

# Getting Ahead of Change

Glasgow City Centre Strategy and Action Plan 2014-19

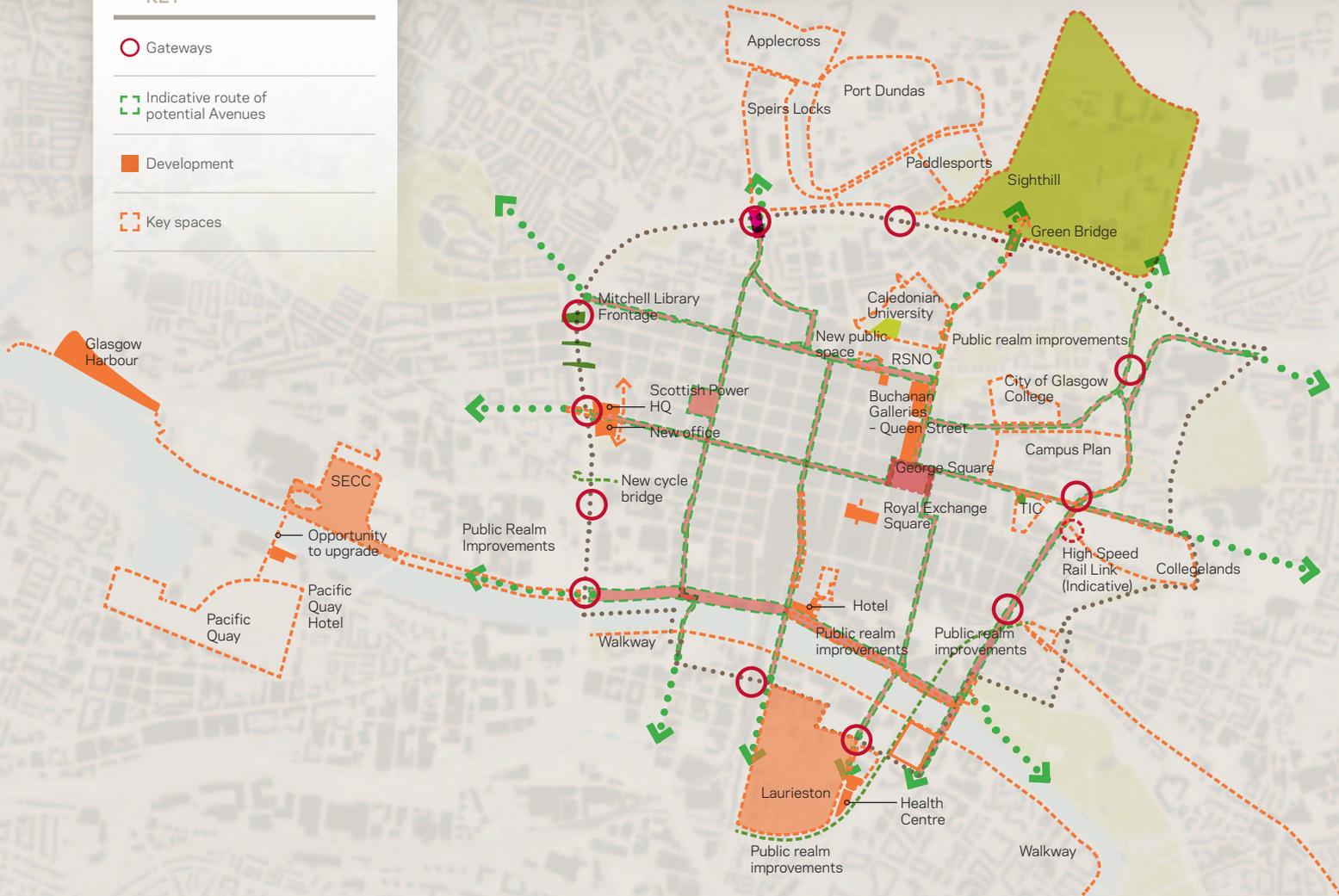
## KEY

○ Gateways

□ Indicative route of potential Avenues

■ Development

□ Key spaces



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## Developing a shared vision for Glasgow city centre

Glasgow is a city of transition with a diverse and vibrant city centre. Leadership and vision from the public sector, the private sector, the education sector and the social economy, have delivered significant regeneration and cultural enrichment which serves as a platform for future success.

It was agreed that in developing a shared vision for Glasgow city centre there should be a balance of aspiration and achievable actions. Critically the vision should look to future global city centre trends while building on the distinct assets of our city centre to position Glasgow ahead of the curve.

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Games Village  
Sir Chris Hoy Velodrome  
and The Emirates Arena

## Our Shared Vision

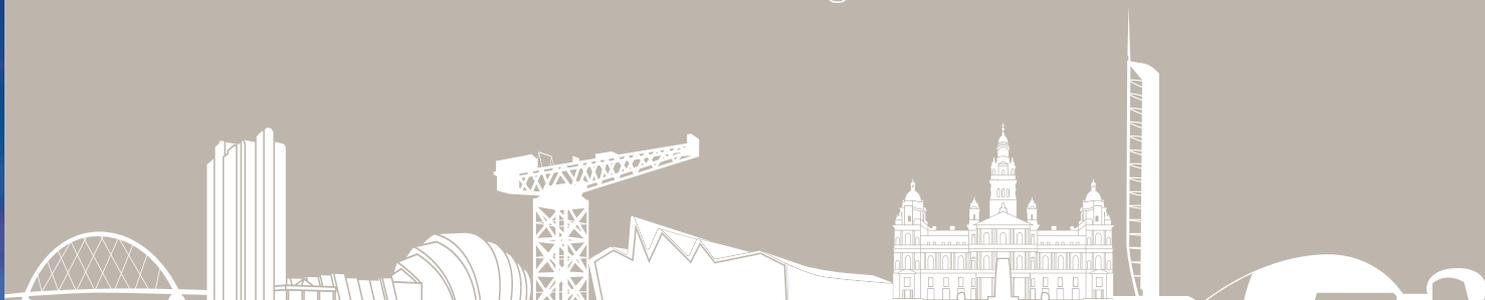
**GLASGOW** CITY CENTRE, AS SCOTLAND'S **COMMERCIAL** AND **CULTURAL HUB**, WILL BUILD ON ITS **DISTINCT** ASSETS AND **UNIQUE** FEATURES TO BECOME THE MOST **INNOVATIVE** AND **PROGRESSIVE** CITY CENTRE IN EUROPE.

GLASGOW CITY CENTRE WILL PROVIDE AN **EXCELLENT** AND **SUSTAINABLE QUALITY OF LIFE** AND **EXPERIENCE** FOR CITIZENS, VISITORS AND INVESTORS THAT WILL DRIVE **GROWTH** IN **EMPLOYMENT**, **POPULATION** AND **SHARED PROSPERITY**.

# Foreword



Glasgow is Scotland's largest and most dynamic city. Its city centre is the hub of the city's economy and life. It is the top retail destination in the United Kingdom outside of London.



It provides residents and visitors with an exciting mix of shopping, culture, leisure and entertainment experiences that only a vibrant and major city centre can offer.

Some 150,000 people are employed across a city centre which has the infrastructure, the sector mix, the skills and experience which has helped to negotiate the recent difficult economic downturn.

But this progress did not happen by accident. It happened because we followed a strategy to diversify our economic base and work to attract inward investment.

In 2006, the importance of the city centre to Glasgow's economy was recognised by Glasgow City Council and its partners with the development of the City Centre Action Plan. The strategy outlined our ambitions to improve the way the city centre was managed and developed.

Despite facing some of the toughest economic conditions in modern times, the majority of the plan's actions have been delivered successfully, including around £700m of investment.

This resulted in the big successes like the emergence of the International Financial Services District and the regeneration of the Merchant City, as well as, the phenomenal growth of our tourism and conference sectors.

Even the way the city centre looks has seen a dramatic makeover in recent years with significant investment in our streets and public spaces. This has been dovetailed with a series of initiative and projects which have improved cleanliness and the feel of many areas while at the same time actively promoting Glasgow as a top visitor destination. These include Clean Glasgow; Glasgow Safer City Centre and The Style Mile.

As with all good strategies it needs to be kept under review and refreshed from time to time. Glasgow cannot afford to stand still. We continue to face major economic challenges as competition to attract and sustain investment intensifies. The retail offering within the city centre faces significant competition from out of town shopping centres, and the rapid growth in online shopping and changes to consumer behaviour are both

having negative effects. Changes to office and residential requirements are also challenging the function of the city centre as work-life balance patterns and the convenience of remote working become more popular.

Recently both Future Glasgow, the long-term vision for the city, and the Glasgow Economic Commission identified the city centre's great importance in the continued transformation of Glasgow.

Glasgow City Council and its partners across the city are determined to maintain and develop the role of the city centre at the heart of Glasgow's economy. We will continue to look for new opportunities from new and emerging markets to grow our city economy and being the host of the Glasgow 2014 Commonwealth Games will give us an international platform to help achieve this.

This new strategy builds on the good work of the earlier plan and has been developed in collaboration with public sector leaders, the business community and other city centre stakeholders.

It is ambitious and aspirational and aims to ensure that Glasgow city centre will maintain its crucial role as the key generator for employment within Scotland, offering excellent opportunities for growth and investment. The strategy will also help Glasgow to position itself as the leading centre of education and innovation building on the excellent reputation of our city's universities and colleges.

**We now need everybody to get behind us and help deliver jobs, growth and prosperity for our city centre for the next five years.**



**Councillor Gordon Matheson**  
Leader of Glasgow City Council



**Stuart Patrick**  
Chief Executive  
Glasgow Chamber of Commerce

# The transformation of Glasgow city centre

Glasgow City Council and its partners in the public and private sectors have a proven track record in leading investments and initiatives to develop the city centre. Over recent years, taking an active and collaborative approach has become more important as competition from other cities and out of town developments has intensified. That approach was adopted in 2006 when Glasgow City Council, Glasgow Chamber of Commerce and Scottish Enterprise joined together in a five year action plan for the city centre. The plan was ambitious and aimed to continue the transformation of the city centre into one of the best in the UK and Europe. Despite the deepest recession of the post-war period most of the actions were delivered. Some of the highlights are outlined below.

## Delivery of Key Regenerator Projects

IFSD (International Financial Services District) SSE Hydro Arena



- **£1bn+** invested since 2000
- **15K** jobs created
- **2M sq ft** Grade A office space completed

- Expected to contribute **£131M** to the Scottish economy
- Expected to attract **1M** visitors annually
- **£125M** investment committed
- **12K** seat venue

## City Science

- **700** new research jobs created

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- Supporting **850** existing jobs

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- **£89M** Technology & Innovation Centre

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## Collegelands



- Expected to contribute **£110M** to the Scottish Economy

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- To generate **3000** (gross) additional jobs

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- **£200M** investment plan

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## Higher & Further Education



- The University of Strathclyde: **£350M** investment over 10 years (approved 2007)

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- City of Glasgow College: **£200M** new campus (approved 2011)

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- Glasgow School of Art: **£50M** development (approved 2011)

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### Transforming the appearance of the city centre

- **City of Light** strategy
- **High quality** public realm programmes
- **162km** of white street lighting
- **2** Radiance Light Festivals

### Glasgow Safer City Centre Initiative



- Retail & hotel **digital radio systems**
- Engaging **200+** businesses in crime & disorder reduction (since 2002)
- **NiteZone** projects

### Clean Glasgow



- Commercial waste and **enforcement**
- **Removal** of commercial bins from retail streets **outwith** refuse collection periods
- Community **clean up** projects



## Marketing the city



- **Glasgow Scotland with Style**  
The former city brand, Glasgow: Scotland with Style promoting the city centre as a visitor destination

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- **Style Mile**  
A public/private partnership and programme of events/marketing to promote the city centre as a retail destination

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- **Glasgow: Service with Style**  
Launched in 2010 to deliver a world-class customer service experience for visitors

## Strategic Major Events Forum



- **MOBO Awards**

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- **First** city to launch dedicated major events charter in 2010

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- **Uefa Cup Final 2007**

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- Guaranteeing provision of **exceptional support** for organisers

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- **460,000+** people attended major events hosted in Glasgow

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- Generating **£28M** economic benefit for the city

# Where are we now?

As Scotland's most accessible location, Glasgow city centre is the place of choice for a number of key sectors including financial and business services, renewables, tourism, events and related business activities (e.g. retail, leisure and accommodation). It is also a hub for Government, Local Government and other public services, as well as Higher and Further Education Institutions.

As the single largest location of economic activity in Scotland, Glasgow city centre draws in tens of thousands of commuters on a daily basis.

The importance of the success of the city centre to Glasgow and its region's economy cannot be overstated.



## Future Glasgow

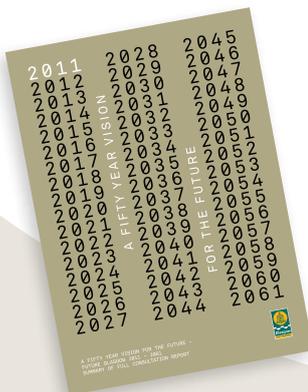
The importance of the city centre was recognised in the recently published long-term draft vision for Glasgow...

### Future Glasgow: A 50 year vision for the future

▣▣▣ Glasgow: a resilient, creative and enterprising city of opportunity and diversity, where citizens and businesses thrive and visitors are always welcomed. ▣▣▣

This vision stressed that in fifty years' time the city centre will still be the heart of the city, and has set the following ambitious targets:

- The city centre will be amongst the top 10 European city centres for international business and visitors
- The city centre will be the most accessible place in the city
- Every Glaswegian will feel that the city centre has something to offer them personally, be it for work, culture or recreation
- Glasgow will still be the top UK retail centre outwith London's West End



In addition, the Future Glasgow city centre analysis resulted in a series of proposed actions which will now be progressed through the City Centre Strategy:

- Improve its connectivity (an airport link is a major concern)
- Improve the management and cleanliness of the public realm.
- Improve accessibility of adjacent communities to the centre
- Improve pedestrian use of the city centre and as well as improving and extending the cycle network
- Create a 50-year walking plan, to make the centre safer, healthier, more attractive and enjoyable
- Create mixed-use nodes around Subway stations
- Develop schools and affordable housing to bring more families into the city centre
- Create green spaces and embrace the River Clyde
- "Design for rain" to make the city centre more walkable and "liveable"



## Economic Commission

**In 2011 the Glasgow Economic Commission, a partnership of public and private leaders in the city, published a range of recommendations for the growth of the Glasgow economy. It agreed on the criticality of the city centre to that growth, and stated that:**

▣▣ In the Commission's view, it is vital that the attractiveness of the city centre to private sector investment is maintained and enhanced for the benefit of the economy. As such it must enhance its connectivity – both real and virtual – and exhibit the high place quality – for the benefit of businesses and the city's people, workers, shoppers and visitors. The city centre is Glasgow's shop window – and it needs to be 'well dressed' – and maintained. ▣▣



The Commission made a number of recommendations for the development of the city centre and for its continued contribution to the economy of the City, including IFSD 2 (International Financial Services District 2), the approval of a TIF (Tax Incremental Financing) scheme for the Buchanan District area, and improved transport and digital connectivity.

# The value of Glasgow city centre

2014



Glasgow hosts the **Commonwealth Games**, **6500 athletes** and officials from **70 countries** competing in **17 sports** over **11 days**<sup>1</sup>

6500

70

17

11

28,000

Glasgow city centre has a resident population of **over 28,000**<sup>4</sup>



No. 2

Glasgow is the **no.2 retail destination in the UK after London** with an available catchment expenditure of **£2.6 billion**<sup>2</sup>

£2.6bn

3m



2005

Business tourism secured by Glasgow City Marketing Bureau since its inception in **2005** has been worth **£960m** to the city's economy and generated **3 million** conference delegate hotel room bookings<sup>13</sup>

960m



**No.1 city in the UK for personal safety**<sup>3</sup>



No. 1

40,000

Glasgow city centre has **over 40,000 students in Higher and Further Education** (GCU, Strathclyde, School of Art, Royal Conservatoire, City of Glasgow College) (Glasgow University has **26,550** taking total at city level to **66,000**)<sup>5</sup>



66,000

1 [www.glasgow2014.com/games/timeline](http://www.glasgow2014.com/games/timeline)

2 CACI

3 CCAP review pg19, Mercers 2011 Quality of Living Survey

4 Glasgow City Council Ward Factsheet 2012: Anderston / City

5 The impact of students in Higher Education on the economy of Glasgow (Jeremy Leach research 2012)

6 Strathclyde Partnership for Transport (SPT)

7 Glasgow City Council

8 Glasgow City Council Ward Factsheet 2012: Anderston / City

9 Glasgow City Council

10 GCMB

11 fDi Intelligence (2012), 'European Cities and Regions of the Future 2012/13'

12 Glasgow City Council

13 GCMB

14 [www.glasgowairport.com/about-us/facts-and-figures](http://www.glasgowairport.com/about-us/facts-and-figures)

15 Global Financial Index 2013

16 Forum for the Future

2nd most important financial centre in the UK<sup>15</sup>



Media capital of Scotland with headquarters for major print, radio and TV broadcasting operations



150k



Location of over 150,000 Jobs<sup>8</sup>

2.2m

The city of Glasgow attracts 2.2 million visitors each year who generate £578 million for the local economy<sup>10</sup>



£578m

34% of workers choose public transport to access the city centre and 70% of public transport trips are by bus<sup>6</sup>



Glasgow city centre attracts over 100,000 commuters and over 75,000 vehicles every weekday<sup>12</sup>



75,000

Glasgow ranks 9th for air quality in the Sustainable Cities Index (ranking large British cities) and 6th for biodiversity<sup>16</sup>

9th



6th

7,000,000



Glasgow airport serves over 7 million passengers each year to 90 destinations<sup>14</sup>

90

Ranked 2nd top large European City for overall foreign investment credentials<sup>11</sup>

¥€\$

No. 2

£5.8bn

Glasgow city centre generates 34% of the city's GDP (£5.8 billion)<sup>7</sup>

34%



70,000

Glasgow city centre attracts an estimated 70,000 users of the leisure / night-time economy on weekend evenings<sup>9</sup>



Glasgow city centre has 551 Listed Buildings and one Scheduled Monument<sup>12</sup>

551



26,550

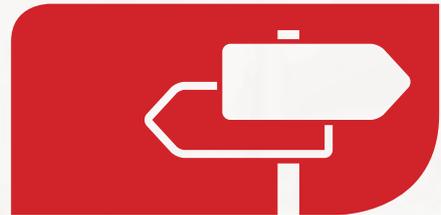
# Getting ahead of change



## Retail

- 25% of total UK retail sales are estimated to go to online by 2020, driven by m-commerce<sup>1</sup>
- 'Shoppers' are becoming 'visitors'; retail space must provide experience
- Extension of out of town retail development
- Drive for extended trading hours
- Recycling of low demand retail space
- Distinctive speciality shopping

<sup>1</sup> BCSC the rise and rise of multichannel retailing, 2012



## Transport

- The importance of connectivity to global markets, wealth clusters
- "24-hour" cities and the need for seamless multi modal travel around the city centre
- Rising competition in UK with High Speed Rail and direct connectivity from city centre to airport in other cities
- Consolidation of trips to combat rising cost of travel
- Convenience of online and impact on need for travel
- Better informed travellers able to react and amend journey plans (new technology)



## Office

- Businesses shrink the amount of space per employee (smaller is better; that is, more cost-effective)
- Climate controlled, low energy space
- Access to the labour force and cost effective commuting
- Changing working patterns



## Education

- Increasing demand from international students
- City centre Innovation Districts
- Mergers policy amongst further education colleges
- Distance learning and overseas campus presence

In developing the vision, principles and priorities of this strategy it is recognised that there are a number of material factors that will accelerate the pace of change. In order to continue to create value we must monitor, understand and react to these changes; it is not just about fine tuning.

**The following trends have been identified which could have an impact on Glasgow city centre and we need to be proactive in shaping our activities and responses to them.**



### Tourism

- Growing middle classes in new markets and propensity to travel
- Attraction of city breaks
- Maximising city centre benefit of major event and conference tourism
- Impact of travel taxation



### Night-time Economy

- Increase in range of options for leisure pursuits
- Link to experiential retail including extended retail trading hours
- Promotion of more family-focused activity and environments



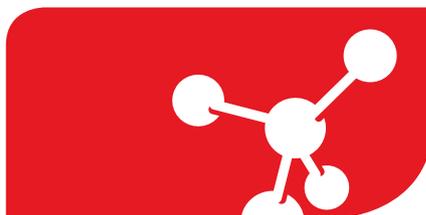
### Sustainability

- Density and ease of accessibility support global climate change ambitions
- Greening of cities
- SMART city movement and future cities



### Population

- More than half of the world's people now live in cities and the figure will rise to more than two thirds by 2050, according to United Nations forecasts
- Socio-demographic changes and demand for city centre living



### Infrastructure Trends

- Use of SMART technology with respect to transport, utilities and services
- Evolution of wireless technologies
- New models of funding utility infrastructure



### Economic

- Specialisation of cities and clusters
- Cities as 'engine of growth'
- Growing number of mid-sized cities

## The Districts Strategy

At the centre of this city centre vision is the Districts Strategy which will establish a Regeneration Framework for each of the nine Districts. This Framework will comprise a dual approach to regeneration, with longer-term strategic visioning and placemaking policies being developed in parallel to shorter-term environmental enhancement initiatives and footfall-generating projects.

The Regeneration Frameworks will be regarded as Supplementary Guidance for the new Development Plan for Glasgow, due to be published in 2014. This will also apply to other actions in the City Centre Strategy which relate to planning policy.

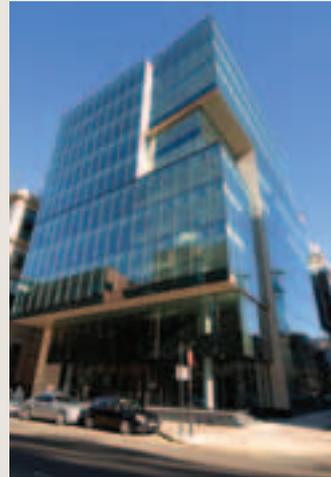
In order to ensure local context was taken into consideration, some District boundaries overlap. Where specific locations do cross over, they will benefit from the analysis of both/all overlapping Districts.

## Avenues

Avenues will be developed as part of the Districts Strategy. They will:

- link key gateways, neighbourhoods and focus points
- display good street design with a focus on a people-centred approach
- promote sustainable modes of transport
- improve perceptions of areas, drawing people to active and engaging parts of the city
- provide opportunities for integrated infrastructure





## Our Principles

To realise our shared vision, a set of core principles have been set:

### **ECONOMIC GROWTH**

Attract investment, expertise and entrepreneurship.

### **INCLUSION**

Increase the access and attributes of the city centre for all.

### **SUSTAINABILITY**

Support initiatives and activities that provide long-term opportunities while protecting our natural resources.

# Objectives & Enablers

## Objectives

To achieve the shared vision, stakeholders will collaborate on six core objectives.





**THE CENTRE TO SHOP & PLAY**

- To maintain position as the best destination to shop & play outside London
- Grow footfall, catchment and revenues; optimise trading hours; improve experience, variety and links to other leisure activities; embrace technology & future trends, promoting accessibility



**THE CENTRE TO VISIT & ENJOY**

- To be the most prominent Scottish leisure tourism and business tourism destination
- To enable easy access and create attractive points of entry and key corridors; continually enhance the visitor experience through Service with style; increase hotel patronage and available beds; develop tourism attractions; increase dwell time and length of stay; promote attractiveness and manage perceptions; attract and leverage benefits from major events e.g. 2014 Commonwealth Games



**THE CENTRE TO WORK & CREATE**

- To be the biggest job generator in Scotland
- Attract more jobs with a focus on high value roles and key sectors; encourage SMEs and entrepreneurship; promote available skills to inward investors



**THE CENTRE TO LEARN, DISCOVER & INNOVATE**

- To leverage the existing strong concentration of Higher and Further education
- Create additional centres for excellence; increase student numbers including a growth in foreign students; produce the skilled workforce of the future; encourage private sector collaboration and income generation; support campus development



**THE CENTRE TO STAY & LIVE**

- To grow the residential population ensuring an adequate level of supporting infrastructure
- To encourage new developments and the conversion of vacant properties into residential spaces; to attract a variety of residents including professionals, families, down-sizers and students; to provide appropriate services such as schools and open spaces
- Greening the city through the provision of quality landscaping and environments is a fundamental objective of this City Centre Strategy



**THE CENTRE TO INVEST & BUILD**

- To remain a top ten investment location in Europe
- To establish and promote city Districts; to encourage commercial, retail & leisure property development; repurpose vacant units and gap sites, to provide consistent and attractive public realm; to utilise innovative financing mechanisms (Tax Increment Financing and Business Improvement Districts)

## Enablers

Delivering these objectives for the city centre will require focus on four principal enablers: Management, Promotion, Development, and Infrastructure, with delivery programmes and supporting actions developed for each of them.



## Management

To compete, modern city centres need to meet the expectations of visitors, businesses and residents alike and be easy to use, effectively run, safe and clean. To achieve that they need clear and coordinated management, both private and public, which engages all users and delivers the best quality services. In many examples across the globe this is carried out by dedicated city centre management teams with strong leadership and accountability to all users.

## Priority Actions

### Dedicated City Centre Management

Collaboration with city centre stakeholders to progress dedicated City Centre Management to proactively address strategic and operational issues, progress opportunities and provide a single point of contact. This initiative will be delivered in partnership with city centre businesses. Initiatives including the digital radio network and the recently introduced city centre Response Team will be continued to provide a rapid response across the entire city centre.

### Priority Area Rapid Action Plans

Linked to The District Strategy, the identification and development of specific zones and corridors which require targeted activity. The attractiveness of the city centre is vital to the success of those businesses which rely on footfall and there is consensus amongst the business community that area attractiveness must be a priority. Transport / pedestrian corridors play a critical role in linking city centre areas and are frequently the first point of contact for visitors to the city centre. Successful and stressed areas will be prioritised for sustained intervention with operational plans.

### Enhancing the City Centre Experience

Glasgow is one of the safest city centres in the UK however there continue to be negative perceptions about safety and the prevalence of anti-social behaviour. Messages to reaffirm area attractiveness and to respond and manage a reduction in unacceptable activity will be introduced, and support directed to vulnerable citizens as required.



## Supporting Actions

- Improved Customer Relationship Management (CRM) Systems
- Enhanced recycling services for commercial waste
- Green tourism – maximise potential of events for economy and environment
- Safety and environmental analysis across the 87 city centre lanes
- Extend the Digital Radio Network to city centre businesses
- Consolidate the City Centre Response Team
- Regulate problematic fast food outlets
- Develop a vacant space protocol
- Develop Smart City city centre projects
- Explore Purple Flag Award options for the night time economy
- Implement Child Safe Initiatives

### Clean and Green city centre

Enhance city centre service delivery through the reconfigured Clean Glasgow initiative. Engage with Sustainable Glasgow to progress measures to reduce emissions and encourage recycling.

### 2014 Commonwealth Games

The 2014 Commonwealth Games present an opportunity for business to engage in the event and ensure benefits are maximised for the city centre and provide a lasting legacy. There will be a concentrated and co-ordinated process introduced to minimise disruption to the city centre operations during the period of the Games and for subsequent major events.

### Innovative Financing and Partnership Working

A city centre Retail Association has been established as part of this strategy development process to bring together retailers from across the city centre and provide a forum to discuss issues and priorities to support the sector. Early areas of focus include: car parking; extension of retail trading hours; city centre management and city confidence. The City Centre Strategy will consider TIF (Tax Incremental Financing BID (Business Improvement Districts) and City Deals and other financing models.



## Development

City centres need to continuously upgrade and improve the quality of their assets whether that be new public realm, hotels, shops, offices, residential opportunities, or attractions. To do that they have to find ways to attract new investment by clearly demonstrating demand, by being speedy and flexible in decision making, and by finding smart ways of funding development.

## Priority Actions

### Develop a thriving city centre Public Realm Programme

The physical appearance of the city centre needs to be of the highest quality to maintain Glasgow's competitiveness. Quality landscaping attributes to the positive experience of all visitors to the city centre. As part of the plan an updated Public Realm Strategy will be produced which builds on successful public realm work such as Buchanan Street and the Merchant City. The Public Realm Strategy will also reinforce the development of unique Districts.

### Develop a River Strategy

As part of the wider Clyde Waterfront Strategy there will continue to be a focus on linking the city centre clearly to the River, improving its connectivity, and building on its existing biodiversity. However further effort is required through a new River Strategy to join up the fragmented range of on and off-bank activity, including the consideration of infrastructure and environmental constraints.

### Develop and Implement city centre Feature Lighting Strategy

Glasgow has had recognised success in using quality lighting to both highlight the architecture of the city centre and to enhance the experience of visiting the city centre. Examples such as Buchanan St lighting and Royal Exchange Square canopy of light will be built on in a new Feature Lighting Strategy.



## Supporting Actions

- Scope/develop/pilot Fast Track Planning Applications for Major Developments
- Develop policy for covered outdoor food and drink activities

### Create a Development Framework in which the High Street plays key role

The High Street is the historic core of Glasgow. As the Merchant City is developed, the city centre spreads Eastwards with the development of Collegelands and Strathclyde University develops its campus plans the High Street is once again taking on an important role in the city centre. This will be recognised in a clear framework for the development in and around High Street, incorporating a vision to include a High Speed Rail terminal.

### Retail Strategy

Given the changing nature of retail demand and supply with the growth of online/mobile shopping and the increase in large out-of-town centres, this plan will incorporate comprehensive review of the city's Retail Strategy which takes into account future trends, planning policy designations, environmental quality and the user experience. The Retail Strategy will also include focus on independent retailers who add significant value to the city centre.

### Develop a Residential Strategy including vacant upper floors

Vacant upper floors of commercial properties are an underused asset. It is unlikely many of them will return to commercial use. There is a desire to grow the population of the city centre yet there are limited opportunities for new developments of residential property. While there are barriers to the use of vacant upper floors for residential purposes, a strategy will be developed to help tackle those barriers and bring much of the vacant space into residential or other uses as appropriate.



## Enabling Infrastructure

The infrastructure required by city centres has to be effective and efficient if they are to operate well and encourage growth. Moving around the city centre by whatever means needs to be fast, efficient and value for money. High quality, competitive utilities: power, water, and telecommunications are all a basic requirement of any city centre and Glasgow must ensure its infrastructure matches the best.

### Priority Actions

#### Identify and invest in Integrated Green Infrastructure

Integrated Green Infrastructure provides a range of multi-functional benefits for people, the economy and the environment. Well planned improvements to the public realm encompassing green infrastructure – trees, green (living) walls and roofs, rain gardens, swales and planted landscaping – can improve commercial activity whilst contributing to flood management, urban cooling and to improving our health and well-being.

#### Develop a city centre Traffic and Transportation Strategy

A further critical element to realising the long term city centre vision and objectives as outlined in this Strategy will be the delivery of a new Traffic and Transport Strategy. The development of the Traffic and Transport Strategy is now well underway with initial consultations expected to be reported before the end of 2013-2014. The output from this will then feed into the consultation and development of the District Strategy and inform the location of any Avenues or related District projects. Further development of the Traffic and Transport Strategy will continue in parallel with the development of the District Strategy before the Traffic and Transport Strategy is finalised for consultation.



## Supporting Actions

- Develop a sustainable lighting strategy for the city centre
- Public Convenience Review
- Continue to manage and co-ordinate roadworks within the city centre
- Review of city centre parking policy
- Surface water management strategy for the city centre area including consideration of development opportunities
- Improve CCTV infrastructure and support in the city centre

### Improve connectivity in and around the city centre

Through the creation, maintenance and improvement of walking and cycling infrastructure, the introduction of wider pavements and shared surfaces, more cycle storage facilities and hire bike options at transport hubs.

### Deliver Digital Glasgow: city centre WiFi

An initial priority for the Digital Glasgow strategy is the city centre. WiFi provision will be mapped and gaps identified in order that a programme for universal free WiFi can be delivered across the city centre. The Council will work with telecoms companies to accelerate investment plans and identify potential opportunities in the city.

### Create a Financial Services skills pipeline

This will develop a dedicated programme to support the financial and business service sector through the provision of job-ready candidates.



## Promotion

In a very competitive environment the ability to promote the best of the city centre to visitors and citizens alike is critical. Positioning the city centre as an attractive location and providing strong, positive messages to different audiences is a vital part of this. Glasgow has already been successful in marketing itself through a variety of campaigns, branding and events and needs to continue and intensify this effort.

## Priority Actions

### Integrated multi-channel marketing programme

An integrated multi-channel marketing communications programme will be initiated that seeks to utilise the resources and experience of private sector partners, to promote the unique destination attractiveness of the city centre. Targeted activities will be progressed to encourage longer visitor stays and reinforce the combined strength of the tourism, retail and leisure offer. Specific initiatives will be launched to support extended retail trading and linkages to the City's diverse cultural venues, wide assortment of restaurants and vibrant bars.

### Dedicated inward investment strategies

Inward investment strategies will be progressed for key sectors including retail, hotels and commercial property. A dedicated team has been established to identify potential investors, market Glasgow's attributes and work in partnership with developers and agents to promote available sites and provide support. The team will also work to mitigate perceived potential barriers to entry such as progressing fast track planning permissions and providing access to labour - providing a one stop solution.

### Public space and event activation

George Square has long been the focal point for city centre events but there is an opportunity to also utilise other spaces to add to the attractiveness and vibrancy of the City. A review of spaces will be undertaken to identify new spaces and verify the readiness of existing spaces. A coordinated approach will be taken to the promotion and marketing of all city centre public spaces to attract the widest possible variety of quality events.

To maximise opportunities for city centre stakeholders, programmed seasonal events, such as Glasgow loves Christmas will be more focused on driving footfall to key trading areas.



## Supporting Actions

- Create new city centre Districts Publication Updates
- Event space options appraisal and delivery tool kit
- Publish document as a directory/ sales marketing toolkit for open space hire/use
- Promotion of Energy Performance Certificates
- Environmental Business Awards scheme
- Green Jobs Fair
- Increase number of Nite Zones to six in accordance with crime /antisocial behaviour (ASB) hotspots
- City centre Christmas: Style Mile annual event
- Marketing Plan for city centre transport options

### International access and connectivity

International air connectivity is integral to the economic success of the city centre as a key enabler for tourism visits, convention attractiveness and inward investment. City partners will work to support the endeavours of Glasgow International Airport in attracting and marketing new routes, this will encourage an increase in the volumes of international visitors, as well as providing good connections to key business markets.

### Development / Implementation of Glasgow Tourism Action Plan (TAP) 2013-2016

The TAP will develop initiatives that maximize the opportunities of tourism activity in the city centre. A new industry-led Tourism Leadership Group will be created with city centre industry representation, and incorporating Glasgow Economic Leadership Tourism and Major Events proposals developed with city centre industry partners.

This will incorporate a dedicated city centre section, focusing on Mackintosh and Alexander "Greek" Thomson amongst many other internationally acclaimed architects, the night-time economy, retail (including extended opening hours), skills development, visitor servicing, the customer's experience of the environment, access, education and business tourism.

# City Centre Districts Strategy

Re-imagining Glasgow city centre

## Background

The development work for this City Centre Strategy has involved a significant amount of analysis on the experiential nature of the different areas within the city centre.

This has explored:

- where people want to be
- how they move about
- why the level of quality varies significantly across part of the city centre
- why so many areas appear disconnected from each other
- why the experience of an area can differ throughout the day and at night

Conclusions focused on the following issues which relate to the experience of the city centre:

- **Movement**  
In some places cars and vehicles dominate and make the environment feel unsafe and unpleasant for pedestrians and cyclists
- **Orientation**  
It can be difficult to navigate your way around the city centre unless very familiar with its street network and landmarks
- **Disconnection**  
Routes that link key spaces within areas feel neglected, for example the South Portland Street Pedestrian Bridge, and St Enoch's Square
- **The Riverfront**  
Unanimously deemed to have much unrealised potential
- **Daytime and night-time character**  
There is deemed to be an unacceptable change in the character of some areas at night-time

## City Centre Districts

A fundamental component of this City Centre Strategy 2014–2019 will be the establishment of nine new city centre Districts and the creation of Regeneration Frameworks for each one of these Districts.

The Regeneration Frameworks will be developed collaboratively with stakeholders, and will involve a flexible and holistic approach that promotes the unique identity of the District and its regeneration through sustainable placemaking programmes and area enhancement interventions.

The methodology will comprise a wide range of surveys and analysis, and will review the history, current land use, urban form, character, vacant and derelict land, committed development, listed buildings, network of streets, public transport, green networks, all economic and social considerations including public space behaviour observations, health and wellbeing indicators, people movement patterns, orientation, disconnection, daytime and night-time economies and resulting character. The methodology will also take into consideration the previous work undertaken in the Conservation Area Appraisals as each Regeneration Framework is developed.

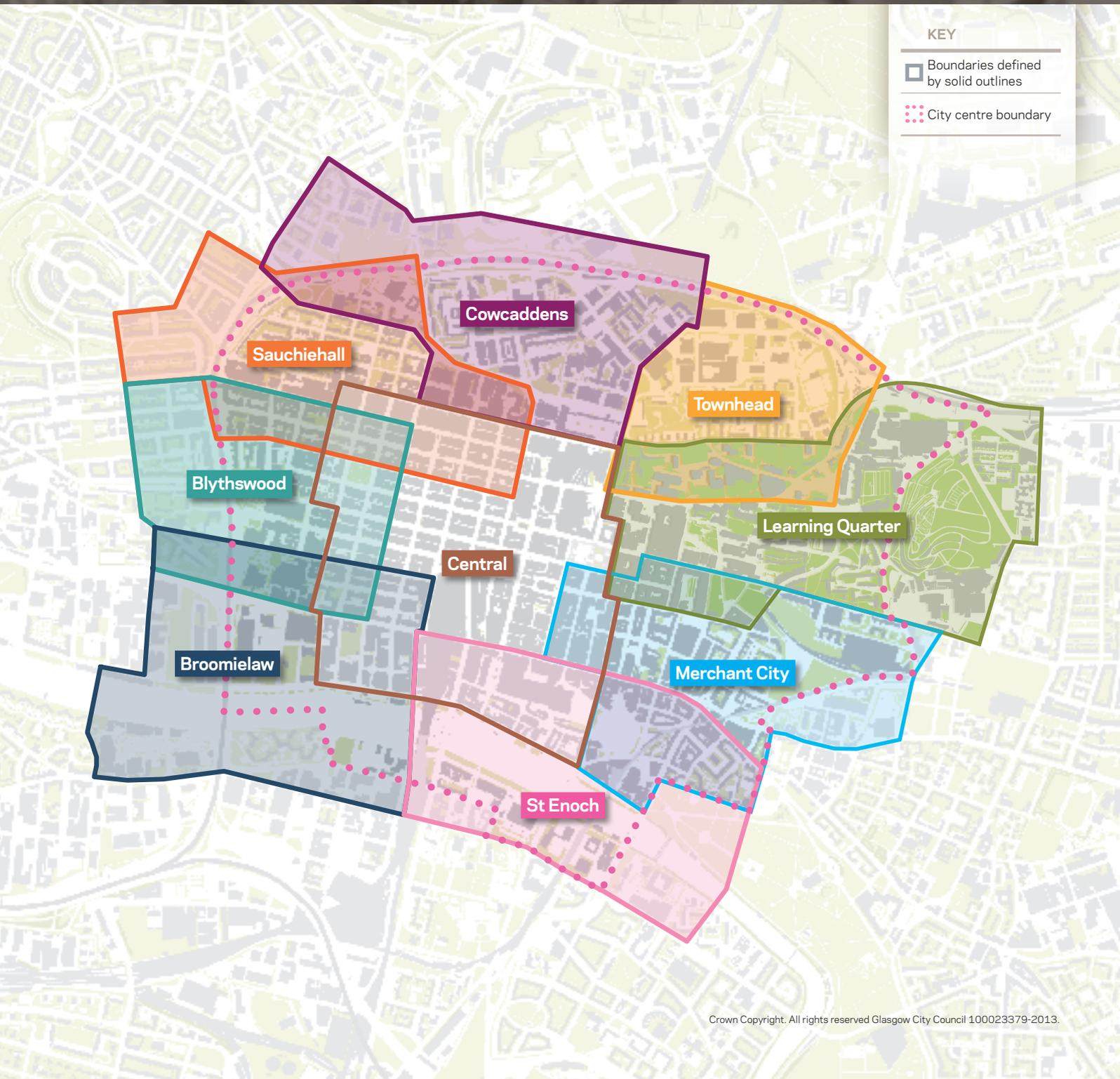
In addition, short to medium term measures will be introduced to react to more immediate issues, and catalyst projects of various types will be progressed across the city centre.

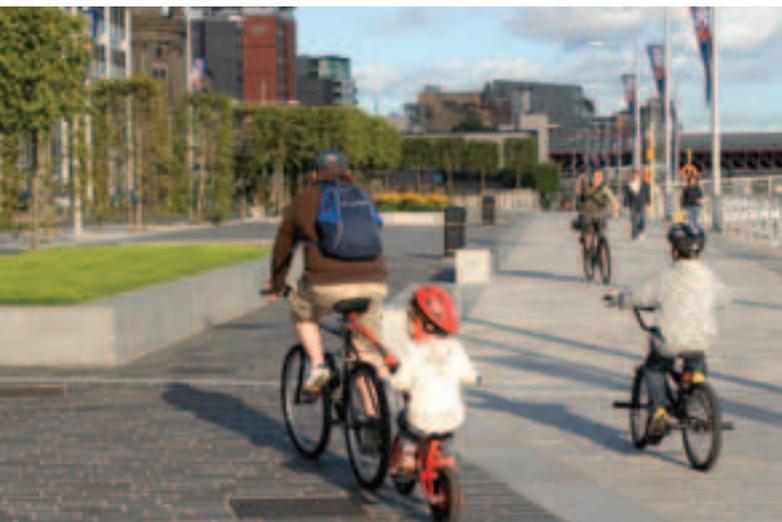
The key objectives that will underpin these Frameworks are likely to include a focus on:

- The production of District-specific placemaking policies
- Improved connectivity offering opportunities to walk, cycle, sit and stay in quality public spaces
- A balanced approach to motorised vehicle, pedestrian and cycle networks
- Improved lighting features and feelings of safety
- Integrated green and blue infrastructure
- More active frontages, particularly on south-facing sunny sides of the street
- Developing a flexibility in land use categories
- Developing proactive incentive schemes for short and medium term uses



## Districts Map







## Catalyst Projects

Various catalyst projects will be developed. Initial analysis has indicated that some of these are likely to be located around:

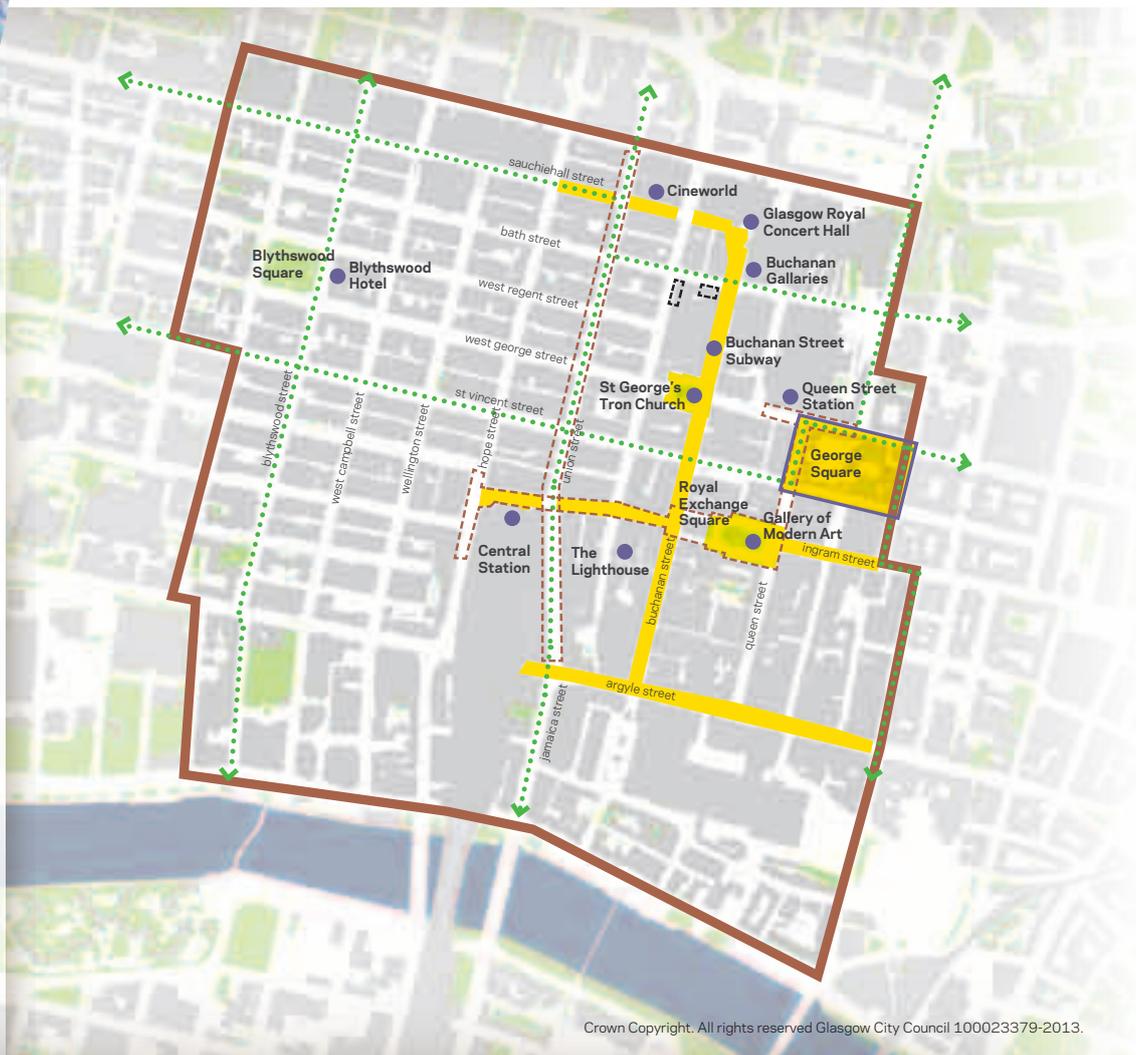
- City centre transport hubs, their immediate environs, and connecting routes
- Union Street
- The Waterfront
- High Street and Saltmarket area
- Argyle Street
- George Street
- Cathedral Street
- Renfrew Street and North Hanover Street with link to Sighthill
- Sauchiehall Street
- North Street, which links the River with Charing Cross
- Ingram Street

These projects may be small or large scale and delivered within short to medium terms. They will be developed during the early stakeholder engagement and analysis work in each District. Their intentions are to provide visible improvements to areas through a range of means often acting as a catalyst for further investment.

## Glasgow City Centre Districts

### Central

This area accommodates much of the city's shopping, commercial and business function, with the Style Mile acting as the retail spine anchored by Buchanan Galleries to the north and St Enoch Shopping Centre to the south. George Square lies within this District acting as the major public, civic and event space. The area's grid street pattern contains the two major train stations with Central Station on Gordon Street and Queen Street Station on George Street. The principal bus routes connecting to the wider city are located on Union Street / Renfield Street and Hope Street.



The following suggested Avenue projects for this District would significantly improve the streets' overall performance as public spaces:

- Sauchiehall Street to Charing Cross
- Union Street to Bridge Street
- Cathedral Street
- North Frederick Street
- George Street
- St Vincent Street
- James Watt Street to Blythswood Street to Rose Street

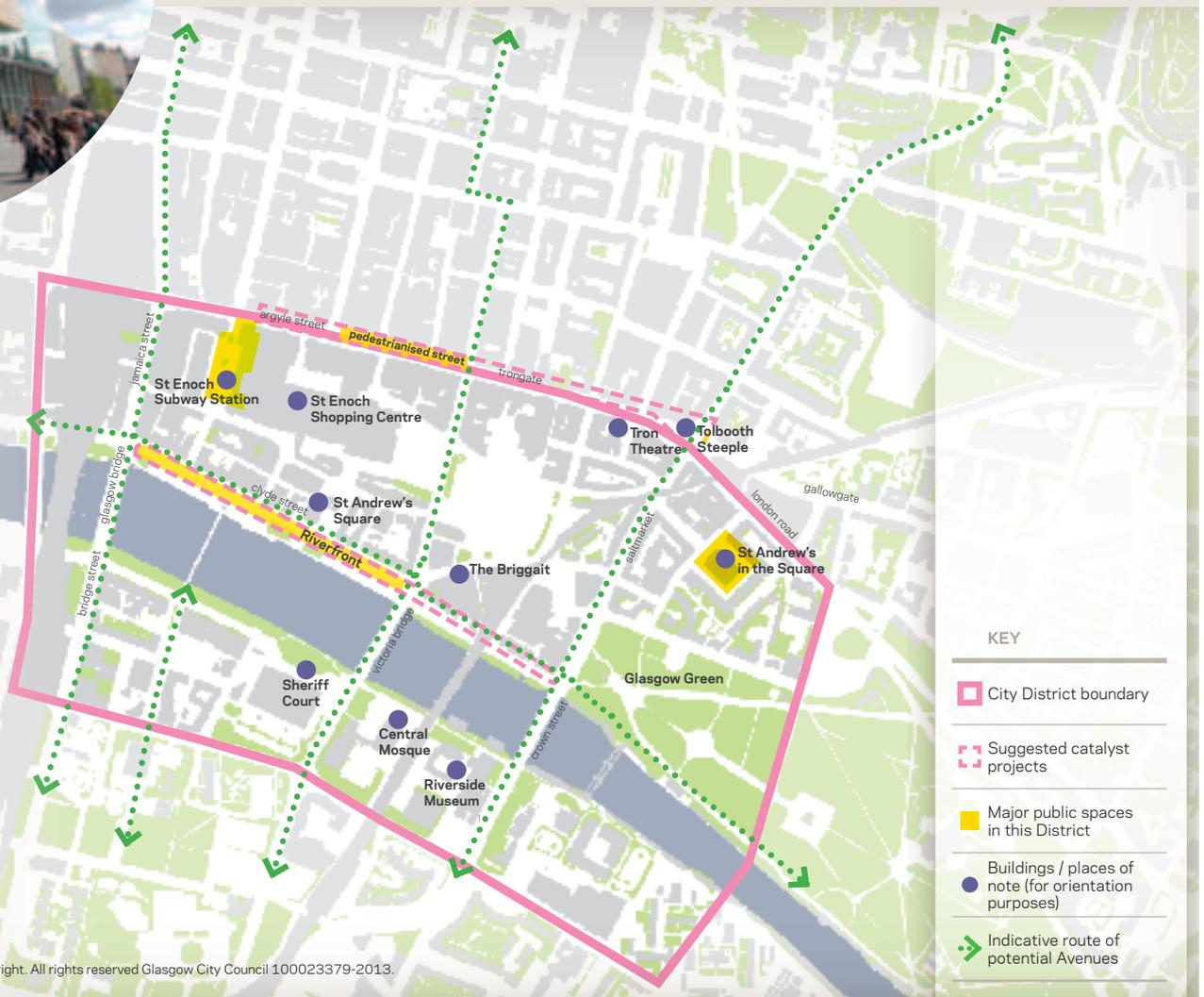
The following suggested catalyst project for this area would complement the Avenues by significantly improving the pedestrian, cycling and wayfinding experience:

- Union Street
- Gordon Street



## St Enoch

This District accommodates a mixture of land uses which embrace functions of retail, commercial, business and residential. The District also has a section of the River Clyde and the St Enoch's Shopping Centre. St Enoch's subway and Argyle Street train station are all located in this District. There is however a historic richness in this shared District through its urban form and architecture found in many buildings in and around the High Street, Trongate and the Saltmarket.



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There is an opportunity to promote this mixture of function and form through an improved pedestrian environment in specific public spaces.

The waterfront experience should capitalise on local land use functions whilst promoting itself as a major attraction and resource.

Improving specifically the pedestrian experience in and around Glasgow Green will foster more connectivity and interest.

The following suggested Avenues projects for this District would significantly improve the streets' overall performance as public spaces.

- Jamaica Street to Bridge Street
- The Waterfront – from Glasgow Green to Transport Museum
- Glassford Street – Stockwell Street
- High Street to Trongate to Saltmarket to Albert Bridge

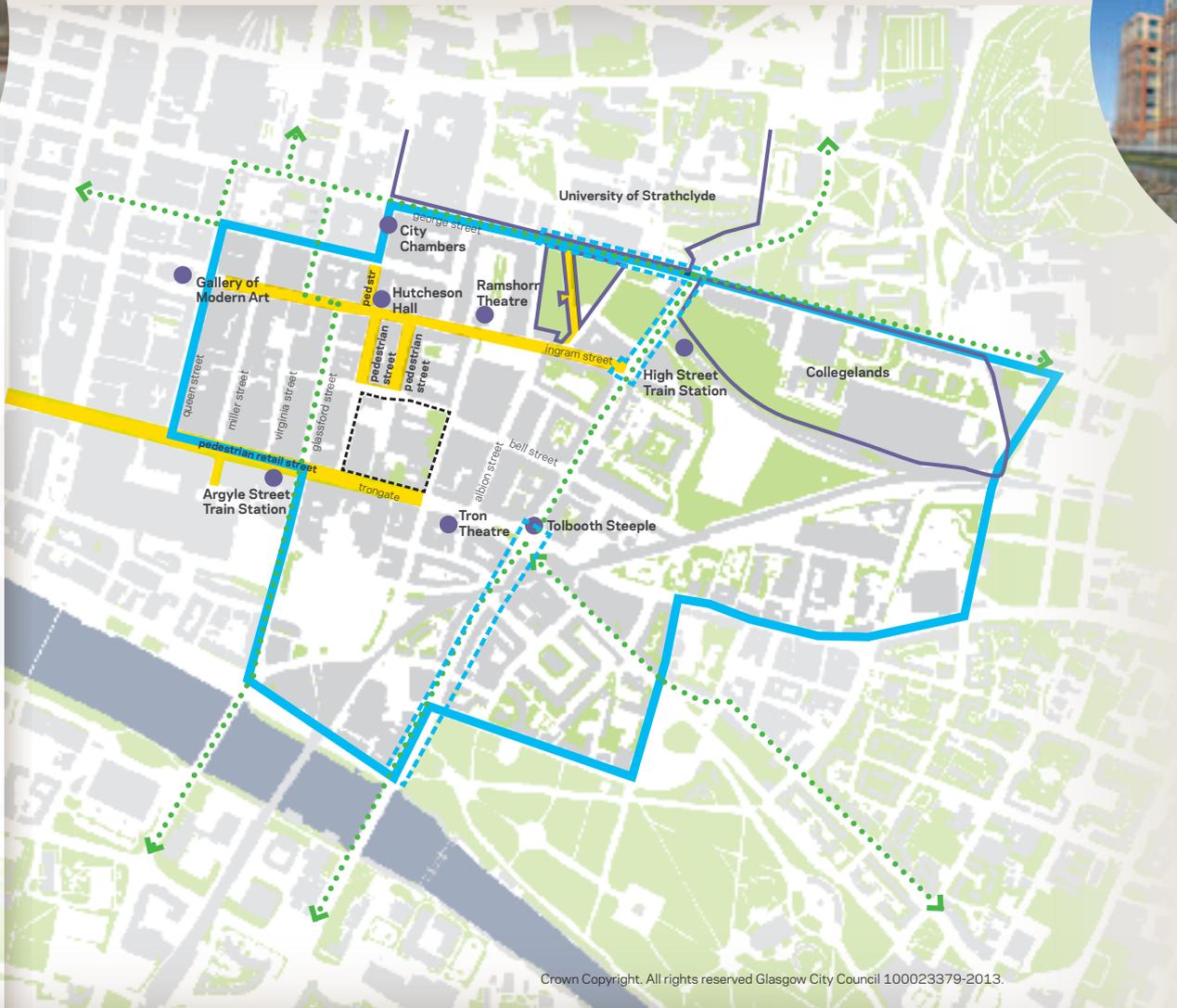
The following suggested catalyst projects for this area would complement the Avenues by significantly improving the pedestrian and cycling experience and wayfinding.

- Custom House Quay to Glasgow Green
- Argyle Street to High Street

Glasgow City Centre Districts

Merchant City

The Merchant City has been subject to a long-term regeneration strategy which has had an extremely positive impact on the area, and the city as a whole. Mixed uses, retail, galleries, bars and restaurants provide activity and a sustainable economic future, making the most of the existing built heritage.



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The High Street is predominantly made up of small business and retail units with storage/residential above, and large new developments of flatted housing and student residences. The urban fabric is more fragmented however, and there lacks a cohesiveness to the public realm. There is a train station at High Street which serves local trains on the North Clyde Line.

This area will be subject to more transformation with the development of the University of Strathclyde. Under its redevelopment proposals the new campus will see George Street as its front door and business face along with City Science. While undergoing this transformation, it will be important to maintain people-focused design at the heart of proposals for new and transformed streets and spaces. There is immense potential inherent in a thriving student population for this to be realised.

The following suggested Avenues projects for this District would significantly improve the Streets' overall performance as public spaces:

- George Street
- High Street to Saltmarket
- Ingram Street

The following suggested catalyst project for this area would complement the Avenues by significantly improving the pedestrian and cycling experience and wayfinding:

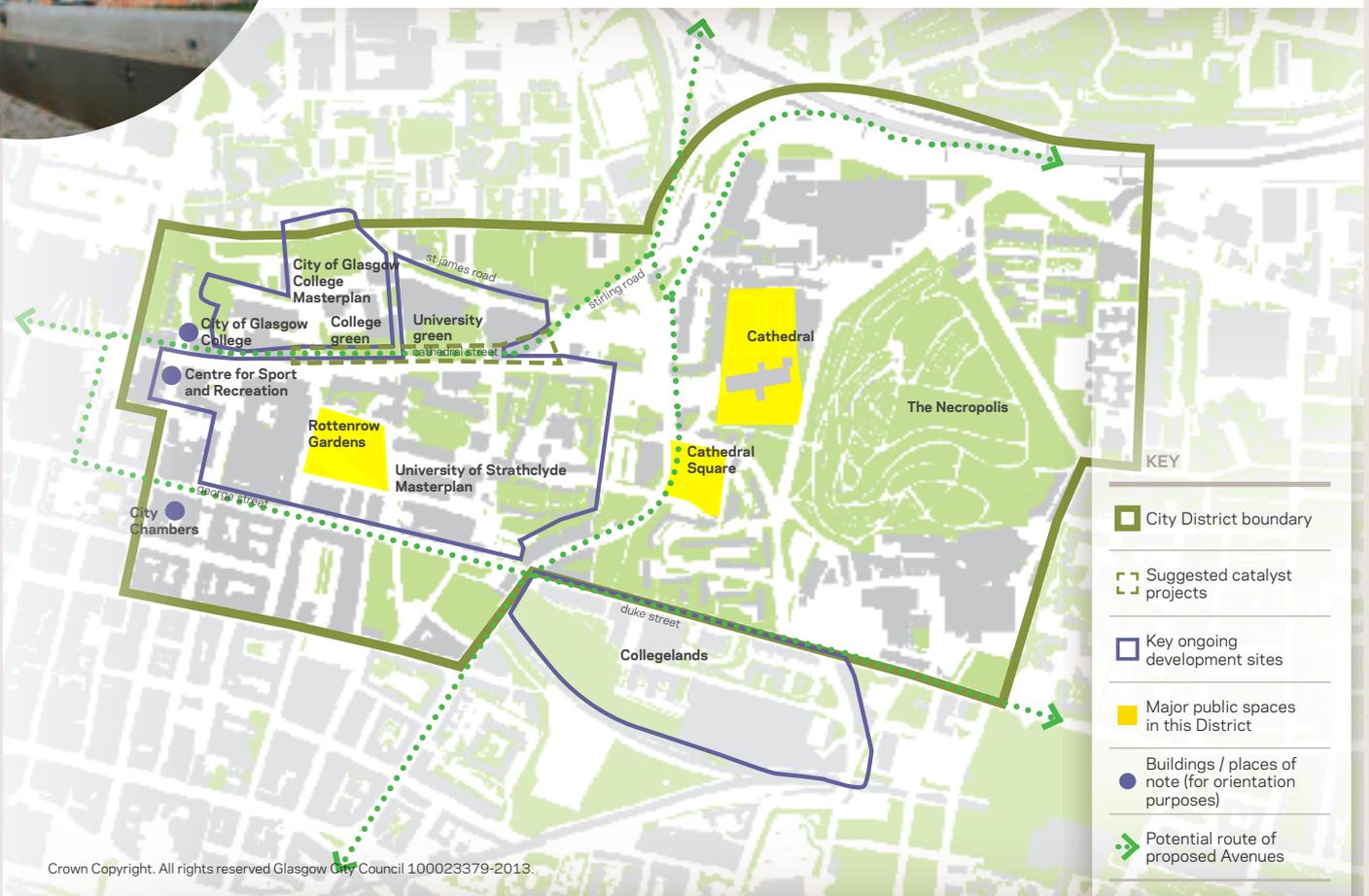
- High Street - Saltmarket
- George Street



## Learning Quarter

Cathedral Street and George Street act as two spines to the urban form in the Learning Quarter District and both function as major access routes to the various buildings. Within this District, two routes – Stirling Road and Castle Street connect the city centre to the North East of Glasgow.

Both routes accommodate a high number of motorised vehicles and the pedestrian experience often suffers as a result. This is especially prominent during term time. The redevelopment of the City of Glasgow College Campus will consolidate existing buildings, across eight sites, into a twin campus setting on Cathedral Street and Thistle Street.



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As this District will become more characterised by an increased number of students, there is therefore an opportunity with the redevelopment of Strathclyde University and the City of Glasgow College to embrace this user group as an asset and improve the overall pedestrian experience.

Particular focus on improving the pedestrian experience on Cathedral Street, George Street and High Street should enhance the interconnectivity of these key spaces for people.

The following suggested Avenues projects for this District would significantly improve the named Streets' overall performance as public spaces.

- Cathedral Street to M8 Motorway
- Montrose Street to Rottenrow

The following suggested catalyst project for this area would complement the Avenues by significantly improving the pedestrian and cycling experience and wayfinding.

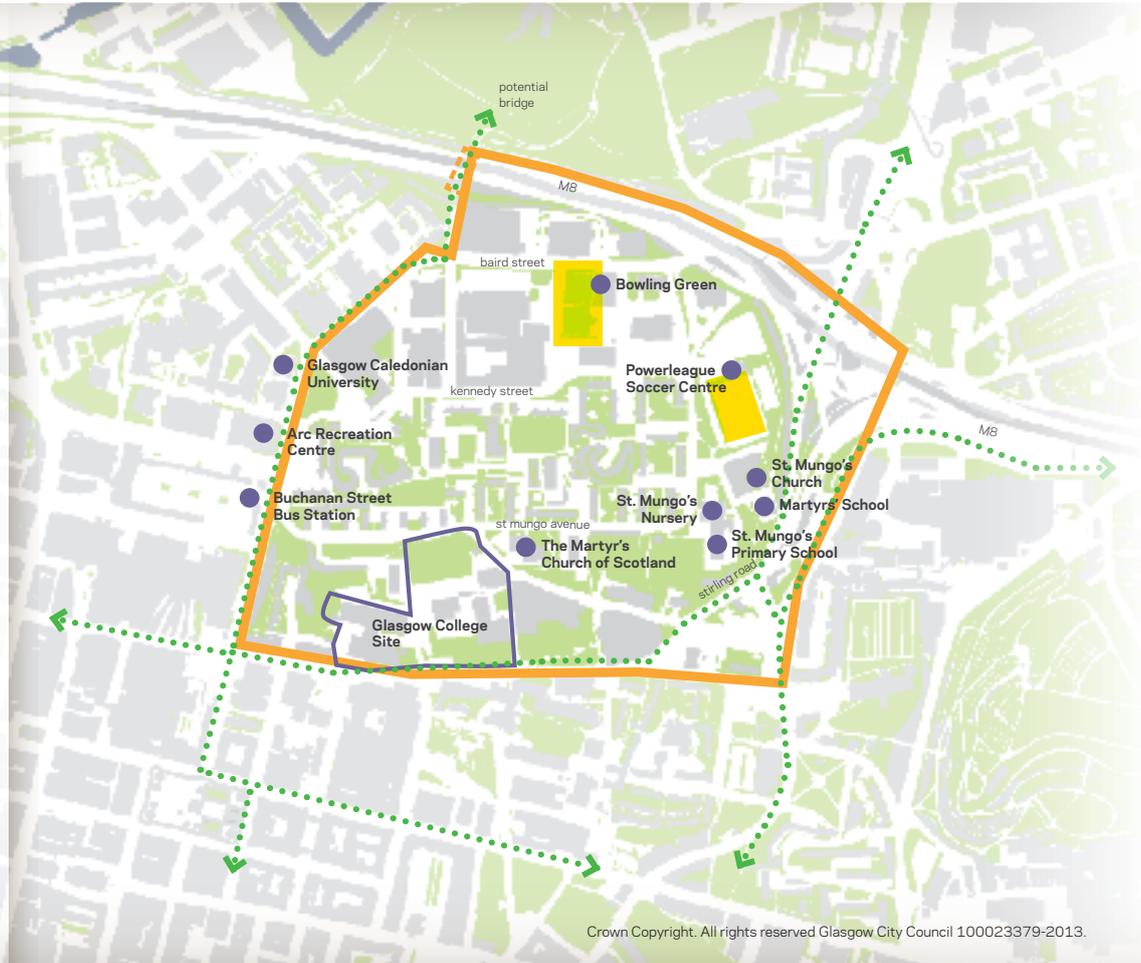
- Cathedral Street

Glasgow City Centre Districts

Townhead

Townhead is largely residential, comprising terraces and tower blocks, with some small-scale industrial units. The area is dominated by motorway infrastructure, and suffers from the effect of feeling on the edge of the city, despite its proximity to the city centre.

The area was subject to major clearance and redevelopment in the 60s, removing most of the historic street patterns and existing tenements in favour of tower blocks. The legacy of this is a fragmented urban grain.



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There is, however a strong community in Townhead, illustrated by the successful campaign for a Townhead Village Hall.

The City of Glasgow College Campus project will result in a significant redevelopment of the area. This offers opportunities in terms of investment in local in local amenities and public realm as the transient student population grows.

The following suggested Avenue projects for this District would significantly improve the named Streets' overall performance as public spaces.

- North Hanover Street to Baird Steet

The following suggested catalyst project for this area would complement the Avenues by significantly improving pedestrian and cycling experience and wayfinding

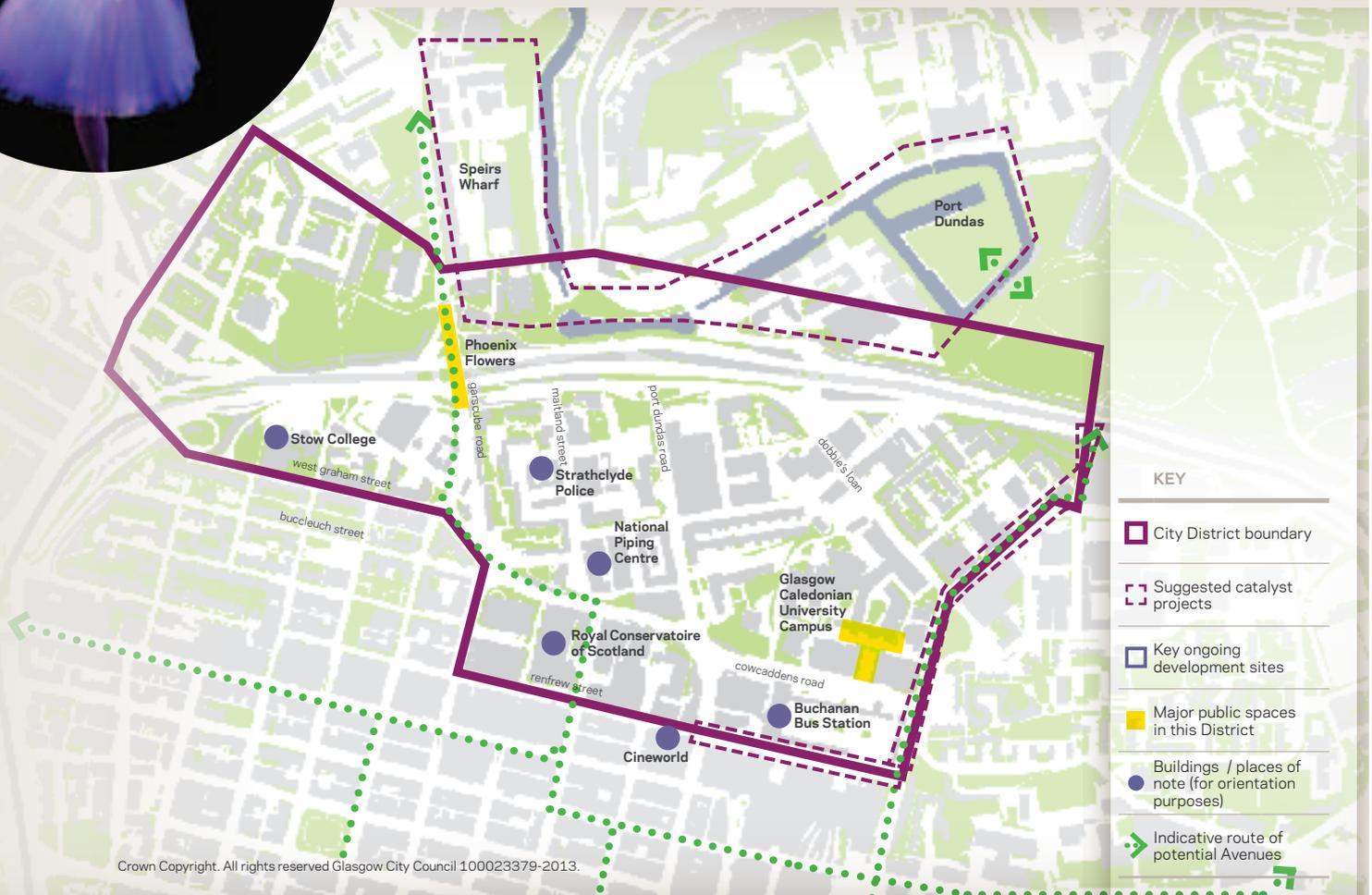
- Sighthill landbridge connection



## Cowcaddens

The Cowcaddens District presents its character in the transition between its varieties of urban forms. The regimented street pattern found in the Central District breaks at Sauchiehall Street and the urban form becomes fragmented. The District is populated by industry and business, and is home to the Glasgow Caledonian University Campus and Stow College. The District also contains a significant residential user group.

Some streets are dominated by vehicle movement inhibiting the pedestrian experience particularly Dobbies Loan and Cowcaddens Road.



The pedestrian experience has however been improved at Garscube Road with the installation of the Phoenix Flowers, designed as a public space and acting as a gateway for pedestrians and cyclists moving between the city centre and the Speirs Locks area.

The District also contains Buchanan Street Bus Station which provides key public transport links around the UK. Cowcaddens subway is also located in this District.

The further expansion of the Speirs Locks area as a cultural District offers further opportunities. Similar to the Learning Quarter District, Cowcaddens is characterised by a high number of students and given its residential capacity there are opportunities to capitalise on these assets by improving the overall pedestrian experience enhancing the interconnectivity for people in this District.

The following suggested Avenues project for this District would significantly improve the Street overall performance as a public space:

- Garscube Road to Cowcaddens Road

The following suggested catalyst project for this area would complement the Avenues by significantly improving the pedestrian and cycling experience and wayfinding.

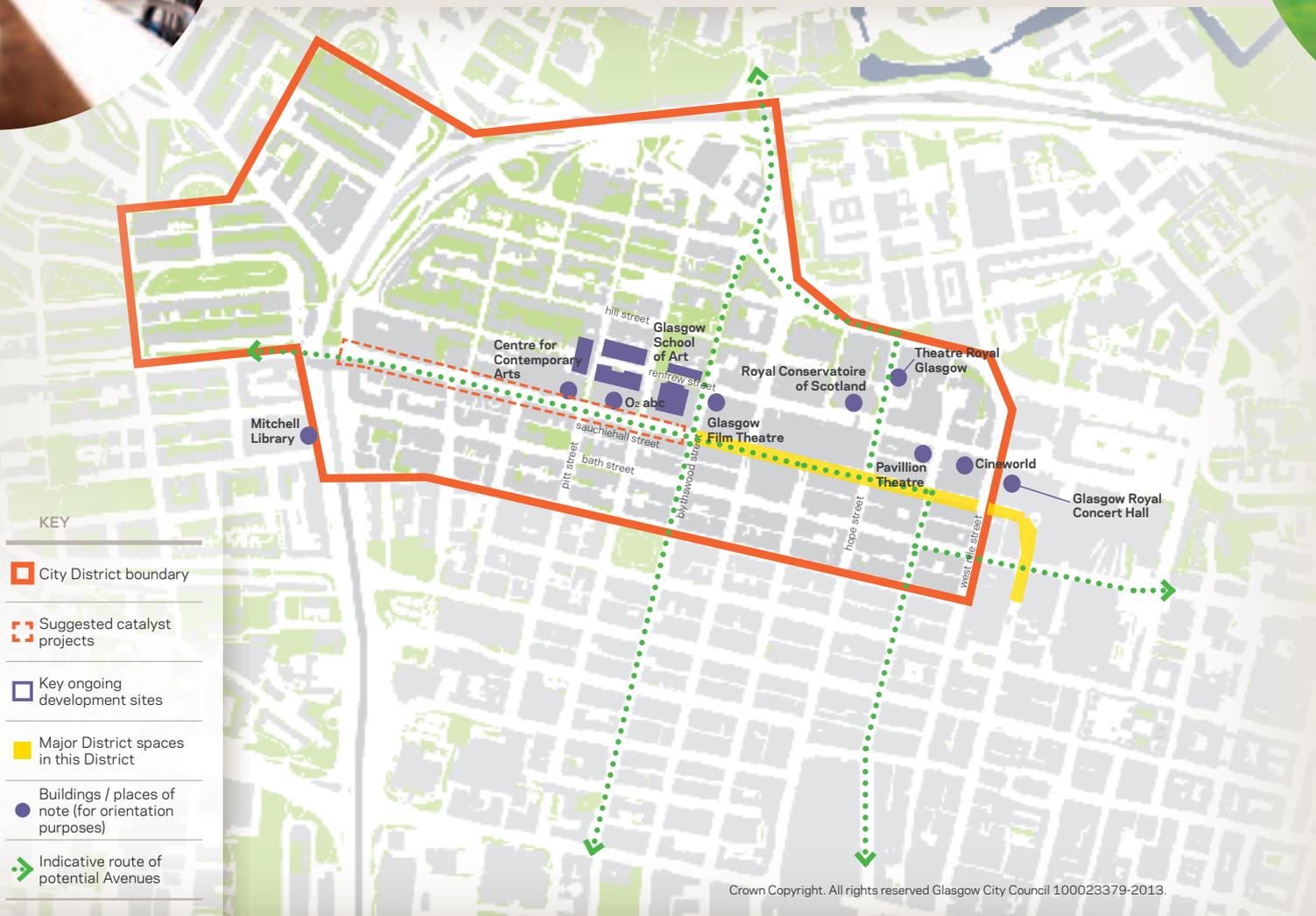
- Killermont Street to the Sighthill Landbridge

## Glasgow City Centre Districts

### Sauchiehall

The Sauchiehall District consists of a grid urban form with Sauchiehall Street acting as its spine. The District is characterised by its diversity in land uses and built form as it accommodates mixed use, retail, education facilities, residential and office accommodation in a variety of scales.

Both Sauchiehall Street and Renfrew Street accommodate a significant amount of arts and cultural institutions, including The Glasgow School of Art, Royal Conservatoire of Scotland, The Theatre Royal Glasgow, The Glasgow Film Theatre and the Centre for Contemporary Arts, The O<sub>2</sub> ABC, the Pavillion Theatre, Cineworld and the Glasgow Royal Concert Hall. The west side of Sauchiehall Street has capitalised on its multifunctional night time economy and has evolved into a social entertainment destination. The area also incorporates St Aloysius College in the Garnethill area.



This important west section of Sauchiehall Street also acts as a pivotal connector to Kelvingrove Art Gallery and the Mitchell Library.

Sauchiehall Street and Renfrew Street are highly dominated by a constant movement of vehicle traffic that can have a huge negative impact on the pedestrian experience.

Given that there are a high number of entertainment and art venues within walking distance to each other, there are unique opportunities to improve the pedestrian experience to ensure the District capitalises on these functional assets particularly at night.

The following suggested Avenues project for this District would significantly improve the Streets overall performance as public spaces:

- Sauchiehall Street to Charing Cross
- Renfrew Street to Killermont Street

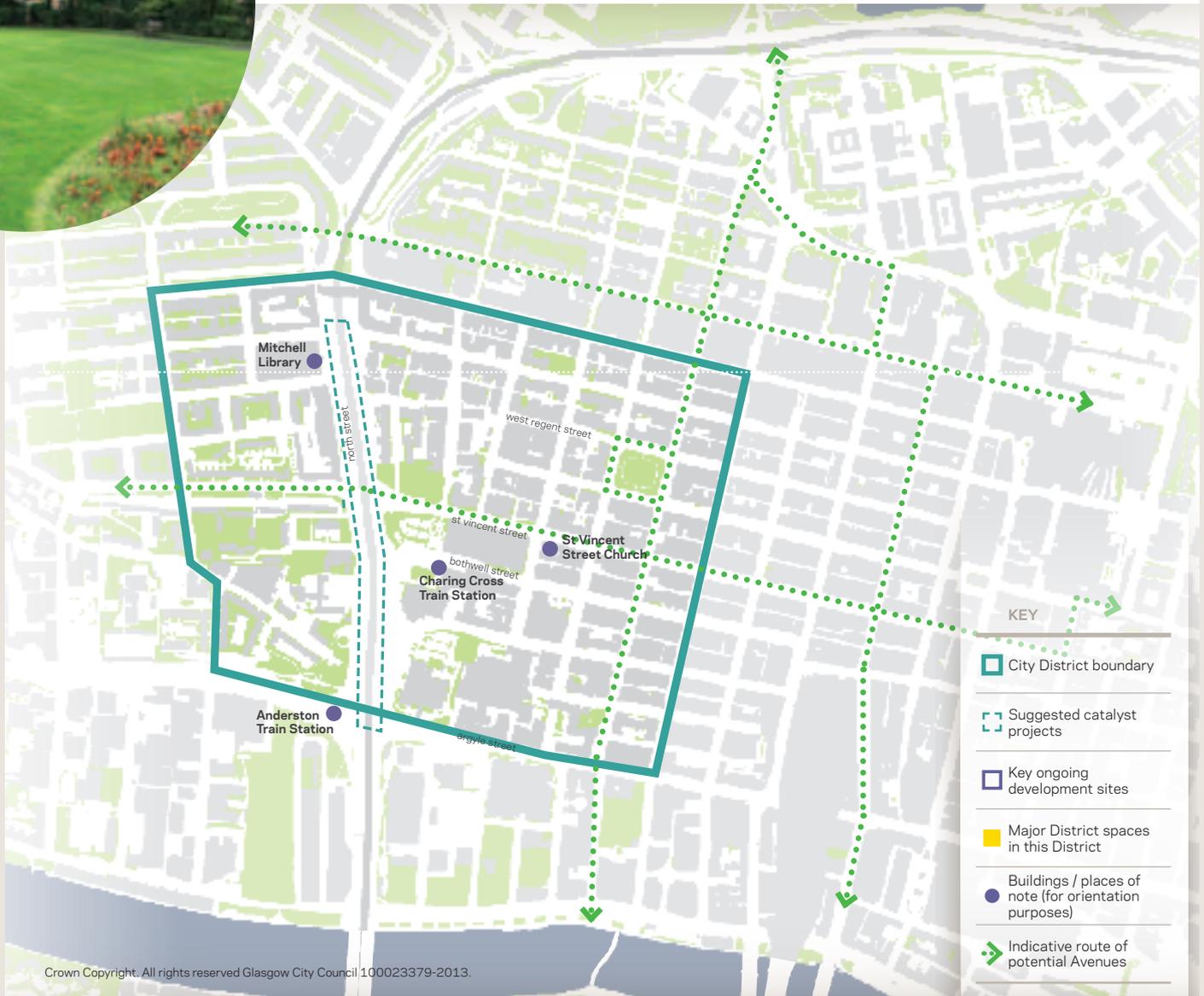
The following suggested catalyst project for this area would complement the Avenues by significantly improving the pedestrian and cycling experience and wayfinding.

- Sauchiehall Street to Charing Cross

## Blythswood

The Blythswood District marks the western edge of the city's central business district, with the deep cut of the M8 through the city's historic built fabric creating a definitive divide between what is perceived as the city centre and its adjacent west-end neighbourhood.

A strong urban fabric continues beyond the M8 to the north-west of this area, with lengthened city blocks by Kelvingrove Park. It then fragments south of St. Vincent Street.



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This area is dominated by business and commercial use. There is little in terms of pedestrian realm however, and modern buildings tend to be high rise with little to no ground floor activation.

The M8 dominates this area, as a major approach to the city centre from the south. It presents a major challenge to people trying to approach the city from the west on foot.

There are opportunities presented by the presence of gap sites and the St Vincent Street overpass, which can be reconfigured to create a strong pedestrian and cycle link directly to the city centre.

The following suggested Avenues project for this District would significantly improve the Streets' overall performance as public spaces.

- St Vincent Street

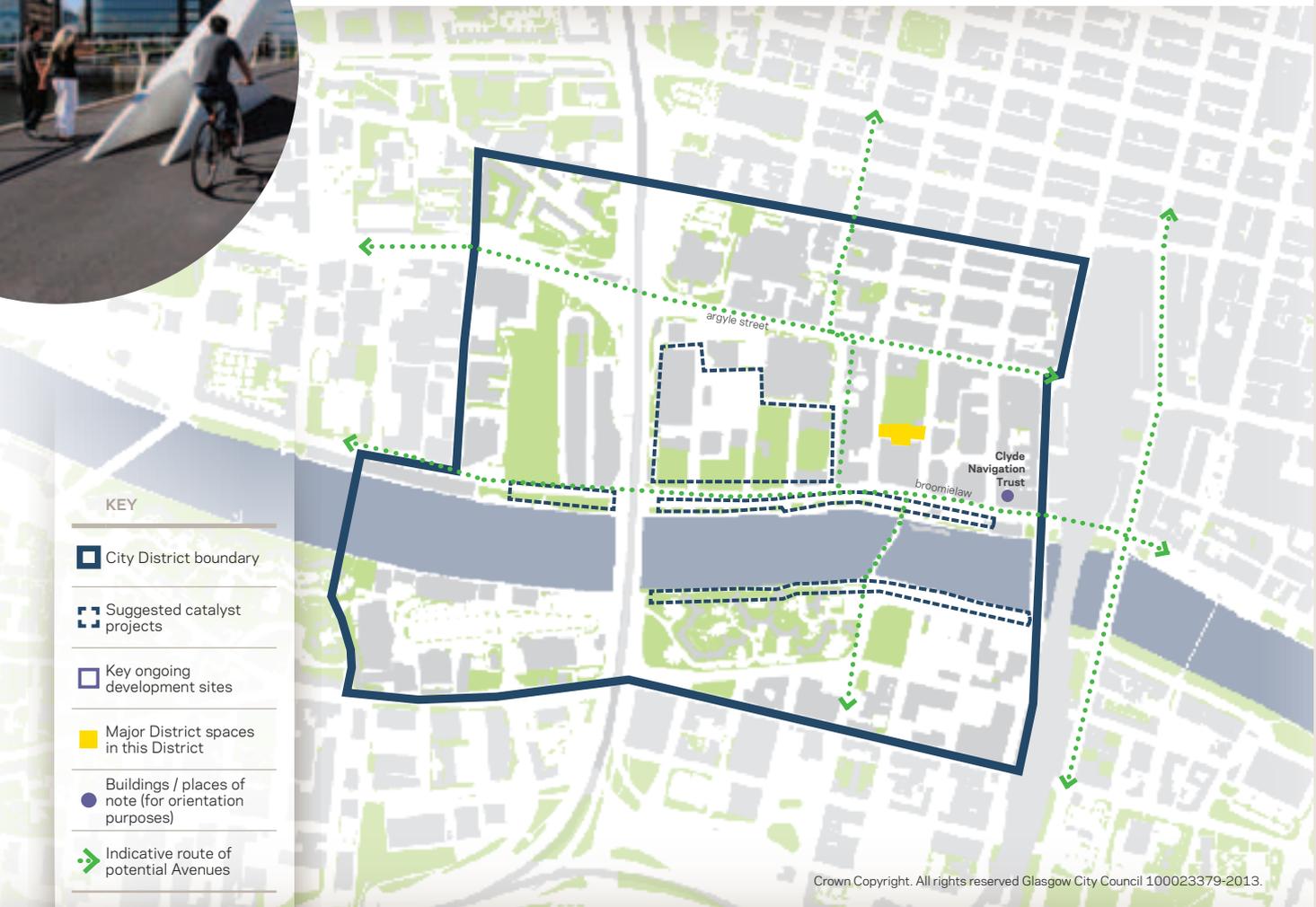
The following suggested catalyst project for this area would complement the Avenues by significantly improving the pedestrian and cycling experience and wayfinding.

- North Street - Motorway

## Glasgow City Centre Districts

### Broomielaw

Glasgow's first quay, and former home to commercial paddle steamers, the Broomielaw is now designated as part of the IFSD (International Financial Services District), and has received significant investment over recent years.



This part of the city is characterised by long north-south blocks, with narrow streets connecting Argyle Street with the waterfront.

The waterfront in turn connects with the south bank via the King George Bridge and the new pedestrian Tradeston Bridge (The Squiggly Bridge).

Major public realm improvement works at the water's edge have tried to significantly improve the waterfront at this area, by creating a high quality public realm pedestrians and cyclists to enjoy.

The world's economic crisis has slowed the development of the IFSD, but this gives an opportunity to appraise the success of work already carried out, and identify an optimum strategy moving forward that can create a thriving and sustainable business District. Initial problems identified include the night-time environment created by a single use type area, as the IFSD streets are empty of general activity at night.

#### Indicative route of potential Avenues

The following suggested Avenues project for this District would significantly improve the Streets overall performance as public spaces:

- The Waterfront
- Dixon Street
- Argyle Street

The following suggested catalyst project for this area would complement the Avenues by significantly improving the pedestrian and cycling experience and wayfinding.

- The Waterfront, north and south banks
- IFSD 2



## Delivery & Governance

While this document outlines a long-term vision for Glasgow city centre, it will be delivered in two five-year plans. A governance structure will be implemented which creates a new City Centre Strategy Board, chaired by the Leader of Glasgow City Council and comprising of senior strategic city centre stakeholders from public, private and third sector. The Board will drive the strategic direction of the city centre and be responsible for achieving its visionary objectives.

Stakeholder structures will be implemented for each District to ensure local priorities are at the heart of the District Strategies.

## Monitoring & Measurement

An annual report will be produced each year to report on progress with the City Centre Strategy, and where necessary this will identify additional actions to be progressed, should that be required through changes in external circumstances or other factors.

A detailed evaluation will be undertaken in 2018/19 to establish the overall impact of the Strategy after its first five-year phase.

The City Centre Strategy will be assessed in terms of its delivery of priority and secondary actions, its achievement of strategic objectives, and Glasgow's national and international position will be benchmarked on a range of indicators including those detailed earlier in this document.





This recent mural on Ingram Street was commissioned by GCC's City Centre Regeneration team in partnership with the Merchant City and Trongate Community Council. This focus on animating vacant and underused sites with original art will continue over the period of the 2014-2019 Strategy.



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