-celebrated occasion in Swansea and on Wind Street and appeals to a wide audience and attracts many visitors from outside the area. Other events that have previously taken place in Wind Street include the Festival of Transport and Swansea Half Marathon. The level of existing on street activity is encouraging, and there is the opportunity to promote, through new events spaces and commercial opportunities, additional on-street events and activities in line with a Wind Street scheme.

USE OF OUTSIDE SPACE

Swansea Council operates a Café Licenses and A-board Licenses system for the use of the pavements areas by businesses in the city centre. Less than a third of the licensed venues on Wind Street officially provide an outside seating/dining area, although observations suggest that less than half of these venues regularly provide seating outside, with the spaces more often used for smoking and standing. The existing licensing system has an official 9.30pm cut off time that reduces the opportunities of using the outside spaces for later evening seating, and a 'plastic glasses only' outside condition applies to all venues and is known to put off many customers.



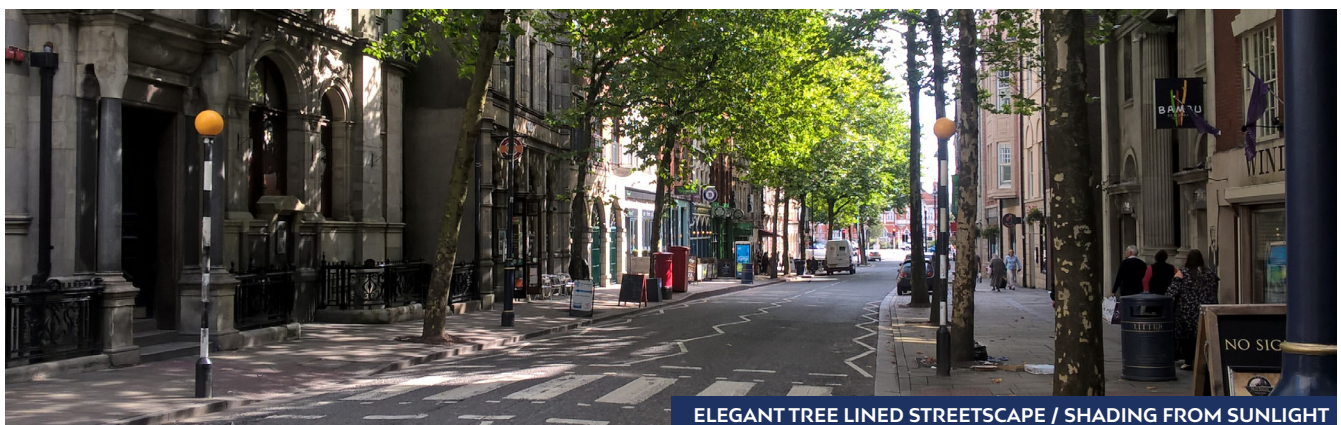
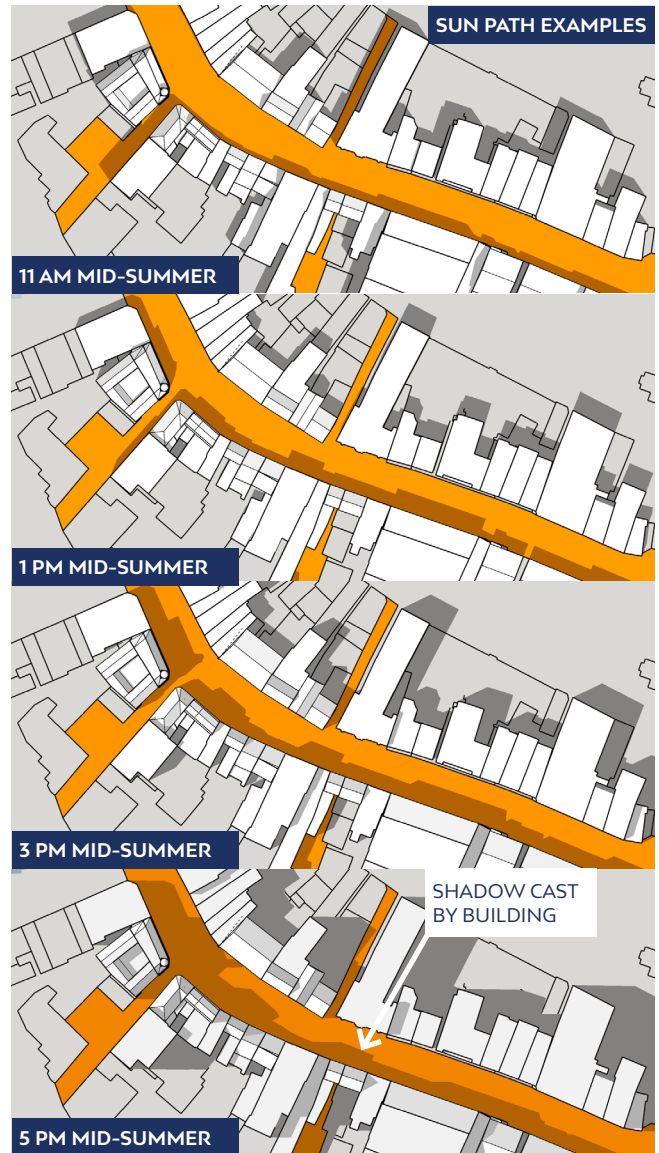
PATTERNS OF USE

The character Wind Street visitor experience differs according to the time of the visit. During the day, whether that's weekday or weekend, the street is typically quiet up until around 8pm with small pockets of activity centred around the casual dining offer and stag and hen party trade on weekends. On weekends and bank holidays footfall typically starts to increase from early evening with user levels, mainly among those under 25 years, spiking from approximately 11.30pm onwards. This is also the case in terms of Wednesday student nights during term time.

SUN PATH / TREES

The general alignment of Wind Street is north-west to south-east with its western end aligned more steeply to the north. With relatively tall buildings (approximately 12m high) along its length, access to the sunlight is restricted – especially the south side of the street. However, during the summer months the north side of the street enjoys good access to sunlight along most of its length throughout the day. The adjacent diagrams are taken from a sun path analysis exercise that mapped the shading effects of the buildings by using a computer model of the street.

The 20 mature Plane trees located in Wind Street contribute to the street's attractive and genteel character and the biodiversity value of the city centre. Although only approximately 20 years old, the trees have grown tall within their restricted space and, despite their raised canopies, the current density of their foliage notably increases shading on the north side of the street.



ELEGANT TREE LINED STREETScape / SHADING FROM SUNLIGHT

MATERIALS & COMPONENTS

The paving used for Wind Street's pedestrian areas is primarily a Yorkstone slab of UK providence and grey granite kerb stones. These materials have been applied consistently throughout the street and are generally in excellent condition and compliment the architecture and character of the Conservation Area. Issues with the joint width have been reported and the mortar has been washed out in many areas following street cleansing. The road surface is hot rolled asphalt.

Some areas of granite sett paving used in parking and loading bays are currently being replaced by extending the pedestrian paving, as they have been loosened by vehicle movements and present a pedestrian trip hazard. This work is anticipated to be completed by March 2019.

Compared to many urban street environments, Wind Street is not considered to be overly cluttered with street furniture. However, there are some localised cluttering issues which are often exacerbated by the use of A-boards and street cafés. The styles of bollard, bench and bins etc., are also inconsistent.



EXCELLENT CONDITION & CHARACTER OF EXISTING PAVING

MANAGEMENT OF THE ENTE

Swansea city centre's ENTE sector is safe and well managed as has been recognised by its Purple Flag status (until recently, the only designation in Wales). This confirms the high standards of management practices that are in place and the strength of the partnerships that are in existence to support the growth and development of the hospitality and entertainment sector. Wind Street possesses a high profile amongst these initiatives as the city centre's most popular and crowded area at night. The improvement and encouragement for innovation and diversification of the existing Wind Street offer, as well as developing a more distinct and relaxed on-street identity, would take place in the context of this well-managed and multi-agency setting.

Both the ENTE Operations Group, led by South Wales Police and the ENTE Strategy Development Group lead by the Swansea Council meet regularly. There is also a Hospitality Group, led by Swansea BID, which provides a forum to engage directly with businesses. Twilight personnel operate on weekends and key evenings with particular focus on reducing vulnerability. The Swansea Street Pastors, Student Volunteers from both local universities, Taxi Marshals, medical staff and Night Time Ambassador situated at the Help Point on The Strand together with Police Officers who patrol the area, adopt an early intervention approach to prevent issues from escalating and to engage positively with visitors to the area.

An ENTE Officer is also employed by Swansea BID in partnership with Swansea Council to engage with the evening and night time businesses on key initiatives and in particular to implement the Best Bar None scheme (34 members to date) aimed at promoting responsible management and operation of licensed premises. A Safe Space Info Point has also recently been trialled on Wind Street with Home Office support. This 'pop-up' facility provides information and support to users of the ENTE. The Help Point medical facility to treat minor injuries and Drop-off point for vehicles, are other initiatives that have been heralded as examples of best practice.



4) A VISION FOR WIND STREET



The starting point for this study is set out in the Swansea Central Area Regeneration Framework (SCARF) (2015) which in reference to Wind Street states:

'This Priority Area will continue to be an attractive mixed-use part of the City Centre based on its historic character and its emphasis on leisure and entertainment. Its role in linking the City Centre with the waterfront should continue to evolve through new development and enhanced active pedestrian routes.'

To help direct and guide the feasibility study forwards from this strategic position, a series of specific objectives have been identified which in combination, establish a 'Vision' for Wind Street. This has been informed by baseline analysis of the key issues and through discussions with the client team and key stakeholders and consultations with businesses and residents, and is detailed as follows.

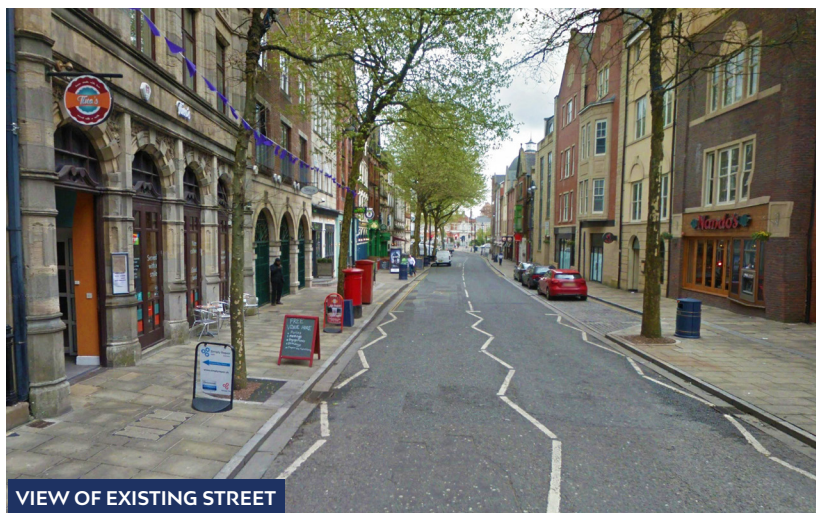
WIND STREET SHOULD BECOME A PLACE THAT:

- ▶ IS HOSPITABLE, ATTRACTIVE & SHOWCASES THE BEST OF THE CITY'S HERITAGE & BUILT ENVIRONMENT
- ▶ IS ACCESSIBLE & WELCOMING TO ALL
- ▶ INSPIRES & ENCOURAGES EXISTING & NEW BUSINESSES TO DIVERSIFY THEIR OFFER & CREATE A FIRST-CLASS EVENING & NIGHT-TIME DESTINATION
- ▶ RETAINS ITS EXCITING EDGE BUT ALSO WELCOMES ALL AGES & INTERESTS THROUGH A WIDE VARIETY OF DINING, DRINKING & ENTERTAINMENT EXPERIENCES THROUGHOUT THE DAY & NIGHT
- ▶ IS SAFE & SECURE FROM MAJOR THREATS & MINIMISES & MANAGES NUISANCE ACTIVITY
- ▶ SUPPORTS BUSINESSES IN CARRYING OUT THEIR DAY-TO-DAY OPERATIONS
- ▶ PROVIDES OPPORTUNITIES FOR EVENTS, FESTIVALS, MARKETS & PERFORMANCES
- ▶ CELEBRATES THE BEST OF SWANSEA & BECOMES A FOUNDATION TO THE CITY'S IDENTITY & BRAND

The adjacent images give an indication of the level of transformation envisaged for Wind Street.

The streetscape which is currently dominated by the road and has limited space for pedestrians and seating would become a people oriented place.

A reduction in the road width would allow generous pavements and businesses the ability to establish seating areas for people to enjoy al fresco dining and drinking amongst the street's fine architecture and mature trees.



GATEWAY FEATURE TO DEMARCATATE ENTRY TO WIND STREET

SWANSEA CASTLE

CASTLE SQUARE

CAER STREET

LINE OF EXISTING CARRIAGEWAY

SLUG & LETTUCE

THE GRIFFIN

LAS IGUANAS

WALKABOUT

LA CANTINA

ESTANBUL

POP WORLD

ASK

ST MARY'S STREET

THE BIRCH

SWAYTON

SWAPNA

ANDREA & PRIDE

CHICODLAND

SUB ROLL

PITCHER & PIANO

THE BANK SPAREMENT

SALUBRY

NEW APPROACH TO CAFE LICENSING

STRATEGIES FOR IMPROVEMENT

This plan of Wind Street identifies some of the key opportunities to improve the street as a important component of the city centre experience and a safe and attractive destination and focus for the city's daytime, evening and night-time economy.

The following pages provide further description of these and other opportunities.

FORMAL PUBLIC SPACE FOR SEATING & EVENTS

ONGOING MANAGEMENT OF TREES TO INCREASE SUNLIGHT

VEHICLE CONTROL BARRIER (PAS 68 RATED).

CONTROLLED ACCESS FOR BUSINESSES AND RESIDENTS

ONE-WAY ACCESS FOR VEHICLES FROM NORTH TO SOUTH

REDUCED ROAD WIDTH & INCREASED PAVEMENT AREA FOR PEDESTRIANS AND SEATING

VEHICLE CONTROL BARRIER (PAS 68 RATED)

LINE OF EXISTING CARRIAGEWAY

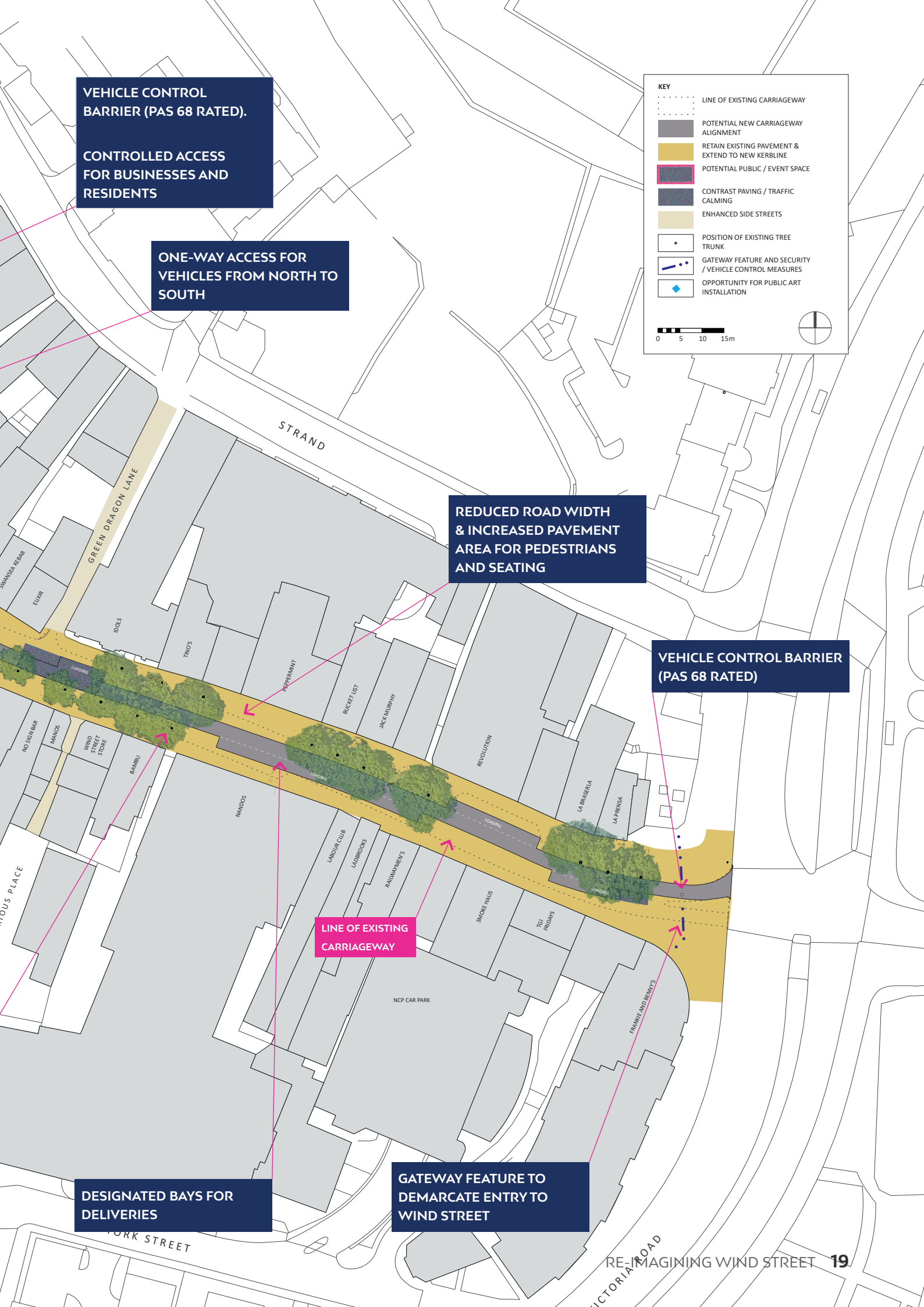
DESIGNATED BAYS FOR DELIVERIES

GATEWAY FEATURE TO DEMARCATÉ ENTRY TO WIND STREET

KEY

- LINE OF EXISTING CARRIAGEWAY
- POTENTIAL NEW CARRIAGEWAY ALIGNMENT
- RETAIN EXISTING PAVEMENT & EXTEND TO NEW KERBLINE
- POTENTIAL PUBLIC / EVENT SPACE
- CONTRAST PAVING / TRAFFIC CALMING
- ENHANCED SIDE STREETS
- POSITION OF EXISTING TREE TRUNK
- GATEWAY FEATURE AND SECURITY / VEHICLE CONTROL MEASURES
- OPPORTUNITY FOR PUBLIC ART INSTALLATION

0 5 10 15m



5) STRATEGIES FOR IMPROVEMENT

IMPROVED SECURITY MEASURES

Given the recommendations of WECTU regarding the security of Wind Street, the provision of PAS 68 rated vehicle deterrent measures are a high priority for this project. Potentially, these measures may need to be installed ahead of any future street improvements scheme. If the measures are installed prior to the main scheme, then they will have to be positioned in accordance with the future arrangements, i.e. a realigned road/junction arrangement based on a one-way system in the vicinity of the controls at each end of the street.

It is likely that the measures will comprise an in-ground, remote controlled rising bollard system and associated signage. The system that is currently installed is not remote controlled, and although not operational at the time of writing, they are to soon to be restored.

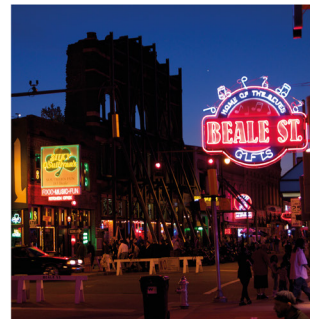


GATEWAY FEATURES & LIGHTING

It is anticipated that for consistency, the existing street lights will be replaced with the new city-wide standard street lighting. Beyond this, there is also the opportunity to help define the identity of Wind Street as a fun and exciting night-time destination through the implementation of gateway and other artistic features which may incorporate ornamental lighting and effects. These elements will also contribute to establishing a distinctive brand for the street which should be synonymous with the positive reputation of Swansea.

A popular existing feature of the street which is in operation throughout the year, are the LED pea lights set within the tree canopies. These are cheap to run but expensive to maintain and pose some practical difficulties in terms of pruning the trees where the branches are dressed.

Alternative options that allow easier and more cost-effective management should be explored.



EXAMPLES OF EFFECTIVE PLACE BRANDING

ONE-WAY STREET

Through liaison with Swansea Council's highways team, the implementation of a one-way vehicle system was identified as a clear opportunity for the enhancement of Wind Street as a destination for the ENTE.

Wind Street currently has relatively low levels of vehicular traffic however, its road width is especially wide and also features extensive loading and parking bays. Changing the street's routing to a one-way system would allow a reduction in the road width and a significant increase in the amount of space available for pedestrians and outside seating. This would support the primary aim of the project and have negligible negative impact on general vehicle circulation across the city centre. Further analysis suggests that the optimal routing would allow ingress at the Castle Square junction to the western end of the street and egress at the eastern end, onto Victoria Road.

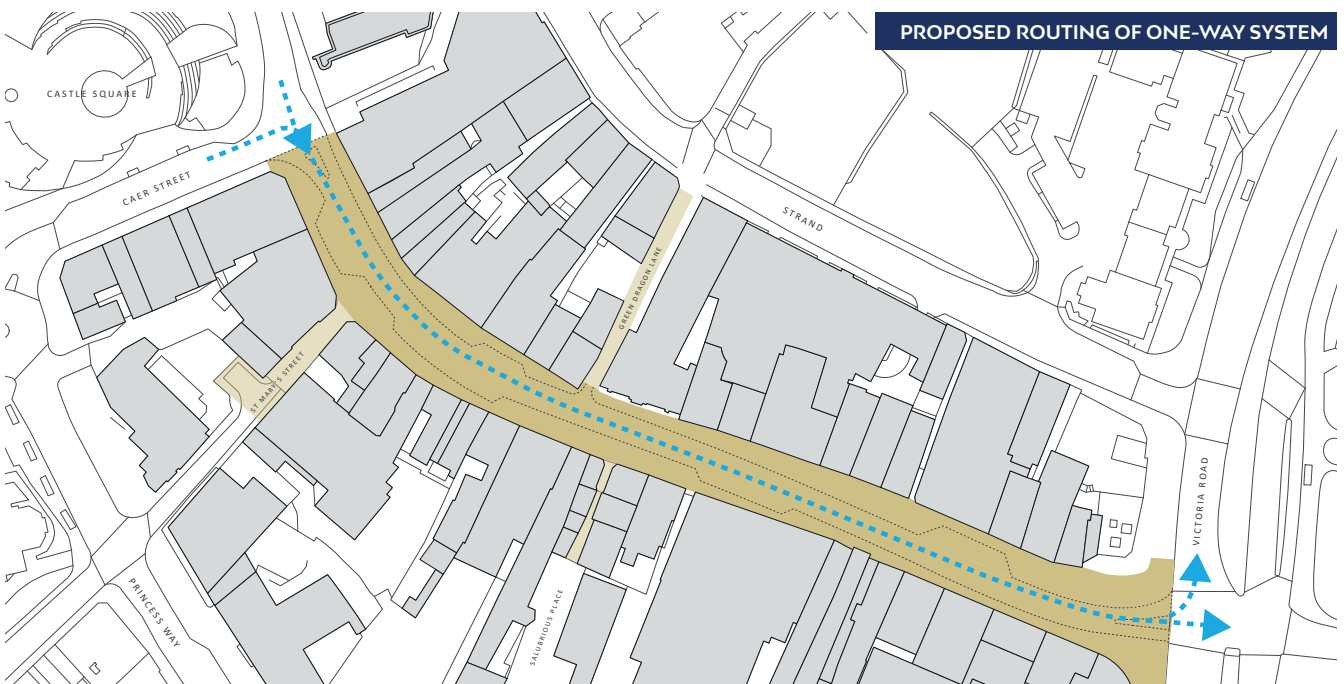
To make Wind Street a one-way street, a new Traffic Regulation Order (TRO) will be required. Where a TRO is relatively simple and attracts few objections, the process should normally take approximately 6-12 months. A TRO for Wind Street presented as part of the overall strategic vision would however, minimise the threat of significant objections being made.

A new TRO should address:

- Details of the restrictions including hours of road closures.
- Parking places (permits, disabled badge holders etc).
- Loading bays.
- Yellow lines, loading restrictions and taxi ranks.
- One-way streets, prohibitions of vehicles, turning bans and vehicle weight restrictions.
- Cycle lanes (in a one-way street, an exemption for pedal cyclists could be considered).

Although possible as part of a phased approach to the works (e.g. in conjunction with the implementation of new vehicle mitigation bollards), safety should be considered, as one-way traffic in the existing wide carriageway could increase vehicle speeds and should be avoided.

The new vehicle arrangements will also require a Road Safety Audit (Stages 1 to 4) to be carried out throughout the design process and post completion.



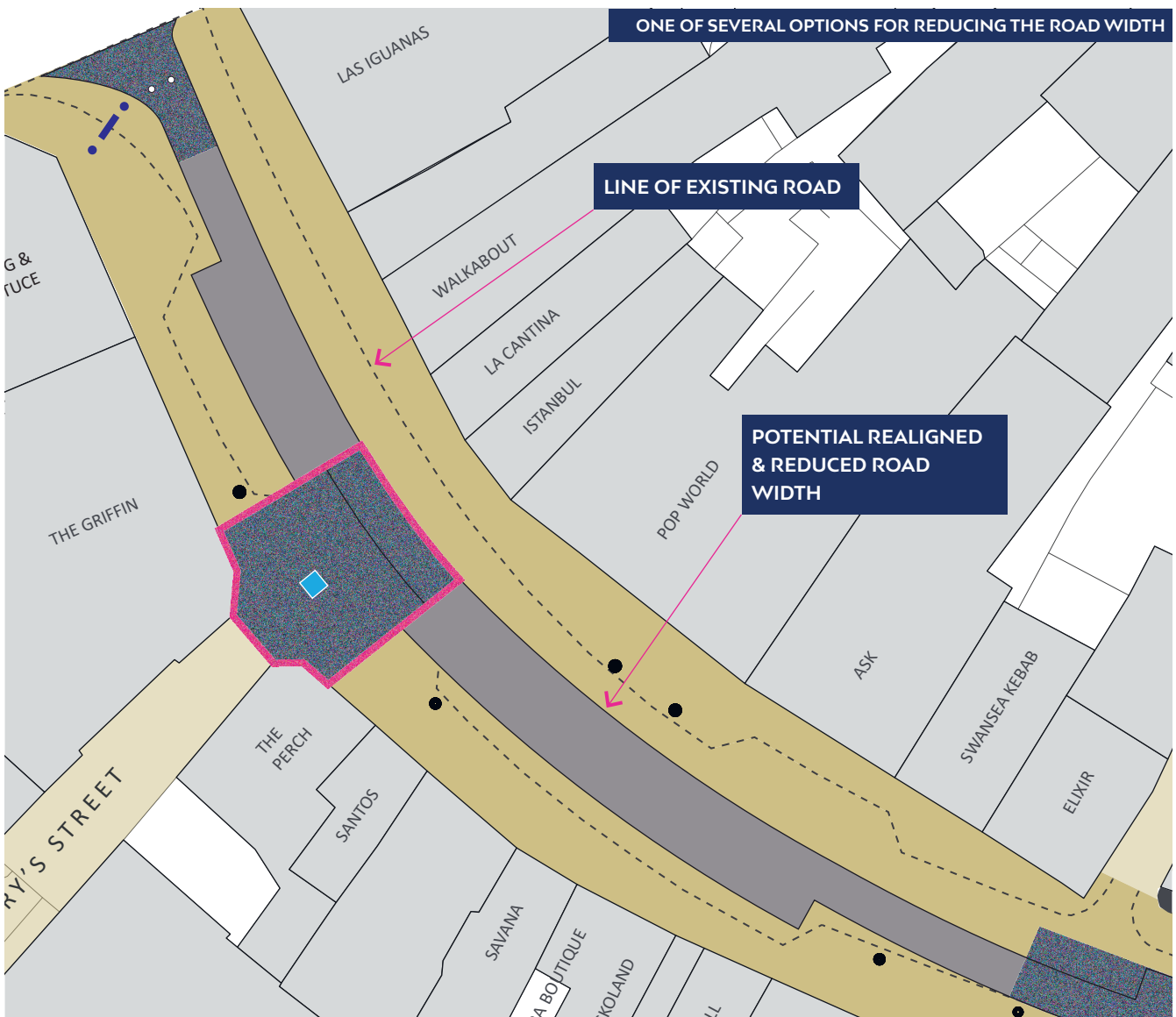
REDUCED ROAD WIDTH & INCREASED PAVEMENT AREA

The primary benefit of introducing a one-way system is the opportunity to realign the road and reduce its width to create a corresponding increase in pavement area.

Initial estimates suggest that this could equate to an increase from 50% of the area being for non-vehicle use, to approximately 70-75%. Of course, through ongoing management of a vehicle access and closure to vehicle traffic at certain times of the day and for key events, the entire street space can become a pedestrian environment.

This will allow a safer and more attractive and accessible pedestrian experience and, provide a significant opportunity for businesses to locate outside seating to expand their offer and collectively redefine the character of the street.

The precise arrangement of the road and pavement will be determined at subsequent detailed design stages however, there are opportunities to align the road, were unconstrained, to benefit most businesses without compromising their requirements for deliveries and servicing.



DEFINED EXTERNAL SEATING SPACES

The significant increase in the non-vehicle area will allow businesses to establish clearly defined outside seating areas to greatly increase their customer capacity and expand their offer. The seating areas could potentially be located either adjacent to the buildings or adjacent to the vehicle route however, for practical and security reasons early survey responses have indicated a general preference for the former, particularly among the businesses i.e. designated areas of seating and tables adjacent to the building.

Although the provision of furniture will be the responsibility of the businesses, it is essential that protocols are agreed for the specification, use and management of all elements. This should include standards for fixing, securing or removing furniture so that it cannot be stolen, moved or used as a weapon. The use of canopies and enclosures should also be permitted to extend the seasons and times of day within which these spaces can be comfortably used. This also will require clear and agreed guidance as to the form and robustness of these components and must consider security especially with regard to the use of CCTV.

TREE MANAGEMENT

The street trees make a highly valued contribution to Wind Street's character, appeal and biodiversity in an urban landscape dominated by buildings. However, the trees also cast considerable shade when in leaf (approximately May to October/November) on what would otherwise be sunlit areas. As the *raison d'être* for this project is to enhance the street environment and encourage people to sit outside and enjoy the space, the reduction of access to sunlight is counter to that aim.

Therefore, the project should explore the opportunity of reducing the density of the tree canopies without compromising their biodiversity value and the integrity of their appearance, to allow more natural light into the space. Note that the trees already have a raised crown which is maintained to allow CCTV coverage.

An ongoing challenge to tree maintenance are the LED pea lights which are fixed around the tree limbs. Future strategies should consider an alternative system for these highly popular lights, which allows easy and more cost-effective maintenance of both the trees and the lights.



ONE OF SEVERAL OPTIONS FOR POSITIONING EXTERNAL SEATING AREAS FOR BUSINESSES

FIXED BOUNDARY SYSTEM FOR SEATING AREAS

There is potential to implement a proprietary system for a fixed boundary treatment to define the outside seating areas. Systems in use elsewhere comprise a permanent root anchor fixing set within paving, into which are fixed removable metal posts. A variety of infill panels are available which potentially could be branded for each business.

Although not essential, the benefit of such a system would be to accurately fix an unmoveable legal boundary to each seating area. If used universally, they would also create a uniform appearance to the street which may be considered appropriate to Wind Street's architectural and civic character.

Currently those businesses which have external seating areas, define the edges with a variety of movable and in some cases highly individualistic boundary treatments.



EXAMPLE OF A PERIMETER BOUNDARY SYSTEM

USE & MANAGEMENT OF PAVEMENT AREAS

Alongside the physical improvements, major benefits can be derived from the way the extended pavement areas are licensed, used by businesses and managed. The strategy is to increase the level of daytime and early evening business activity to encourage a relaxed leisure experience for city centre workers, families and visitors to the city. At night time, businesses will have the opportunity to create a different vibe by offering relaxed and sheltered seating areas for both eating and drinking customers. In addition, the extended use of the pavement areas creates potential efficiencies and increased revenue generating opportunities for Swansea Council.

To take full advantage of the physical improvements, a review and amendment of the Café Pavement License system is proposed. Swansea Council should consider:

- Unifying under one permit, the separate licenses for tables and chairs, smoking areas, A-boards and canopies/awnings. This offers potential efficiencies in reduced administration.
- Charge businesses a flat rate for the use of a defined floor area (m²) marked on a plan.
- Set fee at a level that achieves a return on investment from the physical improvements and encourages businesses to take up pavement areas. Cardiff Council has recently set a £40 /m² charge for a similar pilot for Mill Lane.

Whilst businesses will have the opportunity to adapt their operations and grow revenues using the pavement areas, the Council also has the potential to increase revenue and to make savings from a unified system. In the case of Cardiff, the commitment has been made to reinvest the income generated from Mill Lane over a set period of time into the regeneration and maintenance of the street and a similar approach is recommended for Wind Street. The option exists to use Wind Street as a trial area, and if successful to adopt the same approach in other city centre locations.

An important issue concerns the safe use of the pavements and the responsibilities of businesses. The Wind Street strategy is clear with the aim to encourage a more relaxed outside atmosphere, with customers seated for both food with drink. Allowing a large number of customers to stand outside ‘vertical drinking’ that is known to fuel consumption and rowdiness should be avoided. If adopted, a new form of Café Pavement License should be used to drive forward a new ‘modus operandi’ for Wind Street. Recommended conditions include:

- A street café license will only be issued to cafés, restaurants, public houses or other catering establishments that serve food and drink within the premises. Businesses requiring only small smoking areas should be specifically identified and controlled to prevent standing drinking areas.
- Areas must be used for seated customers only, and staff must manage the area at all times.
- All activities associated with the business must be contained within the agreed boundary, this includes all tables, chairs, parasols/awnings planters, barriers/fencing A-Boards etc.
- Furniture and a means of enclosure for the street café area can be semi-permanent and remain outside overnight so long as it is secured, stable and sturdy. It should not be capable of being lifted away or used as a weapon.
- Businesses are allowed to use the pavement areas later than 9.30 pm in accordance with the Premises hours of operation. Activity in the outside space must conform to terms and conditions of the premise licence, including off-sales.
- The licensee will be responsible for the cleanliness of the street café area at all times.
- South Wales Police will be consulted on all street café applications as part of the application process.
- Uniformity of the design of the external café areas will be encouraged.

It is not the intention of the agreement to supersede what premises are permitted to do under the conditions of their Premises License, but to allow the businesses to maximise the use the outside areas in accordance with it. In some cases, this may lead to businesses submitting a minor variation to change a Premises condition and

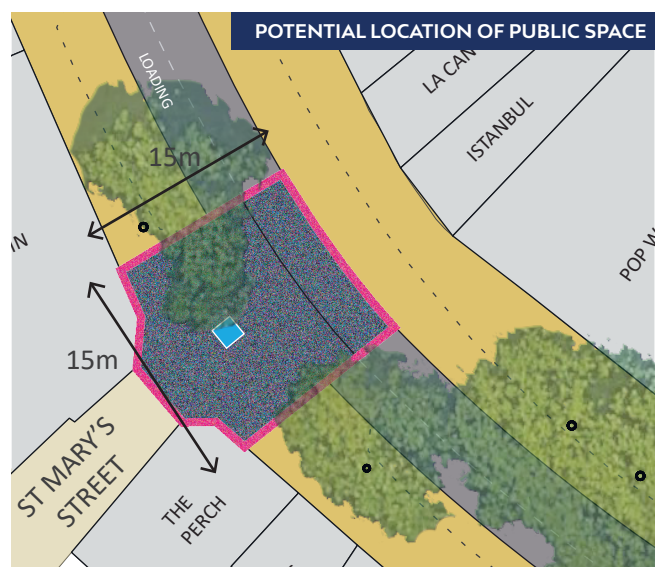
allowing more flexibility in the use the pavement areas. In addition, it is recommended that guidance is drawn up to confirm what permissions are necessary to use the pavement areas such as the need for planning permission for awnings and advertising, and the need for Listed Building consent where applicable.

Using Wind Street as a trial area presents the option to expand to the wider city centres where appropriate.

FORMAL PUBLIC SPACE

The reduced dominance of the vehicle route within the street space also presents an opportunity to create a more substantial formal public space. A likely location for this space would be where the street width widens at its junction with St Mary’s Street, with the side street allowing sunlight into the space. This area would enable the street to accommodate outdoor events comfortably and further enhance the identity of Wind Street as a place for festivities. The day-to-day function of the space would be to provide visitors with an opportunity to sit and enjoy the street environment in what is an otherwise linear space that has few opportunities for stopping.

The scheme should also provide appropriate furniture and infrastructure both here and in other locations throughout the street including seating, Wi-Fi access and pop-up power points to serve street markets and other events.



6) HAVE YOUR SAY

Support amongst businesses and residents for improvements to Wind Street has existed for some time. In recent years both groups have been asked to comment on proposals such as pedestrianising the street and restricting vehicle access.

A Swansea BID survey of businesses in 2016 established over 90% of respondents in favour of pedestrianisation. This was followed by a wider consultation exercise by Swansea Council whereby the views of local businesses as well as residents were tested and the servicing and access needs for the area were considered. The over-all results of which showed that 66% of the sample were in favour of pedestrianising Wind Street. Businesses agreed with the rationale to increase the prosperity of their business, diversify use of the area and extend patronage to families and other groups of non-users and change unfavourable perceptions regarding safety. However, there were some concerns about access to premises for daytime deliveries and access for elderly and the disabled.

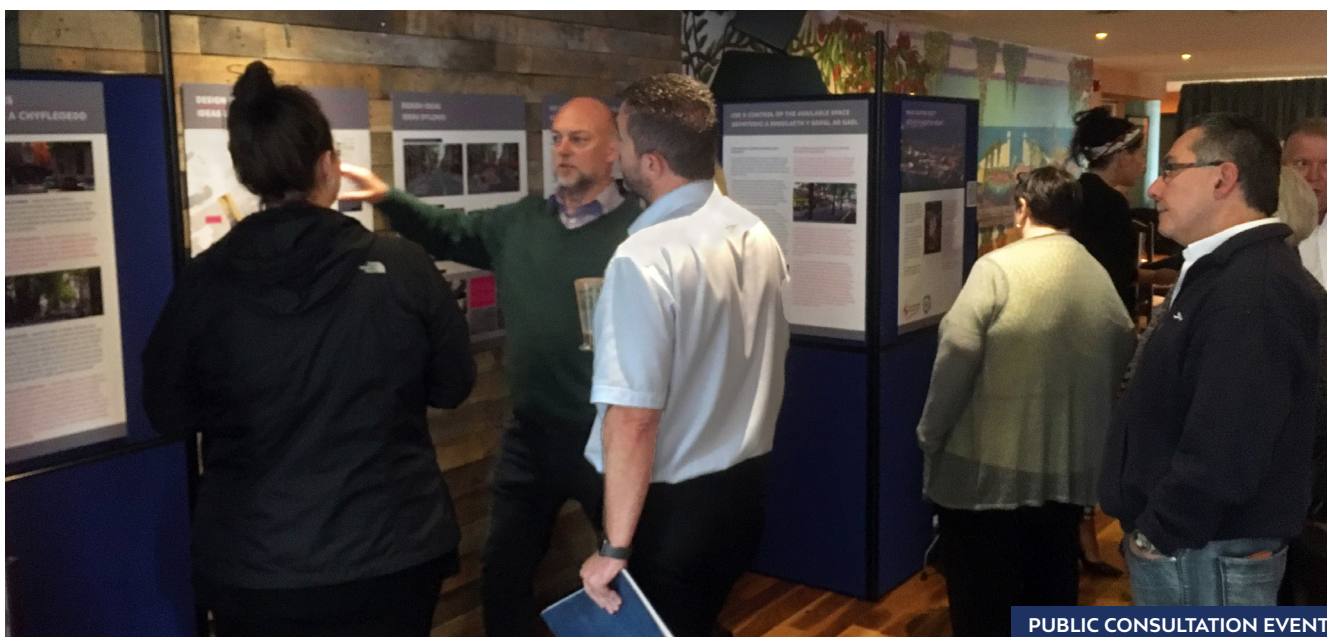
The issues and design ideas developed through this study were discussed and tested with businesses, residents and stakeholders. Between January and October 2018, the following activities took place:

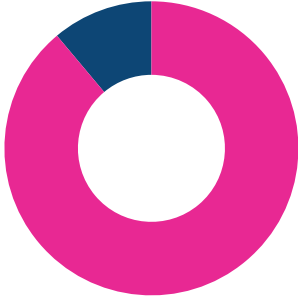
- Initial business and resident survey.
- Officer and stakeholder workshops and meetings.
- Councillor meetings and both Cabinet and Committee presentations.
- Stakeholder meetings e.g. Policing, Accessibility.
- Public exhibition of the draft proposals.
- Business, resident, user and stakeholder survey covering the draft proposals.

There has been a consistent and high level of support for improving Wind Street, and c250 people responded to the public exhibition and survey on the draft proposals. The responses generated an overwhelming level of support for the draft scheme and objectives with c90% support across the businesses, residents and stakeholders (for the full findings see Appendix).

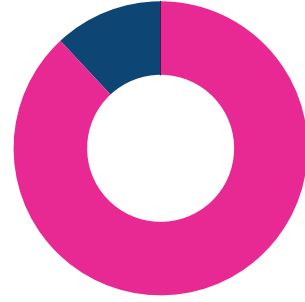
The following graphics illustrates responses to some of the key issues.

Note — the figures refer to business, residents, stakeholder and users combined

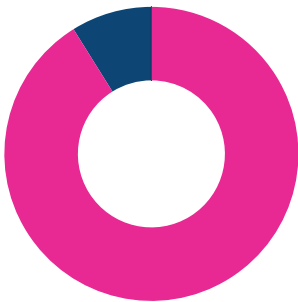




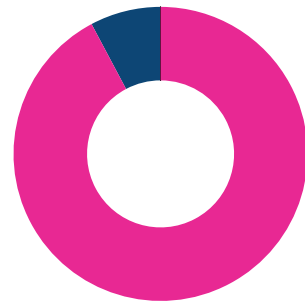
▶ 89% support for the overall vision and draft proposals



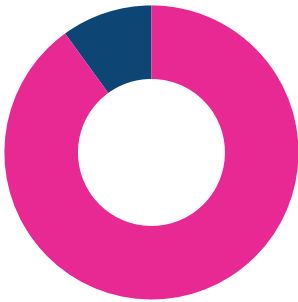
▶ 88% support for making Wind Street one-way



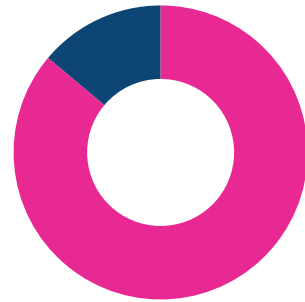
▶ 91% support for narrowing roads and widening pavements



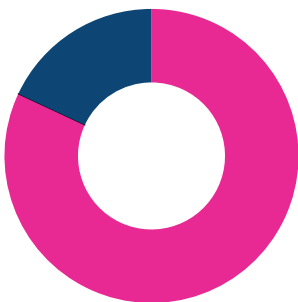
▶ 92% support for increasing outside areas for customer seating



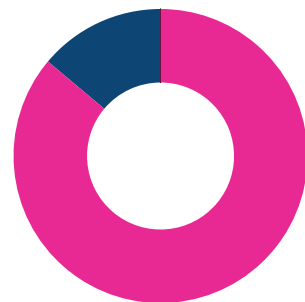
▶ 90% support for more public spaces for events and activities



▶ 85% support for Café Pavement License measures to encourage businesses to provide safe, relaxed outside seating



▶ 82% support for controlling vehicle access throughout the day



▶ 86% support for extending the 7pm-6am road closure period throughout the week

7) COST & BENEFITS

ESTIMATED COSTS

A key requirement of the feasibility study is to estimate the likely capital costs of the scheme's implementation. This will enable officers to explore opportunities for securing internal and external sources of funding, and potential models for the project's delivery either in full, or on a phased basis.

For this purpose, a range of concept schemes were developed and costed by the consultant team. The differences between the schemes mainly focussed on the layout rather than differences in the quality of materials and components, as the optimum strategies for many elements became self-evident through the process. For example, the quality and condition of the existing paving materials used in the street negates the need for their replacement – rather they should be retained and extended. It was also agreed that, new street furniture and lighting should match the preferred components used elsewhere in the city centre, rather than introducing new ranges.

The costing exercise was also tasked with considering implementation through varying levels of intervention which, could also become potential stages in a phased approach to the works. On this basis the works have been broken down into the following Bronze, Silver and Gold scenarios:

BRONZE

This is the 'do minimum' scheme which includes just the vehicle mitigation security measures at either end of the street and associated junction realignment works.

SILVER

This includes all the core components of the improvement scheme but excludes elements that are not essential to the basic operation of the street i.e. the gateway features and artwork, etc.

GOLD

This includes an optional series of elements that are considered to add considerable value to the effectiveness of the scheme such as gateway features, artwork, feature lighting and a boundary system for external seating areas.

A summary of the estimated costs for construction of the scheme are shown on the adjacent table:

NOTES REGARDING FIGURE CALCULATIONS:

The costing exercise was based on an agreed 'working' scheme to provide an approximation of the likely works, and that the precise design of the street will be determined at subsequent stages.

The costing exercise was undertaken in November 2018 and where possible has been informed by figures provided by Swansea Council.

There are potential efficiencies and savings should all the works be completed under one contract and that a delay to the commencement of the works is likely to inflate the overall cost.

* RISK/INFLATION figure as shown in the table includes estimated allowances for:

- Design Development Risks
- Construction Risks
- Employer Change Risks
- Other Risks
- Tender Inflation Estimate (2020 start)

SUMMARY OF ESTIMATED CONSTRUCTION COSTS

WORKS DESCRIPTION	WORKS (INC PRELIMS, O/H & FEES)	RISK/ INFLATION *	TOTAL FOR EACH SCHEME	RUNNING TOTAL (FOR COMBINED SCHEMES)
BRONZE				
VEHICLE MITIGATION SECURITY				
- INCLUDING PAS 68 AUTOMATED BOLLARDS / REALIGNED JUNCTION ARRANGEMENTS IN VICINITY OF CONTROLS				
SUB-TOTAL	£555,000	£125,000	£680,000	£680,000
SILVER				
KEY COMPONENTS OF THE IMPROVEMENTS SCHEME				
- INCLUDING REALIGNED ROAD LAYOUT / NEW ROAD SURFACE / RE-POINT EXISTING PAVING / NEW PAVING AREAS / REPLACEMENT FURNITURE / STREET LIGHTING, ETC.				
SUB-TOTAL	£652,000	£145,000	£797,000	£1,477,000
GOLD				
ADDITIONAL IDENTITY & MANAGEMENT COMPONENTS				
- INCLUDING GATEWAY FEATURES / PUBLIC ART / FEATURE LIGHTING / EXTERNAL SEATING AREA BOUNDARY SYSTEM				
SUB-TOTAL	£603,000	£134,000	£737,000	£2,214,000
	£1,810,000	£404,000	£2,214,000	

POTENTIAL BENEFITS

In addition to the many social, environmental, safety, security, operational and identity giving benefits of the proposed works, there are also numerous economic benefits that should be balanced against the capital outlay.

DESTINATION, BRAND & IMAGE

- A greater vibrancy for the daytime economy and strengthening the presentation of cities food and drink offer.
- Improvements that visually and operationally change mindsets, alter customer behaviours and generate a positive reputation for Wind Street and the wider transformation of the city centre.
- Safety measures that reassure visitors, encourage busy streets, and animate the evening and late-night economy.
- An enhanced level of visitor attraction for one of Swansea's most historic streets.



ECONOMIC

- Extended opportunities for businesses to trade during the day, strengthening turnover, encouraging investment in new formats, and generate new employment opportunities.
- Increased vibrancy attracting new food, drink and hospitality businesses and the occupation of available office space.
- Enhanced capital values and rental growth for property investors.
- A café pavement license system that has the potential to increase income and streamline processes. Subject to the final layout, design, set charges and level of business take-up, the potential income could be between £25k and £45k per annum.
- Physical and technological improvements (e.g. power supply sockets and WI-FI) generating new opportunities for the licensing of space to vendors, markets, pop-up entertainment and events.

MANAGEMENT & MAINTENANCE

- A replacement automated bollard system that offsets the current £23k annual cost in executing the manual road closure plus the cost of repairs to the existing system.
- Removal the annual costs of repairing and maintaining cobbled areas of the road that were prone to deterioration, and the removal of insurance claims for trips and falls.
- Removal of the need for a pelican crossing, the annual cost of maintaining this infrastructure is approximately £20,000 p.a.
- The use and re-use of existing hardy and sustainable natural paving materials that have proven to be cost effective to maintain and replace.
- Improved and routine management of the street will increase natural light and maintaining good surveillance for the CCTV system.



8) DELIVERY CONSIDERATIONS

The following table outlines the key stages required for the implementation of the Wind Street improvements project as set out in this study. The stages are taken from the RIBA Plan of Work (2013). The programme is assumed to commence following the securement of funds and corporate approval, which is the next critical step in the realisation of the scheme.

CAVEATS & CONSIDERATIONS RELATING TO DELIVERY

The following should be taken into account when reading this section:

- It should be noted that the timescale shown are indicative and there are numerous risks to the programme. For example, just one month has been allowed for client approvals and delays in this process could have a significant impact. Other risks to the project are listed at the end of this section.
- The programme is based on the delivery of all elements identified in the costs section, i.e. Bronze, Silver and Gold, under one contract. The separate implementation of these components will extend the programme. There would also potentially be further complications should the Bronze scheme be delivered in isolation as the access arrangements would be based on a one-way system which may necessitate temporary works to manage traffic in the existing street layout.
- The programme is based on a traditional contract and procurement route. It is assumed that the Council would prefer this approach however, a Design and Build method could potentially shorten the delivery time.

The following highlights the key features of each stage:

0: STRATEGIC DEFINITION

It is assumed that this feasibility study represents the project's Strategic Definition and therefore this opening stage is complete.

1: PREPARATION & BRIEF

The efficient delivery of the project thereafter will depend on the appointment of a project manager either through internal resources or as an external consultant representing the client body. Assuming that the project will be delivered through a traditional contractual route, the first stage will require the writing of a detailed brief for tendering a contract to appoint design consultants. Given the nature of the works involved, it is anticipated that the consultants would be led by an engineering practice and supported by a landscape / public realm design team.

2: CONCEPT DESIGN

As the feasibility study has already explored options for the street's layout in some detail, the concept design should continue this process to a resolved and agreed final proposal. This process must be supported by the commissioning of a Stage 1 Road Safety Audit (RSA) to be carried out by external consultants and through continuous liaison with key officers at Swansea Council and BID. With regard to additional surveys, at this stage it is anticipated that these may include and not be limited to, below-ground intrusive surveys, a CAT scan of utilities locations, a basement survey, an update of the topographical survey and tree condition surveys.

A Traffic Regulation Order (TRO) presented as part of the overall strategic vision will minimise the threat of significant objections being made. A 12-month period has been shown in the programme, with construction not due to commence until the TRO has been 'approved'.

At the end of Stage 2, the conceptual layout of the street will be resolved and therefore subject to public and stakeholder consultation to test and appraise the layout, demonstrate progress and complete the engagement process that was initiated during the feasibility study. This should ideally be coordinated with a media and PR strategy and the production of visualisations of the proposals.

3: DEVELOPED DESIGN

Following approval of the concept design, Stage 3 will see the development of the proposals to a technical level. This will include the detail design of the primary constructed components, drainage and finished ground levels. It should be noted that this stage may necessitate localised adjustments in the layout. Design development will be coordinated through liaison with the Planning, Conservation and Design team at Swansea Council and it is assumed that the general works will not be subject to planning approval with the exception of any gateway features or artworks. However, their design and any subsequent planning approval can be accommodated within the programme and outside the critical path.

4: TECHNICAL DESIGN

Stage 4 will comprise the final detailed design and specification of the construction works and preparation for the building contractor procurement process. This stage should also include a Stage 2 Road Safety Audit and highway authority sign-off.

5: CONSTRUCTION

The programme allows nine months for the construction stage based on normal working hours (i.e. not including night-time and holiday working) and allows 1 month for mobilisation and the agreement of stopping up orders etc. However, this is an approximation and the construction programme will be more accurately defined by the appointed contractor. The programme could also be significantly affected by the time of year, inclement weather, events and other external factors.

Given the nature of the business activities in Wind Street, careful coordination will be required to avoid the nuisance of noise, dust and restricted access during construction.

It is assumed that the consultant design team would be retained to help monitor the quality of the construction works.

6/7: HANDOVER / USE

Note that the scheme should be monitored following completion and liaison continued with businesses and other stakeholders regarding performance and issues. This will include a Stage 3 and 4 Road Safety Audit.

LIST OF RISKS

DESIGN RISKS

- Design errors and omissions
- Design process takes longer than anticipated
- Stakeholders request late changes
- Failure to carry out the works in accordance with the contract

EXTERNAL RISKS

- New stakeholders emerge and request changes
- Public objections
- Laws and local standards change
- Tax change

ENVIRONMENTAL RISKS

- Environmental analysis incomplete
- New alternatives required to avoid, mitigate or minimise environmental impact

ORGANISATIONAL RISKS

- Inexperienced workforce and staff turnover
- Delayed deliveries
- Lack of protection on a construction site

PROJECT MANAGEMENT RISKS

- Failure to comply with contractual quality requirements
- Scheduling errors, contractor delays
- Project team conflicts

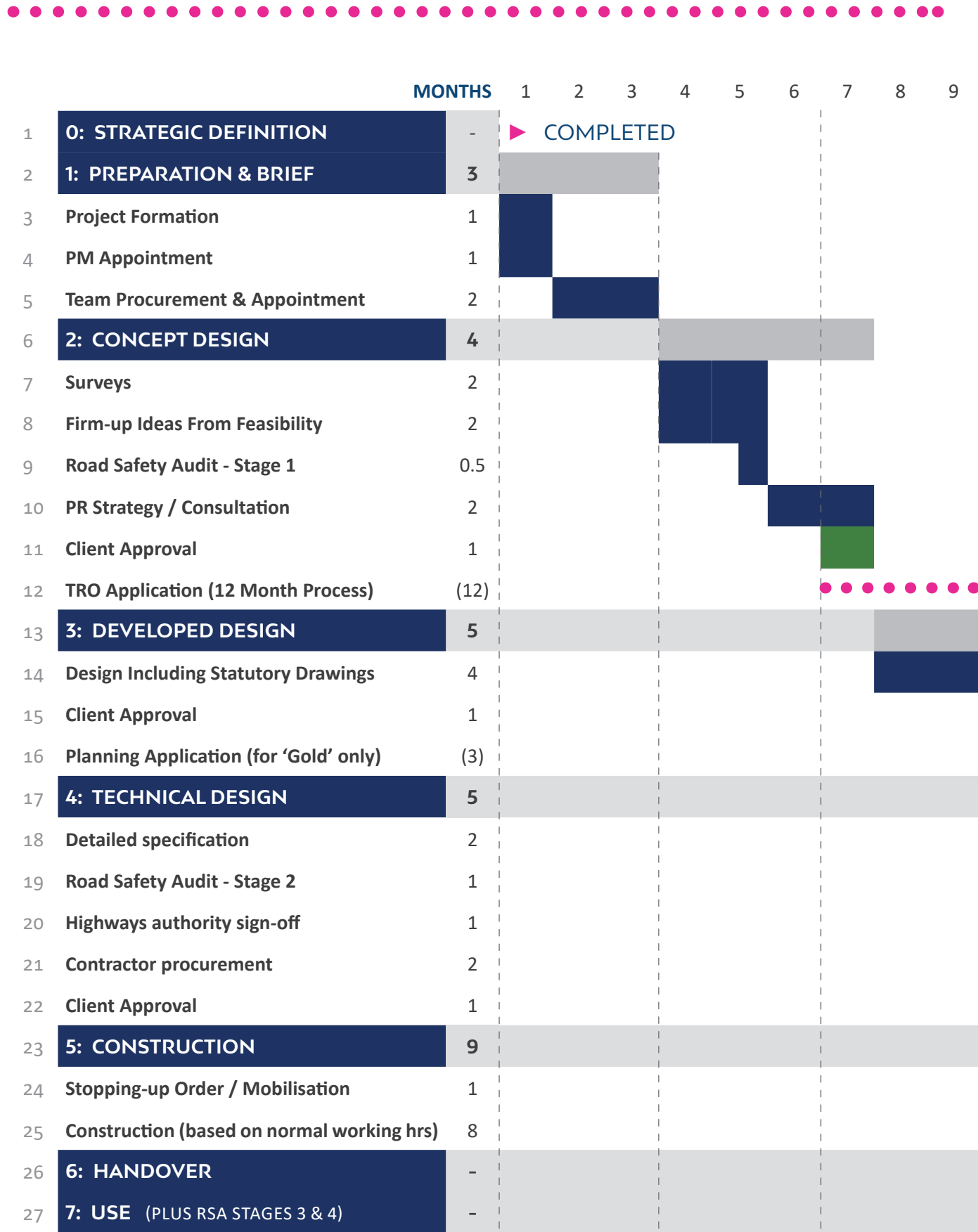
RIGHT OF WAY / STATUTORY RISKS

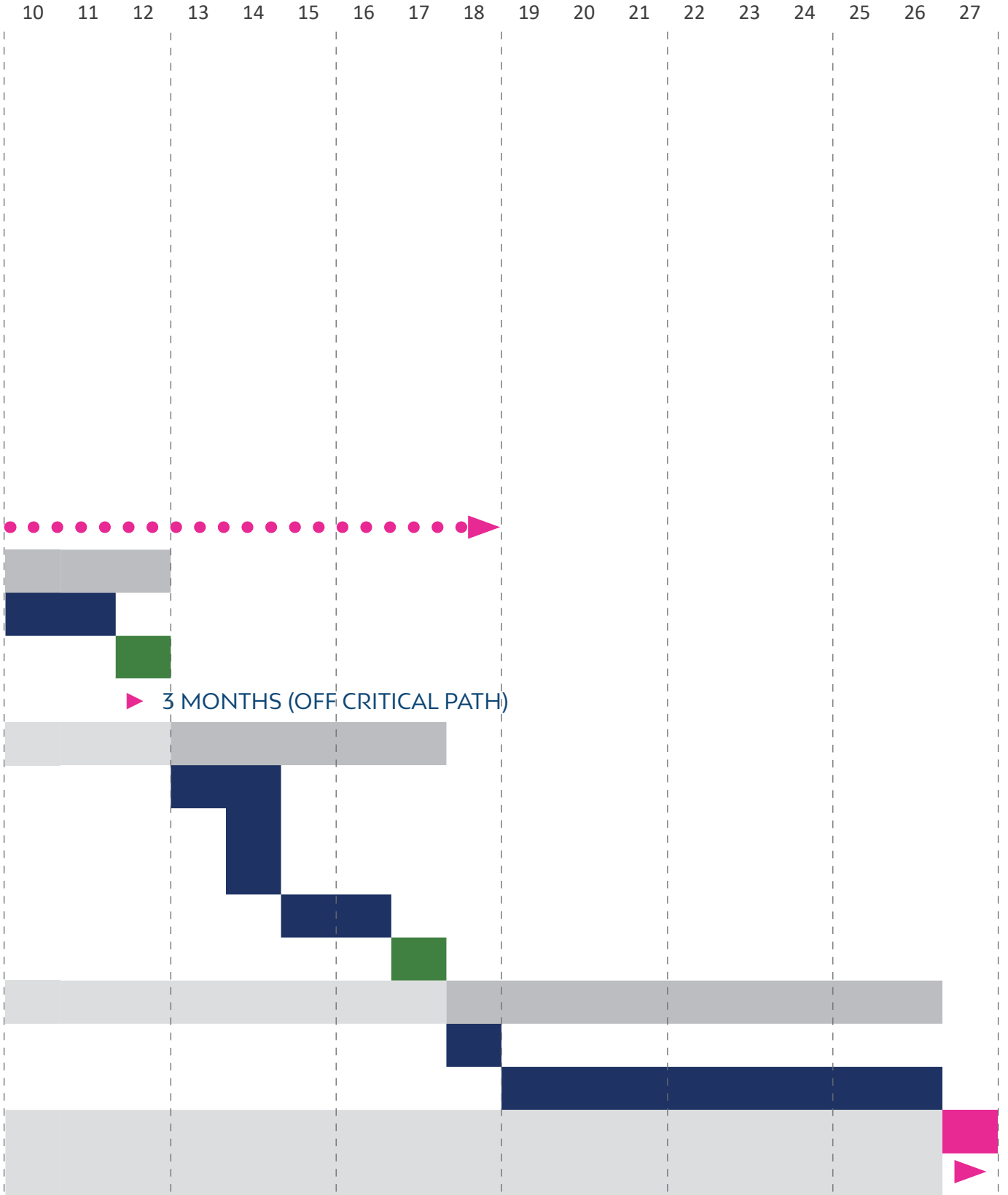
- Expired temporary construction permits
- Contradictions in the construction documents

CONSTRUCTION RISKS

- Building cost overruns
- Technology changes

9) TIMELINE





10) THE NEXT STEPS

Re-imagine Wind Street, with daytime open-air bars and pavement cafes doing a roaring trade, and a large number of restaurants operating alfresco. Evenings and late nights with crowded streets full of people who are busy and enjoying themselves, and a contemporary vibe that is pleasant and interesting. The renaissance of one of Swansea's most characterful streets will regenerate an existing destination whilst adding a new breadth to the leisure and entertainment offer at the heart of the city centre.

Regenerating Wind Street will not just happen, it requires vision that is planned, reviewed and converted into actions. This study provides the necessary vision that indicates the level of transformation that is possible, with clear recommendations on how to achieve the objectives.

A key finding of the study is that the business community, local residents and customers of Wind Street have given their overwhelming backing (c.90 %) for the new vision. They support the proposed physical and operational improvements that will extend patronage throughout the day and into the night; changes that encourage greater use by families and all age groups; opportunities for entertainment; improved safety and accessibility, and efforts to enhance the street's image and reputation.

Through the collaborative approach taken, key stakeholders including councillors, local authority officers, the Police, and interest groups have contributed towards the development of the proposals and local businesses, residents and general public have been consulted. The clear message is that the proposed improvements to Wind Street:

- Are considered necessary.
- Are aligned with current economic trends and aspirations for the future identity of the city centre.
- Must be sustainable and maintainable.
- Will help to reduce management costs.
- Will improve city centre management and the operations of the ENTE.
- Will encourage new investment.

From the positive feedback that the proposals have received, it can be concluded that the improvements to Wind Street are considered beneficial to the city's regeneration and are worth taking forward. However, the estimated costs set out in the study are not insignificant, and these are set out against the clear benefits of a scheme as a basis for exploring opportunities for securing internal and external sources of funding. Probably the biggest constraint will be the shrinking size of public sector budgets and reduced opportunities for regeneration funds. Therefore, to allow the level of ambition to match the availability of resources, three possible phases have been designed to provide the greatest level of flexibility.

Taking forward the Bronze Option will make Wind Street safer and more secure but is not transformational. The Silver Option provides the potential for increasing the prosperity of the business community and enhancing the initiatives of Swansea BID, whilst providing the opportunity to instil operational improvements and efficiencies for Swansea Council and its partners. The Gold Option is about lifting the bar even further with imaginative branding and communication strategies to create a destination that generates 'symbolic capital' and enhances the image and prestige of the city for residents and visitors alike.





ELEMENT
URBANISM

