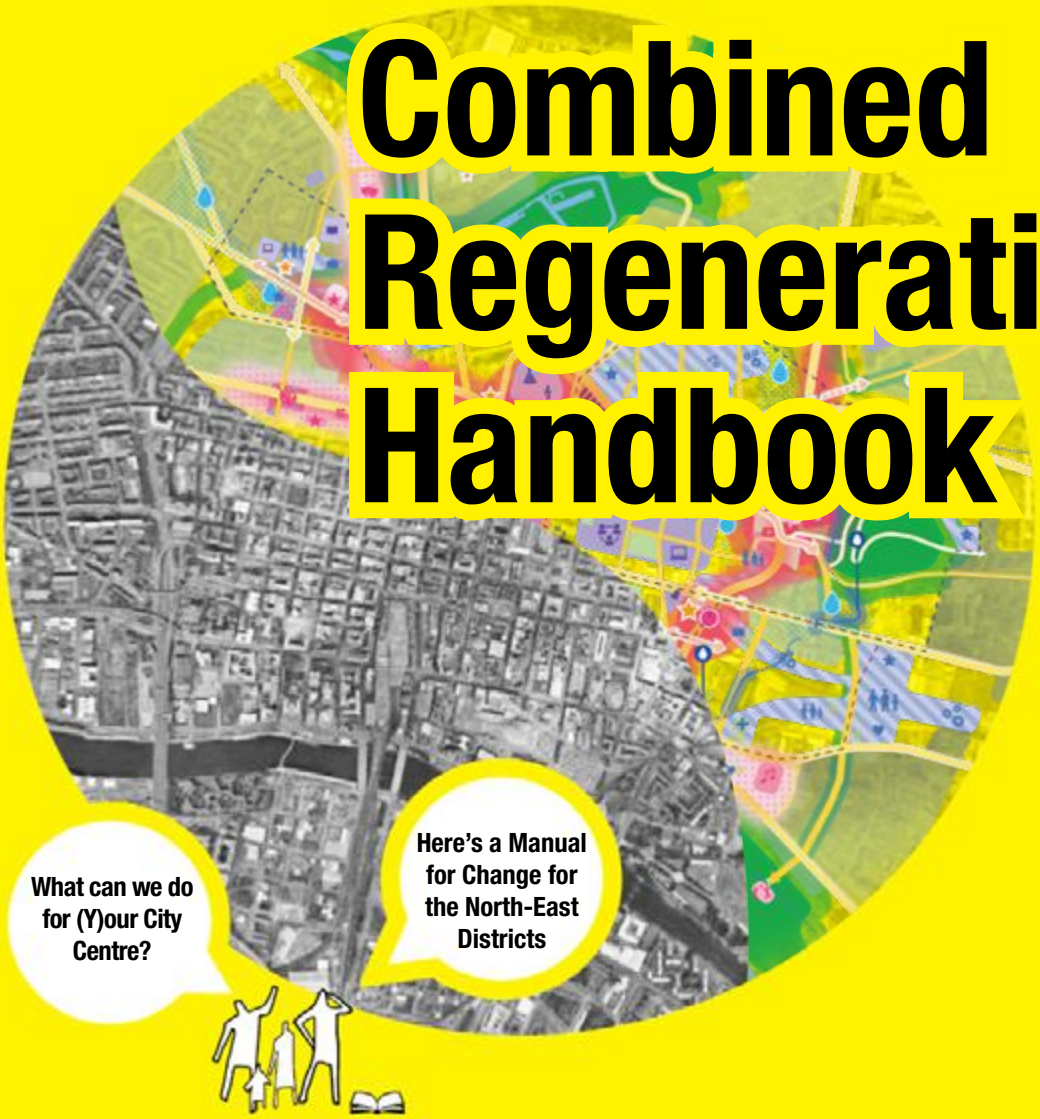
DRAFT

(Y)our North-East Districts Combined Regeneration Handbook



Glasgow City Centre District Regeneration Frameworks

Cowcaddens, Townhead, Learning Quarter and Merchant City
December 2022

Client

Glasgow City Council

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Introduction

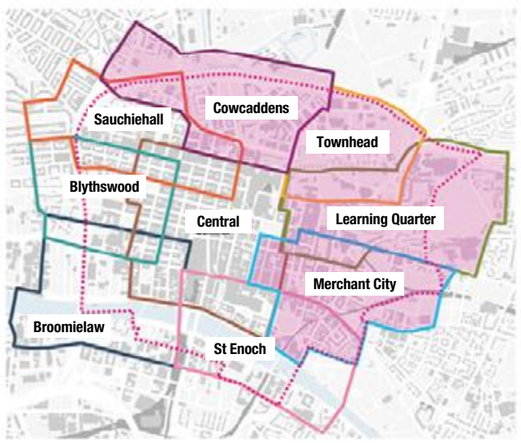
Glasgow's future has been planned, many times, in the past. The city's history has recurring episodes of bold reinvention and urgent renewal. Many of these big plans have left a significant imprint on the city's psyche, and its physical form, for better or worse. Whilst Glasgow was making the Clyde and the Clyde was the making of Glasgow it was also occupying the urban grid laid out over Blythswood Hill and beyond.

As the city adapted to the car, building urban motorways and bridges in the sky, it also initiated Comprehensive (Re)Development Area renewal, clearing away dense tenement neighbourhoods to realise a bold, Modernist future vision. The resulting urban fabric now asks to be **reinterpreted**. In our time we face numerous and **urgent global challenges that demand local solutions**. A response to the unpredictable impacts of climate change, Covid-19 or Brexit demands flexibility, humility and a degree of realistic optimism. In addition, resolving the local, long-term and intensely difficult challenge of bridging inequality gaps in respect of health, well-being, housing, environmental, economic and social outcomes demands a determined and joined up approach.

The DRFs are **people-centric and action-driven** – setting out a vision for 10 years plus whilst seeking urgent interventions and delivery of quick-wins. Making the right things happen in these four Districts was already a challenge pre-Covid. Early conversations with communities and stakeholders confirms that we need to take a fresh approach to **deliver lasting change** in Cowcaddens, Townhead, the Learning Quarter and the Merchant City. In order to achieve both **hands-on action** and **systemic change**, we opted for a series of handbooks that are both Regeneration Frameworks and Action Plans.

They identify the future vision, priorities and projects and set out how to deliver and monitor **sustainable change** in each of these Districts in the next ten years and beyond. Practical in use, they outline what goes where and why, suggesting who needs to work with whom and how to translate ideas into action.

The ideas and projects proposed in all DRFs should be considered a 'Shared Action Plan' for all stakeholders with an interest in or responsibility for each District. This is in line with the Scottish Government's 'Place Principle' which, "all those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people taking a collaborative, place-based approach." The DRFs have been prepared in line with the Place Principle and project delivery should continue to embed this approach.



District Regeneration Frameworks, overview districts

How to use the Strategy Handbook

This document provides a Handbook for the regeneration of the North-East half of Glasgow City Centre. It accompanies, and should be read in conjunction with, t**he District Regeneration Frameworks (DRFs)** prepared for Cowcaddens, Townhead, the Learning Quarter and the Merchant City; four of the nine Districts defined in the City Centre Strategy (2014).

This document brings together guidance on combined projects and proposals spanning two or more Districts in the North-East of Glasgow City Centre. This is in response to the long term context, recurring issues and ideas that relate to these Districts. In combination the DRFs (and this document) are '**Handbooks for Change**' for the NE Districts of Glasgow City Centre setting out the **vision and ambition** for these Districts for the next decade.

This NE Combined Regeneration Handbook takes account of the wider policy context in Glasgow, including the recently published City Centre Strategic Development Framework (SDF) and other relevant SDFs. The SDFs provide supplementary guidance for Glasgow's City Development Plan, with the latter informing all planning and land use regeneration decisions in Glasgow.

It is considered that each of the four DRFs (Cowcaddens, Townhead, Learning Quarter and Merchant City) will be regarded as a material consideration in planning matters subject to it being consistent with the City Development Plan and City Centre Strategic Development Framework.

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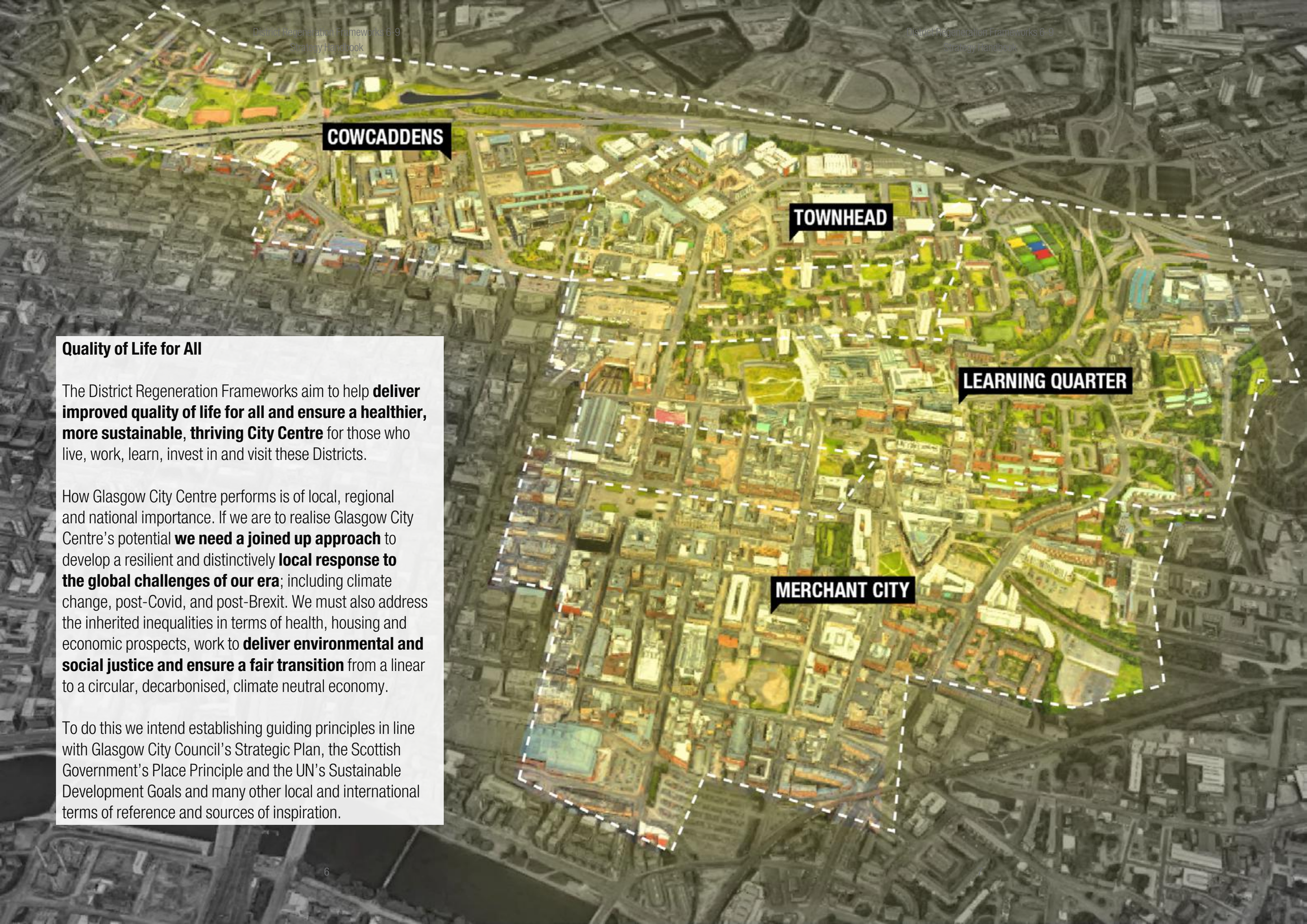
Appendix p.70

Additional background analysis and commentary is provided in the Appendix, alongside a Strategic Action Plan. The Appendices are organised to echo the 5 Chapter structure in the Core Report.

District Regeneration Frameworks 6-9
Strategy Handbook



Quality of Life for All

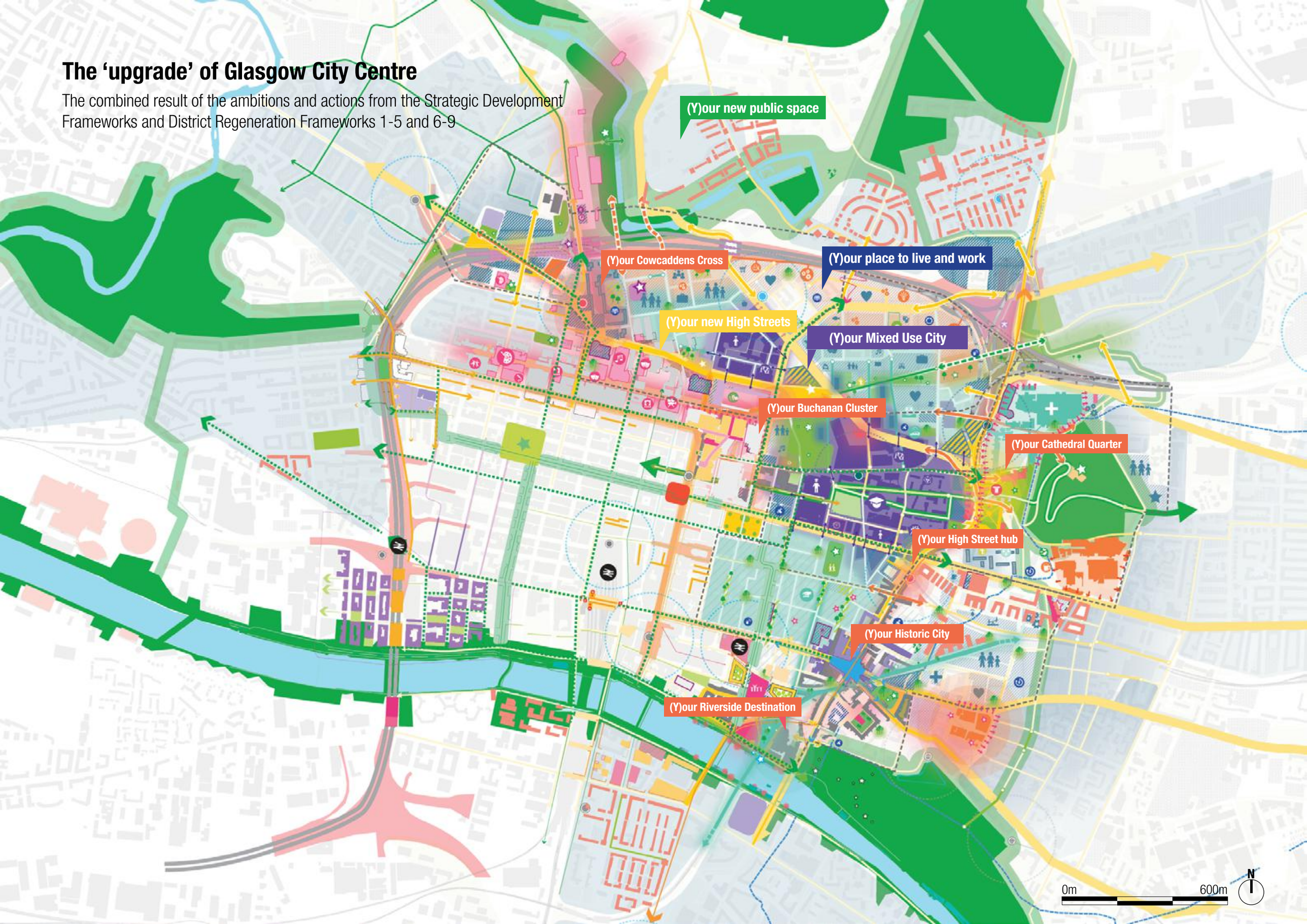
The District Regeneration Frameworks aim to help **deliver improved quality of life for all and ensure a healthier, more sustainable**, **thriving City Centre** for those who live, work, learn, invest in and visit these Districts.

How Glasgow City Centre performs is of local, regional and national importance. If we are to realise Glasgow City Centre's potential **we need a joined up approach** to develop a resilient and distinctively **local response to the global challenges of our era**; including climate change, post-Covid, and post-Brexit. We must also address the inherited inequalities in terms of health, housing and economic prospects, work to **deliver environmental and social justice and ensure a fair transition** from a linear to a circular, decarbonised, climate neutral economy.

To do this we intend establishing guiding principles in line with Glasgow City Council's Strategic Plan, the Scottish Government's Place Principle and the UN's Sustainable Development Goals and many other local and international terms of reference and sources of inspiration.

The ‘upgrade’ of Glasgow City Centre

The combined result of the ambitions and actions from the Strategic Development Frameworks and District Regeneration Frameworks 1-5 and 6-9



1 Perspective and Strategy

Observations, issues and objectives for the North-East

This Strategy Handbook sets out the high-level approach, objectives, strategy and framework at a city scale for the regeneration and transformation of Cowcaddens, Townhead, the Learning Quarter and the Merchant City. It explicitly builds upon existing and emerging strategy, policies and investment to envision the North-East half of the City Centre as complementing what's happening elsewhere in the City Centre; so the two halves becoming more than the sum of their parts.

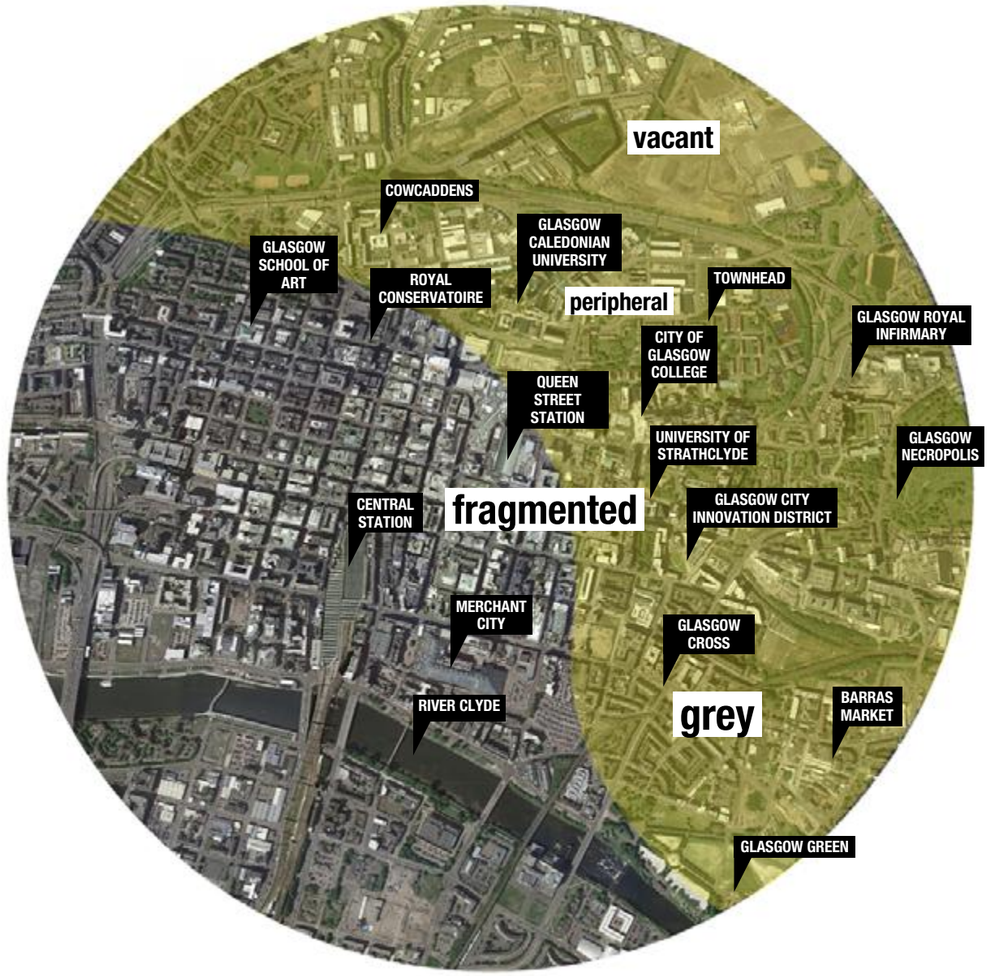
This Chapter investigates the current context in the Districts, what has been done so far and what strategic projects are currently running or in preparation. It explains the user-centric and action-driven approach being promoted by the DRFs, as well as defining the overall ambitions and outlines for regeneration of the North-East City Centre. How can we work towards a city that is dynamic and holistic, healthy and responsible, and thriving and competitive? First we need to get the basics right, to optimise quality of life for all Glaswegians.

The positioning of the individual Districts outlines their role and future character within the wider city and informs this North-East Districts Combined Regeneration Handbook. Cowcaddens develops into a full-fledged creative neighbourhood, partnering with Townhead in the creation of a new urban production hub. Townhead is upgraded and enhances its residential character in a green setting, well connected to its surroundings. The Learning Quarter strengthens its position as a historic knowledge hub, while the Merchant City sustains its vibrant, creative and entrepreneurial spirit.

Upgrade

The future positioning of the North-East and its role for the city; what is the game-changer?

The north and eastern parts of Glasgow city centre are unusual. During its long history the area has changed significantly, with much physical heritage erased. In recent decades the impact of large-scale urban planning and infrastructure has further diminished the quality of place in these districts. The Yin Yang model which emerges is a conceptual framework of dualism, describing how seemingly opposite or contrary parts of the City Centre (South-West and North-East) may actually be complementary, interconnected, and interdependent, and how they may enhance each other.
When assessing Glasgow City Centre's layout, character and land use, it is apparent that the four North-Eastern Districts have a very different look and feel, as well as character and performance to those key districts to the south and west of the City Centre.
There is lots of space for change.



Yin Yang

The **Yin Yang diagram implies that the North-Eastern Districts should complement rather than copy what already goes on elsewhere in the City Centre.**

The Diagram can demonstrate what is desired and needed, bringing the city together to become **more than the sum of its parts** – achieving a synergy by thinking holistically.

The North-Eastern Districts present an opportunity for 'breathing space' for a City Centre refreshed and able to adapt to the needs of the 21st century – a place which is **people-focussed, productive, healthy and thriving** which complements the existing 'core City Centre' with a fresh, live, enriching and distinctive place-making.

Strengthening the city's characteristics

Problem and Potential

The missing link: reorganising the centre to deliver city-wide positive impacts

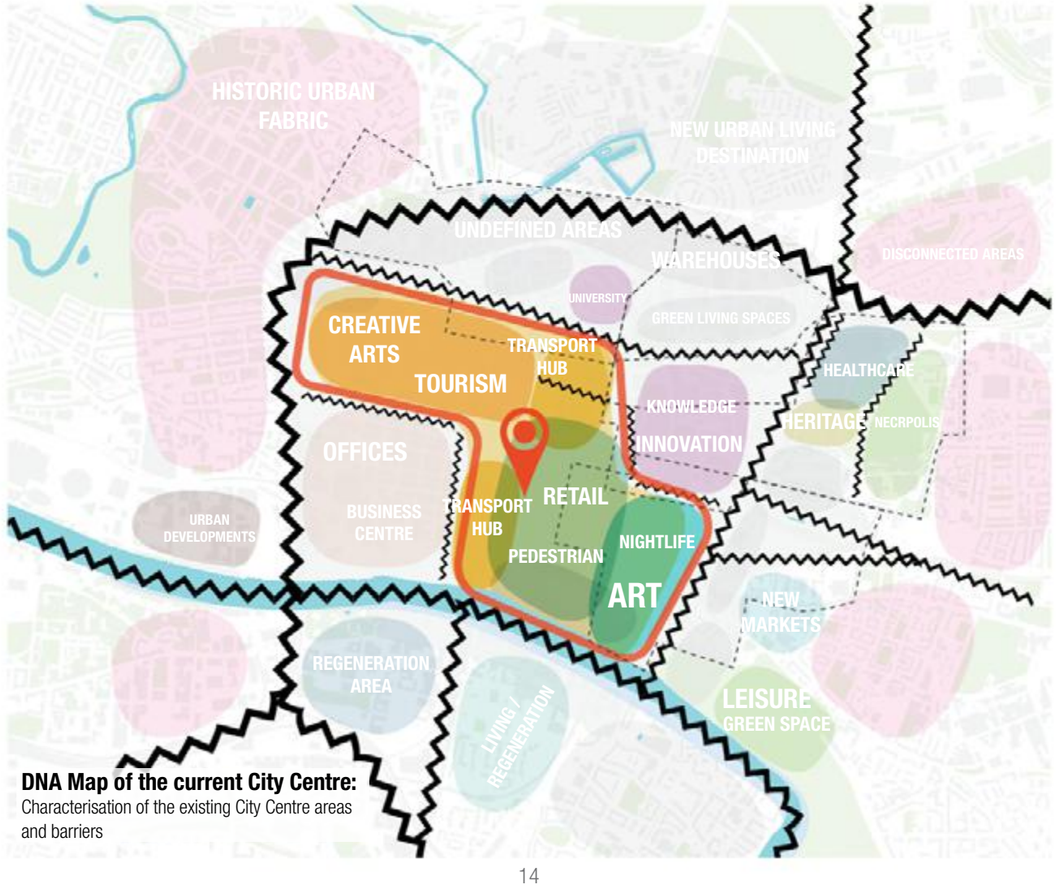
Reconnecting the City

The Grid City

Severance

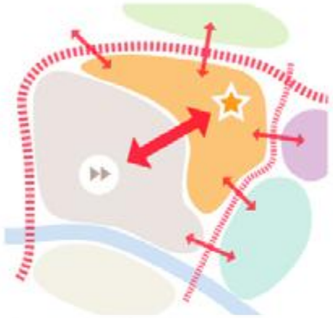
The Upgrade

The current fragmented urban character is a result of the historic patterns of city development, with the existing barriers resulting in a situation where the north-eastern part of the city centre does not function as a fully integrated part of the whole or core city centre.



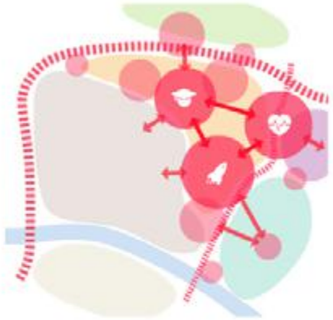
DNA Map of the current City Centre:
Characterisation of the existing City Centre areas and barriers

Complementing halves of the city centre creating positive impacts across the city and beyond



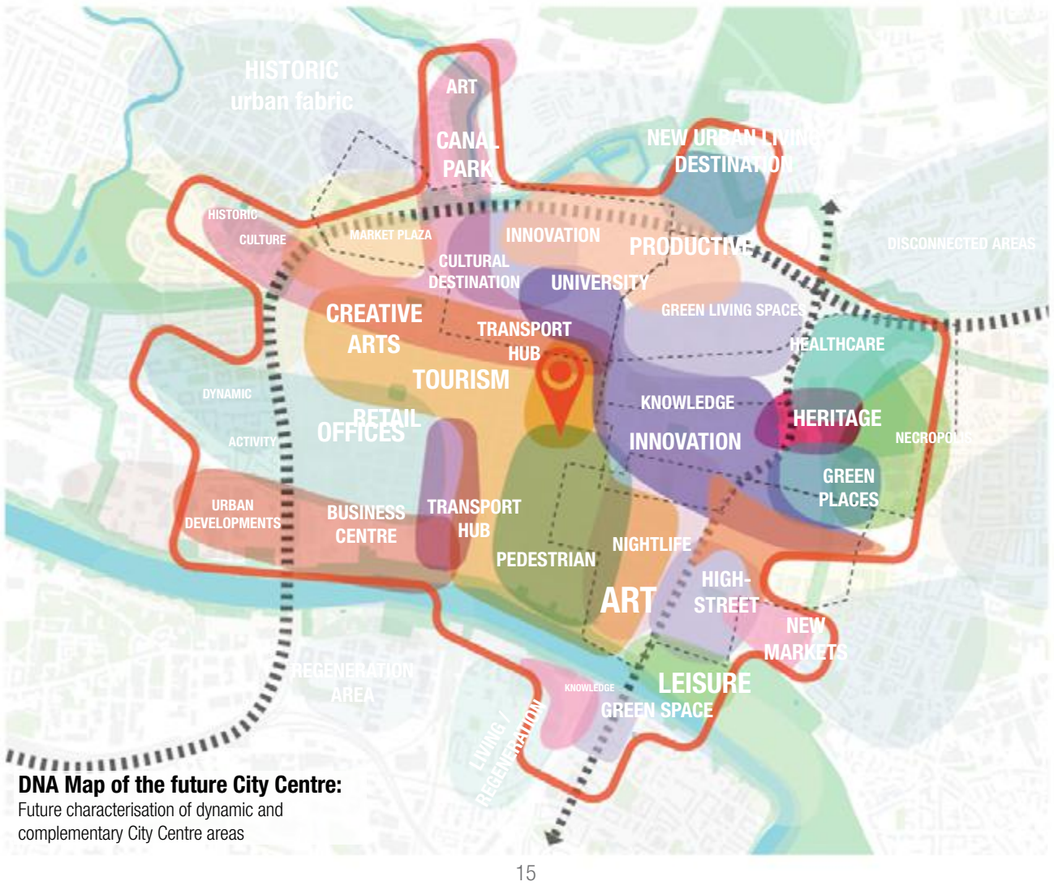
Connecting the city

Enhancing mixed uses



Activate Communities + Institutions

To repair the city's "operating system", and to make the south-western and north-eastern Districts of the city centre function as an integrated system, the existing barriers need to be dissolved and broken links in the chain of activities need to be fixed, while also redefining and refreshing the role and purpose of the north eastern Districts.



DNA Map of the future City Centre:
Future characterisation of dynamic and complementary City Centre areas

Key interventions

Pre-conditions for regeneration

❶ **Repopulating the City Centre**: Improve quality of life for existing residents in a sustainable manner. Accommodate 20,000 new Glaswegians in the next 15 years. Create **20-minute neighbourhoods** in the City Centre.

❷ **Optimise alliances** between established educational, cultural and medical institutions in the city with a **network of programmatic anchors:** utilising key existing and new destinations to create a more public character in the city.

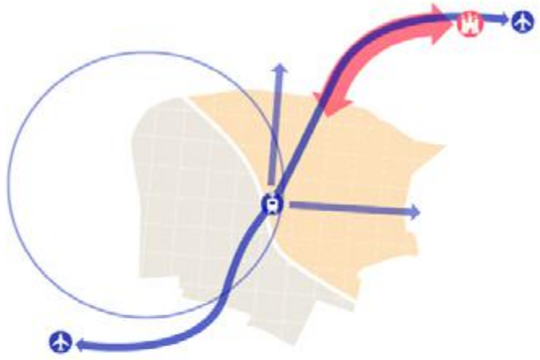
❺ **Dissolve barriers** and eliminate severance, especially that caused by the M8 and High Street corridors. Reduce traffic impacts, promote active travel networks and **reconnect communities to the City Centre.**

❻ Extend and **restore Great Streets**, and create new links, to reconnect the northern and eastern neighbourhoods to the City Centre.

District Regeneration Frameworks 6-9
Strategy Handbook

❸ Development of a **production/ innovation/tech/research area** in alliance with Scotland's first innovation zone (GCID) and the **creative hub** in Merchant City / Barras.

❹ **Maintain and improve greenspace:** network of quality open spaces enhancing access to nature, biodiversity, recreation and provide a clean, green city.



❼ **Upgrade urban public transport.** There are emerging Clyde Metro proposals via STPR2 and improvements to Public Transport in the North East via the Bus Network study review, which is being looked at within the shorter term.

❽ Apply key **sustainability and circular design principles** at multiple scales, within a holistic and inclusive definition of climate neutral urbanism and integrated infrastructure for Glasgow with an emphasis on **promoting equality, quality of everyday life and community wellbeing.**

Strategy

Multi-layered structure of the District Regeneration

❶ Glasgow city centre's north-east and south-west halves may look, feel and function very differently but to prosper this duality can be a strength. Each half should actually be complementary, interconnected, and interdependent with the other, and thereby enhance each other. Both halves of the city come together achieving synergies by thinking and planning holistically. This should have implication on all scales and the city as described by City Urbanist Prof Evans - the International City, Metropolitan City and, crucially, the Everyday City.

❷ We believe a shift of mindset is needed to ensure we make every decision from the user's / citizen / community point of view. The result is an equal focus on the engagement, empowerment and community involvement, and a planning and development strategy to realise that. Switching from system-centric to user-centric will empower citizens, open a dialogue among public, private and 3rd sectors, local and national governments and agencies and, most importantly everyday "users" of the city.

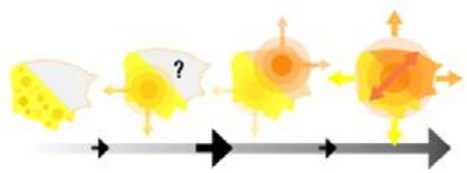
❸ The main goal for the regeneration for the city as a whole, is to maximise quality of life by considering three specific perspectives; Firstly, Glasgow as a dynamic and holistic city. A city open and accessible to all, with a vibrant public life in well-connected, mixed-use neighbourhoods. Secondly, as a healthy and responsible city. Green, sustainable, active, and supporting its urban communities, creating a real sense of ownership and responsibility. Finally, as a thriving and competitive city. Attractive, with access to good education and jobs for all, with a strong local economy built on the city's assets and expertise.

❹ The regeneration process consists of an action-driven and projects-focused development strategy: connecting communities, stakeholders and funding. This widens the definition of the Regeneration Strategy to include more organisational and facilitating elements, next to spatial and programmatic ones. The result is an equal focus on the engagement strategy and community involvement, and the development strategy to realise that. This shift in mindset is illustrated together with a basic set of principles to change the way the city is strengthened, developed and (co-)created

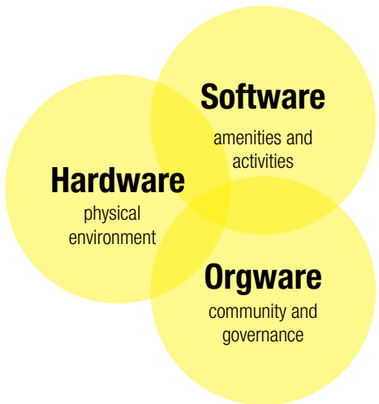
❺ Three scales have been identified. Micro concerns people's immediate everyday surroundings: the space in front of your house, your street, etc. Projects at this scale present lower complexity, can be realised in the short term and can be organised more "bottom up". Meso represents the district scale: projects with medium complexity and involving various stakeholders that can be realised within a 5-10 years time span. Macro involves the city / region as a whole, presenting a higher complexity and long-term outlook, requiring a more "top-down" approach.

❻ To aspire to future ambitions for the NE Districts of Glasgow City Centre we have to be able to first 'get the basics right' to build momentum and credibility in delivering long term, sustainable regeneration across the area. These 'basics' are fundamental elements and values present in the city, enabling a sustained increase in quality of life for all Glaswegians: easy accessibility for all throughout the City Centre, a clean and safe environment, basic amenities within walking distance, access to public and natural places nearby, access to good education and jobs, etc. By getting the basics right the foundations for further development are being laid.

❶ Complementary City - two halves are more than the sum of the parts



❹ Integrating spatial design, activities / use and delivery / partnership working



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❷ Shifting the mindset from system-centric to user-centric, putting a wider sense of sustainability at the heart of Glaswegians' everyday lives

❸ Establish a value-driven set of overarching goals, to improve quality of life

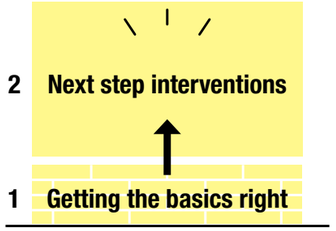
❺ Activate the regeneration process on multiple scales: city, neighbourhood and street

(Y)our daily surroundings
XXS, XS, S actions
Impact on streets
Lower complexity: short-term
More bottom-up-ish

(Y)our neighbourhood
M actions
Impact on neighbourhoods
Medium complexity: medium-term
Both top-down and bottom-up

(Y)our city
L, XL, XXL actions
City-wide impact
Higher complexity: long-term
More top-down-ish

❻ Take a two-step approach: getting the basics right to be able to take next steps



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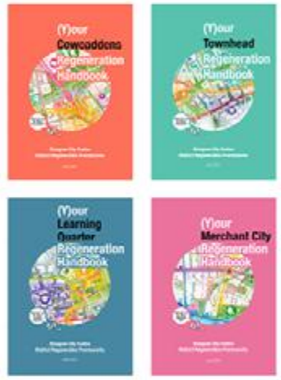
Approach

Key elements for making impact

Ⓐ Define a clear position for the Districts to guide future development. Cowcaddens and Townhead together will create space for new jobs and as better places to live, the Learning Quarter and the Merchant City strengthen and enhance their existing attributes and assets.

Ⓑ Develop combined framework interventions on the city and the district scale. **(Y)our well connected North-East**, to enhanced infrastructure and mobility. **(Y)our great spaces and streets**, a network of public and natural spaces. **(Y)our thriving North-East**, for an intensified mixed-use City Centre. **(Y)our enablers of change**, showing how to organise transformation.

Ⓒ Not yet another report but a practical handbook, showing what goes were and why, and who needs to work with whom, and when. Outlining ambitions, projects, funding, involving stakeholders in partnership to plan and deliver.

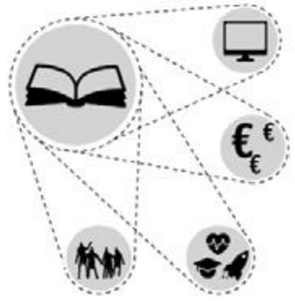


Ⓓ A development strategy connecting communities, stakeholders and funding. **Community-engagement policy and plan-making** fostering a sense of ownership

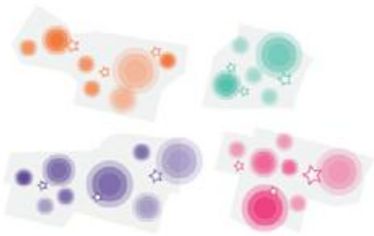
Ⓔ Set out the agenda of all relevant stakeholders for the future developments. On national and local level, with the support and funding that is required

Ⓘ Prioritise action and investment and evaluate each projects impacts using the DRF Project **Scorecards** assessing sustainability, community and place impacts.

Ⓗ DRFs Project Office with funding and mandate to apply new ways to work together that have impact and deliver on outcomes. Place and project leadership to coordinate, implement, and monitor project delivery with, and for, communities.



Ⓖ Implement the action-driven and projects-focussed development strategy, unlocking the potential areas of great complexity, involving many aspects, stakeholders and interests. Following the development strategy with the overarching goals working to connect communities, stakeholders and funding



Ⓕ Quick wins, active drivers for change: direct and short-term interventions to respond to current community needs (post-Covid Recovery) and to have Glaswegians benefit from regeneration from day one. The District regeneration starts now!

2 Principles for regeneration

Essential attributes and key moves to create lasting change

Chapter 1 outlined the main issues to be dealt with and opportunities to be seized in the NE City Centre Districts. It identified the things that now need to be done. It is about restoring and reusing heritage. About retrofitting the city, re-imagining the motorway and promoting active travel. About bringing people back to the City Centre and providing them with better greenspaces and access to the river. And it's about a socially sustainable, climate neutral and carbon-free city.

This chapter discusses the principles for regeneration in terms of 'hardware' (physical), 'software' (use / activity) and 'orgware' (organisation / governance). It outlines the blueprint of future key characters in the North-East, showing the area's main landmarks, (public) destinations and orientation points. Together, these focus areas inspire the actions needed to get the basics right for the North-East City Centre and enhance everyday quality of life for all Glaswegians.

To achieve maximum positive impact with regeneration efforts, a shift in mindset is required from system-centric to people-centric. Only then can we adopt a new kind of planning and delivery strategy and bring 'softer' holistic values into the development process: action-driven, involving stakeholders and exploring new models of delivery, ownership, funding and stewardship.

Broader set of values

Interconnectedness of main and sub-goals

The main goal for the regeneration of the North-East Districts, and ultimately for the city as a whole, is to maximise quality of life for all Glaswegians, considering three specific perspectives. This ethos is distilled in to three inter-related and complementary guiding principles, applicable at all scales and settings.

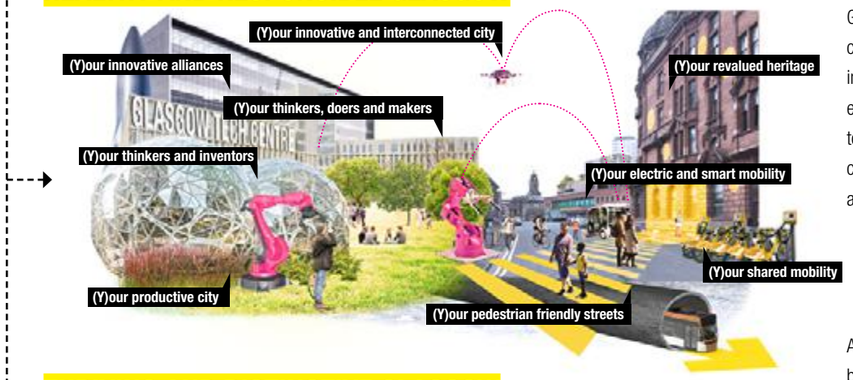
Firstly, Glasgow as a dynamic and holistic place; a city open and accessible to everyone, where there is a vibrant public life in well-connected, mixed-use neighbourhoods. Secondly, Glasgow as a healthy and responsible place; green, sustainable, active, and supporting its urban communities in myriad ways, creating real sense of ownership, empowerment and responsibility. Finally, Glasgow as a thriving and competitive city; attractive, with access to good quality education and jobs for all, and a strong diverse local economy building on the city's assets and expertise.

Quality of Life

DYNAMIC AND HOLISTIC GLASGOW

Glasgow as a compact and interconnected city – creating, strengthening and stimulating a collection of amenities available to Glaswegians of all ages, backgrounds, setting the stage for a happy and healthy life.

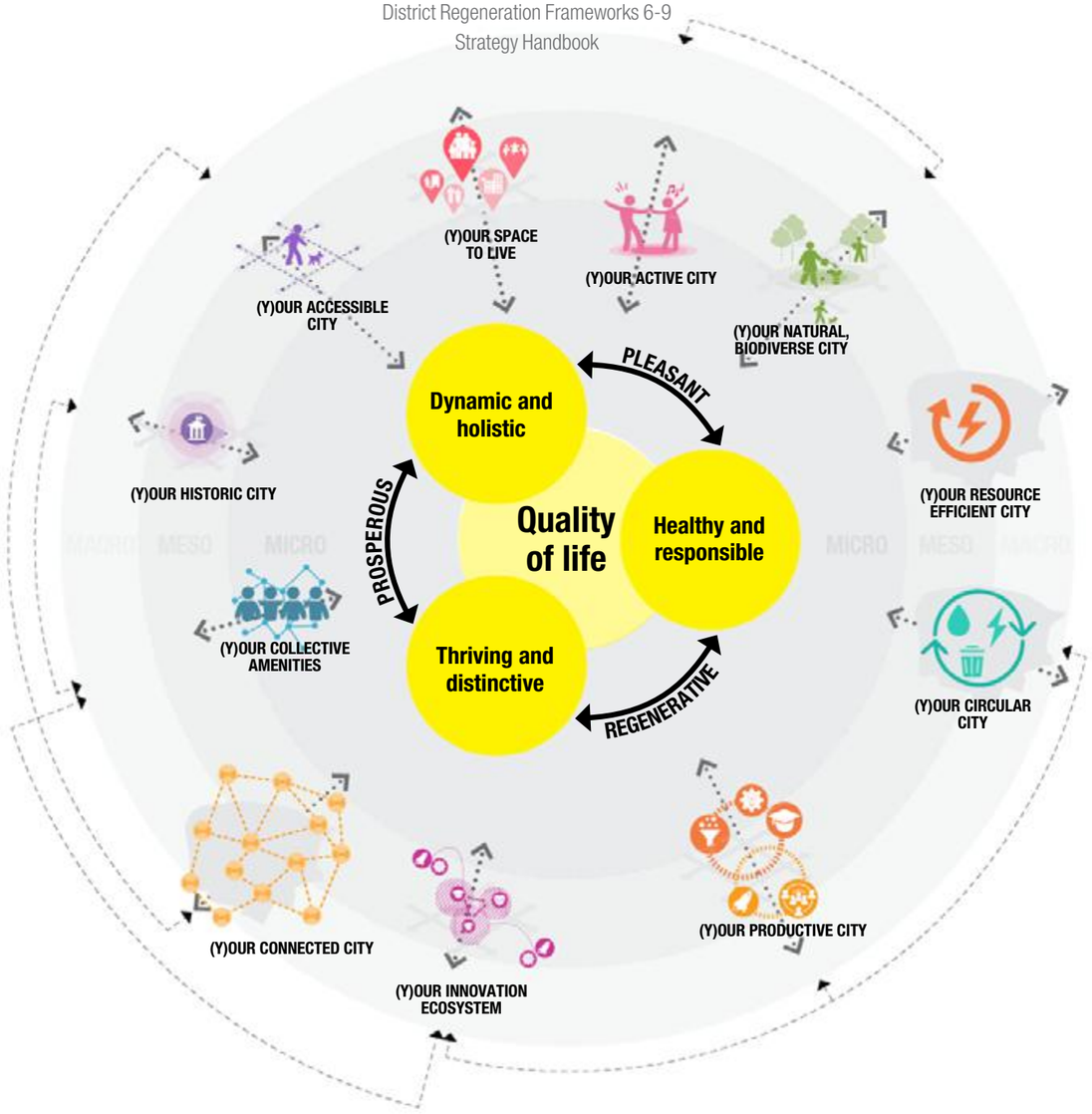
HEALTHY AND RESPONSIBLE GLASGOW



Glasgow as a sustainable city, taking responsiblity in a social, economic, and environmental sense. Inherent to this perspective is a sense of collectivity: doing it together for all of us, now and in the future.

THRIVING AND DISTINCTIVE GLASGOW

A strong and inclusive economic base for Glasgow, with quality education for all Glaswegians and the provision of good jobs. The north-east will focus on retaining and enhancing it's anchor knowledge institutions and creative economy strengthening local community benefit. Applying a distinctive, local approach strengthening an appreciation of what makes this place special.



Dynamic and holistic

MICRO
- Pleasant, human-scaled public domain and typologies
- Diverse places and activities to meet the needs of all demographic groups
- Mixed-use development
- Reduce car dominancy

MESO
- Attractive, diverse public space and parks
- Permeable urban islands
- Access to culture and amenities
- Revaluation of existing heritage
- Optimal public transport accessibility
- Easy crossing of the ring road

MACRO
- Repopulation of City Centre with modes of 'new urban living'
- Collection of 20-minute neighbourhoods
- City-wide network of interconnected green and public spaces
- Intertwining economic clusters with public life

Healthy and responsible

MICRO
- Human-scaled city with green city streets and wide pavements
- Putting ownership and stewardship with the end user (e.g. by implementing encroachment zones for housing)
- Facilitate communities
- Stimulating active travel and electric mobility

MESO
- Accessible sports and playgrounds for all
- Attractive river and canalfronts
- Strong cycle and pedestrian network
- Sports trails through the city
- Easy access to the hills and nature
- Energy and recycling hubs

MACRO
- Smart mobility
- Sustainable, low-carbon and climate-neutral city
- Focus on nature and ecology in the city
- Embedded ecological systems

Thriving and distinctive

MICRO
- Pleasant, human-scaled public domain and typologies
- Diverse places and activities to meet the needs of all demographic groups
- Mixed-use development
- Reduce car dominancy

MESO
- Attractive, diverse public space and parks
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- Repopulation of City Centre with modes of 'new urban living'
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- Intertwining economic clusters with public life

Relation to policies

Overview of targets defined by international and national and local policies*

Annex p92-93

This diagram seeks to map a selection of national and local policies and strategies to develop a series of Scorecard Criteria against which to assess DRF Project alignment with declared targets, ambitions and objectives. The Scorecard Criteria should be developed and measured against specific KPIs. An initial review of alignment and KPIs is outlined in this diagram, and in greater detail in Annex 2.

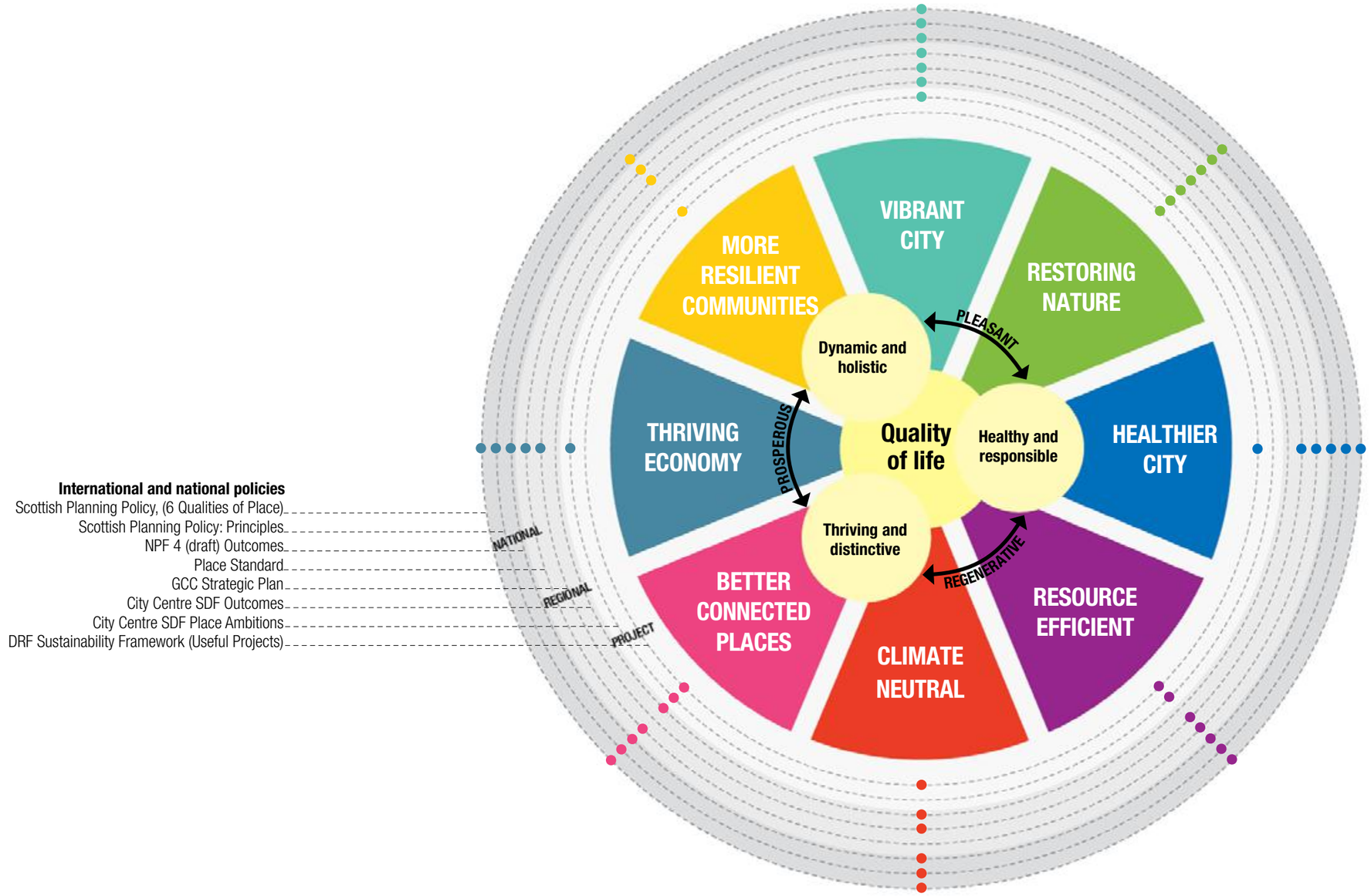
In essence the DRF Scorecard aligns and distils the policy objectives set out in;
- Scottish Planning Policy
- National Planning Framework 4 (draft)
- Place Standard
- GCC Strategic Plan 2017 - 2022
- City Centre SDF

It should be continually reviewed to ensure a 'golden thread' aligning local and national policy (and by extension international policy such as the UN SDGs).

The emerging DRF Project Scorecard criteria are;
A Thriving Economy
A Vibrant City
A Healthier City
Better Connected Places
Climate Neutral
Resource Efficient
Restoring Nature
More Resilient Communities

These themes emerged from the DRF Sustainability Framework developed by Useful Projects and are also compatible with Sustainable Glasgow's Climate Plan and Circular Economy Action Plan.

District Regeneration Frameworks 6-9
Strategy Handbook



Key characters

Proposed strengthened and new characteristics

This map indicates the most important existing and proposed (public) destinations in Glasgow's north-eastern City Centre. It includes public programmes; cultural and built heritage; art, culture and nightlife; education and innovation; attractive, quality streets and mobility hubs; retail; leisure and nature; and the main (enhanced) residential and working clusters.

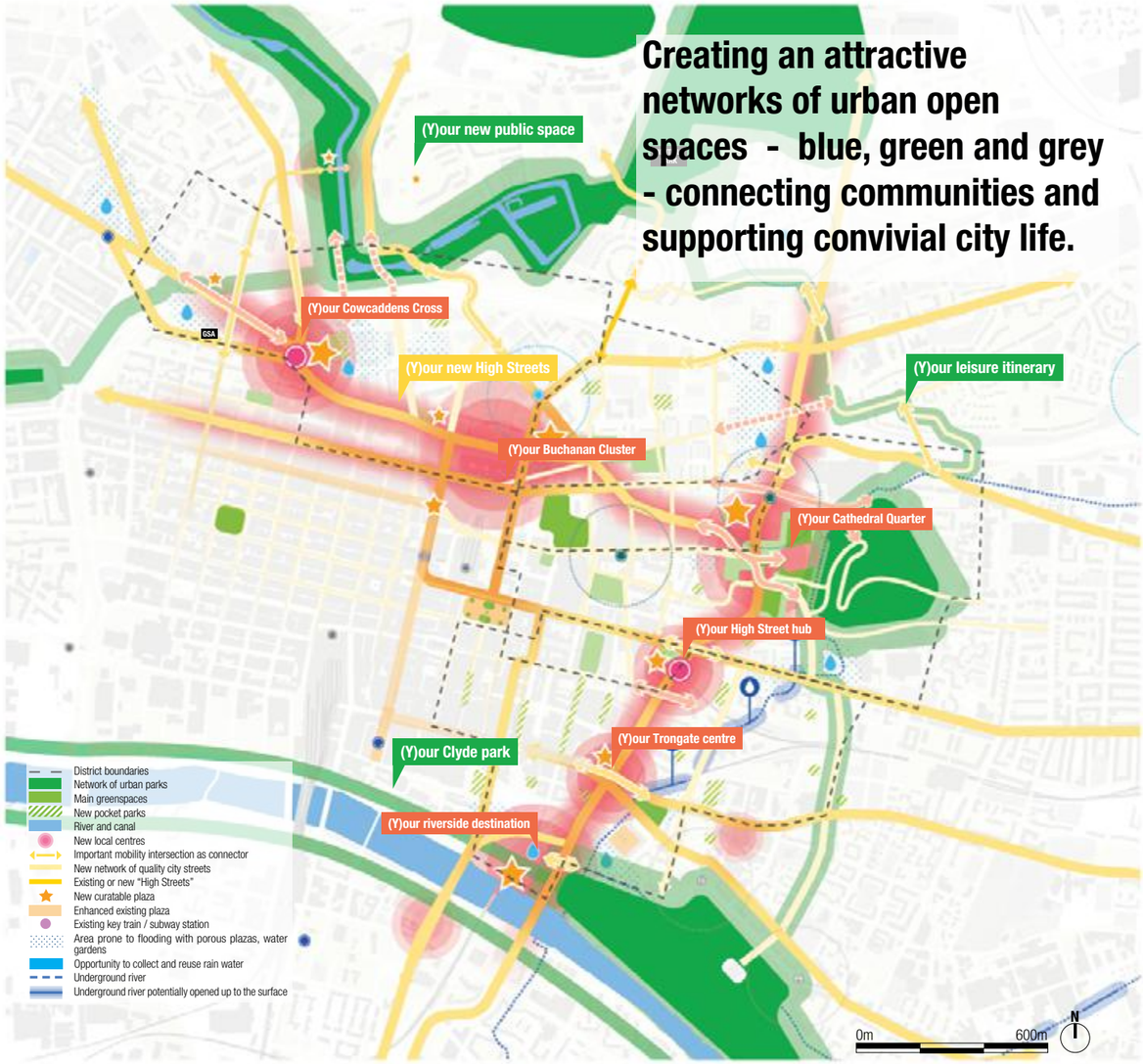
Taken together, it shows what to find, and where, and the principal routes to get there. In Cowcaddens and Townhead, there is space for new areas to live and work, with Cowcaddens Road becoming a new 'high street' and linking the West End to the Cathedral. Restored links across the northern portion of the City Centre connect the Canal and Cathedral Quarters.

In the Learning Quarter, the historic cluster should gain prominence and enhance its status as a welcoming civic landmark. At the same time, it forms the heart of the city's knowledge and innovation zone, stretching out from the Innovation District and the student population in the east to the design, visual and performing arts school in Sauchiehall and Cowcaddens.

In the Merchant City, High Street can regain its historic prominence and form an urban life line in this part of the city, and a gateway to the East End. Moreover, its vibrant retail areas show great potential for extension and strenghtening. In all Districts, high-quality housing is a priority, to retain and attract residents and enhance quality of life for all.

Network: public space, local anchors and mobility

Proposed strengthened and new characteristics



Anchors

Public Space

Strong network of high-quality and recognisable public spaces as anchors in the city: squares, open spaces, urban parks, waterfronts and hidden outdoor gems as an expression of Glasgow's character and hospitality.

Hubs and Local Centres

Proposing a polycentric system of "localised centres" with their own specific attractions and charm: creating a good mix of functions and liveliness and improving accessibility around Glasgow Cathedral, Cowcaddens Station, the Buchanan Station/Galleries, Trongate and the River Clyde/Saltmarket/ Glasgow Green.

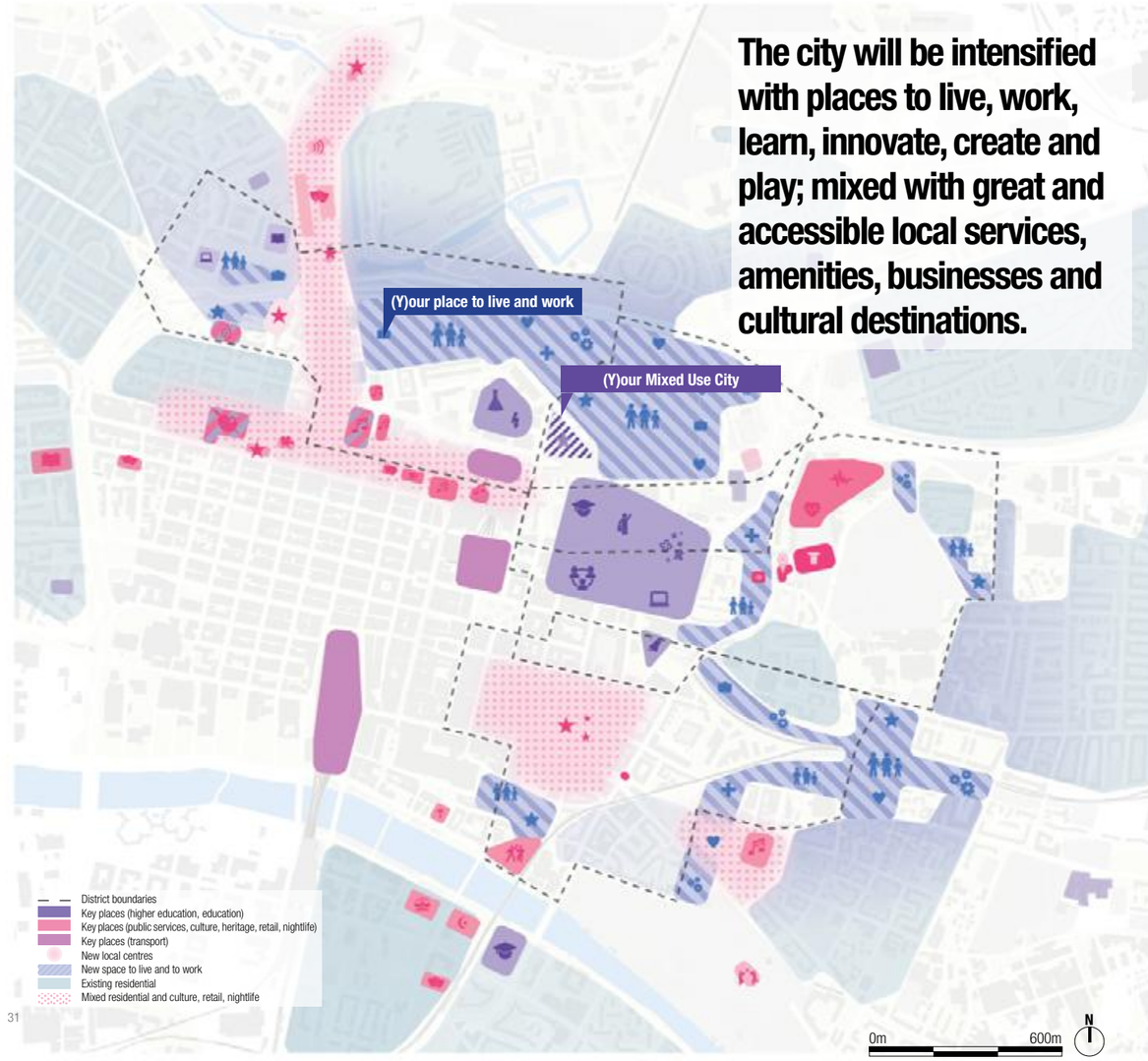
Network

Nobility, accessibility

Upgrading the existing key axes and Great Streets and proposing new attractive and quality city streets, that are not just thoroughfares. Special attention focused on a well-connected and accessible public transport network and the connections to the city region.

Amenities and activities

Proposed strengthened and new characteristics



Activities

Programmatic Characters

Accessible quality services and amenities, including (new) public programmes – with clever and attractive places for education, culture, health, retail, and entertainment, among others. Together, they form a strong network of public destinations, giving character to the city.

Space to live and work

Upgrading existing and adding new housing in the City Centre is key – both by rethinking the way existing housing is built and organised (identifying opportunities for improvement and intensification) and by filling in voids and vacant land where relevant. The latter also offers the opportunity to accommodate new economic areas, fueling local employment and economy. The enhanced areas to live and work will always contain a basic level of amenities to achieve 20-minute neighbourhoods.

3 North-East City Centre Framework

Activities, land-use and spatial development outlines

In anticipation of the District-level projects (defined in the DRF Handbooks) and taking cognisance of the City Centre SDF, a strategic framework on the City Centre scale, this chapter outlines four thematic areas of focus to transform the North-East Districts.

These concern improving all-round accessibility of all areas in, through and to the North-East Districts; setting up a network of attractive and active public spaces and streets throughout the city; creating a stimulating collection of amenities and activities supporting all Glaswegians; and delivering, through partnership working and open governance, effective projects which impact in ways that inspire, engage and empower communities (resident, business, civic, cultural...).

These overarching objectives should be taken into consideration when determining more detailed actions on the District level, creating a coherent and complementary collection of projects.

North-East City Centre Framework

Thematic guidelines for the regeneration of the North-East City Centre

Considered from the city-scale perspective, several areas of attention are relevant for the wider City Centre. These need careful coordination between the different scales, so that we can achieve an integrated development of the North-East, that all Glaswegians can benefit from. It is important to note here that ecological, economic and social sustainability, rather than an area of attention in itself, will be interwoven in everything that is done.

3.1 (Y)our well connected North-East

Enhanced infrastructure and mobility

All areas of the North-East should be easy to reach in various ways. This means 'completing' the public transport network, facilitating car traffic smartly and selectively, promoting active travel, and making it easier and safer for local traffic to navigate the city.

3.2 (Y)our great spaces and streets

Network of public and natural spaces

The North-East shouldn't just be well-connected, it should also be pleasant to move through the city and feel welcoming.

3.3 (Y)our thriving North-East

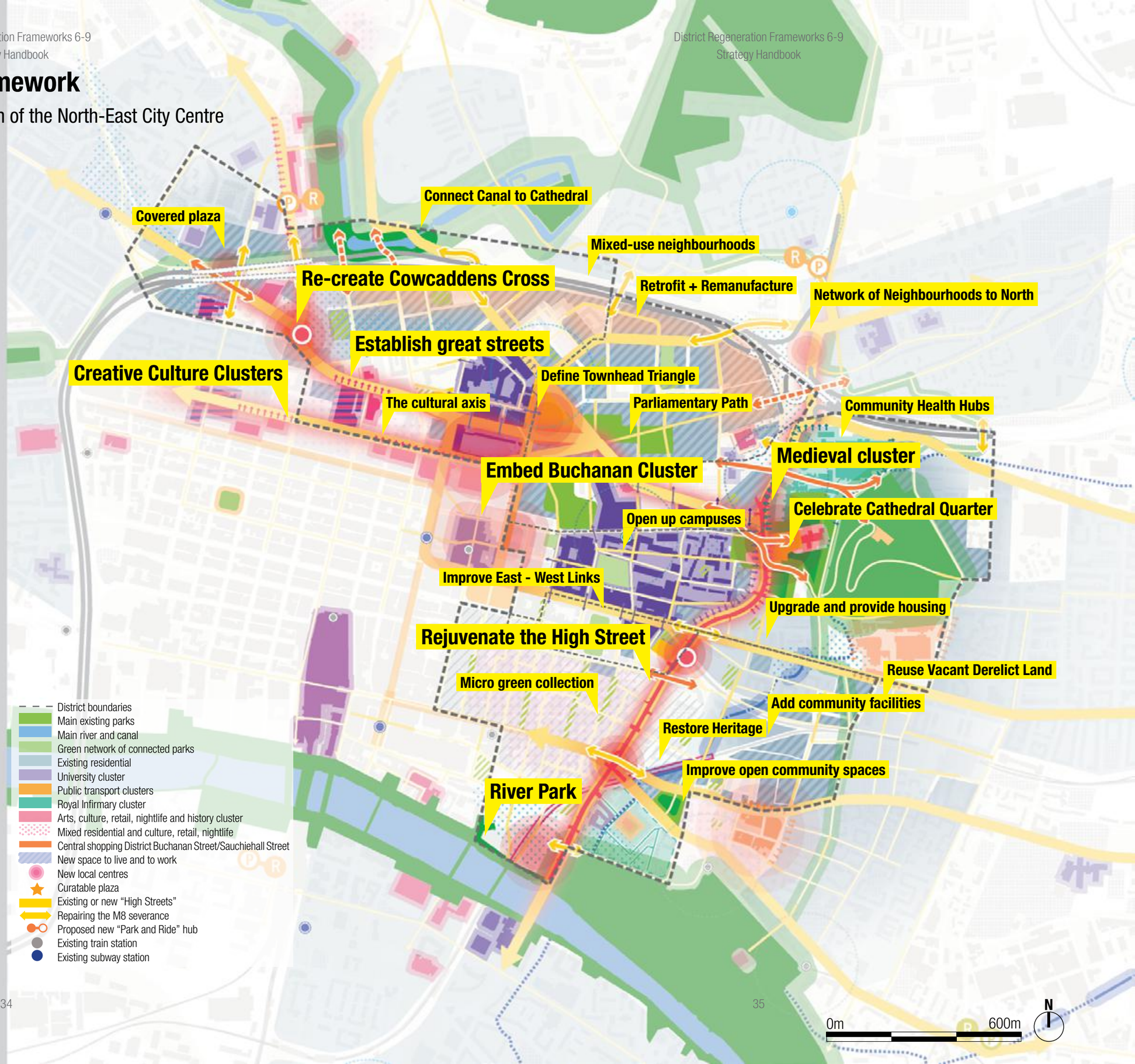
Intensified programme

By considering the city-wide network of functions, amenities and activities, gaps and opportunities for use will be identified. This way, we can provide Glaswegians with everything they need within close range.

3.4 (Y)our enablers of change

How to organise transformation

To be able to deliver lasting and meaningful change, it is crucial to create an effective governance and engagement infrastructure catering to city-wide issues as well as local neighbourhood matters.



District Regeneration Frameworks 6-9
Strategy Handbook

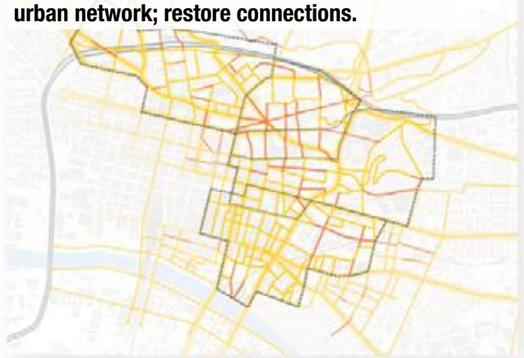
Elements of North-East City Centre Framework

Thematic guidelines for the regeneration of the North-East City Centre

3.1 (Y)our well connected North-East
Enhanced infrastructure and mobility

Annex p96-109

Overcome barriers: 'stitching act', Upgrade urban network; restore connections.



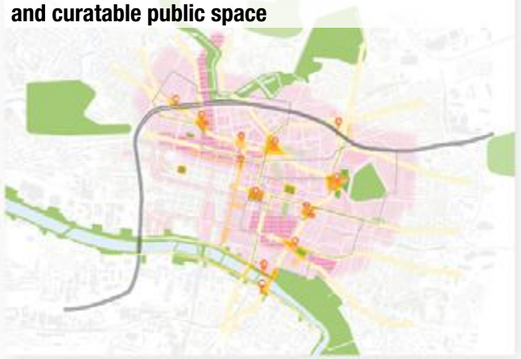
Reinstall Great Streets, develop quality active travel routes

Integrated public transport infrastructure, and parking strategy

3.2 (Y)our great spaces and streets
Network of public and natural spaces

Annex p110-115

Create network of strong pedestrianised and curatable public space



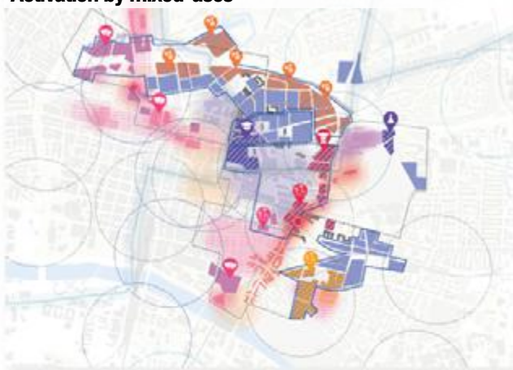
Optimised space for nature

Enhance interaction with the water, including integrated hydrology

3.3 (Y)our thriving North-East
Intensified programme

Annex p116-125

Activation by mixed-uses



Intensify housing: retrofit and buildings at risk, upgrade and add

Add amenities and community facilities

3.4 (Y)our enablers of change
How to organise transformation

Annex p126-139

Sustainability is in everything that we do

Metropolitan City Centre

Post Covid Recovery

Urban Infrastructure (energy, digital, logistics)

Child Friendly City

Special Purpose Vehicle

(Y)our City Centre Performance Monitor

District Regeneration Frameworks 6-9
Strategy Handbook

3.1 (Y)our well-connected North-East

Mobility is transformative to the functioning of the city on all levels - from macro, to meso, to micro. We see the following strategies in adjustment of the mobility system to fundamentally improve quality of life.

1 STREETS ARE PUBLIC SPACES

Deliver fair and green spaces from the public realm. Re-imagine streets as parks to create new urban community parks.

2 MODERN MASS TRANSIT

Create a mass transit system, and for Glasgow this would be Clyde Metro. This would include an integrated form of public transport providing integrated ticketing and passenger information to improve passenger experience. Clyde Metro would seek to have key interchange points across the city, passengers can improve their connectivity and accessibility to move across the city and the wider region.

3 UNTANGLE THE CONFUSION

Simplify J15 through a staged approach and remove the duplication of connections.

4 GREAT STREETS

Extend and strengthen the Avenues programme to reinstate the Great Streets of Glasgow as globally recognisable streets, as well as community centres to socialise and relax; a place where people, whether local or visiting, come first.

5 LIVEABLE NEIGHBOURHOODS

Reduce rat-running on residential streets and increase permeability for those on foot or cycling. Create safer residential streets for children to play on, communities to come together on and sit out on.

6 CLIMATE SAFE STREETS

Streets need to be the poster child of Glasgow's Climate Ambition and Environmental and Biodiversity commitments, and a global signal of a forward-thinking city that puts quality of life first.

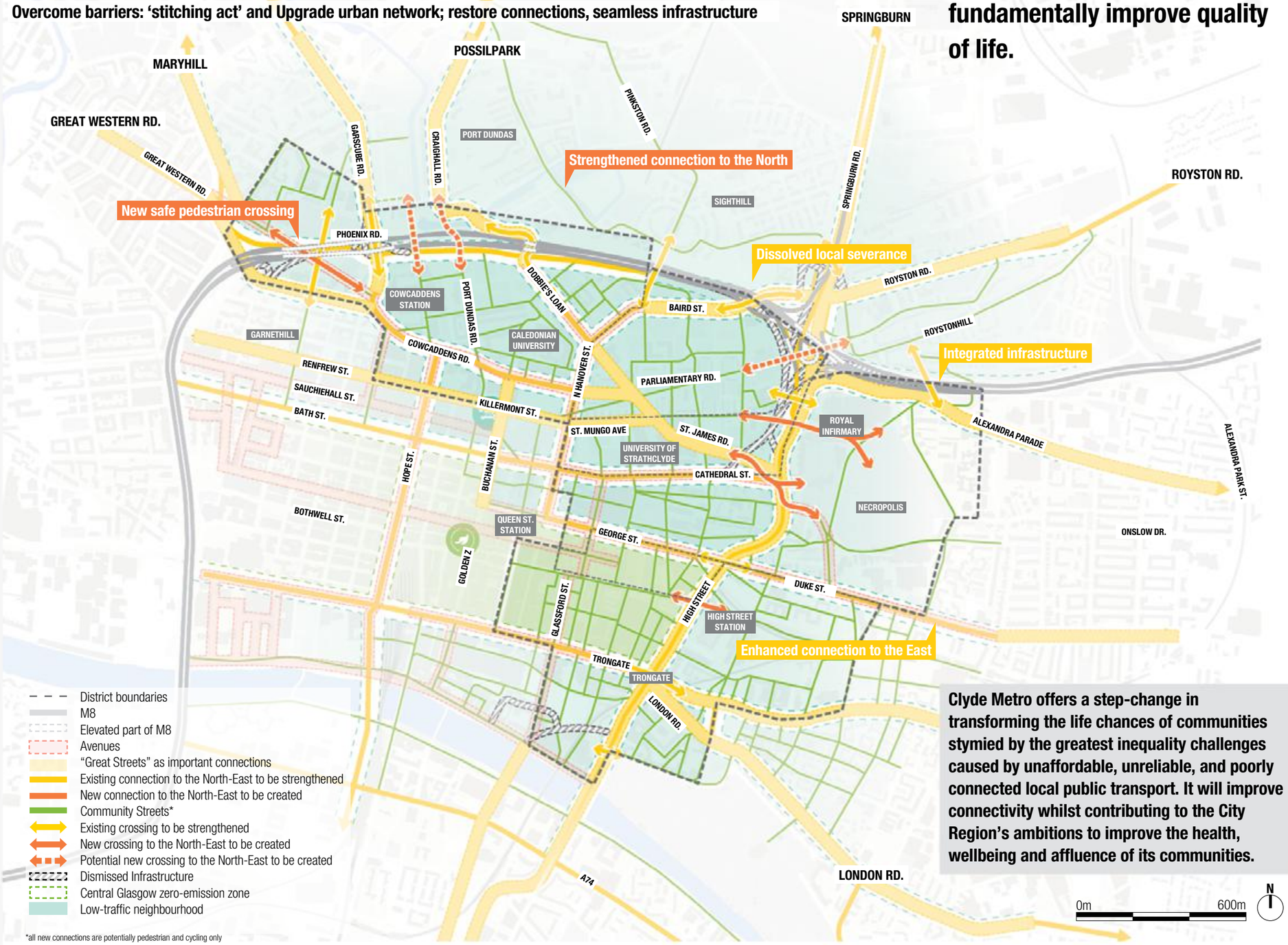
7 AGE-FRIENDLY GLASGOW

City Centre streets need to be welcoming for all ages, from 8-80, providing equitable use of the street network. Streets need to be safer, following the Hierarchy of Vulnerable Road Users concept, using design to reduce accidents.

8 CHILD-FRIENDLY GLASGOW

In line with our target to double the City Centre population we must make the City Centre a place fit for urban childhoods. Streets need to enable children to safely walk and cycle by themselves as well as allowing for informal play and relaxation. Neighborhoods need a variety of play and sports facilities to be easily accessible.

Overcome barriers: 'stitching act' and Upgrade urban network; restore connections, seamless infrastructure



*all new connections are potentially pedestrian and cycling only

Clyde Metro offers a step-change in transforming the life chances of communities stymied by the greatest inequality challenges caused by unaffordable, unreliable, and poorly connected local public transport. It will improve connectivity whilst contributing to the City Region's ambitions to improve the health, wellbeing and affluence of its communities.

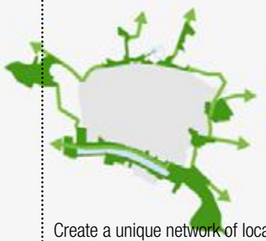
3.2 (Y)our great spaces and streets

Green-blue infrastructure extended across City Centre between Kelvin, Canal and Clyde. The harsh city centre is enriched by pocket parks and Avenues - greening the grey. Biophilic corridors extend across the City Centre to create regional biodiversity corridors from the heart of the city to the countryside beyond. Nature-based solutions restore habitats and create great urban parks. The Dear Green Place is green again!

'TOOLBOX' OF INTERVENTIONS

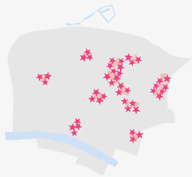
SHORT TERM

(Y)our central city parks



Create a unique network of local and city parks encompassing the City Centre by linking the existing parks and greenspaces. Vacant and derelict land can be transformed into green corridors.

(Y)our upgraded public spaces



Enhance existing and new public squares and spaces (hard and soft landscaped, inviting and accessible street furniture, low energy feature and quality street lighting).

(Y)our green network

Intensify landscaping along roads with trees and plants to create more pleasant places, divide traffic lines, and improve soil permeability for water storage.

(Y)our green pockets

Repurpose under-used or empty spaces in your neighbourhood to create small scale, neighbourhood green pocket park(lets).

(Y)our curatable plazas

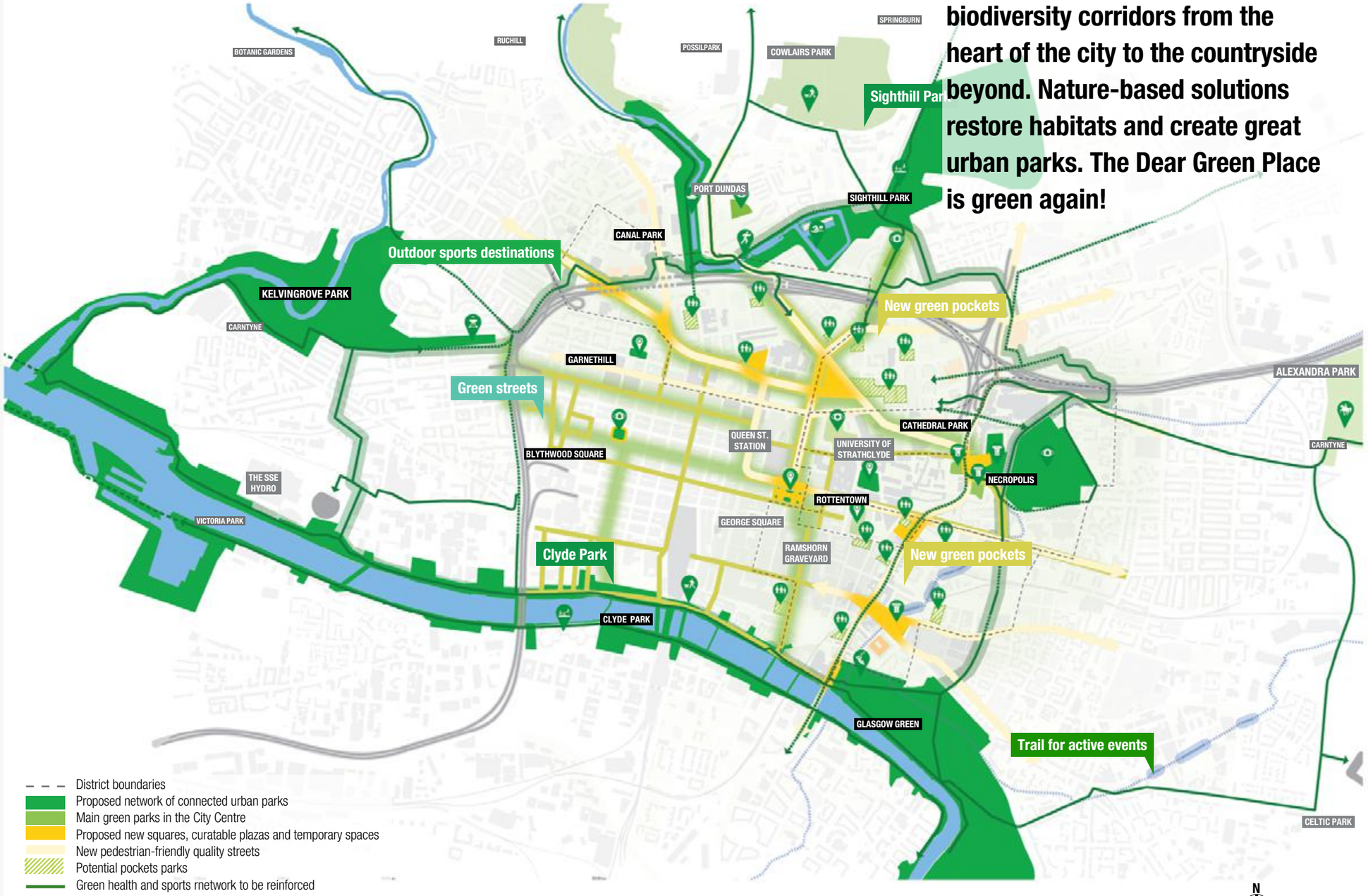
Provide public space that can be curated and programmed to facilitate a wide range of activities and community engagement.

LONG TERM

(Y)our green city

Repurpose rooftops and encourage appropriation of the spaces in front of your building (encroachment zones) for greenery. Implement policy to promote sizeable and quality green surfaces for new and existing buildings and developments, and to stimulate greening by individuals on balconies, rooftops and terraces.

Optimised interaction with nature



District boundaries
Proposed network of connected urban parks
Main green parks in the City Centre
Proposed new squares, curatable plazas and temporary spaces
New pedestrian-friendly quality streets
Potential pockets parks
Green health and sports rnetwork to be reinforced
Green health and sports routes to be created
Avenues

3.3 (Y)our thriving North-East

The NE City Centre has a wealth of unique places and characters. By strengthening and extending these, a network of diverse and specialised anchors is established: from the creative canalfront and the production cluster in the north via the innovation hub in Learning Quarter and a rejuvenated High Street to the new riverfront destination of the Clyde.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our redeveloped vacant and derelict land

Regenerate and transform vacant and derelict buildings and plots into housing and mixed-use developments. This way we can densify, upgrade the mix of functions and create a more coherent and complete City Centre, thus improving quality of life for District residents.

(Y)our productive city

Bring back production in the centre: promote local production/ manufacturing and Glaswegian expertise. Upgrade logistics and warehouses into a dedicated productive engine for the city. Vacant and derelict land can play a key role in this.

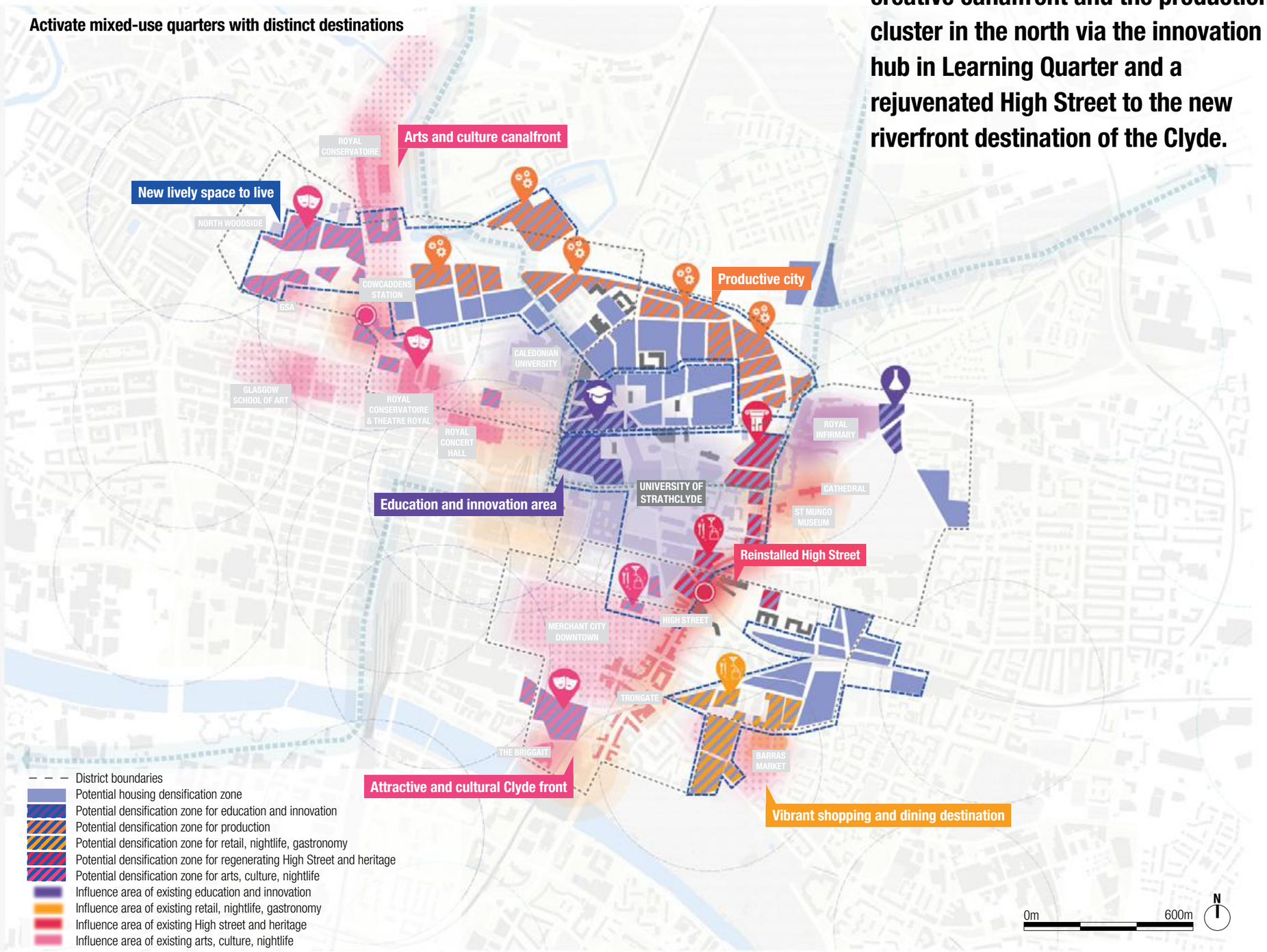
(Y)our innovative alliances

The main institutions cover 15% of the total surface of the 4 districts. Implement policy for alliances between (inter)national-scale existing knowledge (education) and cultural institutions (arts, music, theatre, etc.)

(Y)our reinstalled High Street

Revalue High street as a less car-dominated street. Transform into a historic, pedestrian-friendly and repopulated important North-South axis for retail, leisure and tourism.

Activate mixed-use quarters with distinct destinations



3.4 (Y)our enablers of change

In line with Glasgow's Climate Plan and inspired by hosting COP26 the city centre must respond to the Climate and Ecological Emergencies by taking an holistic approach to integrate sustainable urbanism and engineering incorporating interventions at the macro and micro scale considering; energy (renewables, reduced energy consumption, enhanced thermal performance, fabric first), biodiversity, surface water management, air and water quality, zero waste strategies, just transition to circular economy, funding, skills and green economy jobs and much more.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our central parks

Create a unique large park encompassing the City Centre by linking the existing parks and greenspaces. Vacant and derelict land can be transformed into green corridors to create an easily accessible natural network, offering easy access to nearby nature and to the hills for all Glaswegians.

(Y)our green network

Intensify landscaping along roads with trees and plants to create more pleasant places, divide traffic lines, and improve soil permeability for water storage.

(Y)our green pockets

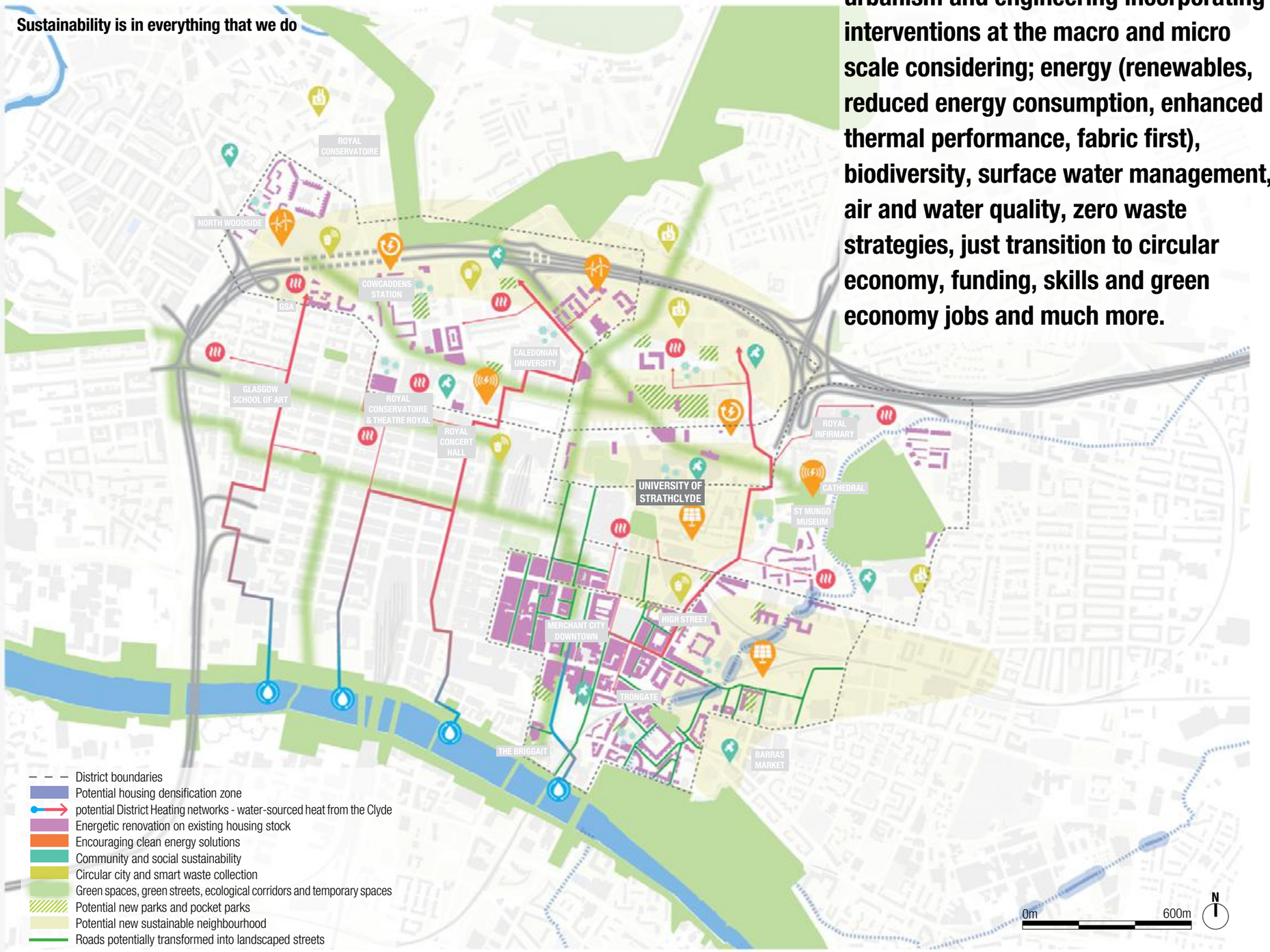
Put empty spaces in your neighbourhood to use as small-scale green pockets: on facades, terraces, rooftops and in public and collective courtyards.

LONG TERM

(Y)our green city

Explore District and plot-based renewable energy masterplanning options. Early investigations by others indicate the possibility of utilising the River as an energy source using water-sourced heat pumps for city centre wide District heating (Heat Vision 2030) and retrofitting and integrating rooftop solar arrays for local renewables (Live Eco CIC).

Sustainability is in everything that we do



4 Combined District Projects

Preconditional city-wide interventions, key development zones and strategic projects for the regeneration of North-East Glasgow

From the North-East Districts Combined Framework, several themes and locations have arisen as crucial or even preconditional for unlocking the potential of this part of the City Centre. These are often subjects and areas of great complexity, involving many aspects, stakeholders and interests – and thus many challenges. To this end, four strategic priorities haven been outlined, ranging from the city scale to the neighbourhood scale.

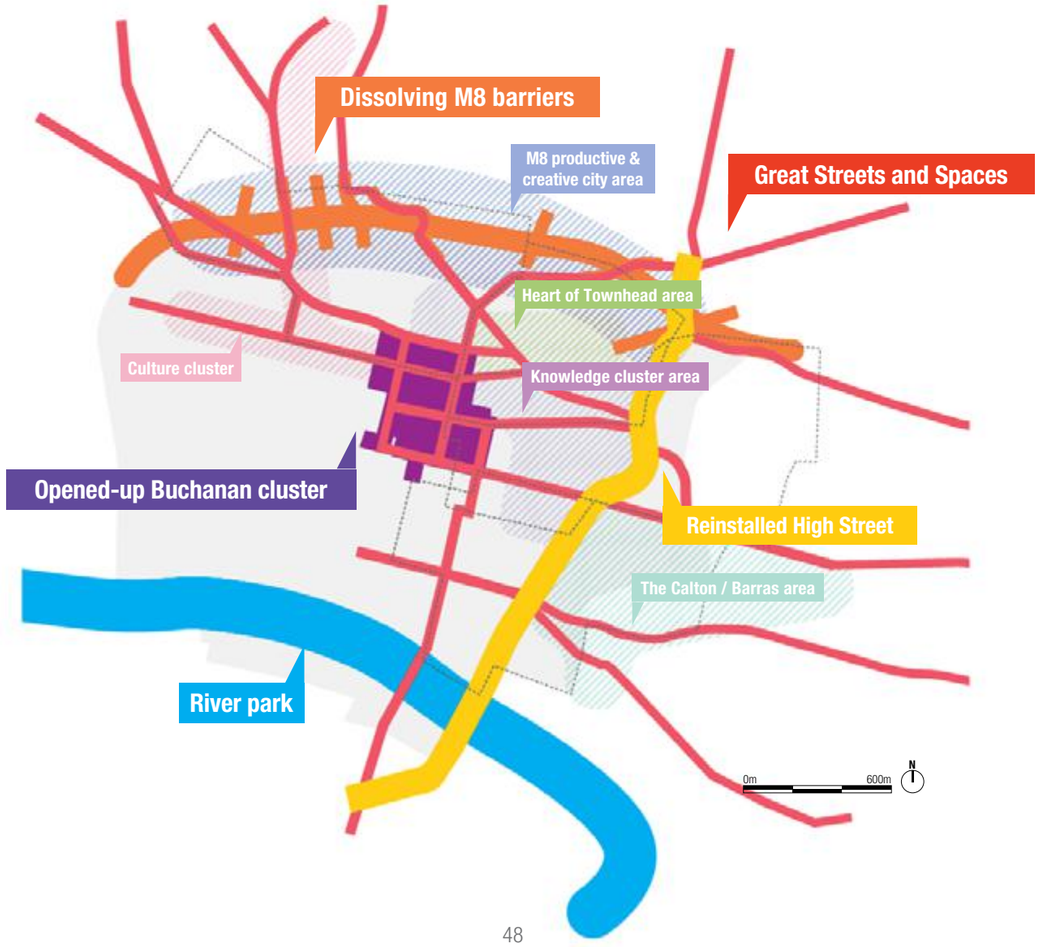
First, five key development zones have been identified that require focused and integrated interventions. Second, five strategic projects have been designed as 'drivers for change', boosting further action as in a domino-effect. Third, improved accessibility and mobility is pre-conditional to the further development of the North-East. And lastly, an upgrade of the green and open space is vital for quality of life in the city.

Together, these actions will have city-wide impact, kick-starting a systemic transformation of the city. As a result, the primacy of the City Centre as a social, cultural, civic, knowledge and recreational destination for all Glaswegians will be strengthened. The user perspective, aimed at increasing quality of life for all, will always be leading in this process.

(Y)our combined districts projects

Required overarching intervention for the regeneration of North-East Glasgow

Across the NE Districts there are a series of strategic key moves to respond to the ambition and vision for the City Centre. Combining committed key investments with new focus on over-arching projects can transform the future City Centre. In addition to these key interventions, the key development areas will be generators for the regeneration of the districts and city centre; retaining and increasing resident and business population, providing diversity of work, skills and learning opportunities, attracting visitors from near and far and thereby creating a thriving urban dynamic befitting an exciting city like Glasgow.



0 Combined districts projects as drivers for change

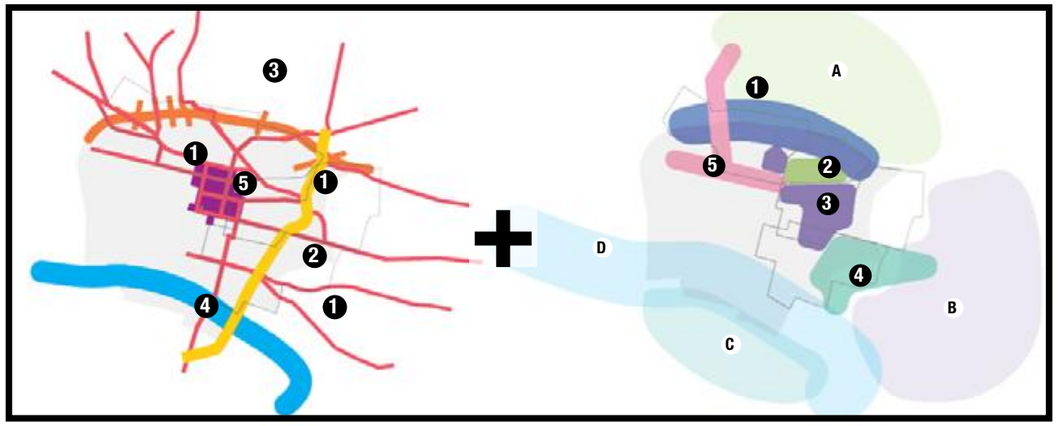
- 0.1 Great Streets and Spaces as Strategic connections
- 0.2 Reinstalled High Street
- 0.3 Dissolving M8 Barriers
- 0.4 River Park
- 0.5 Opened-up Buchanan Cluster

1 Key development areas

- 1.1 M8 productive & creative City
- 1.2 Heart of Townhead
- 1.3 Knowledge cluster
- 1.4 The Calton / Barras
- 1.5 Culture cluster

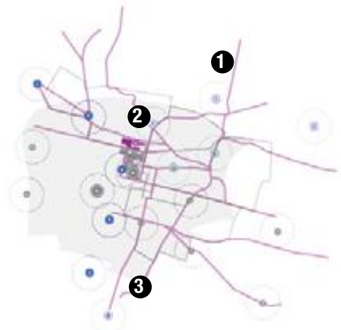
+ Surrounding areas of changes

- 1.A North Glasgow Regeneration (Port Dundas, Sighthill)
- 1.B East End Regen (Clyde Gateway)
- 1.C Southside Regen (Tradeston, Laurieston, Gorbals)
- 1.D Clyde Mission / (Y)our River Park



2 Accessibility and mobility

- 3.1 Extended mass transit network (Clyde Metro)
- 3.2 Upgraded Buchanan Bus Station
- 3.3 Revised bus network (e.g. High Street)



3 Open space

- 4.1 Enhance great urban parks
- 4.2 Network of green spaces

1 Great Streets and Spaces as Strategic connections

Upgrating the avenues project

As with most great cities Glasgow is characterised by it's major arterial streets. These historic routes give Glasgow it's urban character; defining routes, gateways and connections in all directions across the metropolitan city region. The EIIPR Avenues are starting to redefine these arterial routes as active travel corridors; greening the grey and enlivening the public realm. This endeavour needs to extend to restore diminished connections in all directions from central Glasgow; connecting adjacent and peripheral neighbourhoods seamlessly in to the centre of their city.

The Great Streets initiative is more than Avenues' style public realm. It needs to consider the street corridors in 3 dimensions and support opportunities to activate vacant or dead frontages, plug gaps with positive infill development and seek to enliven the street economy with short term / temporary and long term interventions so that these Great Streets fulfil a diverse, mixed-use function at the heart of the communities. Integrating public transport, active travel is a must, alongside urban infrastructure to adapt to climate change and enhance community resilience and digital connectivity. These streets become the healthy arteries of the city rediscovered.

The streets almost select themselves. A cursory glance at the existing and historic city street network highlights the principal arterial streets that deserve priority and attention. Several are already earmarked to benefit from expanded EIIPR Avenues investment.

London Road and Gallowgate emerge from Glasgow Cross to become the local 'high streets' for the Calton / Barras linking to the East End and Glasgow Green.

Duke Street has recently been added to the EIIPR Avenues programme. This should extend through Dennistoun to support the vibrant, local 'high street' vibe.
Further north Alexandra Parade, serving GRI and north Dennistoun deserves inclusion and restoration as a Great Street. Connections north similarly demand enhancements including Baird Street to Roystonhill, the Cathedral to Canal connection via Dobbies Loan, the upgrade of Cowcaddens Cross to tie-in with routes north and west via Garscube Road and the Great Western Road.

And within the City Centre itself major focus should be placed on transforming High Street, Cowcaddens Road and Renfrew Street / Killermont Street so they become the backbone of future regeneration across the NE Districts in the City Centre.

Action plan

YEARS

0 IMMEDIATE

- Review latest additions to EIIPR Avenues and Liveable Neighbourhoods programmes.
- Look to develop a Great Street programme that extends the Avenues approach to link in to the local centres beyond the City Centre to the north and east.

1 SHORT TERM

- Make the business case and undertake feasibility / technical assessments to identity the approach and priority for action.
- Consider early trial / prototyping projects to test ideas / make the case / build evidence.

2/4 MEDIUM TERM

- Commence design and procurement of early phases.
- Tie in with other complementary initiatives.

+5 LONG TERM

- Continue to the delivery of upgrades to Great Streets. Monitor impacts and refine approach accordingly.

Key stakeholders

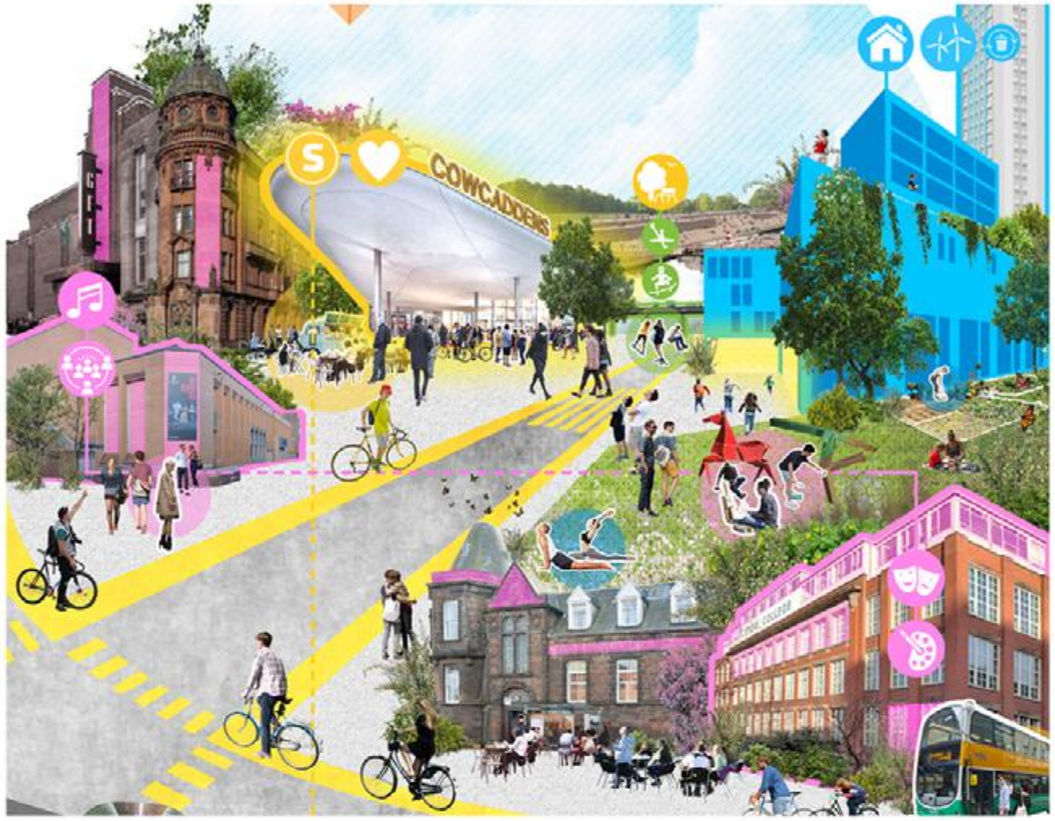
Glasgow City Council, Scottish Enterprise, disability and active travel advocates, Sustrans, Living Streets, public transport providers, local businesses and residents / communities, Chamber of Commerce.

Impact/ reach/ term

High Impact / Regional Reach / Long Term

Justifications / observations

Extending the impact of the EIIPR Avenues to areas beyond the City Centre would assist in ensuring an inclusive approach addressing issues of accessibility and equality. Adopting a healthy streets approach in the north and east of the city would also assist in addressing local issues of health, socio-economic and environmental inequalities.



2 Reinstalled High Street

Redesign the section of the road

The High Street should be one of Glasgow's Great Streets - it's oldest and most historic thoroughfare providing a distinctive experience unlike any other in the city. It should be bustling with activity. It should be a place for Glaswegians to come together to enjoy and access the delights of the City Centre. It should be a place for visitors to come and appreciate the multi-dimensional history and culture of Glasgow; from its medieval origins to the contemporary, dynamic, creative 21st Century city of today and tomorrow. It should create a great cultural route from the Clyde to the Cathedral enriched by story-telling of the past, and access to the riches of the contemporary creatives, inventors and innovators active on and near this historic line.

Sadly the High Street offers very little of that rich experience today. Many consultees reflect on how the High Street is dominated by traffic and defines the edge of the City Centre creating severance between communities in the East End rather than as a destination for people to gather, enjoy and hang out. This situation and ambition is well known. The city has a High Street Area Strategy. The High Street is the spine running through the Glasgow City Innovation District. Having essentially acted as an inner relief road forming the eastern boundary of the City Centre for the past 5 decades, the High Street has been blighted by traffic being pushed through the area from Junction 15 on the M8 motorway. Until this traffic is significantly reduced the High Street will be stymied and will never realise its potential and rejuvenate.

This project, in essence, calls for the reduction in road width for the extent of the High Street from Castle Street at GRI down to the Saltmarket and Glasgow Green; a two way single carriageway at most, replacing the two lanes of traffic in each direction. Reworking the road network and re-routing through traffic away from the City Centre altogether would be required, as outlined in the St. Enoch DRF. By winning back space from traffic and on-street parking the possibility of substantially increased footway widths, segregated cycle lanes and greatly reduced traffic speed and pedestrian crossing distances would immediately transform the High Street. This re-engineered street should also integrate new green, landscape and urban infrastructure to embed energy and digital networks to decarbonise the area and support innovation.

Action plan

0 IMMEDIATE

- Review the current condition of the High Street (physical condition, vacancy, gaps sites) and assess the outstanding actions in the High Street Area Strategy.
- Assess the implications of reducing through traffic along the High Street as part of the emerging City Centre Transformation Plan.
- Consider events / early trials to test road narrowing and increased active travel / Spaces for People installations.

1 SHORT TERM

- Make business case, conduct feasibility study, seek / secure funding and progress design development as a priority street beyond the current EIPPR Avenues programme.
- Verify placemending / design intentions with traffic modelling as necessary.
- Implement trial / street prototyping.

2/4 MEDIUM TERM

- Commence with early phased works to reconfigure High Street. Monitor / review impacts with each phase of works.

+5 LONG TERM

- Monitor active travel, and local community, economic and environmental impacts.

Key stakeholders

Glasgow City Council (lead) with active travel and public open space stakeholders (e.g. Sustrans, Living Streets etc.), Strathclyde University/Glasgow City Innovation District, local Community Councils (Y)our Pedestrian and Accessibility Champion"

Impact/ reach/ term

High Impact / City Project / Short to Long Term

Justifications / observations

Community consultation confirms a prevailing sense that the High Street is blighted by traffic. General enthusiasm and support for a radical reduction in through traffic on the High Street to enable transformation of public realm along the full extent of High Street. This project should be considered a priority as it will help to drive area regeneration, announce a new era for the city's oldest street and tie in with associated ambitions for the Innovation District and the network of cultural / heritage destinations along the length of High Street.

3 Dissolving M8 Barriers

Dissolve the barriers and create connection between North and South of the road

The M8 has been synonymous with central Glasgow for over 50 years. The city was at the vanguard of adopting the car age and the urban motorway skirting the north and west of the City Centre is how many experience arrival in Glasgow. It also emphatically marks the edge of the City Centre; delineating the core City Centre from the neighbourhoods beyond. It has become part of the everyday city experience.

To some extent the M8 didn't introduce a new barrier in the city scape; it simply replaced it. The Monklands Canal (which was part filled in to create the M8 from around Junction 15 eastwards) already formed an historic, transport infrastructure barrier in the city, as did Port Dundas further west. The motorway simply reinforced the severance here.

Despite its efficiencies in moving cars around and to the city the motorway tends to disrupt the cityscape as experienced at street level. There have been successful initiatives to enhance and restore connections from the City Centre to the north. The 'metal petals' at Dundasvale and the recently installed Sighthill Bridge are noteworthy examples of what can be achieved to stick the city back together. The Underline project on New City Road (and the potential for a motorway cap at Charing Cross) are further examples of what is being considered. In addition to improving connections further noise reduction and creative visual screening of the motorway as it passes through the City Centre would reduce its impact.

So looking beyond those projects, what next? Can we create a vibrant covered community space under the Woodside Viaduct (see Project Card)? Can we connect from Chinatown to North Woodside seamlessly across Phoenix Road? Can we grapple with challenging topography and infrastructure to extend Maitland Street and Port Dundas Road with car-free paths to the Canal District? How can we improve the walking, wheeling and cycling routes through and across the motorway junctions (15, 16 and 17). In essence how can we learn to live with the M8 for the meantime by repairing the city street networks whilst allowing the motorway to function and change over time? This will enable an incremental transition away from road infrastructure to one dominated by walking, wheeling and cycling.

Action plan

YEARS

0 IMMEDIATE

- Liaise with Transport Scotland and relevant parties regarding a City wide review and masterplan for the motorway corridors, notably M8 from M80 to M77.

1 SHORT TERM

- Confirm STAG or similar process to develop a strategic approach.
- Seek to identify a prioritised and realistic list of interventions from J15 to J17 inclusive.
- Commence active travel network upgrades, especially around major motorway junctions.

2/4 MEDIUM TERM

- Commence phased interventions.
- Design, procure and construct.
- Commence at Pinkston Pend project.

+5 LONG TERM

- Deliver phased interventions. Monitor impacts and refine approach accordingly.

District Regeneration Frameworks 6-9
Strategy Handbook

Key stakeholders

Glasgow City Council, Transport Scotland, communities along and either side of the M8

Impact/ reach/ term

Justifications / observations

Improving that daily experience is crucial if we are to induce higher footfall and more active travel connecting the rest of the city (and city region) with the City Centre and thereby support improved economic and cultural regeneration in these areas. Mitigating the impact of the motorway and looking to utilise it as a place to gather beneath (Woodside Viaduct) or to connect places (like the Sighthill Bridge) as well as reducing noise, visual and air quality impact on the local area should be continually explored, promoted and implemented.

4 River Park

Provide impetus to redefining how the north bank of the Clyde functions

The River Clyde has been a regeneration priority for decades. Progress has been made but the River Corridor still lacks any sense of destination or as a place to gather and relax. It lacks activity (on the quays and on the water) and easy to access attractions on much of its route downstream through the City Centre.

Set-piece historic places (e.g. Glasgow Green) and newer clusters of civic, cultural, economic or leisure destinations (e.g. around the College, Mosque and Courts, at Tradeston / IFSD Broomielaw or at the SEC and Riverside Museum) are not well connected. The lack of continuous, quality quayside routes along both banks is a fundamental shortcoming. The need to activate these routes with places to stop, hang out, enjoy a picnic, food and drink, events or sports is also pressing.

These issues and ideas are well known and covered in detail in the St. Enoch and Broomielaw DRFs. The proposition of a continuous waterside promenade connecting both banks (with a series of bridge loop routes) and the series of 'River Rooms' (Green, Historic, Harbour / Dock) from Glasgow Green to the Riverside Museum and Govan / Partick bridges is simple and easy to support but difficult to deliver.

The subsequent EIIPR Avenues programme of upgrades to Clyde Street and Broomielaw, alongside the proposed Custom House Quay development, will all provide impetus to redefining how the north bank of the Clyde functions and can be enlivened. Shorter term initiatives to activate the north bank as a route to and from the SEC (e.g. during COP 26) present an opportunity to demonstrate and test how this space can become a gathering places, rather than somewhere that separates city communities.

Action plan

YEARS

0 IMMEDIATE

- Explore ways to promote activity on and along the River with temporary events (re COP 26).
- Make the case for a full River Park Masterplan from Glasgow Green to the SEC (at least)

1 SHORT TERM

- Progress a River Park Masterplan.
- Continue to look to influence relevant projects (e.g. Avenues, Custom House Quay).
- Develop a regular programme of events / temporary interventions / trial road closures etc.

2/4 MEDIUM TERM

- Implement the agreed Masterplan.
- Design, procure, construct in a phased basis. Monitor impacts and secure funding / investment.

+5 LONG TERM

- Phased implementation of River Park Masterplan.
- Monitor, evaluate and refine implementation.

Key stakeholders

Glasgow City Council, Clyde Mission, SEPA, Nature Scot, riverside communities (incl Community Councils).

Impact/ reach/ term

Major Impact / National Project / Short to Long Term

Justifications / observations

Glaswegians repeatedly highlight the River Clyde as the part of the city they want to see regenerated and rejuvenated. The Clyde should be a gathering place and great destination for everyone in the metropolitan region and further afield. It has the potential to reconnect the city across and along its length, notably key destinations between Glasgow Green and the Riverside Museum, and be the basis of a metropolitan blue-green infrastructure network of open spaces linking communities, history and future opportunities.

5 Opened-up Buchanan cluster

Dissolve barrier and unlock the connection between the north-eastern and south-western City Centre

The Buchanan Cluster (as referred to here) comprises Buchanan Galleries (and Car Park), the Royal Concert Hall and Queen Street Station. Individually these elements are of regional and national significance as destinations for retail, culture and transport. How each of these assets responds to a post-Covid recovery will determine how this lynchpin in the City Centre's urban structure will evolve. Get it right and the location (and surrounding areas) can flourish.

In addition the area also encompasses Buchanan Bus Station to the north, development sites to the east of Queen Street Station and the Met Tower Development. This concentration of existing and new development activity, alongside the busiest bus station and third busiest rail station in Scotland, has and will be a driver for the metropolitan economy. The proximity to George Square, Buchanan Street and other major destinations in the City Centre further emphasises its importance. The area is already benefitting from massive investment including the reconfiguration of Queen Street Station, George Square and the EIIPR Avenues.

These issues are reasonably well known. The Buchanan Cluster currently turns its back on the North and East Districts, particularly Townhead and Cowcaddens. The current configuration of the Buchanan Cluster creates a blockage to routes to the north and east. Killermont Street to the north has no 24/7 public routes connecting the City Centre and Cowcaddens.

Reimagining the role of the Buchanan Cluster in the City Centre (including how the retail mall can be retrofitted and reactivated post-Covid) presents a huge challenge and big opportunity for Glasgow. Considered from the perspective of the neighbouring Districts to the north and east opening up routes, activating street frontages and seamlessly connecting into and complementing the neighbouring areas of Cowcaddens, Townhead and Learning Quarter will not only benefit these communities but also boost the Buchanan Cluster's significance in the cityscape.

Action plan

YEARS

0 IMMEDIATE

- Continue to engage with key stakeholder, landowners and developers with an interest in the area. Confirm the intention to develop a coherent Buchanan Cluster Masterplan to coordinate post-Covid efforts.

1 SHORT TERM

- Confirm the intent to develop a Masterplan. Convene all partners and establish project governance, sponsorship and partnerships.
- Develop and agree Masterplan principles.
- Engage with communities and stakeholders. Start to adapt (temporarily) under-occupied spaces and redefine function / activities in the Cluster.

2/4 MEDIUM TERM

- Progress Masterplan delivery with early phase interventions. Look to enhance connections and frontages to north and east.
- Integrate Royal Concert Hall and Buchanan Bus Station in to the Cluster and Cowcaddens.

+5 LONG TERM

- Progress delivery of latter phases of Masterplan.
- Monitor impacts.

Key stakeholders

Glasgow City Council, Buchanan Galleries owners, Network Rail, SPT, Glasgow Life, adjacent developers / landowners, Scottish Enterprise, Scottish Government, Chamber of Commerce

Impact/ reach/ term

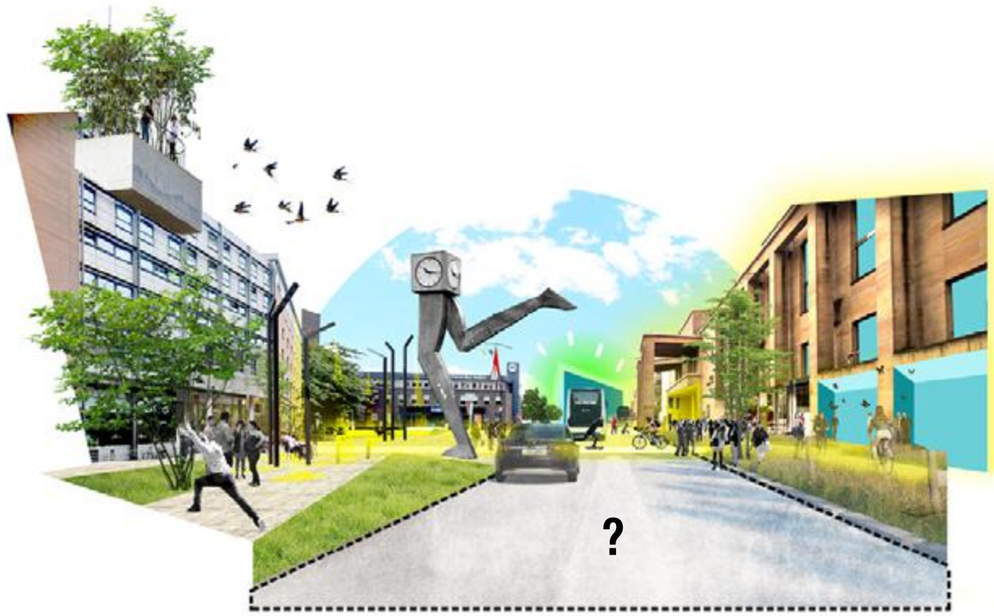
Major Impact / National Projects / Short to Long Term

Justifications / observations

The Buchanan Cluster is THE pivotal lynchpin location in Glasgow's contemporary urban structure. It currently is a knot of broken routes and connections that sever links between the NE Districts and the rest of the City Centre.

Given the concentration of retail in the area developing a bold post-Covid response that reinvents this part of the city as integral to the everyday experience (linking Townhead / Cowcaddens / Learning Quarter to central Glasgow) whilst optimising this as a destination of national significance.

Integrating emerging development efforts with redevelopment/reconfiguration of Buchanan Galleries and the Royal Concert Hall could transform the Cluster and open up connections and positive impacts for neighbouring Districts.



5 The Districts

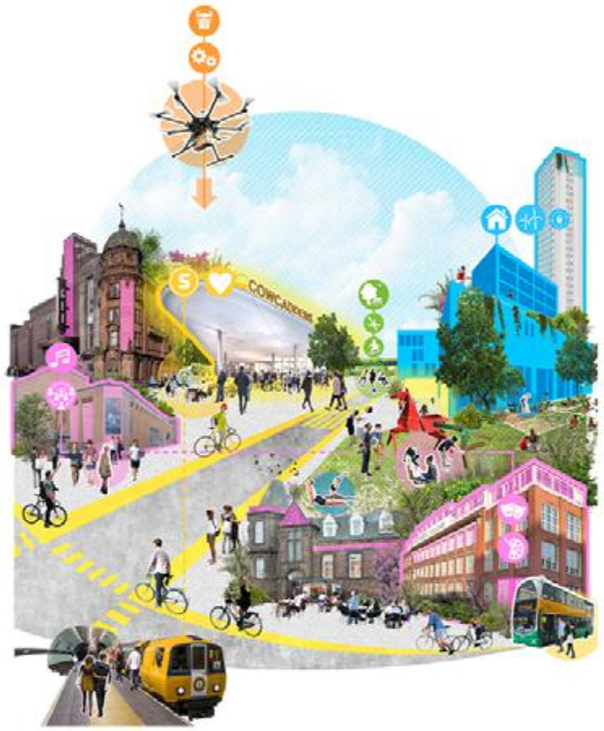
What is the Next Chapter for (Y)our City Centre?
How can Glasgow's NE Districts will shape the city in the 21st Century?

The 2020s are a pivotal decade for us all. This Handbook suggests the change in mindset, an alternative future vision and a plan of action to transform the NE City Centre Districts. This manual for change, in tandem with the District Handbooks, suggests ways in which to achieve the promise of a healthier, more dynamic, creative and diverse place which has a clear sense of future purpose.

Having outlined the role the NE Districts can play we close this Handbook with a preview. 'Postcards from the future' depict of how each of the four Districts can play their part in contributing to a city centre that is more than the sum of its parts; as an Everyday City, a Metropolitan City and as an International City. If we plan, design and deliver well, we can address the big global issues of our era whilst addressing the local priorities. In combination and through collaboration we can enhance the quality of life for all in (Y)our great city centre.

The ‘upgrade’ of the North-East Glasgow City Centre

Postcards of the future from the District Regeneration Frameworks 6-9



Cowcaddens

In Cowcaddens, the industrial past of the city is revived and reinvented. The new and old blend in to a dynamic and distinctive place between the core city centre and the Canal Quarter. The area is enlivened by established community and cultural diversity, and new possibilities for innovation, creativity and urban production.

Townhead

Townhead’s identity as a community in the city needs to be reinforced and celebrated. By retrofitting Townhead it can flourish as green and dynamic urban neighbourhood with a thriving and diverse residential community. Better connections in all directions can restore Townhead’s role in the city, and open access to local services, jobs, skills and learning.

District Regeneration Frameworks 6-9
Strategy Handbook

Learning Quarter

The cultural and built heritage of Glasgow Cathedral, the Necropolis and the Royal Infirmary are at the heart of the city’s identity. The cluster of innovators, educators and creatives can inpsire change by purposeful collaboration with communities. In combination this becomes a convivial and inspiring place for Glaswegians and visitors alike.

Merchant City

The Merchant City and the Calton / Barras has a strong character to build on, defined by a spirit of entrepreneurship, a reputation for creative regeneration creating an exciting location in an historic environment. Retaining and extending the success of the Merchant City, and more recent Barras, regeneration can create a seamless bridge between the city centre and an enlivened East End.

Future Vision Districts

Cowcaddens

Cowcaddens becomes the gateway to/from the north; linking the city to the Canal and enlivened by creativity and cultural clusters. Cowcaddens Cross becomes the focal point in a series of open spaces linking to the West End. The area is enlivened as a productive urban zone of innovation, last-mile logistics and the new circular economy.

Townhead

Townhead rediscovers its role in the city; an urban village with a strong sense of community and identity. A distinct, but integral part of the city centre. Lost connections are rediscovered and appreciated, and under-occupied spaces become great.

District Regeneration Frameworks 6-9
Strategy Handbook

Learning Quarter

Learning Quarter is the bridge between Glasgow Past, Present and Possible; between the Innovation District and local communities; between the East End, north-east and the City Centre. The Learning Quarter marks arrival in the city from most of Scotland. . The Cathedral Quarter is pivotal; an historic marker in the city. The rejuvenated High Street becomes the link north and east. Glasgow starts, and started here.

Merchant City

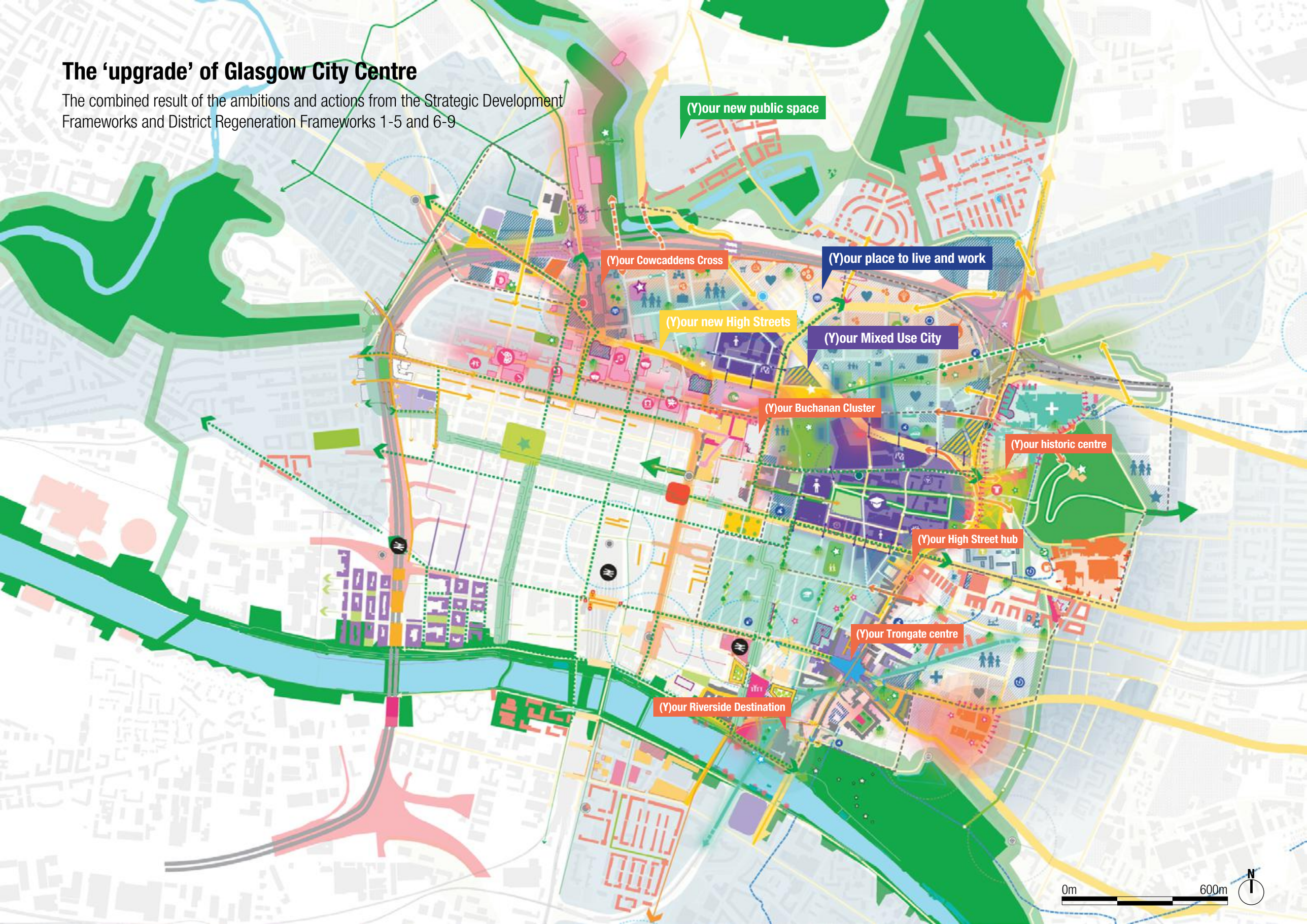
The Merchant City and Calton / Barras frame the High Street; once the dividing line but now a place where the city comes together. This is where the East End and City Centre interact. The High Street thrives as a Great Street again. The regeneration successes of the past 20 years create a halo effect - with new green networks tracing across the waste ground of the Inner East End. History, culture and communities intertwine to invigorate one of Glasgow's world famous Districts.

District Regeneration Frameworks 6-9
Strategy Handbook

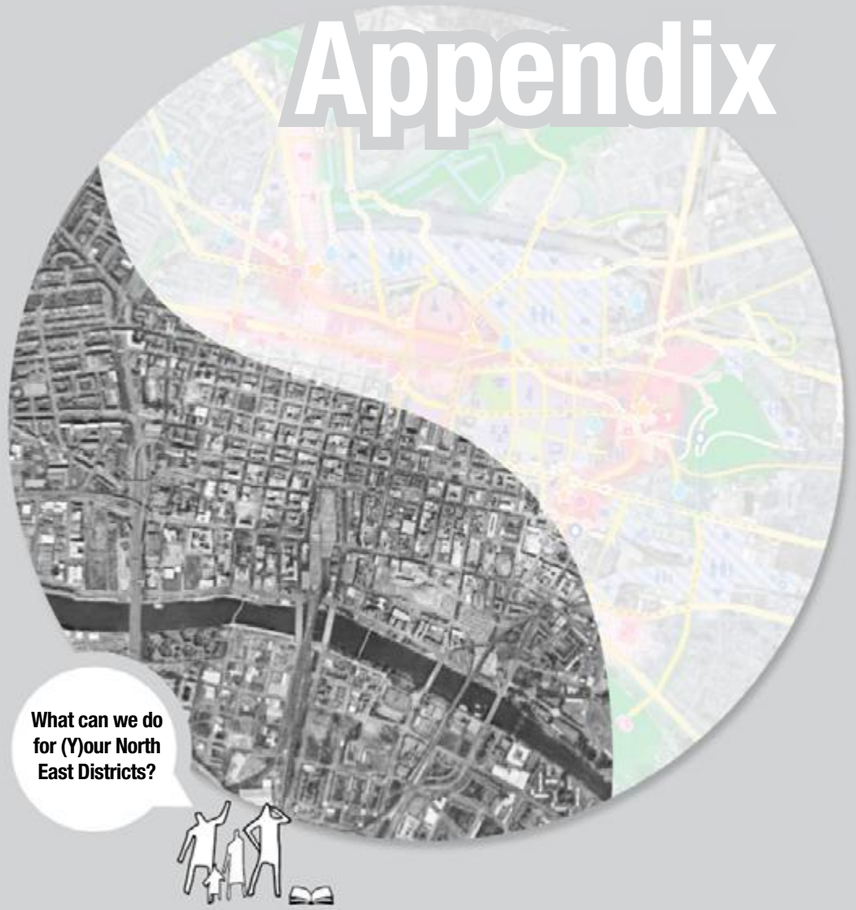
Combined Future Vision

The ‘upgrade’ of Glasgow City Centre

The combined result of the ambitions and actions from the Strategic Development Frameworks and District Regeneration Frameworks 1-5 and 6-9



(Y)our North-East Districts Appendix



Glasgow City Centre
District Regeneration Frameworks
Combined Regeneration Handbook
Technical Appendix

Cowcaddens, Townhead, Learning Quarter and Merchant City

December 2022

Additional background analysis and commentary is provided in this Appendix, alongside a Strategic Action Plan. The Appendices are organised to echo the 5 Chapter structure in the Core Report (excluding Chapter 4 which is covered in the District Regeneration Frameworks):

A1 Starting Points and Strategy

A2 Principles for Regeneration

A3 North-East City Centre Framework

A5 Strategic Actions

A1 Starting Points and Strategy

Observations, issues and objectives for the North-East

Observations: historic development of the city

Gradual growth of the Glasgow city model and the need for an upgrade

WHERE IT STARTED AND THE MERCHANT CITY

1547 The medieval city emerged around Townhead with High Street from Cathedral to College to Clyde crossing at Briggait.

1778 The Royal Burgh expands with Glasgow Green to the south. Note Cowcaddens village emerging to the north west of Glasgow

THE GRID CITY

1866 Urban grid expands westward across Blythswood Hill. Railways and industry dominate the northern and eastern City Centre edges. The centre of gravity of the city has moved towards the west.

1909 Maximum intensification of the city. Historic greenspace, industry, rail and canals constrain the City Centre to north and east.

THE INTRODUCTION OF M8

1971 The M8 rupture: urban motorway cuts through the city, replacing Monklands canal to north-eastern side of ring road halts at Townhead.

SEVERANCE

2000 Fragmentation along motorway (and River) corridor persists. Legacy of comprehensive redevelopment of Townhead and Cowcaddens compounds disjointed urban layout.

THE PRESENT

2020 Area perceived as city centre.

This area is involved in the Districts Regeneration Framework 1-5

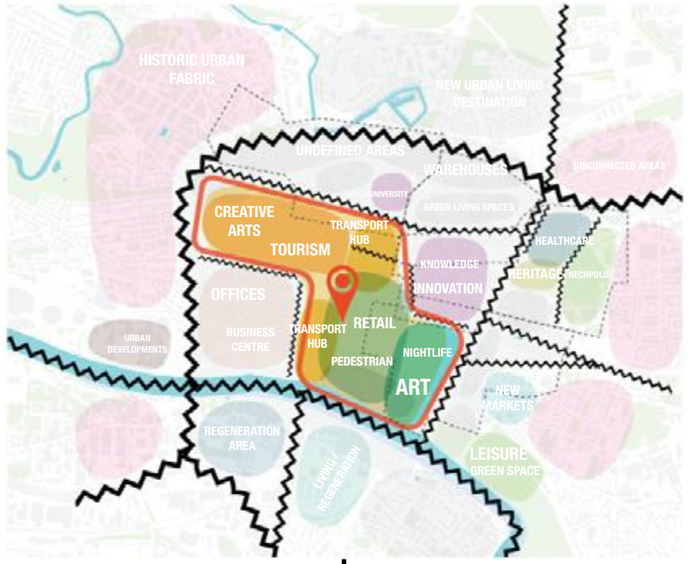
THE UPGRADE

Physical reconnection with complementary activities to build a complete, competitive and sustainable city, that optimises quality of life for all Glaswegians.

Programmatic identity and barriers

The missing link - Reorganising the centre to deliver city-wide positive impacts

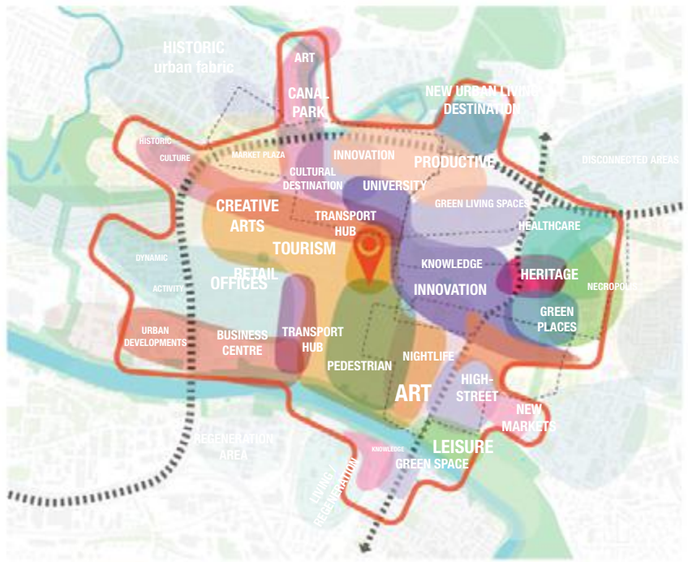
The current lack of identity plus the existing barriers in the city result in a situation where the north-eastern part of the city does not function as part of the core city centre.



DNA Map of the current City Centre:
Characterisation of the existing City Centre areas and barriers

Complementing halves of the city centre creating positive impacts across the city (and beyond)

To repair the city's "operating system", and to make the south-western and north-eastern Districts function as an integrated system, the existing barriers need to be dissolved and broken links in the chain of activities need to be fixed, while also sharpening the positioning of the north eastern Districts.



DNA Map of the future City Centre:
Future characterisation of dynamic and complementary City Centre areas

City centre paradoxes

Apparent attributes of the NE Districts are often contradicted by reality

The NE Districts of Glasgow City Centre exhibit some contradictions and paradoxes. These are summarised below.

Paradoxes of the North-East city centre:

- the **oldest part of the city but with comparatively fewer listed buildings** than the rest of the city centre following the loss of much built heritage
- pockets of **low employment amid a city centre** with over 100k jobs
- over-**provision of road space**, and highest average traffic speeds in city centre, but **low car ownership**
- **high levels of walking**, wheeling and cycling but lack of **adequate accessible path networks**
- **higher levels of ill-health** and disability but **inadequate inclusive accessibility for all**
- highest city centre population but comparatively **longer travel times to local services**
- largest bus station in Scotland but **patchy local bus service coverage**
- major regional hospital but comparatively physically **remote primary health care**
- lots of low quality greenspaces (and over 32 hectares of vacant and derelict land) but very few quality **parks and play spaces**
- close proximity to the city centre but **feeling of dislocation**
- major knowledge institutions but comparatively **low super-fast broadband** across the area
- **fuel poverty but opportunities for clean energy** nearby (eg. water-sourced heat from river Clyde, solar energy)

Emerging issues and impact on district level

Key subjects to be addressed and acted upon

ISSUES TO BE DEALT WITH

- Address existing inequalities (social, health, economic): promote social justice and thriving local communities
- Boost the local, city and national economy and transition from linear to Circular Economic model
- Attract public funding and inward investment
- Adapt existing models and develop new ways to plan and deliver regeneration
- Foster positive identity and sense of belonging in existing communities
- Attract new residents, businesses, creatives, entrepreneurs, innovators and researchers
- Develop a compelling narrative that resets (mis)perceptions of what the Districts are and can be
- Create an undeniable momentum and align all levels of government (community, city, national) and all sectors (public, private, voluntary) to deliver lasting, positive change
- Champion climate change adaptation and the importance of the city centre in the wake of Covid-19 pandemic
- Maintain continued determination and focus on enhancing quality of life for all generations; now and in the future

WHAT DOES THIS MEAN FOR THE DISTRICTS ?

The quality and quantity targets – the ingredients for success – for future Glasgow will be set with the assistance from public engagement. We anticipate it will mean the following across all four DRFs:

- Refurbishment or upgrade of existing housing (thermal performance, energy efficient heating, adaptability)
- 5-10k new high quality homes with a variety of tenure types and high percentage of affordable housing
- Realisation of 20-minute neighbourhoods with education, health and social care and other local needs available within a 1.5km walk of home
- Retention and reuse of all buildings at risk
- Reuse of all vacant and derelict land
- Retention and expansion of all current Higher and Further Education institutions and Glasgow Royal Infirmary (whilst maximising the proximity and scope to share and collaborate)
- Creation of last-mile logistics and creative, circular and productive economy venues
- Continuous walking and cycle networks across all areas of the city centre
- Clyde Metro will provide a number of key interchange points and hubs to enable the transition between transport modes including active travel) and providing effective alternative to private car usage and enable new journeys to be facilitated that are currently not possible
- Achieving projected reduction in car traffic, increases in active travel, reduction in emissions and improved air quality
- Reduced severance caused by motorway and High Street
- Securing net zero carbon city centre by 2030
- Massive increase in the urban tree canopy and creation of networks of blue-green infrastructure / net biodiversity gain / urban nature

Get the basics right

What are the fundamentals to raise overall quality of life in the City Centre?

The three different development directions listed on the previous pages give input for specific projects and interventions to start and carry out. If we are to aspire to future ambitions for the NE Districts of Glasgow City Centre **we have to be able to first 'get the basics right'** to build momentum and credibility in **delivering long term, sustainable regeneration** across the area. These 'basics' are fundamental elements and values present in the city, enabling a sustained increase in quality of life for all Glaswegians. The below list is not by any means exhaustive, or in any order of priority. It is intended to provide a basis for an ongoing review of ensuring the fundamentals are in place to make sure the right things can happen.

DYNAMIC AND HOLISTIC

Plenty of options to easily get around

- Ensure accessibility to all parts of the NE Districts – retaining blue badge on-street parking, removing barriers to access (e.g. poorly maintained paths, ponding etc.)
- Provide convenient resident bike stores across the NE City Centre District
- Install continuous routes for pedestrians (incl. proper lighting) and remove unnecessary barriers
- Provide resting spaces along routes

Spaces for people (not for cars)

- Agree resident parking regime (a baseline – perhaps permit based) and strictly enforce this new regime
- Group parking facilities instead of scattering parking spaces across neighbourhoods

Pleasant, lively and welcoming places and neighbourhoods

- Prioritise finding new uses for 'buildings at risk'
- Apply a 'can do' / presumptive yes approach to adapting existing under-occupied buildings and spaces to ensure we can retrofit the city

Basic amenities within walking distance

- Promote diverse and affordable local shops and (a combination of) small-scale services at the neighbourhood level

Quality public and green spaces nearby, with places to meet, play and stay

- Establish a network of smaller and larger public spaces spread out in the city
- Upgrade basic planting and maintenance of all green spaces
- Remove all street clutter in and along the public realm to achieve a tidier, barrier-free and attractive public realm
- Encourage a multigenerational mix of uses by catering to the needs of different age groups: robust street furniture, playgrounds, sports courts, etc.

District Regeneration Frameworks 6-9
Strategy Handbook

HEALTHY AND RESPONSIBLE

A proper roof above everyone's head

- Develop and renovate housing for a range of resident groups and to improve thermal comfort and energy efficiency
- Provide temporary shelter for the homeless and other people in need

Clean and safe public spaces

- Achieve declared standards for maintenance and cleaning of public spaces, green space, footways and streets
- Create a sense of 'natural surveillance' by the design of multi-use spaces and reducing physical barriers between spaces
- Design open air spaces suitable for children to play safely

Activating squares and parks that invite sports and play

- Design multifunctional spaces that facilitate a range of activities
- Anchor squares and parks in a network of recreation and sports tracks or routes across the city

Incentives to take responsibility for your own environment

- Empower community groups to take on community open spaces where there is surplus space and declared interest (e.g. growing spaces in Townhead and Learning Quarter)
- Confirm maintenance responsibilities with partners and publish these so communities can engage in stewardship of their local areas (e.g. a maintenance plan for Townhead open space)

A visibly, practically and true sustainable city

- Provide convenient community / resident recycling across the NE City Centre Districts
- Future-proof the existing city by upgrading thermal performance of existing buildings (prioritising housing stock), decarbonising energy sources and integrating sustainable infrastructure in to future urban / public realm projects (e.g. district heating and superfast broadband)

THRIVING AND COMPETITIVE

Access to education

- Serve all neighbourhoods with quality primary schools in the vicinity and good connections to secondary schools
- Promote inter-school and multi-level collaboration for continuous learning within the Innovation District

Access to jobs

- Retain a certain level of mixed low-level, mid-level and high-level jobs in neighbourhoods
- Develop job support and training programme in cooperation with local colleges, universities and businesses

Strategy, policy and planning context

Continuation of and alignment with existing policies

Glasgow policy context has changed significantly (and positively) since the last DRF Baseline in October 2016. An array of new policies, strategies and targets have been set. Moreover the city hosted the UN Climate Change conference, COP26, in November 2021. This sets a strong and progressive basis upon which to plan Glasgow's future.

Hierarchy of policies and strategies

Source: CC DRF Consultant Interview document 14/01/2020

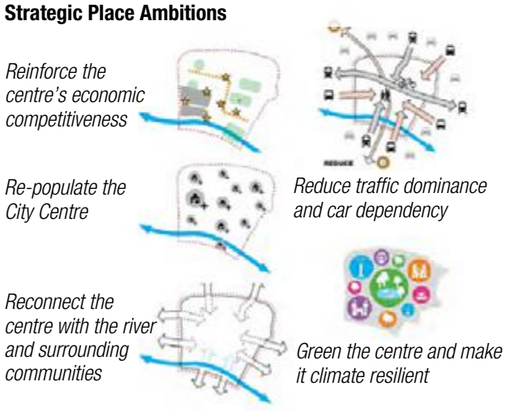
Noteworthy publications

- Glasgow Strategic Plan 2017-22
- Glasgow City Charter (2018)
- City Development Plan (2017)
- City Centre Strategic Development Framework (2020)
- Glasgow Economic Strategy Refresh (2020)
- River Clyde 2050 Strategic Development Framework

There have also been the publication of the Glasgow Connectivity Commission (2018), the ongoing consultation on the City Centre Transformation Plan and Glasgow Transport Strategy and Open Space Strategy, adoption of a Low Emissions Zone, Net Zero Carbon Target by 2030, and the publication of the Infrastructure Commission for Scotland (2020). Earlier DRFs 2-3-4-5 have also been approved by Glasgow City Council and published and progress made on the EIIPR Avenues project and city wide cycle infrastructure. The City Centre Residential Strategy (2019) calls for a doubling of the City Centre population to 40k by 2035. Scotland's first Innovation District was announced in 2019, located in central Glasgow. Mission Clyde was announced in 2020 to focus investment in and along the river corridor. The Council has appointed a City Urbanist who has in turn announced a Place Commission.

National Planning Framework 4 is in preparation, as are SDFs for North Glasgow and Inner East Glasgow. In response to the Covid crisis the city has published numerous action plans, and initiated the Spaces for People 'corona-streets' project.

Strategic Place Ambitions



Source: SDF Strategic Development Framework - City Centre 2050

Glasgow City Council: Strategic Plan 2017-2022 (extract)
https://www.glasgow.gov.uk/strategicplan

Vision
Our vision is to have a world class city with a thriving, inclusive, economy where everyone can flourish and benefit from the city's success.
Our priority is to reduce inequality across Glasgow by creating inclusive growth - a thriving economy that we can demonstrate benefits the city, its citizens and businesses...(that) helps us to tackle poverty, tackles poor health in the city and improves our neighbourhoods.

Our Themes
We will deliver this plan on a thematic basis across seven cross cutting themes:

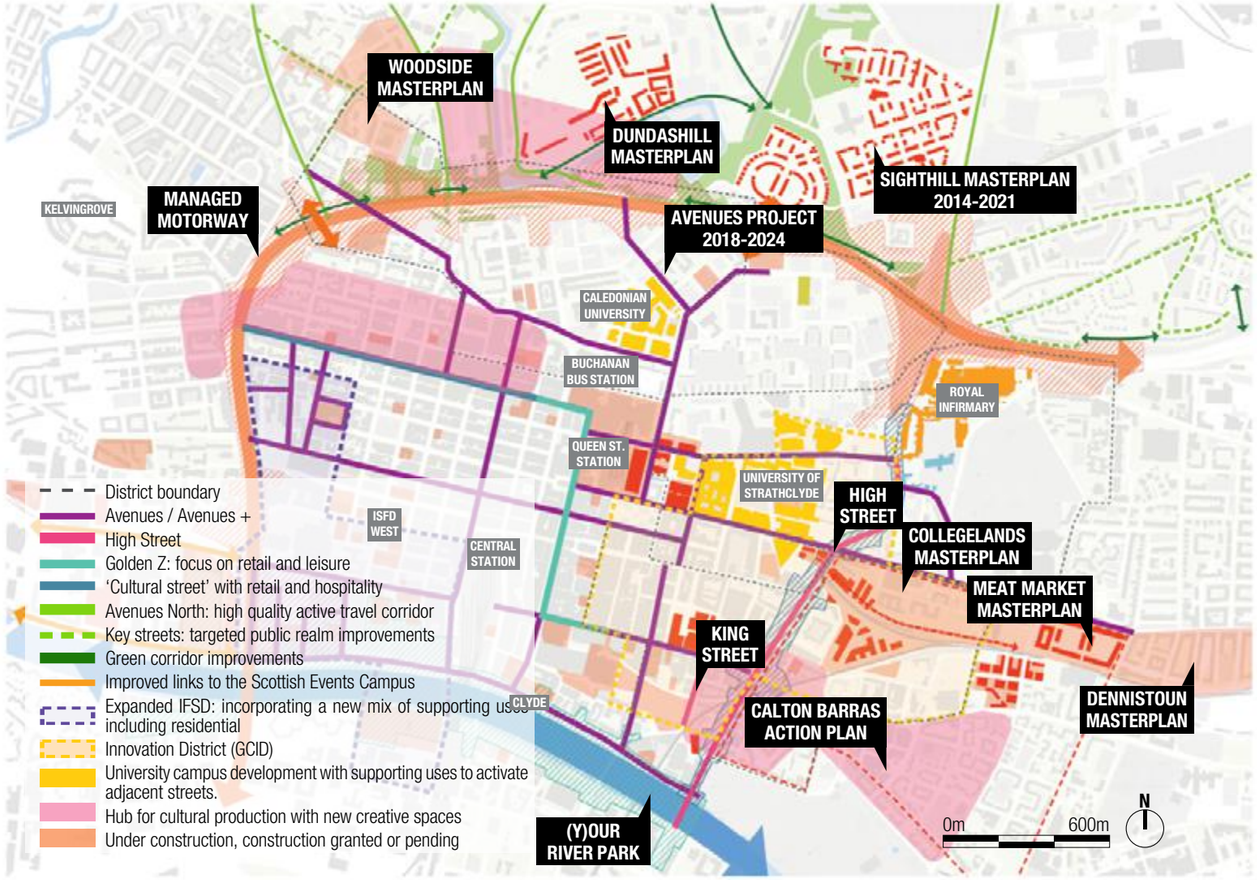
- A Thriving Economy
- A Vibrant City
- A Healthier City
- Excellent and Inclusive Education
- A Sustainable and Low Carbon City
- Resilient and Empowered Neighbourhoods
- A Well Governed City that Listens and Responds

There are Outcomes and Priorities (105 in total).

Conceptual framework of Glasgow City Urbanist, Prof. Brian Evans

What is Glasgow as an International City?
What is Glasgow as a Metropolitan City?
What is Glasgow as an Everyday City?

(Y)our forthcoming strategies and projects

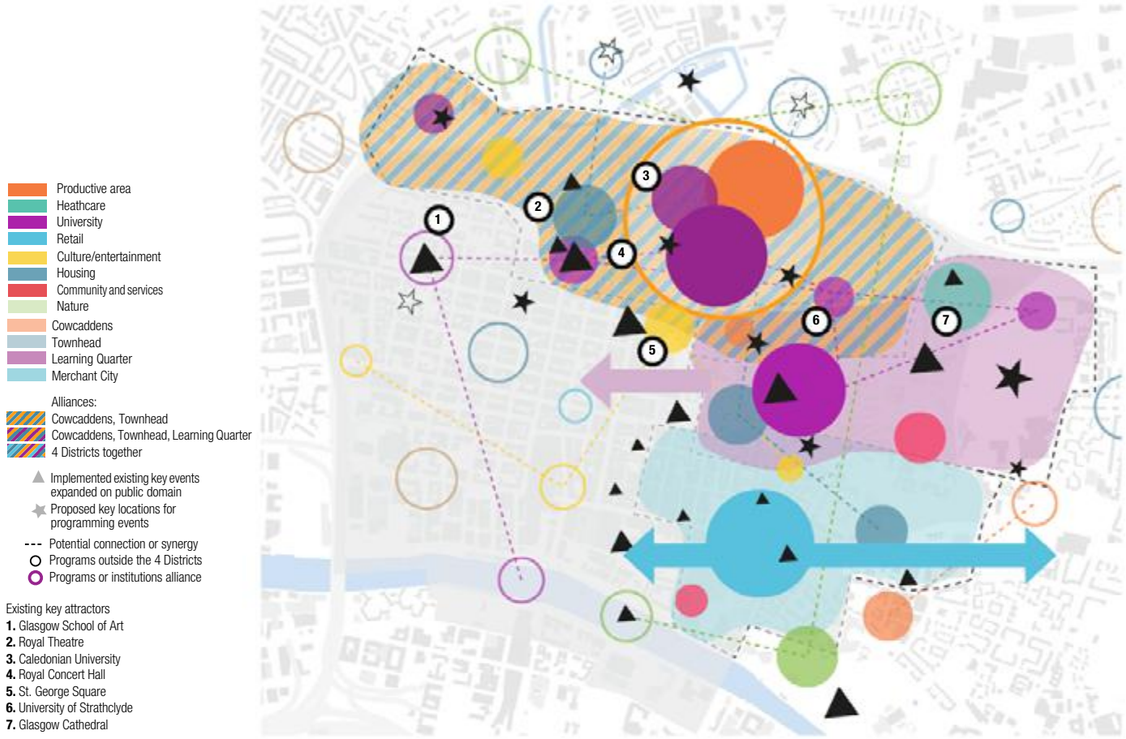


The city is never finished but ever changing and despite the shock of Covid there was, and is, a number of substantial projects underway across and adjacent to this part of Glasgow city centre. These include:

- City Deal funded work to **upgrade High Street Station**, extend the **Avenues project** to include additional streets in the NE Districts, and improve connection north beyond the M8 with **a new bridge to Sighthill and the Northern Gateway**,
- major masterplans and area strategies for **Calton / Barras Action Plan, High Street Area Strategy, Collegelands, the Meat Market, Dundashill, the Sighthill Transformational Regeneration Area, Connected Woodside** and Spaces for People initiatives,
- a **climate neutral Glasgow City Innovation District and People-First Campus Infrastructure** at University of Strathclyde,
- proposals for a **Managed Motorway**,
- emerging **Connectivity Strategy and Open Space Strategy** (both being consulted upon),
- a new, recently adopted **Strategic Development Framework** (SDF) for Glasgow City Centre and forthcoming North SDF and Inner East SDF,
- a new **Circular Economy Route Map 2020-2030 and Climate Emergency Implementation Plan**
- **Glasgow's City Centre Living Strategy** which aims to double the population to 40,000 by 2035.

Identity and characteristics

Positioning of the concept for the North-East



In establishing the specific development focus for each of the north-eastern Districts, **it is key to understand what their identity is, what role they can play within the city and the region, and how each of them relates to the surrounding Districts.** What are the existing qualities and characteristics that set them apart, and what is the unique potential that could be unlocked?

In this way, it can be determined which projects and priorities can be taken up jointly between the Districts, and which are more district-specific. A scenario in which three unique characters are developed within the North-East is deemed most fitting. Given their similarities, **Cowcaddens and Townhead will be developed as equal entities** creating space for production and innovation as well as lively new places to live, while **the Learning Quarter and the Merchant City each strengthen and expand their existing characters.**

Benefits of a sharpened profile:

- Matching intentions and complementary functions may create space for new programmes
- Cowcaddens and Townhead both show great potential for developing new ways of living and working, with opportunities for production and maker industry
- The existing urban islands of the Caledonian University, the Royal Infirmary and Strathclyde Uni can be integrated more fully in to the cityscape.
- Higher and Further Education facilities and education programmes can be opened up to the local communities
- Merchant City will develop its own vibrant character, building on the thriving retail and restaurant scene that is already there and connecting to the western side of the City Centre

Core values and characteristics

PRODUCTIVE | CREATIVE | PROVIDING

Core values and characteristics

NEW URBAN LIVING | PIVOTAL | COMMUNITY | PRODUCTIVE

+

Core values and characteristics

HISTORIC | INNOVATIVE | WELCOMING

Core values and characteristics

ENTRE-PRENEURIAL | ARTISTIC | ENERGETIC | CONNECTED

A2

Principles for regeneration

Starting points for key characters and long-term commitments for to create lasting change

2.2 Enabling regeneration

Shift in attitude towards the development process and community engagement

The key characters map in the previous section paints a picture of what future North-East Glasgow can look like. It indicates the focus needed when it comes to both spatial interventions and improvements/additions of amenities and activities (the 'hardware' and 'software', respectively) . This will be elaborated in Chapters 3 and 4. To make sure we can turn this vision into reality, however, it is crucial to consider the way we want to make this happen: the 'orgware'.

We believe a shift of mindset is needed: from a focus on finances to making every decision from the user's point of view. This widens the definition of the Regeneration Strategy to include more organisational and facilitating elements, next to spatial and programmatic ones. The result is an equal focus on the engagement strategy and community involvement, and the development strategy to realise that.

In this section, this shift in mindset is illustrated together with a basic set of principles to change the way the city is strengthened, developed and (co-)created.

Shift in mindset

From system-centric to user-centric urban development

Much of Glasgow can be characterised as system-centric: planned and built from a large-scale perspective, resulting in numerous largely mono-functional and disconnected areas across the city.

In order to connect the north and the eastern DRF areas to the core City Centre and to promote a more coherent, better-functioning, and vibrant city altogether, a shift in mindset and approach is needed: from system-centric to user-centric.

This means that the future user is leading all decisions; always. This requires an integrated, holistic and realistic approach across a wide range of topics, operating at all scales simultaneously. Only then can we arrive at a holistic regeneration of the city Districts, offering true (added) value to its users.

The aim is to strengthen the individual District and neighbourhood identities to form a coherent and connected whole. We can then ensure that each District gets the basics right for their residents and users, with everything you need close-by, great accessibility by foot, bike or public transport, diverse public realm and greenspace, and a variety of public programmes for the community to come together, learn and be inspired.

A broader value-driven approach is needed to be able to translate universal human goals into spatial and programmatic interventions.

Focus is shifting to more action-driven, community-led planning; creating momentum, securing buy-in and encouraging local delivery and stewardship of projects.

Making the shift from system-centric to user-centric also means that decisions will be made with people, instead of the market, in mind. Development and design, then, will be focused on creating value for society, driven by a broadened set of values that extends beyond just the financial aspect.

This implies a localised, adaptable strategy instead of 'one size fits all' ethos. Developed for, and with, those who will live, work, and frequent the places that are created. Places that facilitate and adjust to their desired use. It's not about developing plots and buildings, it's about creating neighbourhoods that can foster thriving communities.

While adopting a people-oriented perspective for the overall regeneration, system-centric interventions will continue to be useful in creating a strong, city-wide strategic basis for subsequent actions of a more small-scale, local and occasionally tactical in nature.

Sustainability is in everything that we do

Ensuring an upgrade in quality of life for future generations

Glasgow has an ambitious vision to be a world class sustainable and thriving city. Delivering the vision will require a systematic approach and solutions that achieve multiple sustainable outcomes. We have framed these sustainable outcomes with a series of themes. These themes are directly llinked to the UN sustainable development goals, and have been tailored to the delivery of the DRFs.

The environmental themes respond to the three most significant global environmental challenges: climate change, mass extinction of species and waste. The social themes are guided by our understanding that true sustainability goes beyond purely environmental considerations, and that a just and thriving city is one that provides meaningful employment and high quality education opportunities, while supporting healthy and empowered citizens.

This approach is based on Kate Raworth's conceptualisation of 'Doughnut Economics', which proposes that true prosperity is only achieved when certain fundamental social needs are met, without exceeding the ceiling of ecological limits. The 'thriving and innovative economy' is the area within which inclusive and sustainable development takes place; here, the economy is seen as a way of redistributing social and environmental value, rather than a goal in itself.

Together, these goals provide a framework against which objectives and requirements can be set and progress monitored and reported.

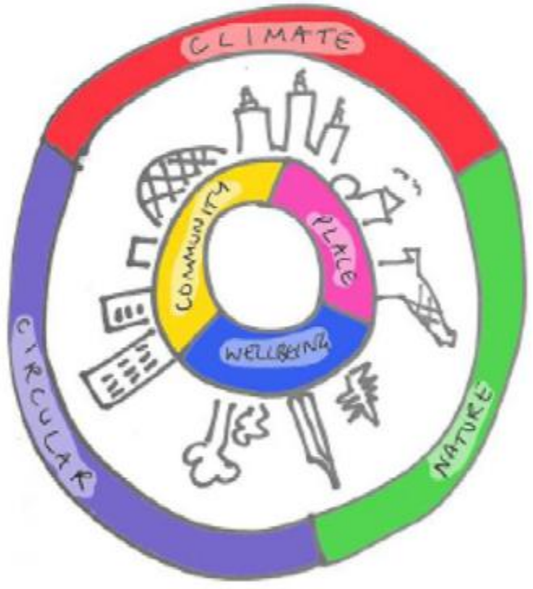
DRF Sustainability Framework
Useful Projects, on behalf of the DRF Project Team, developed a DRF Sustainability Framework, mapping (inter)national and local policies, to develop assessment criteria and targets for Strategic and District Projects.
A more extensive description of sustainability outlines is provided in The Useful Projects Report (Technical Appendix).

THE KEY THEMES (AND OBJECTIVES)

We have identified the following key sustainability themes, which together form a holistic and inclusive definition of sustainable urbanism for Glasgow, and which can be applied at multiple scales;

- **Climate:** A carbon neutral city, which leads Scotland in climate change mitigation and adaptation.
- **Resources:** All new development is zero waste, and the city benefits from a fully Circular Economy in its operations.
- **Nature:** Restorative Habitats and Ecosystem Services provide a significant Net Gain in Biodiversity.
- **Health and Wellbeing:** Leading active lifestyles within a clean, comfortable and pollution-free environment maximises positive health outcomes.
- **Connected Places:** Permeable and porous places are connected through sustainable mobility and enabled by smart city technology.
- **Community Value:** Empowered citizens benefit from world class education opportunities, engaging and meaningful employment and local amenities that meet their needs.

These six key themes translate to the DRF Project Scorecard which is used to assess project alignment with key indicators of successful outcomes. This will assist in promoting priority projects and "quick wins".



A layered strategy

The regeneration process is a layered strategy, consisting of:

- **Action-driven and projects-focussed development strategy**: connecting communities, stakeholders and funding
- **Not yet another report, but a practical handbook for development:** explaining ambitions, projects, funding, planning and complexity.
- **Seeking additional government funding to lever in other investment**
- **Community-focussed campaign:** fostering a sense of ownership
- **Transparent development processes, community involvement in policy and plan-making, and, importantly, freedom of use**.
- **Direct and short-term interventions to respond to current community needs** (Covid Recovery) and to have Glaswegians benefit from regeneration from day one. We start now.

District Regeneration Frameworks 6-9
Strategy Handbook

District Handbooks : A Manual for Delivering Change

The District Regeneration Frameworks will ultimately comprise a spatial Framework outlining what goes where, and why and an Action Plan suggesting coalitions, collaborations and steps to deliver. In combination the Framework and the Action Plan will create a Handbook; a manual for delivering change in each District.

Framework + Action Plan = Handbook

To deliver the ambitions outlined in this Strategic handbook, and the District Regeneration Handbooks that accompany it, your are directed to Chapter 3 which outlines the emerging NE Districts Framework, Chapter 4 which outlines Strategic Projects and Chapter 5 that sets out a prioritised Strategic Action Plan.

Relation to policies

Overview of targets defined by international and national and local policies*

This Grid seeks to map a selection of national and local policy and strategy to develop a series of Scorecard Criteria against which to assess DRF Project alignment with declare targets, ambitions and objectives. The Scorecard Criteria should be developed and measured against specific KPIs. An initial review of alignment and KPIs is outlined in this Grid.

Policy Scale (National → Regional → Project)

Scottish Planning Policy, (6 Qualities of Place)	Distinctive		Welcoming Safe and Pleasant	Easy to Move Around		Adaptable	Resource Efficient				
Scottish Planning Policy: Principles	A Successful, Sustainable Place			A Connected Place		A Low Carbon Place		A Natural, Resilient Place			
NPF 4 (draft) Outcomes	A Wellbeing Economy			Net-Zero Emission					Resilient Communities		
	Better, Greener Places										
Place Standard	Work and Local Economy	Streets + Spaces	Play + Recreation	Moving Around			Care + Maintenance	Natural Space	Facilities + Amenities	Influence + Sense of Control	
			Social Contact	Public Transport					Housing + Communities		
			Feeling Safe	Traffic + Parking					Identity + Belonging		
GCC Strategic Plan	A Thriving Economy	A Vibrant City	A Healthier City			A Sustainable + Low Carbon City			Resilient + Empowered Neighbourhoods	A Well Governed City that Listens + Responds	Excellent + Inclusive Education
City Centre SDF Outcomes		A Vibrant City Centre		A Connected City Centre		A Sustainable City Centre		A Green + Resilient City Centre			
City Centre SDF Place Ambitions	Reinforce Economic Competitiveness	Repopulate and Improve Liveability		Reduce Traffic Dominance			Repair, restore and enhance urban fabric	Green the Centre / Make Climate Resilient			
				Reconnect with Surrounding Communities and Riverside							
DRF Sustainability Framework (Useful Projects)			Improved Health + Wellbeing	Better Connected Places		Climate Action / Neutral	Reduced Resources	Restoring Nature	Adding Community Value		
DRF Project Scorecard	A Thriving Economy	A Vibrant City	A Healthier City	Better Connected Places		Climate Neutral	Resource Efficient	Restoring Nature	More Resilient Communities		

Key Performance Indicators

KPIs (GCC Strategic Plan)	Growing, diverse economy, More in work / training, Business innovation / skills,	Events, heritage, culture, Tourism, sport, activities	Healthier population, Preventative healthcare, Integrated services,	Citizens use active travel, Integrated public transport, less congestion		Low carbon footprint,	Well maintained,		Citizens access facilities, jobs, services locally, Housing meets needs of diverse population	Citizens involved in decision making, Tackling inequality and poverty	Improved attainment, Young people go on to work, training or HE/FE
KPIs (Useful Projects)			Net improved air quality, % total area that achieves Healthy Streets score of 9 or 10, Comfortable Microclimate: indoor environments designed to meet CIBSE TM59 overheating criteria and external spaces to meet minimum BRE 'Sunlight hours'	% Car free journeys % Properties with high speed broadband		Carbon Neutral by 2030 Zero Emissions by 2045	Zero Waste Communities	Urban Greening Factor 0.4, 20% Net Biodiversity Gain	Deliver net positive, local needs based, social value		
KPIs (SDF)		Repopulate the City Centre – Double the Population, More mixed uses, More attractions, more diverse retail, better public realm		Integrated 'green grid, Priority for active travel, Connect to the city region, Reduce car journeys in the City Centre by 30% by 2030 and 50% by 2050, Repurposing road space from cars to other modes.		20 min neighbourhoods, Distinctive / historic townscape, Repair the townscape, Density		High quality open space, Connected green-blue infra, 'green the grey' More climate resilient, Net zero carbon place			

A3

North-East City Centre Framework

Activities, land-use and spatial development outlines

3.1 (Y)our well-connected North-East

A. Upgrade urban network; restore connections, seamless infrastructure

1 STREETS ARE PUBLIC SPACES
Deliver green spaces from the public realm. Re-imagine streets to create new urban community parks, starting with a Hutchinson Street, Brunswick Street, and Wilson Street trial for the summer.

2 MODERN MASS TRANSIT
Create a mass transit system, and for Glasgow this would be Clyde Metro. This would include an integrated form of public transport providing integrated ticketing and passenger information to improve passenger experience. Clyde Metro would seek to have key interchange points across the city, passengers can improve their connectivity and accessibility to move across the city and the wider region.

3 UNTANGLE THE CONFUSION
Simplify J15 through a staged approach and remove the duplication of connections.

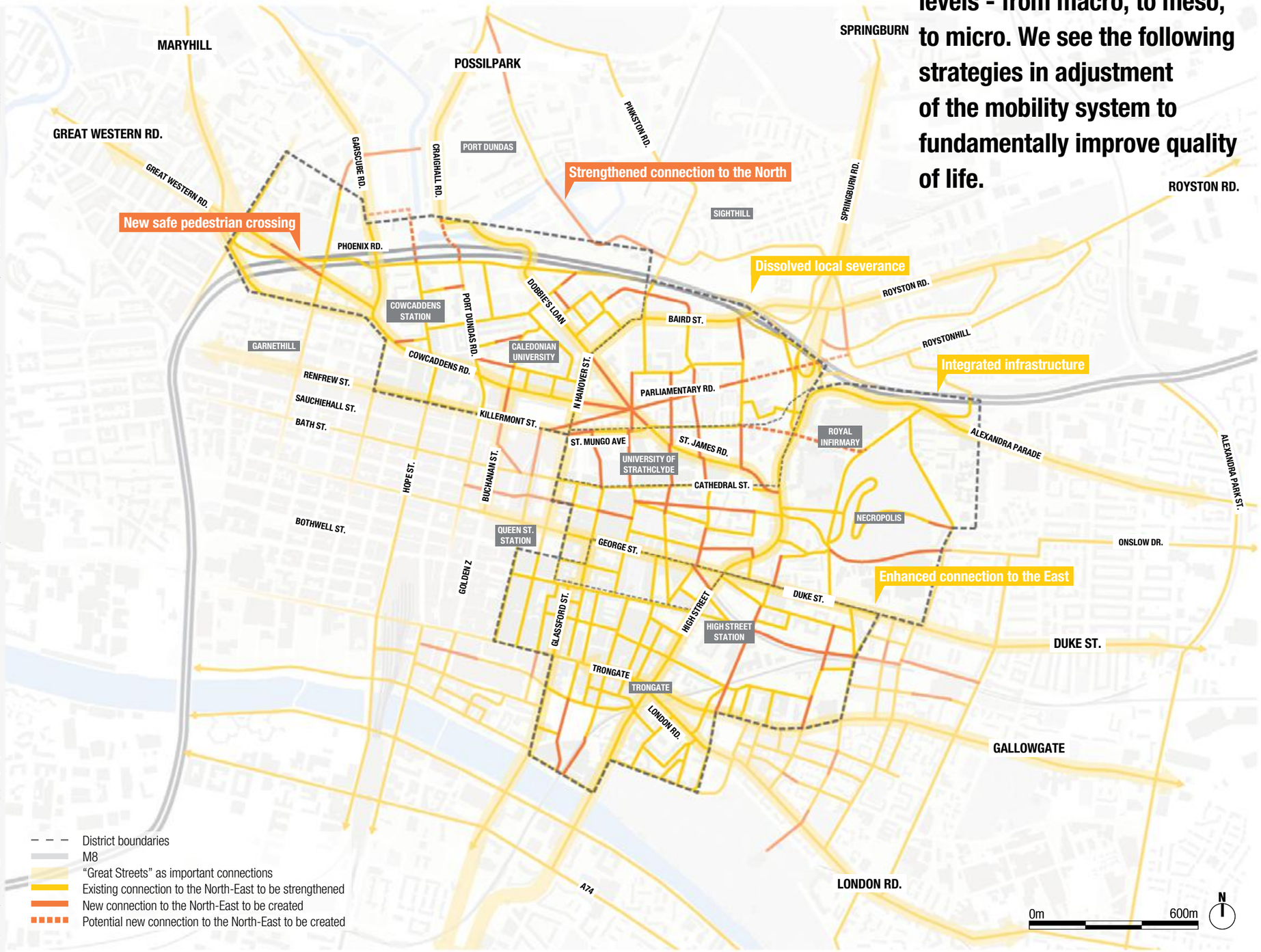
4 GREAT STREETS
Extend and strengthen the Avenues programme to reinstate the Great Streets of Glasgow as globally recognisable streets, as well as community centres to socialise and relax; a place where people, whether local or visiting, come first.

5 LIVEABLE NEIGHBOURHOODS
Reduce rat-running on residential streets and increase permeability for those on foot or cycling. Create safer residential streets for children to play on, communities to come together on and sit out on.

6 CLIMATE SAFE STREETS
Streets need to be the poster child of Glasgow's Climate Ambition and Environmental and Biodiversity commitments, and a global signal of a forward-thinking city that puts quality of life first.

7 AGE-FRIENDLY GLASGOW
City Centre streets need to be welcoming for all ages, from 8-80, providing equitable use of the street network. Streets need to be safer, following the Hierarchy of Vulnerable Road Users concept, being design to protect those most vulnerable in the event of a collision first.

8 CHILD-FRIENDLY GLASGOW
In line with our target to double the City Centre population we must make the City Centre a place fit for urban childhoods. Streets need to enable children to safely walk and cycle by themselves as well as allowing for informal play and relaxation. Neighborhoods need a variety of play and sports facilities easily accessible.



Mobility is transformative to the functioning of the city on all levels - from macro, to meso, to micro. We see the following strategies in adjustment of the mobility system to fundamentally improve quality of life.

3.1 (Y)our well-connected North-East

B. Overcome barriers: 'stitching act'

District Regeneration Frameworks 6-9
Strategy Handbook

High Street and the M8 currently act as barriers within the city. Improving and adding safe and effective road crossings (especially for pedestrians and cyclists) will significantly enhance local coherence and accessibility

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our pedestrian- and cycle-friendly crossings

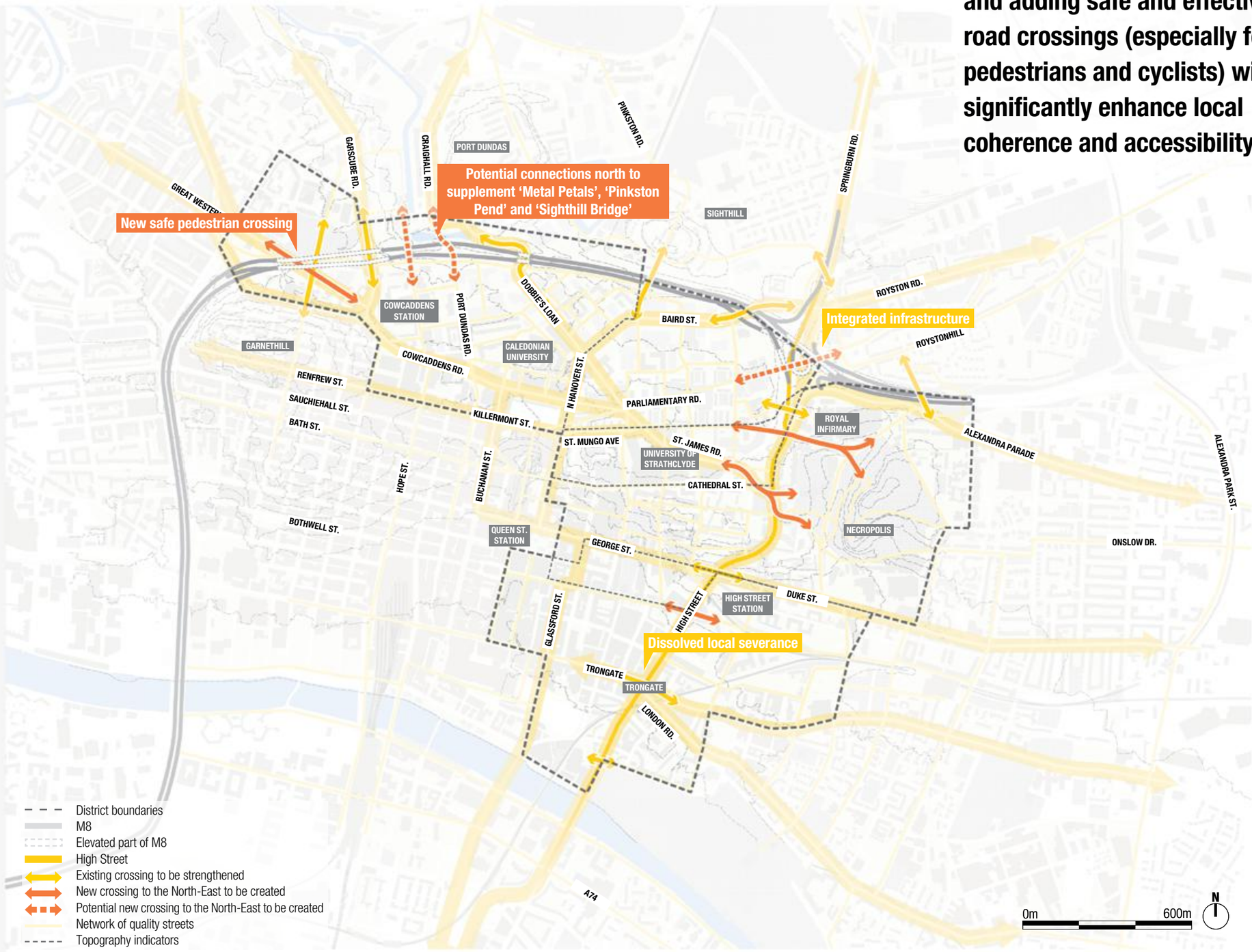
Create pedestrian- and cycle-friendly crossings across the infrastructural barriers, which will help to effectively improve quality of life for Glasgow residents, promote easy short-distance connections and improve accessibility of currently isolated areas around the City Centre.

(Y)our integrated infrastructure

Dissolve the infrastructural barriers on city and metropolitan scale (M8 and other highways) in order to increase coherence and connectivity between different parts of the city.

(Y)our dissolved local severance

Dissolve local infrastructural barriers created by severance and fragmentation between the historic grid and twentieth century car-centric mobility interventions (junction 15, etc.)



3.1 (Y)our well-connected North-East

C. Reinstall Great Streets

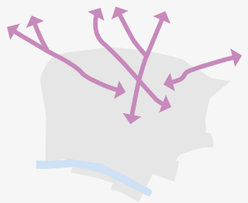
District Regeneration Frameworks 6-9
Strategy Handbook

Extend the impact of the Avenues programme by enhancing Glasgow's Great Streets - the historic arterial routes extending across the city region for the centre.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our restored connections to the North-East

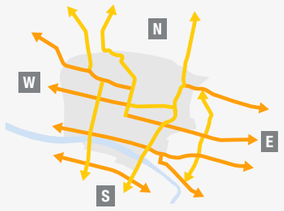


Dissolve city-scale barriers by restoring old historic connections to North- and East-Glasgow and beyond.

(Y)our new connections to the North-East

New strategic connections towards the North and the East: axes to reconnect the City Centre with its surroundings, based on the lost historic urban fabric. (See detailed mobility analysis of Space Syntax).

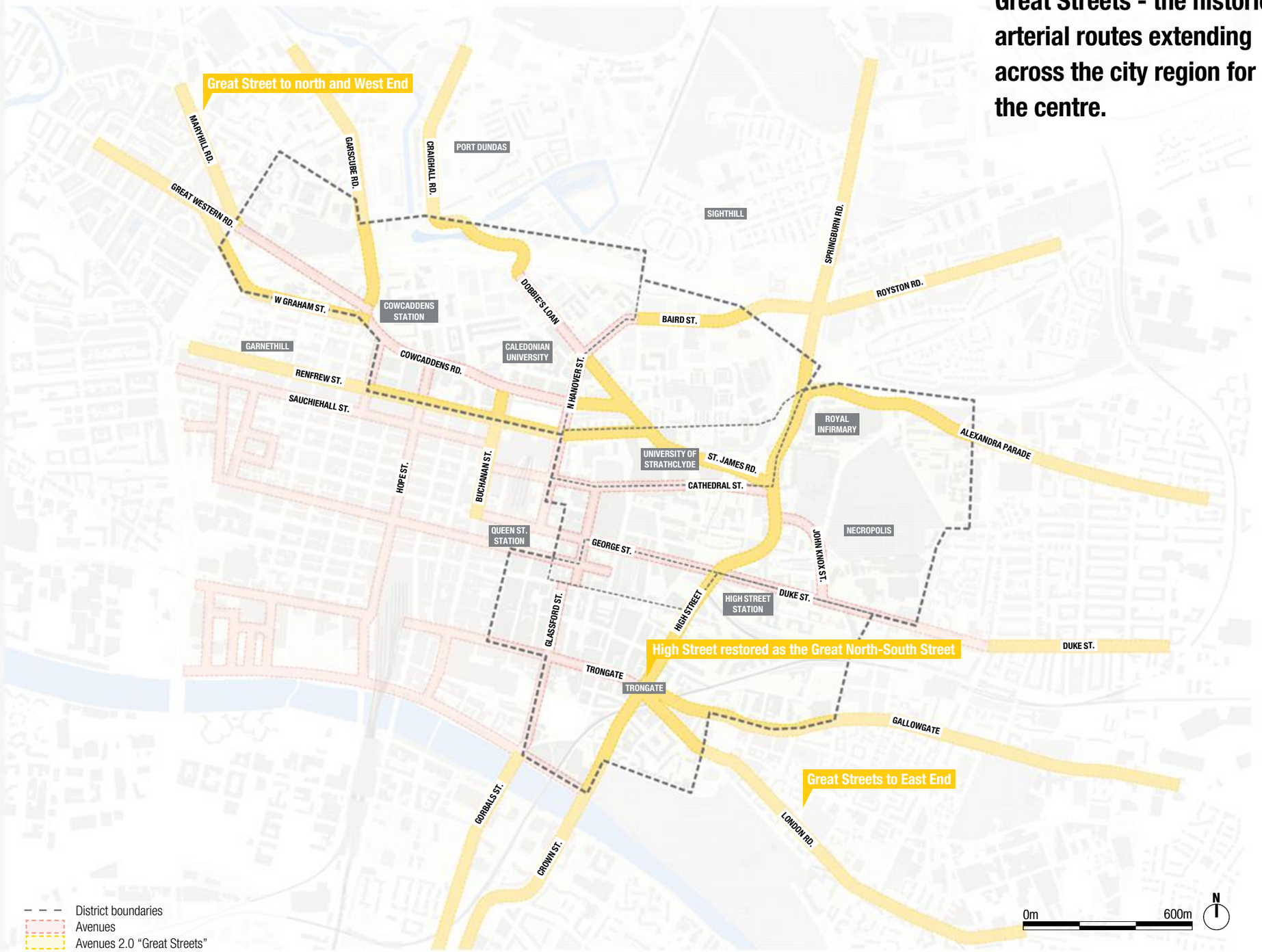
(Y)our easy-to-cross city



Prioritise dedicated multi-modal cross-city connections (North-South and West-East) to make it easy and convenient to traverse the city.

(Y)our reinstalled Great Streets

A complementary network of great street as Avenues 2.0



3.1 (Y)our well-connected North-East

D. Integrated public transport infrastructure

District Regeneration Frameworks 6-9
Strategy Handbook

When it comes to the city's public transport system, the North-East is relatively underserved. By reconsidering the citywide network, it becomes clear where the gaps are that need to be filled on the local and regional scale.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our nearby smart mobility

Efficient local distance network of different modes of transport: bus rapid transit, tram, light rail and/or rail will complement the existing subway, bus and heavy rail networks offering effective alternatives to car.

MID TERM

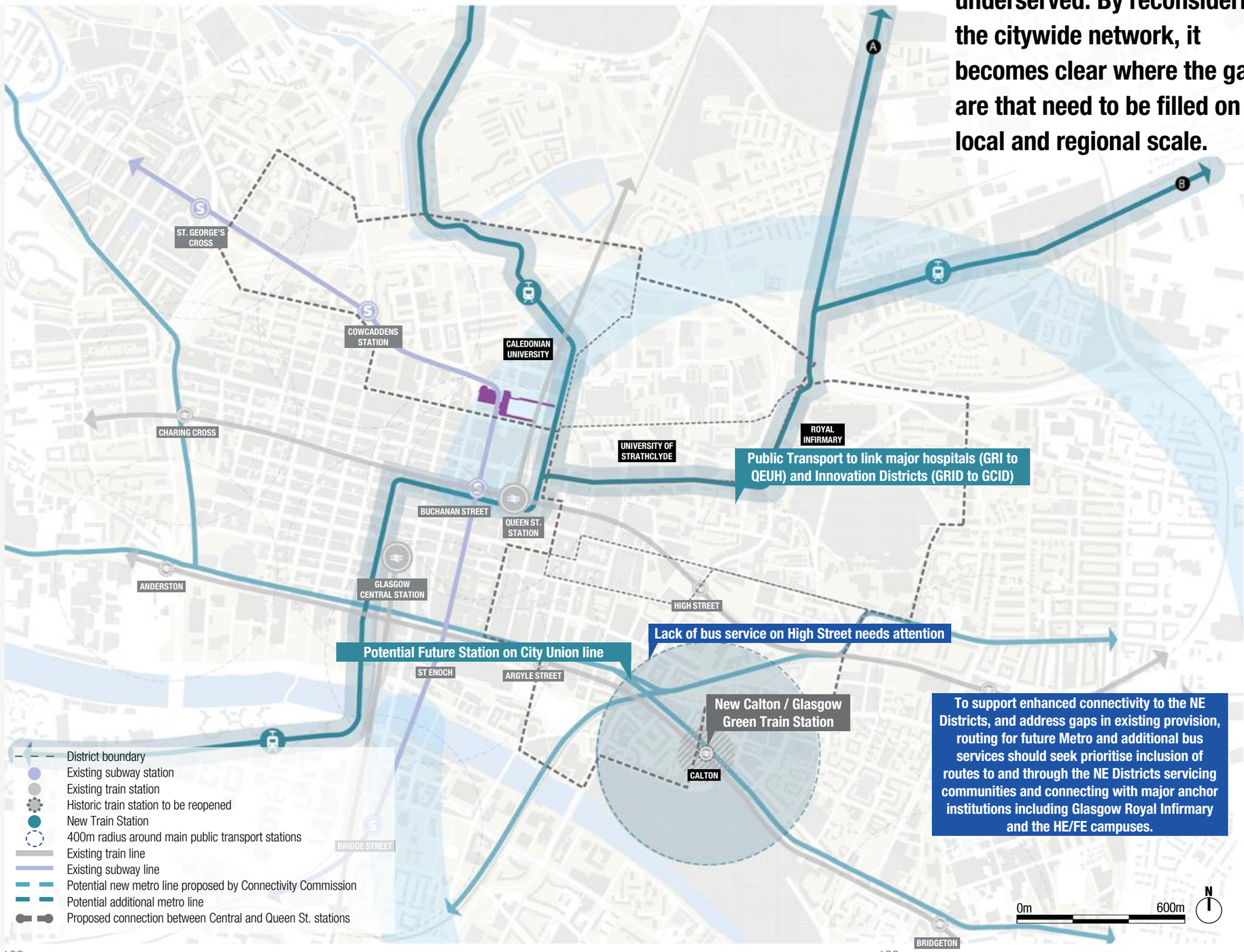
(Y)our new Clyde metro network

Building key new routes and alignments, including with existing bus networks, to provide new interchange points and hubs that will connect key destinations.

LONG TERM

(Y)our upgraded city mobility

Strategic regarding city scale interventions.



3.1 (Y)our well-connected North-East

E. Develop quality active travel routes

District Regeneration Frameworks 6-9
Strategy Handbook

To promote walking and cycling in the City Centre, it is essential to provide Glaswegians with an effective and attractive everyday route network. Additionally, improving dedicated recreative paths will bring people out and into nature.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our recreative cycle routes

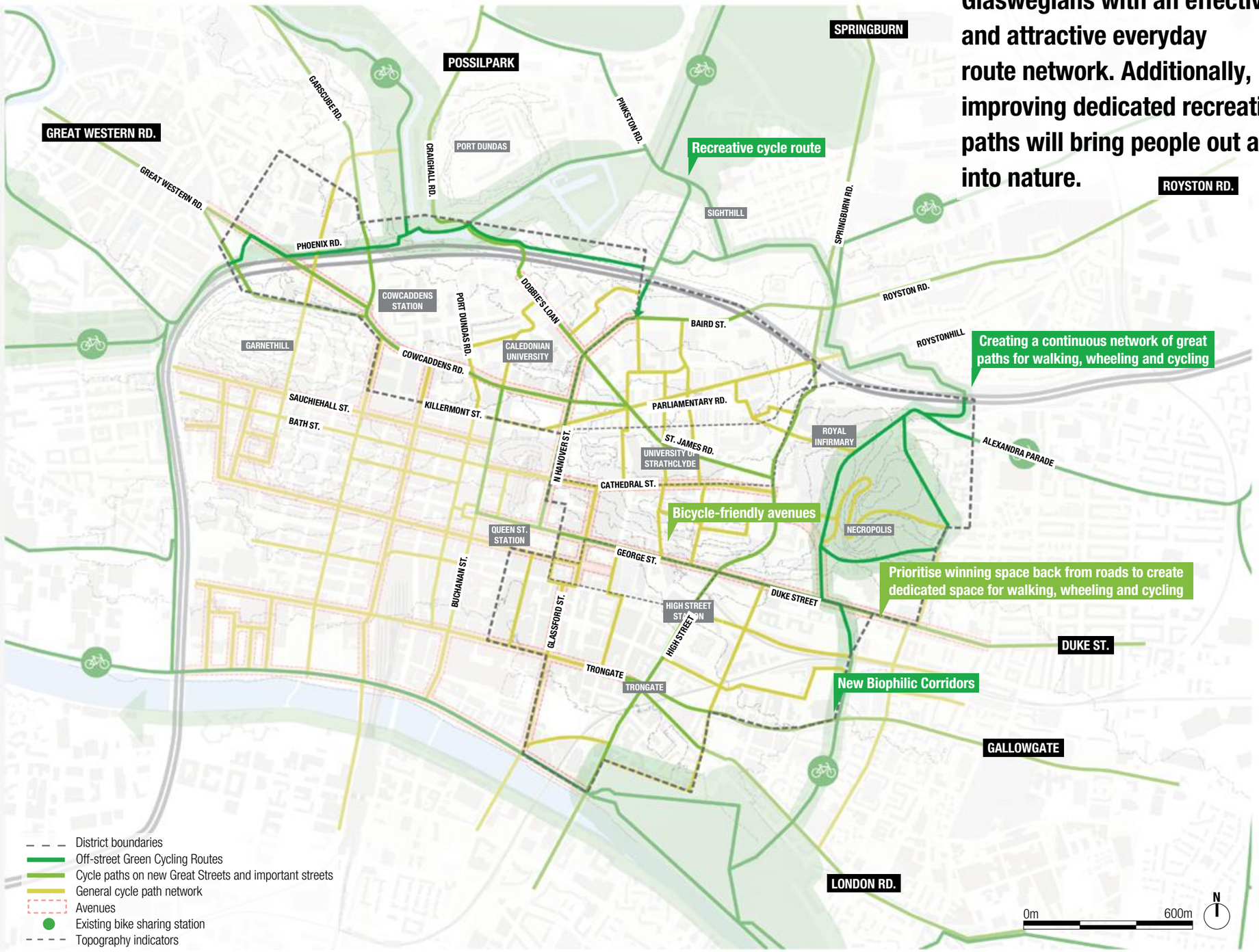
Network of cycle routes linking urban parks and as 'gateways to the hills, offering proximity and easy access to nature for all Glaswegians.

(Y)our dense cycle path network

A concentrated network of cycle lanes make sure the city is fully accessible for soft mobility, coupled to the Avenues project.

(Y)our pedestrian-friendly neighbourhood

Pedestrian-friendly neighbourhood, with a dense network of wide sidewalks and cycle lanes, coupled to the Avenues project.



District Regeneration Frameworks 6-9
Strategy Handbook

3.1 (Y)our well-connected North-East

F. Restore Great Streets and realise low- and slow-traffic neighbourhoods

The disturbance created by traffic and the dominance of the car can be reduced by dedicated through-traffic and logistics roads. This creates zones with 'community streets' and little traffic.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our downgraded High Street and Clyde St./Broomielaw traffic

Downgrade traffic on High Street and along the Clyde waterfront by implementing a wider car loop. The A728(EERR) replaces High Street for local car traffic circulation and is extended until the M8.

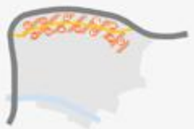
(Y)our limited through-traffic roads

Limit the amount of through-traffic routes to reduce polluting vehicles coming into the centre city.

(Y)our reduced M8-exits

Reduce the amount of motorway exits to a minimum to cool down the traffic flows going into the City Centre and particularly High Street.

(Y)our parallel logistics roads



By designating logistics only roads, distribution and supply is integrated smoothly into the city-wide network, creating efficient routes to reach destinations fast and keep heavy traffic out of the City Centre.

(Y)our clear traffic zoning

Designate strategic zones within the 'M8 envelope' to reduce car traffic and stimulate active travel in line with the Low Emissions Zone, including policy to promote e-vehicles.

3.1 (Y)our well-connected North-East

G. Improve parking strategy

District Regeneration Frameworks 6-9
Strategy Handbook

Reduce parking in the city centre. Eliminate on-street parking (except for disabled) and surface level off-street parking. Incrementally withdraw from multi-storey car parking. Retain only a few locations for car parking - avoiding inducing traffic in to the centre.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our parking-free streets

Reduce on street paid bays by 25% every 5 years unitl a strict target of parking spaces is reached. Work together with communities to transform the spaces for public/community use.

(Y)our transformed parking garages

Reduce the amount of GCC-owned parking garages in strategic locations and transform into mixed-use buildings with no or little parking. For privately owned garages, conversion should be encouraged.

LONG TERM

(Y)our strategically located underground parking

Create strategic park and ride facilities aligned to key Clyde Metro interchange hubs as per recommendations in STPR2.

(Y)our optimised parking and urban logistics systems

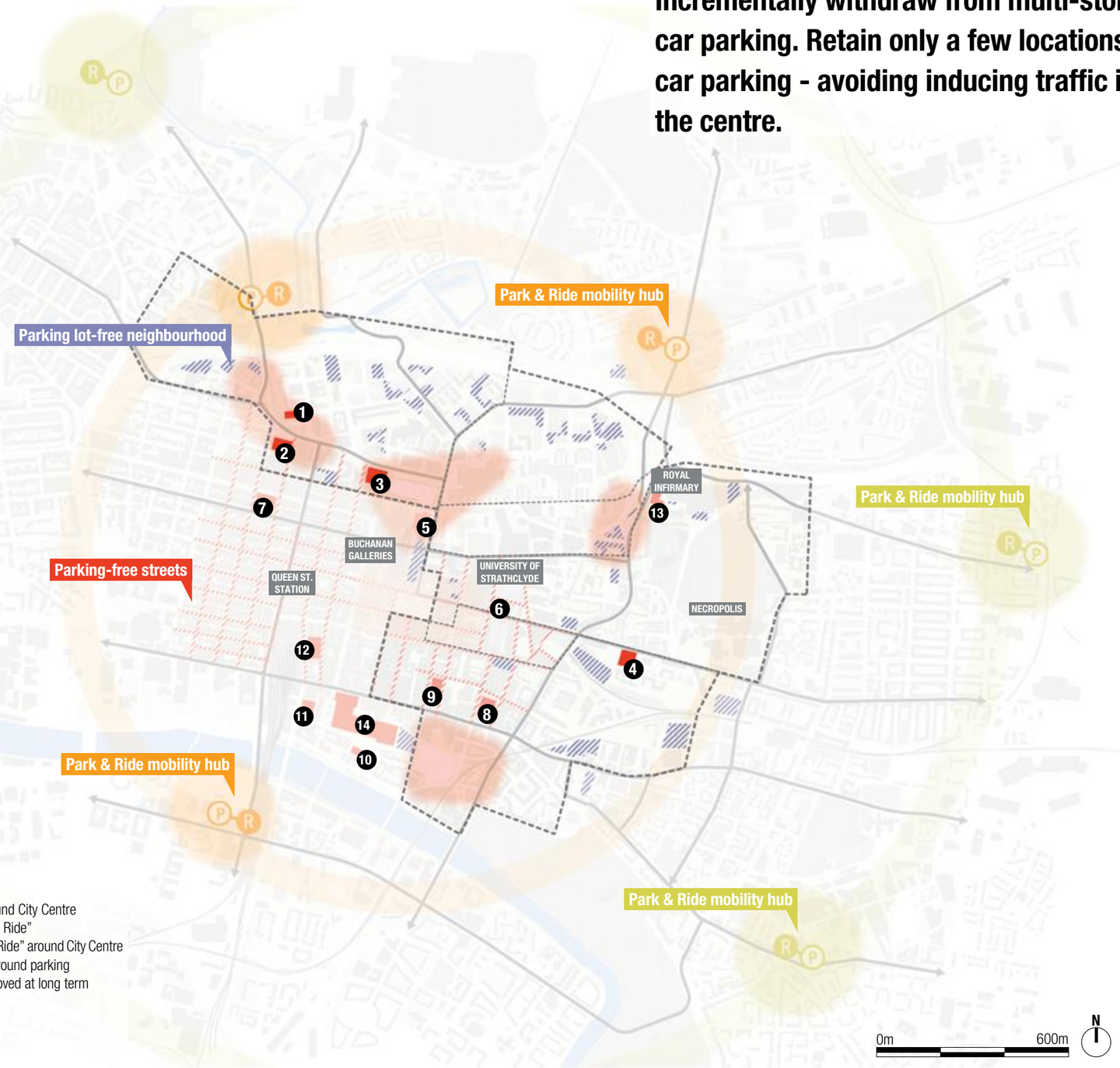
Develop a system of designated car parking and urban logistics zones nearby the major access points to the City Centre and around the major public transport stations. Update parking fee strategy for on-street parking, and GCC-owned parking garages.

Publicly owned parking garages

1. Dundasvale City Parking = 460 spaces
2. Cambridge St. City Parking = 812 spaces
3. Concert Sq. City Parking = 598 spaces
4. Duke St. City Parking = 1170 spaces

Privately owned parking garages

5. Buchanan Galleries = 2000 spaces
6. George St. NPC = 202 spaces
7. Sauchiehall Q-Park = 372 spaces
8. Candlerigges Q-Park = 370 spaces
9. Glasshouse NCP = 535 spaces
10. St. Enoch Q-Park = 378 spaces
11. Jamaica St. Q-Park = 578 spaces
12. Mitchell St. = 184 spaces
13. Royal Infirmary = 706 spaces
14. St. Enoch = 900 spaces



3.2 (Y)our great spaces and streets

A. Create a network of pedestrianised and curatable public space

District Regeneration Frameworks 6-9
Strategy Handbook

Create a continuous network of grey-green and blue open space infrastructure. Great urban spaces (new Crosses and plaza) connected by Great Streets and long distance arterial routes. Restored east-west connections and rejuvenated north-south streets (e.g. High Street) create a framework of routes and pauses. Former urban island campuses opened up to contribute to open space networks.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our reactivated High Street

Reactivate High Street as a less car-dominated street, mainly oriented at pedestrians. Transformation into an important historic and repopulated North-South axis for retail, leisure and tourism.

(Y)our curatable plazas

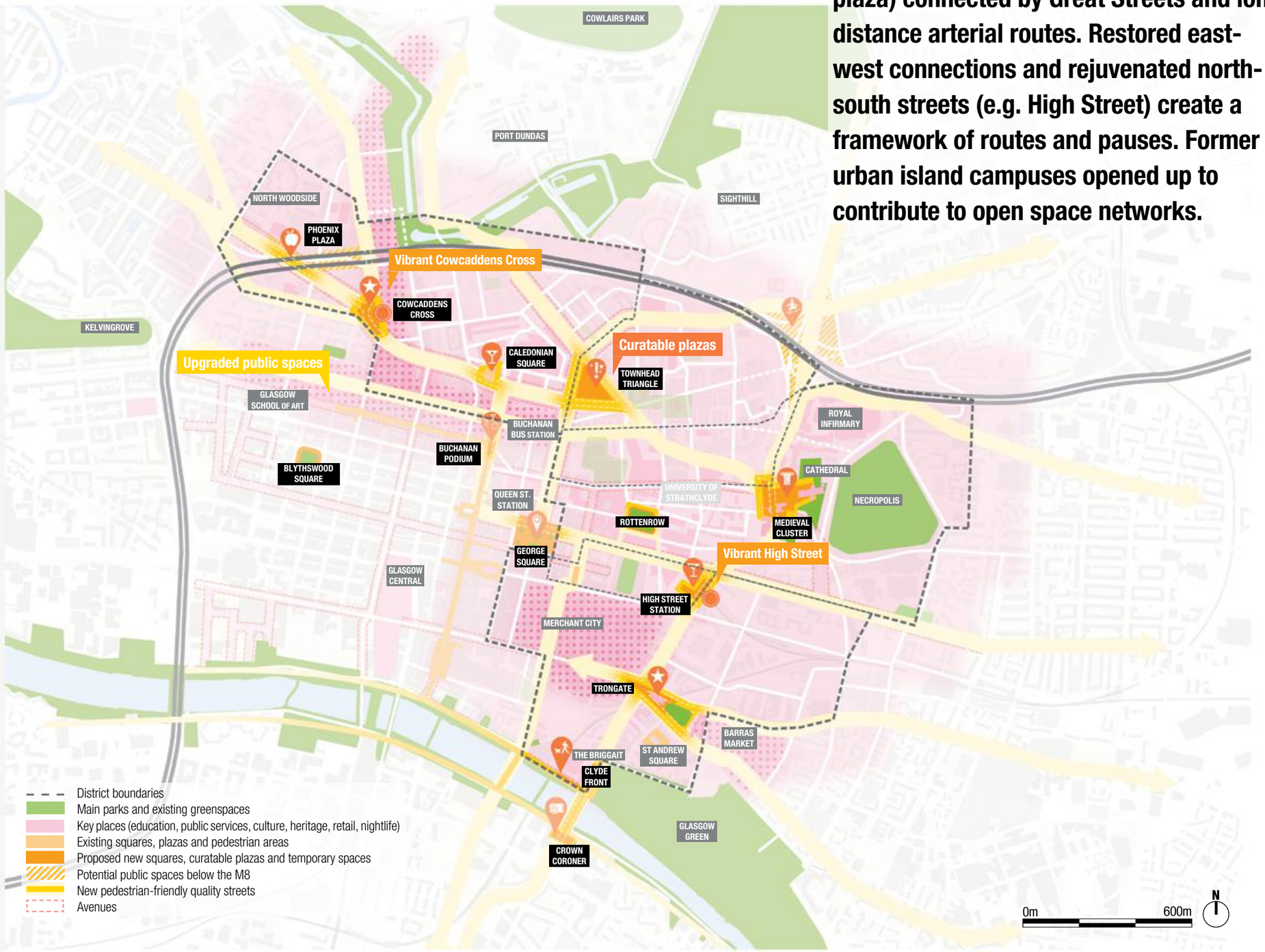
Provide public space that can be curated and programmed to facilitate a wide range of activities and community engagement.

(Y)our upgraded public spaces

Update and improve the conditions of existing and new public squares and spaces (paved and green surfaces, inviting furniture, proper lighting).

(Y)our vibrant and open city

Stimulate action and intervention to create active frontages where approriate, based on the mapping of existing closed frontages/back of house in the City Centre.



3.2 (Y)our great spaces and streets

B. Optimised interaction with nature

District Regeneration Frameworks 6-9
Strategy Handbook

Green-blue infrastructure extended across City Centre between Kelvin, Canal and Clyde. The harsh city centre is enriched by pocket parks and Avenues - greening the grey. Biophilic corridors extend across the City Centre to create regional biodiversity corridors from the heart of the city to the countryside beyond. Nature-based solutions restore habitats and create great urban parks. The Dear Green Place is green again.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our central parks

Create a unique large park encompassing the City Centre by linking the existing parks and greenspaces. Vacant and derelict land can be transformed into green corridors to create an easily accessible natural network, offering easy access to nearby nature and to the hills for all Glaswegians.

(Y)our green network

Intensify landscaping along roads with trees and plants to create more pleasant places, divide traffic lines, and improve soil permeability for water storage.

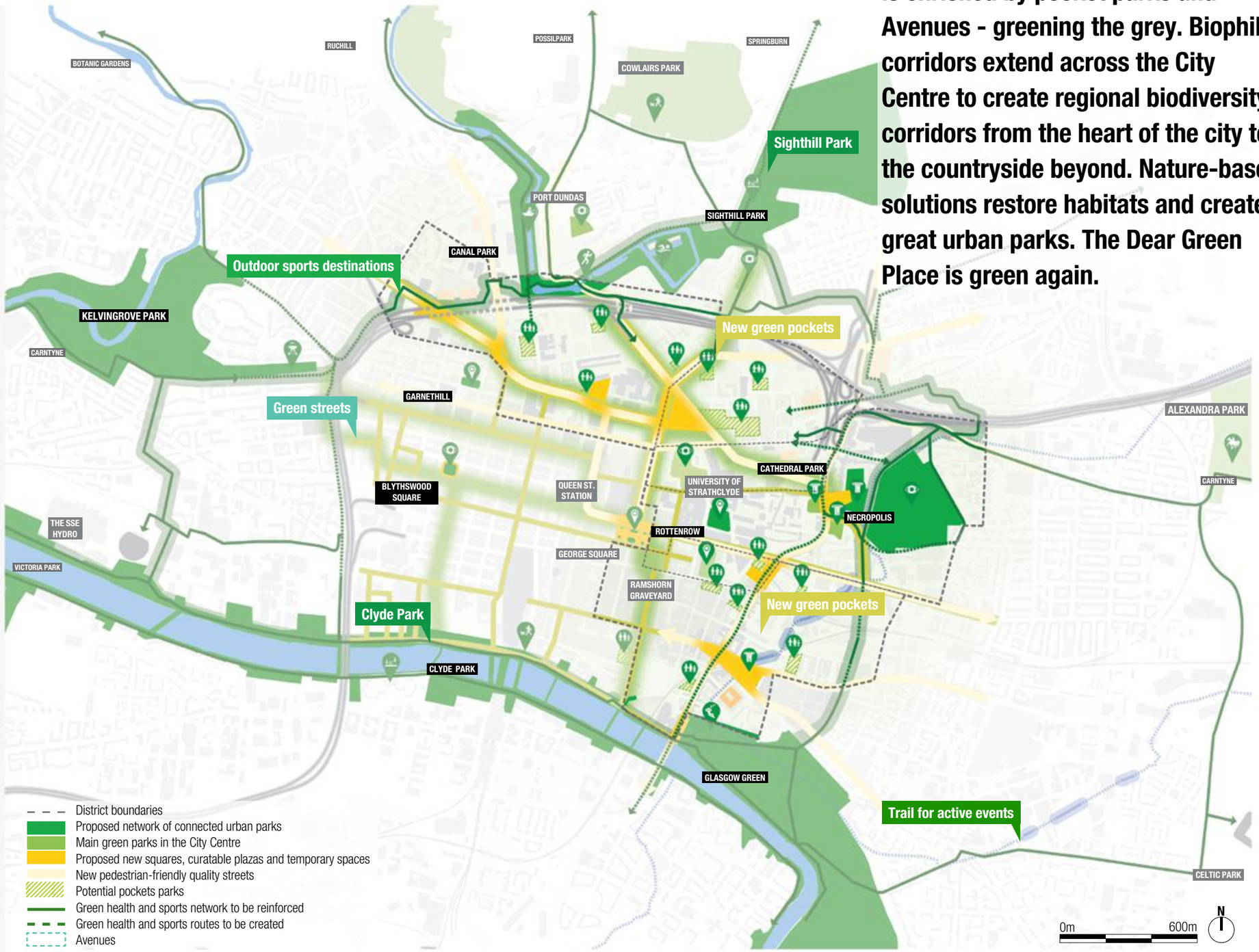
(Y)our green pockets

Put empty spaces in your neighbourhood to use as small-scale green pockets: on facades, terraces, rooftops and in public and collective courtyards.

LONG TERM

(Y)our green city

Repurpose rooftops and encourage appropriation of the spaces in front of your building (encroachment zones) for greenery. Implement policy to promote sizeable and quality green surfaces for new and existing buildings and developments, and to stimulate greenification by individuals on balconies, rooftops and terraces.



3.2 (Y)our great spaces and streets

C: Propose new modes of interaction with the water

District Regeneration Frameworks 6-9
Strategy Handbook

Surface water management and integrated hydrological solutions are embedded in the open space network to adapt to climate change, restore habitat and improve water quality. From the Smart Canal to the tidal River, from new rain gardens and urban parklets to deculverted lost burns (such as Molendinar) the hydrology of the city is redefined, working with the undulating topography and green spaces to create a long-term nature-based solution.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our neighbourhood streams

Unlock the potential of existing watersides: upgrade quality of its environments, create active waterfronts, with access for all.

(Y)our water reservoir

Create a small basin to collect rainwater in the City Centre, to reuse for irrigation of greenspaces.

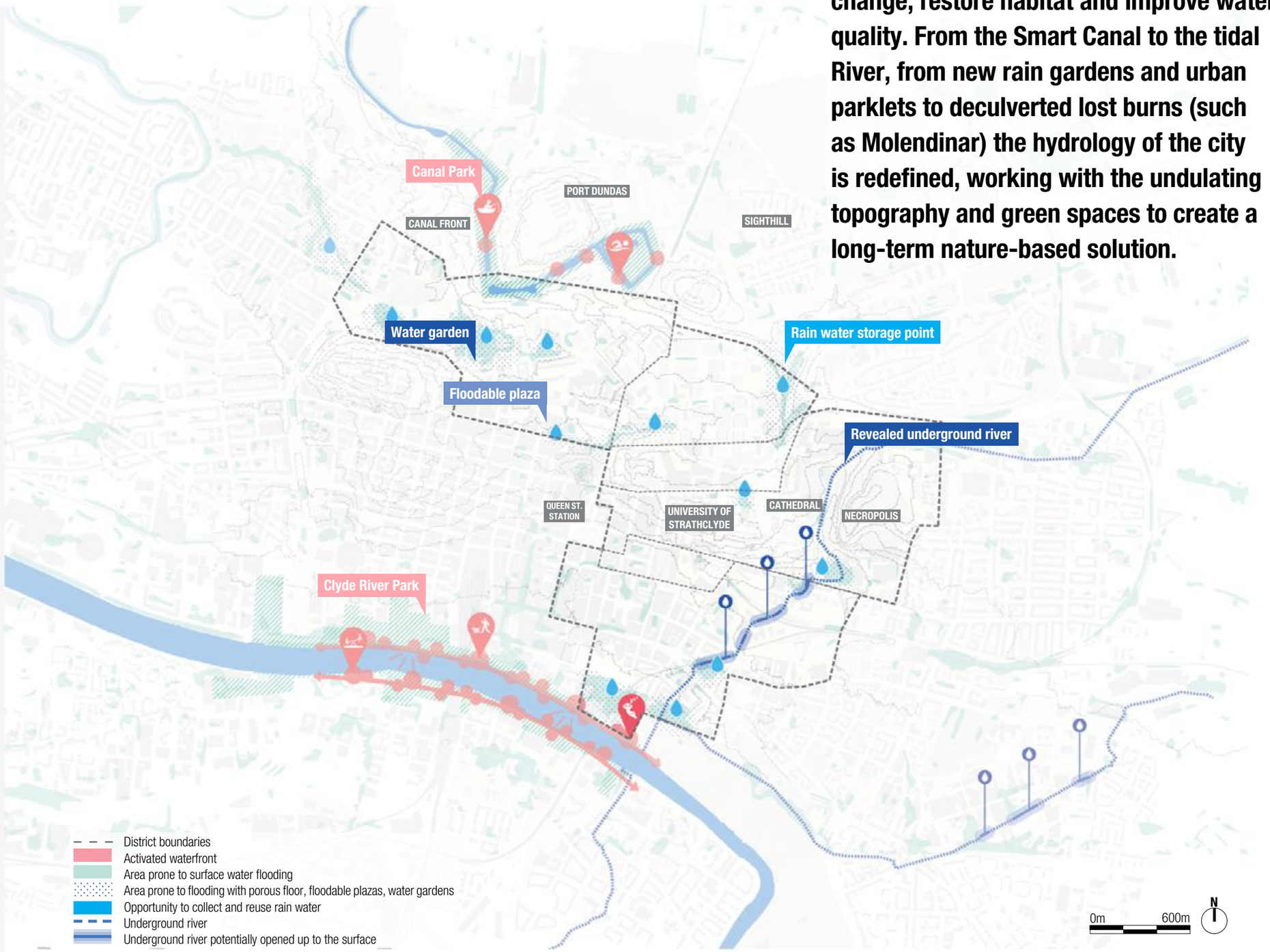
(Y)our reused public water

Integrate small-scale water storage facilities in public space and (public) buildings, which can be used for neighbourhood use: cleaning of public space services, watering, etc.).

LONG TERM

(Y)our integrated hydrology

Bring back lost hydrology structures and implement flood management policy and resilient solutions.

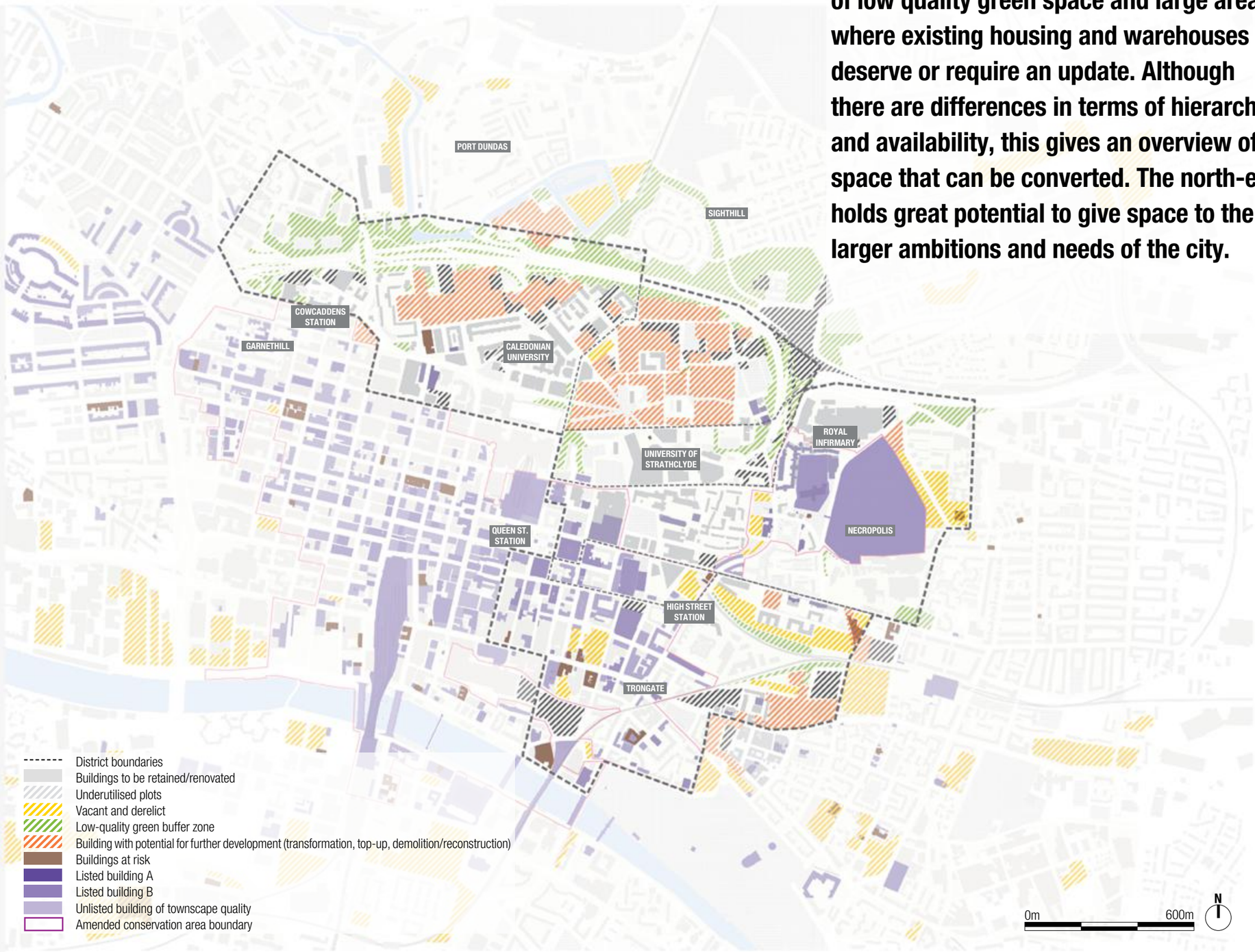


A: Convertible space

'TOOLBOX' OF INTERVENTIONS

(Y)our conditions for developments

The convertible space has different types of conditions for developments depending on its nature, proximity with public transport, public programs, centralities or due to noise nuisances from the M8. The context of the convertible space sets it's condition for potential developments.



District Regeneration Frameworks 6-9
Strategy Handbook

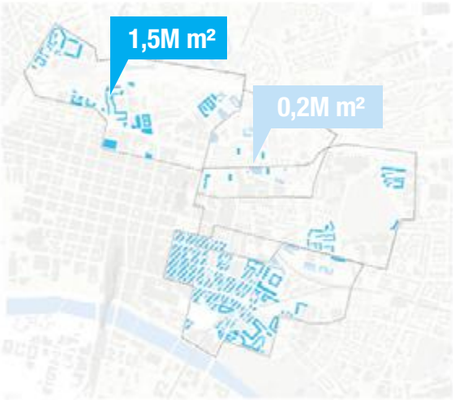
The north-east of the city centre has fewer listed buildings, quite a bit of vacant and derelict land and underutilised plots, a lot of low quality green space and large areas where existing housing and warehouses deserve or require an update. Although there are differences in terms of hierarchy and availability, this gives an overview of space that can be converted. The north-east holds great potential to give space to the larger ambitions and needs of the city.

3.3 (Y)our thriving North-East

B: Capacity test for new developments

1 Improve existing

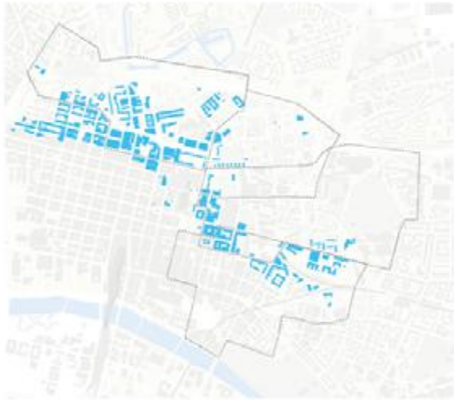
1. Improve existing housing stock



District boundaries
Existing housing
Existing mixed housing
Existing student housing

1,7 million m² of existing housing can potentially be enhanced and improved

2. Upgrade and transform office buildings

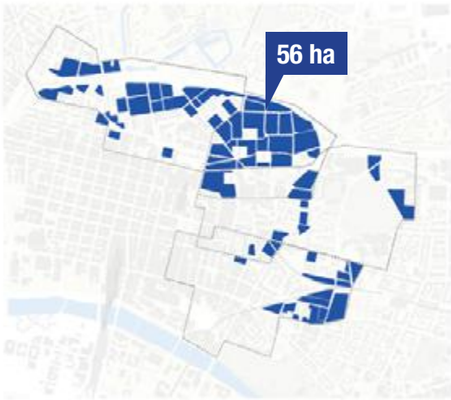


District boundaries
Existing office buildings

Potential upgrade and transformation of all vacant office spaces and split in A/B/C grade category

Potential new developments

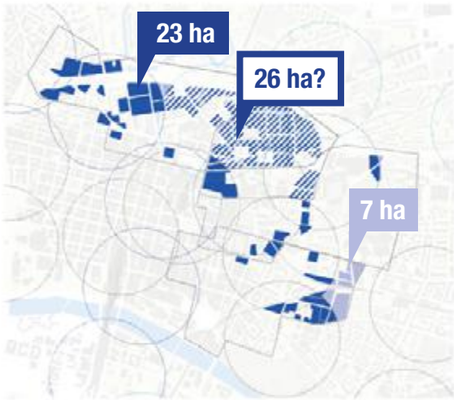
3. All potential new development zones



District boundaries
Convertible space for potential redevelopment

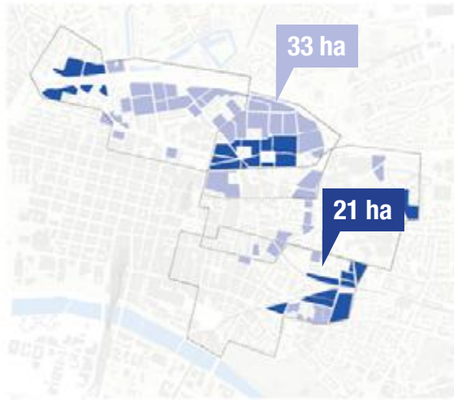
Depending on the desired density per hectare (DPH), the total potential housing development adds up to:
60 DPH = 3360 units
80 DPH = 4480 units
100 DPH = 5600 units
120 DPH = 6720 units

4.High density around public transport



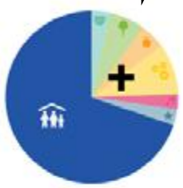
District boundaries
Convertible space with a 400m radius around major existing public transport stations
Convertible space with a 400m radius around potential major public transport stations
Convertible space with lower density

5. High potential for housing



District boundaries
Convertible space with high potential
Convertible space with secondary potential

The NE City Centre Districts offer many opportunities for quality improvements in the urban fabric, by both an upgrade of the existing building stock and by transformations and new developments.



A proportional package of amenities is required in co-development with new housing to support the 20-minute neighbourhood

District Regeneration Frameworks 6-9
Strategy Handbook

3.3 (Y)our thriving North-East

C: Intensify housing: retrofit, upgrade and add new

District Regeneration Frameworks 6-9
Strategy Handbook

Quality of living in the NE Districts can be greatly improved by densification of current residential areas and the creation of new mixed-use neighbourhoods. Focus areas are the M8 productive and creative zone, the heart of Townhead, the Knowledge Cluster, and the Calton / Barras area.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our redeveloped urban voids

Rethink and reinvent the urban voids across the City Centre: develop available leftover space in order to densify, upgrade the mix of functions and create a more coherent and complete City Centre, thus improving quality of life for District residents.

(Y)our redeveloped vacant and derelict land

Regenerate and transform vacant and derelict buildings and plots into housing and mixed-use developments. This way we can densify, upgrade the mix of functions and create a more coherent and complete City Centre, thus improving quality of life for District residents.

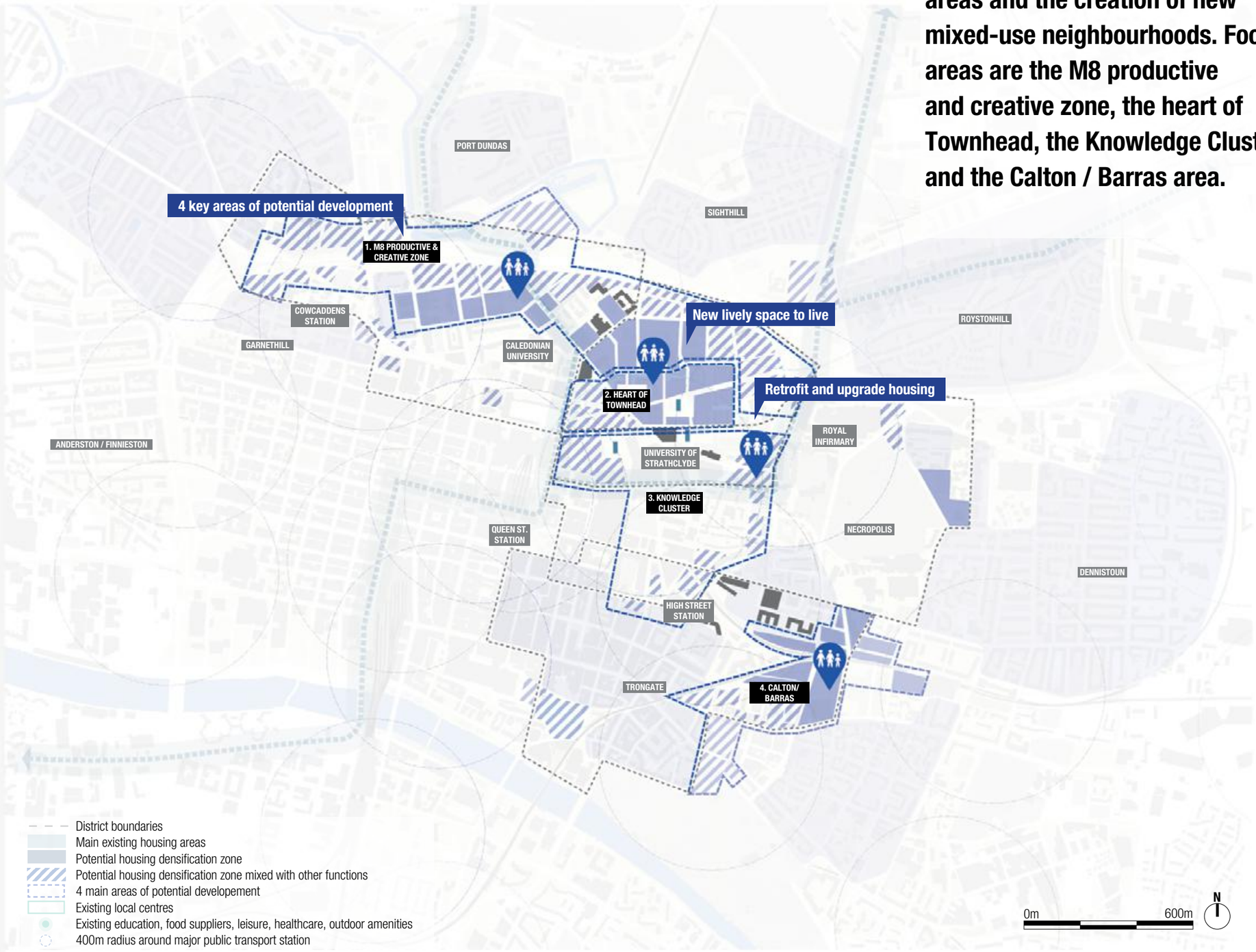
(Y)our increased building heights

Increasing density of existing buildings by increasing in height: top-up of two extra floors on average for strategically designated existing buildings in the City Centre.

LONG TERM

(Y)our repopulated city

Increase densification of housing and amenities within a 250-400m radius of (existing and newly developed) major public transport stations.



3.3 (Y)our thriving North-East

D: Activate mixed-use quarters with distinct destinations

District Regeneration Frameworks 6-9
Strategy Handbook

The NE City Centre has an abundance of unique spaces. By strengthening and extending these, a network of diverse and specialised anchors is established: from the creative canalfront and the production cluster in the north, via the innovation hub in Learning Quarter and a rejuvenated High Street to the new riverfront destination of the Clyde.

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our redeveloped vacant and derelict land

Regenerate and transform vacant and derelict buildings and plots into housing and mixed-use developments. This way we can densify, upgrade the mix of functions and create a more coherent and complete City Centre, thus improving quality of life for District residents.

(Y)our productive city

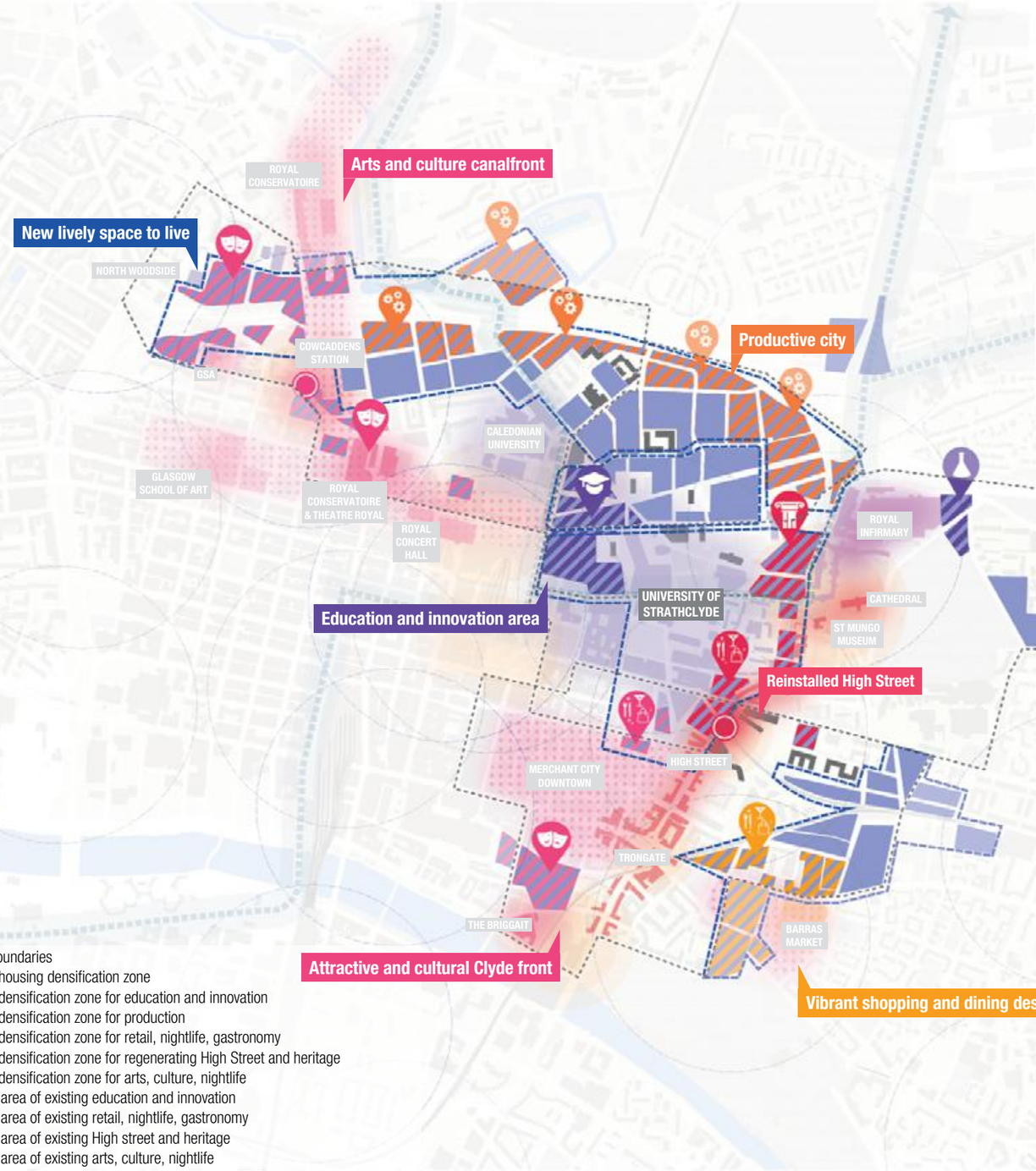
Bring back production in the centre: promote local production/ manufacturing and Glaswegian expertise. Upgrade logistics and warehouses into a dedicated productive engine for the city. Vacant and derelict land can play a key role in this.

(Y)our innovative alliances

The main institutions are covering 15% of the total surface of the 4 districts. Implement policy for alliances between (inter)national-scale existing knowledge (education) and cultural institutions (arts, music, theatre, etc.)

(Y)our reinstalled High Street

Revalue High street as a less car-dominated street. Transform into a historic, pedestrian-friendly and repopulated important North-South axis for retail, leisure and tourism.



3.3 (Y)our thriving North-East

E: Add amenities and community facilities

District Regeneration Frameworks 6-9
Strategy Handbook

Solid community infrastructure is needed to support and stimulate the wider City Centre Districts. The current collection of amenities needs an upgrade to create fair and inclusive places that provide for their communities and help them flourish.

'TOOLBOX' OF POSSIBLE INTERVENTIONS

SHORT TERM

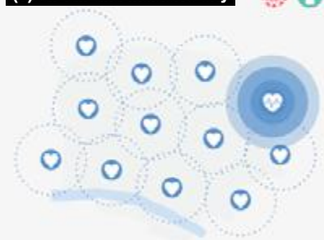
(Y)our community centres

Create and accelerate a network of community centres across the city (both existing and new).

(Y)our 20-minute neighbourhood

Achieve 20-minute neighbourhoods: basic amenities nearby and easily accessible for all inhabitants.

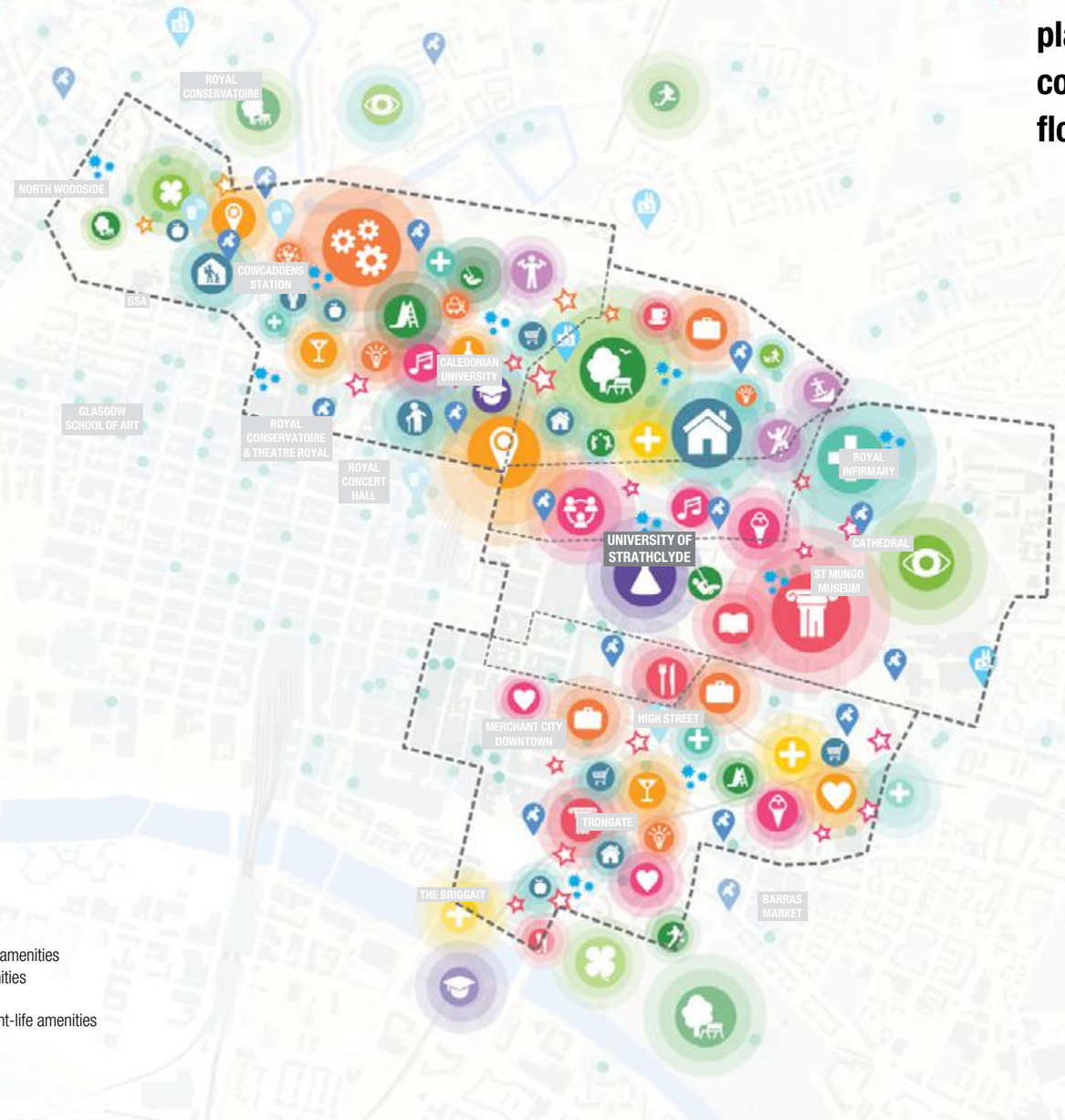
(Y)our fair and inclusive city



Ensure accessible and affordable social services and healthcare for all Glaswegians for a fair and inclusive city.
*(hardware and software)

(Y)our network of culture and institutions

Enhance and solidify the network of cultural institutions (museums, Conservatoire, theatres, music halls, libraries, etc)
*(orgware)



3.4 (Y)our enablers of change

A. Post Covid Recovery

A post-Covid response and recovery will require improvisation and quick adjustments for some time to come. But just as the validity of progressive urban planning has been super-charged in the immediate Covid response (more active travel, more outdoor street economy etc.) the post-Covid world still requires us to design for the human needs of being a social species; the need to be in communities, together, with a shared experience and collective future.
The previous DRFs summarised a series of priorities and urgencies that are still relevant;

- More city centre living – all tenures and types
- 20 min neighbourhoods for city centre communities > access to community infrastructure, jobs, learning
- Great Streets and Spaces > rebalance road space > more walking, wheeling and cycling, far less cars
- More green spaces > places for people and biodiversity
- The development of Clyde Metro as integrated public transport > all modes, within a continuous, convenient and seamless network
- Clyde River Park – gathering place, continuous quays, Glasgow's great open space destination for all
- Urbanising the M8 > healing the city, reimaging the urban motorway, planning for after the M8
- Retrofitting the city – appropriating VDL and under-occupied space in buildings, agile planning and building regulations to enable a presumptive 'yes we can do' attitude
- Past, present, possible > restoring all buildings at risk, losing no more of our story, augmenting with great designs of our time and place; quality of life by design.
-

There has to be a concerted programme of economic, social and health measures to support an enduring recovery post-Covid supporting local communities and businesses.

At a District level the following direct spatial and programmatic interventions are suggested as to answer to urgencies regarding health (fight the virus), economy, social development and mental and physical wellbeing:

- Neighbourhood working hubs – extra spacious, which can be uses as work / production spaces and/or health hubs. Many do not have space at home to work from home - can we provide this in our Districts?
- Support local production: local markethalls or producers / makers
- To support solidarity: local sharing hubs such as books exchange, tool libraries, food, toys, …
- To be able to keep on meeting people safely: Urban activators as large outdoor benches, canopies, maybe even with integrated sustainable heating for people to meet outdoors the coming half a year.
- To keep you healthy: for every age, play tracks, urban trails (along hidden gems, river, over the hills).
- To cheer up: Optimism 'boosts' – interventions that make you happy – colourful, sound, mirrors

B. Metropolitan City Centre - more than a 20min Neighbourhood

The 20 min neighbourhood concept succinctly captures what progressive urbanism has striven for over recent decades. Being able to access everyday needs (amenities, services, facilities) within a convenient and pleasant 20 min walk; 10 mins there and 10 mins back. The Scottish Government's Programme for Government 20/21 states, "The 20 minute neighbourhood is a place designed so that residents can meet the vast majority of their day-to-day needs within a 20 minute walk (approximately 800 metres) of their home. Day-to-day needs are defined as shopping, leisure activities, access to schools, local services such as a GP practice and ideally access to work. It also means access to green space and a local environment that encourages active travel to promote health and wellbeing, as well as wider connections across and between local neighbourhoods and further afield. A 20 minute neighbourhood is a place where people want and can afford to live, so affordable housing must be part of it."

So let's ensure Glasgow is restored as a city of 20 min neighbourhoods, around the local high streets, urban crossroads and local parades across its inner urban and suburban districts. But let's also commit to 20 min neighbourhoods for our city centre communities who currently live with the paradox of being physically at the centre, but isolated from many basic local services. Communities living in the City Centre need to be included in the drive to achieve 20 min neighbourhoods.

The City Urbanist, Prof. Brian Evans, reminds us that Glasgow must thrive as an Everyday City, a Metropolitan City and as an International City. The 20 min neighbourhood provides a strong focus on getting the Everyday City right for citizens. This is absolutely critical to enhance the quality of life for those living and working in the City Centre. But we must not lose sight that the city centre provides something no 20 min neighbourhood can offer; cultural, civic, creative, innovative, educational, commercial and leisure activities that can only be available at a regional, national or international scale. Glasgow city centre is much more than a 20 min neighbourhood; it's the heart of a 30 - 40 min metropolitan travel area serving over 1.5m people. Glasgow City Centre is at the heart of Scotland's only metropolitan region. Therefore the civic, cultural, social and economic health of Glasgow City Centre is of national importance.

The Covid crisis is a crisis for cities, and their centres in particular. Many have understandably been concerned by the challenge of reduced footfall and commuting, the sharp decline of city centre retail and working, that threatens the primacy of city centres. Securing jobs, and maintaining retail and hospitality in our city centres is vital, remembering that City Centres offer much more than only being a place to work or shop. So let's declare the need to reaffirm that our city centres are the shared collective heart of our city regions and ensure we find resilient, timeless solutions to ensure their vitality for the long term. City centres should remain the best, most exciting places to have shared experiences enjoying recreation, culture, shopping, working, learning and living together. That's what makes cities, and Glasgow, great!

3.4 (Y)our enablers of change

C. Retrofit and Buildings at Risk

The north and east Districts comprise 15,000 properties. They span a huge range of well-utilised historic and modern buildings alongside neglected areas, and a vast range of land uses and assets from micro uses to major campuses. There were already pockets of vacancy and under-occupation across the NE Districts pre-Covid and this has likely to have been exacerbated.

In rejuvenating the City Centre, our local 'high streets' and communities with dynamic, mixed-use neighbourhoods fostering a sustainable, circular economy, we need to find ways to adapt and reuse building stock. We need to improve thermal performance (notably housing stock) and promote reoccupation of under-occupied buildings and site.

Pre-Covid this half of the City Centre was not the focus of development activity and investment. Post-Covid we need to try new, perhaps radical, ways to deliver additional housing, mixed-use and development in the area. A Special Purpose Vehicle, or localised policies may greatly assist. Given the extent of the challenge the NE Districts present an excellent opportunity to trial, test and monitor new policy models to induce the right sort of development activity and investment from across all sectors.

Glaswegians repeatedly highlighted to the DRF team their concern about the amount of vacant and under-occupied space, notably in the City Centre and 'high streets' but generally across the NE Districts themselves. They are particularly anxious about the status of Listed buildings and built heritage. Paradoxically, despite being the oldest part of the city, the NE Districts have less Conservation Area and a lower concentration of Listed buildings and Buildings at Risk than in other parts of the City Centre. Nevertheless, or perhaps because of this, there is even greater focus on saving those buildings at risk and looking after and maintaining the heritage of the city.

The Scottish Government's report "A Future for Scotland's Town Centres" (Feb 2021) following on from the Town Centre Action Plan in the wake of the Covid pandemic outlines a series of recommendations to reinforce the 'Town Centre First' principles and to enable greater adaptability with respect to Land Use Classes and other policy levers.

It also states, "There is also an opportunity to consider the relevance of the Use Classes Order for town centres and the desirability of a revision perhaps to a more general Town Centre Use Class. This could be utilised in connection with a wider take-up of other measures such as Simplified Planning Zones, Permitted Development Rights and Masterplanning Consents to ease development in town centres, including a focus on conversion and bringing into use the upper storeys of buildings where appropriate. This is needed to ensure more rapid adaptation to changing circumstances than is currently the case. Care however must to be taken in design of these measures to avoid potential unforeseen consequences (mono-culture, lack of variation and viability) from such measures and to maintain quality standards of development."

The report also contemplates the possibility of amending the Non-Domestic Rates system and VAT, including the possibility of zero VAT rating on refurbishments / redevelopment (equalised with new build) and zero-rating for development or operations in a specific area or street. The NE Districts in Glasgow (or certain specific locations) could be considered to pilot adjustments in these proposals.

Glasgow has over 100 buildings on the national Buildings at Risk register, the reasons behind this statistic include:

- Negative equity with owners having bought property at the height of the market, pre-recession
- Lack of access to funds for restoration
- Land assembly and/or blight
- Untraceable owners
- Structural or fabric problems beyond means of owners to rectify
- Market failure
- Infrastructure, social, economic and demographic shifts e.g. Schools closures in areas of lower catchment, hospital rationalisations, church redundancies
- Reduction in local authority budgets

Several of the key landmark buildings in the combined NE Districts are on the register. A concerted effort, working with local Building and Development Trusts, Community Councils and, of course, landowners to seek new and viable uses for these great and cherished buildings is critical for the local identity, pride in place and sense that the city cares about its heritage and is committed to breaking away from the linear economy of take, make, waste to adopting a circular approach of adaptation and reuse.

3.4 (Y)our enablers of change

D. Urban Infrastructure (energy, digital, logistics)

Integrating sustainable urban infrastructure in to the city's urban fabric is critical to achieve net zero. Nature-based solutions to restore habitats, enhance biodiversity and embed blue-green infrastructure to adapt to climate change, contribute to a natural water management strategy, sequester carbon and ameliorate urban heat island impacts (via mass City Centre tree planting / Net Biodiversity Gain) are being advocated and delivered across the city region. The NE Districts of the City Centre can utilise the surplus open spaces and vacant and derelict land prevalent in certain locations to make a major contribution to this transformation, benefitting the local communities and enhance the place, and access to nature. It can also capitalise on the Smart Canal network pioneered by Scottish Canals and seek to embed learning and promote other progressive hydrological solutions (for instance deculverting the Molendinar Burn).

In the course of preparing the DRFs the project team have received technical papers from interested parties testing the viability of city centre wide renewable energy solutions. One scenario tested suggests that the entire City Centre should be served by 4 no. water sourced heat pumps in the River Clyde (circa 10MW each) serving 4 district heat networks / clusters with over 46km of network to cover the area bounded by the River, High Street and M8.

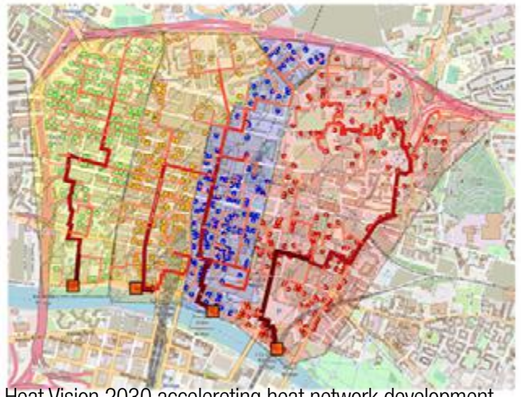
Other experts have provided modelling and advice regarding the potential for solar photovoltaics to supplement / provide electricity in the City Centre. Taking account of improved performance of PV, Glasgow's latitude, climate, roofscape and the solar shading. Given all of these factors, plus the fact much of the City Centre is on a south facing slope, conditions could be favourable. Initial modelling of the Townhead District alone indicates approx. 20,800 sqm of useable (mostly flat) roof area which could capture and deliver an estimated rated capacity of over 44 MW of solar PV. The possibility to extend / replicate that (or a portion of that) across the 4 NE Districts (retrofitting and integrating in to new build) could make a significant contribution to the City Centre demand.

Understanding ways to ensure energy offtake surety, unit pricing, funding and grants, data collection and monitoring, incentivisation for early adopters, coordination with multiple building owners and occupiers, governance regarding delivery and management of any City Centre / District-wide solution and the development of a local supply chain is very important. It requires local leadership to test and drive the agenda forward. Moreover a concerted effort to enhance thermal performance of existing building fabric (notably the mid / late 20th C building stock across much of the Cowcaddens, Townhead and Learning Quarter) would reduce heat loss and suppress the energy demand.

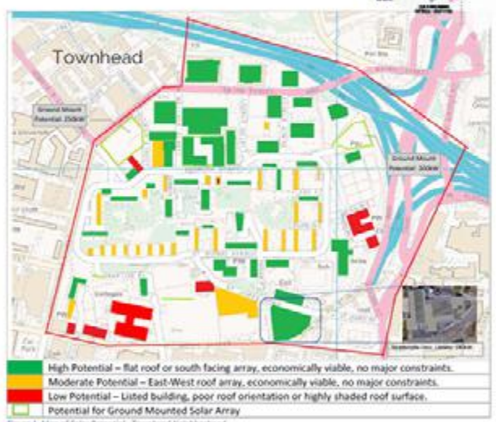
The Digital Glasgow Strategy seeks to ""establish a new partnership which will invest, build and manage a shared digital communications infrastructure in order to accelerate investment in 5G and fibre connectivity and address so-called "not spots" in the city. We will undertake a programme of "Barrier Busting" to make it easier for telecommunications providers to engage with us to accelerate the deployment of digital connectivity.""

Scope to prioritise this work in the NE Districts to ensure the major institutions (HE/FE, NHS and Innovation District), the innovation and creative economy (prevalent in the Districts) and local communities across NE Glasgow liable to be in 'not spots' are included in the upgrade to superfast connectivity to reduce inequalities, drive enterprise and boost the local economy. This should be bolstered by a local drive to reskill in anticipation of the Industrial Revolution 4.0. NE Districts are very well placed to capitalise on the knowledge and social capital, as well as the physical environment to help adapt the City Centre economy to benefit from future advances in AI, digital and advance manufacturing. Moreover building a Smart City Performance Monitor (see Project Card) benefitting from an Internet of Things approach to integrating technology in to urban infrastructure will help hone the effectiveness of the city's infrastructure; old and new.
The NE Districts are also very well predisposed (proximity to core City Centre, accessibility to M8 and national transport infrastructure, vacant sites and buildings available for adaptation).

The four NE Districts in the City Centre have approx. 10 major public estate landowners / stakeholders (NHS, HE/FE, RSLs, Council and ALEOs). Collectively the possibility of them taking a lead in collaborating to help make the case for change and an integrated approach to investing and managing sustainable urban infrastructure for their benefit, and the broader benefit of the City Centre should be explored. The early testbed working being promoted via the University of Strathclyde's climate neutral Innovation District should be supported, monitored and expanded so that its benefits and reach are rolled out from the GCID to the wider NE Districts, and beyond. In the meantime Sustainable Glasgow, Digital Glasgow, distribution network operators, utility providers and others should continue to progress and explore ways to embed major urban infrastructure to decarbonise the city centre and ensure a super well connected, climate neutral city centre. Undertaking more detailed technical and financial feasibility work to assess the viability and funding / policy mechanisms required to decarbonise the City Centre's energy consumption is critical if we are to progress towards net zero.



Heat Vision 2030 accelereting heat network development



Study by LiveEco CIC, Implementation of Solar PV, Policy & Development Within Glasgow Study Area: Cowcaddens, Learning Quarter, Merchant City & Townhead

3.4 (Y)our enablers of change

E. City Centre Living

Glasgow city centre is currently home to a growing population of just over 20,000 people. Whilst, pre-Covid, Glasgow was seeing a significant increase in both investor interest and planning approvals for private sector rent developments, the need to accelerate this trend has been identified through the City Centre Living Strategy (CCLS), which aims to establish a city centre population of 40,000 by 2035. The North-East Districts in the City Centre can play a significant part in contributing to that increased population.
Population density is crucial to the success and sustainability of city centres. DRF team analysis confirms that Glasgow's city centre population is comparatively lower than many competitor northern European cities. Post-Covid new uses have to be found for redundant floorspace, and residential development offers a good opportunity to repurpose this space.

The number of people living in UK city centres almost tripled between 2000-2011, as young, single and highly-educated millennials choose to live in urban areas and - while both Glasgow's city centre strategy 2014-19 and city development plan have contributed to making a more mixed-use (combining leisure with retail) city centre that is more attractive as a residential location - the CCLS will further guide the growth of this population in Glasgow and the provision of all the supporting infrastructure and services that will be required.

The City Centre Strategy 2014-19 had proposed a number of measures to make the area a 'place to stay and live', including:

- Encouraging new developments and the conversion of vacant properties into residential properties, to attract professionals, families, down-sizers and students;
- Providing appropriate services such as schools and open spaces; and
- Creating quality spaces and environments – (e.g. EIIPR Avenues project).

Glasgow does have advantages over other city centres in terms of attracting a wide demographic to live there, due to its atmosphere, vibrancy, connectivity and the scale of its shopping and leisure facilities, but there are also challenges around meeting supply and demand for residential development, such as a high proportion of listed buildings (possibly difficult and expensive to convert) and pre-1945 properties.

Research and public engagement during the preparation of the CCLS, reinforced by the DRF engagement, generated some key findings on the issue, including:

- A lack of residential availability and choice, and unmet demand;
- Social housing plays a key role in some districts, providing affordable and secure accommodation;
- A perception that private housing in the city centre was expensive, and calls for more variety in housing cost and types;
- The greatest demand for city centre housing was in the Merchant City, Broomielaw and Sauchiehall Districts;
- Different types of infrastructure - community, social, smart and green - and tackling cleaning and anti-social behaviour issues are needed to make the city centre liveable (the 20 min Neighbourhood); and
- Developers look for information on the local authority's priorities on issues such as the vertical separation of uses, i.e. retail on ground floor, residential above.

The CCLS has six key objectives:

- To increase the city centre's population from just over 20,000 to 40,000 by 2035;
- To find productive outcomes for vacant commercial space, with a particular focus on upper floors;
- To provide a quality city centre environment that is cleaner, greener, more sustainable and better connected;
- To deliver quality in design across all development;
- To offer a responsive, innovative approach to investment opportunities that support this strategy; and
- To enable resilient, empowered and socially cohesive neighbourhoods.

The previous DRFs anticipated this issue and championed the need to re-populate, diversify the household (and therefore housing) mix (e.g. more families, elderly) and the community infrastructure to support this. Grappling proactively with the planning 'chicken and egg' of, for instance, increasing primary and secondary education capacity to enable greater city centre population mix is critical. The NE Districts can make a substantial and disproportionately higher contribution to the increase in city centre population. But it is also vitally important that this is done in a way with enhances the quality of life for existing residents, respects and retains the established communities already in place (notably in Townhead, Dundasvale, Woodside, Drygate, Calton / Barras and Merchant City / Saltmarket).

Repopulating the City Centre (in tandem with upgrading existing housing and adapting under-occupied buildings) will result in a more lively city centre, more people walking (less cars) and it will increase viability of more urban amenities (shops, leisure, sports, culture).

The NE Districts could offer a wide mix of housing typologies: for families, elderly, co-living, life-work (clearly more prevalent post-Covid), starters / first-time households, students and caring for vulnerable in an urban environment. Housing should be provided for all budgets, tenures, cultures, longs/short stay. This means flats, townhouses, live-work units....as wide a variety as can be envisaged.
To attract new inhabitants, good community infrastructure is required: health and social care, schools, day-care, sports, play, community / social places and access to jobs / skills / training / opportunity. And it requires more attractive public spaces: green, safe, less car-dominated.
Glasgow city centre is under-populated It needs more permanent residents to create a 'baseline' of everyday activity and street life. More residents will enliven the NE Districts and create safer streets that are overlooked and have increased footfall.

	Children	Working Age	Pensionable Age	Total
Cowcaddens	434	2,973	509	3,916
Learning Quarter	416	4,857	495	5,768
Merchant City	260	6,457	304	7,021
Townhead	189	3,580	251	4,020
Total for DRF 06 - 09	**1,299** 6%	**17,867** 86%	**1,559** 8%	**20,725** 100%
Trad. Core City Centre	1,318	20,639	1,361	23,318

- Additional Population Captured 7,787 (38% of Total DRF)
- City Centre South 3,145 (13% of Total Traditional City Centre)

Property Market Intervention Principles

Type of intervention	Target Areas	Timing & comments
Continued positive planning engagement for private sector-led developments.	Current development pipeline hugging the city centre. Merchant City investment arc.	Short, medium & long terms. Proposals are tacking from hotels and PBSA to residential-led. 'Institutional scale' for investment is important (eg. city blocks).
Site assembly/ excambion/ equalisation and masterplan.	Zone north of Cowcaddens Road. High Street west of Castle Street.	Short term planning for medium term delivery.
Planning and service provision.	Local centres	Short to medium term.
Stock rehabilitation (vacant, lower grade, underused buildings) and small plots for regeneration.	Potentially, remedial post-pandemic in Merchant City. East of High Street / Saltmarket Sectoral support for target uses	Post-pandemic then area / site / sector-based support packages for SME developers.

Excluding delivery of public goods – education, community, healthcare, public realm
Excluding further upgrades or intensification of RSL housing stock at three estates
Excluding economic development initiatives such as the innovation zone

3.4 (Y)our enablers of change

F. Child Friendly City

Children need a safe, stimulating physical environment to explore. This type of environment is often in short supply in cities, especially Glasgow city centre. Poor access to nature, long, unpredictable and even dangerous commutes, crowded housing, isolation and lack of access to affordable childcare all make it harder for children to explore safely.

Besides these challenges to healthy child development, the spatial needs of young children are different from those of older children and adults. Babies and toddlers experience the world at a much smaller scale and have a dependent and far shorter range of mobility than the typical city dweller. They are particularly vulnerable to air and noise pollution.

The future ambition for NE Districts is to create a child-friendly city experience to cater for more families resident in the Districts but also to attract and enhance the everyday experience of all young people coming in to the City Centre. Developing a coherent, District / City Centre-wide approach towards a Child-Friendly City, embedding the following ideas in to the urban environment, will require coordination.
The following ideas should be considered and implemented in the NE Districts as part of an inclusive enhancement of the city and its streets and open spaces to the benefit of everyone; young and old.

Ideas for consideration include;

FLEXIBLE LEARNING + ACTIVITY
Any place where children linger with their parents can be a place of learning, from a supermarket to a bus stop. Providing mobile containers of books, toys and games for small children connects learning with urban spaces and movable benches and chairs allow them to explore spaces and make them their own.

PLAY STREETS
Closing a network of streets at regular intervals allows people of all ages to have a safe public space to play, meet, and be active. Temporary closures are a step toward permanent solutions, which can be difficult to implement without first building citizen support. Temporary closures also give everyone a chance to breathe cleaner air, increasing motivation for more regular closures.

INFORMAL PLAY
Playgrounds – or designated play spaces – are bounded in space and not evenly spread. When possible, it is better to think of the whole city as a playground. Use behavioural prompts and design to encourage play during the walk along the street, at the bus stop, in plazas and waiting areas. Undesignated play spaces like these offer additional play opportunities and a more diverse learning environment for young children.

CHILDREN ROUTES
Marking children's daily routes with colours and playful elements can help improve their mobility while increasing the playability of the public space.

These routes should typically connect residential areas with schools, playgrounds and parks.

GREEN SPACE
Turning unused or dilapidated infrastructure into community gardens, small parks or natural playgrounds increases spaces where children can play and families can meet.

AIR QUALITY
Air quality is hyper-local: while it is a global problem, short distances can make a difference. Targeted interventions around the places where pregnant women, young children and caregivers spend the most time have great potential.

SAFE CROSSINGS
Road crossings can easily be made safer for young children and caregivers by signage for drivers. For example, adding colours increases awareness of the presence of children and encourages them to use crossings. More comprehensive design interventions can significantly increase safety, such as adding shrubs and other shielding elements, as well as introducing tactical speed reduction devices.

PEDESTRIAN IMPROVEMENTS
Increasing pavement width, walkability and 'strollability' – walking while pushing a pushchair – increases opportunities for interaction and play, and reduces the likelihood of collisions and injuries. It provides more time to catch a toddler who runs off towards the street and allows for a more comfortable walk during which caregivers and kids are less stressed and more likely to use the time for positive interactions. Ensuring that pavements remain free from obstructions (cars, stalls), and comfortable (shade, benches) is crucial, and requires maintenance and enforcement of regulations in addition to design interventions.

TRAFFIC CALMING
Reducing car speed (via regulation, speed bumps, modified street patterns) increases safety for all, and especially young children. It also reduces their exposure to air pollution and frees up public space. Traffic calming or complete interruption on a temporary basis is a good way to start.

PROTECTED BIKE LANES
Segregated cycle lanes are good for biking in general, but even more critical for encouraging caregivers riding with babies and toddlers on their bikes or toddlers using a solo bike for the first time.

EVERYTHING NEARBY
Proximity is important - and providing amenities within a short walk encourages young children and caregivers to use them and walk to them as a community. Protecting community uses within the site area, such as community facilities, cafes and local shops is essential to creating a sociable and child-friendly area.

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3.4 (Y)our enablers of change

G. Special Purpose Vehicle

Regeneration is hard and takes a very long time. It takes immense leadership and investment of time, political and communtiy good will, knowledge, effort and money. It requires vision, ambition as well as practical and pragmatic know-how.

Glasgow has the talent, knowledge and track-record to apply to the task ahead for the NE Districts. Here is approx. 280 Ha (half a city centre) much of which has been overlooked and neglected and is grappling with the legacy of post-war planning, and the here-and-now challenges (and opportunities) of Covid recovery, Brexit and climate adaptation.

Previous experience in other parts of the city (including Merchant City, Calton / Barras and Clyde Gateway) demonstrate that different approaches and scales of public intervention in partnership with local communities, landowners and the private and third sectors can have massive positive impacts. These DRFs, individually per District and collectively across the City Centre, outline a long list of actions and many areas of focus, priority and even potential 'quick wins'. Delivery will require dedicated inputs from experts, policy makers and those capable of making change happen. Regardless of the prevailing economic contexts the Council cannot, and should not, take this forward alone. It requires strong place-leadership, partnerships working and a firm commitment from all with a stake in the area (and city) to make this happen.

The NE Districts, in combination, present a regeneration project of national (perhaps international) significance. It presents an opportunity to shape the NE Districts as an exemplar sustainable place that leads the way in how to adapt City Centres to enhance quality of life, reduce inequalities and achieve climate neutral, circular cities.

An early action should be to consider the appropriate model to progress this work. Does it require a Special Purpose Vehicle to coordinate delivery and secure funding and investment? Should that be along the lines of established ways of doing things or take a radically different approach? How best to ensure a 'bottom-up' community-led approach in parallel with delivering major change to secure the strategic vision? How can we convene the great talent already available in academia, business and the voluntary sector to inform and drive initiatives?

Everybody with a potential stake in the city centre should feel they can obtain current and credible information easily, and that they can also contribute to helping deliver the NE Districts as an active citizen, collaborator or project partner. A SPV could be the first point of contact for all these enquiries. Ensuring awareness of opportunities for stakeholders to continue to share their ideas, concerns and opinions and invest in delivering change is of paramount importance.

H. (Y)our City Centre Performance Monitor

Each District and the city centre as a whole, needs to have a Performance Monitor to provide a snapshot of the city centre's performance as a place; its physical attributes, socio-economic characteristics and how it compares to equivalent, competitor cities.

Learning from the smart city agenda, the Future City Glasgow demonstrator projects and recommendations within the Digital Glasgow Strategy, emerging Transport Strategy, the Climate Emergency Implementation Plan and the Circular Economy Route-Map it is vital to develop a series of key performance indicators to monitor the implementation and impact of delivering regeneration in Glasgow city centre.

This Monitor should be (at least in part) publically accessible and capture an array of big data available from a range of credible sources. This Monitor would also act as a key project management tool for the City Council, partners, stakeholders and the public to assess progress against the DRF Action Plan programme.

Having the complete picture about the performance/ improvement of NE Glasgow is crucial for making informed decisions, assessing effectiveness of actions and making the case for future action. Honing an evidence-based, data driven approach (being adopted by many competitor cities and Glasgow) can ensure the City Centre policies and interventions are effective, agile and targeted.

Content and contributions should be credible, comprehensive and capture and convey information in a user friendly and accessible manner, using data visualisation and other graphic techniques to map and monitor performance.

District and City Centre Monitors should capitalise on the expertise and lessons learned from the Future City Demonstrator project and provide an excellent priority testbed to roll out the city performance metrics suggested by the array of live and emerging local and national policies around topics including; demographics and population trends, employment, economic indicators, carbon, energy, open space, land-use, travel patterns and modal shifts, public transport, footfall, Covid recovery, water and air quality, resources, vacancy rates, landownership, property and development trends, housing quality, maintenance, waste, biodiversity, natural capital and much more besides.

3.4 (Y)our enablers of change

I. Sustainability is in everything that we do

Ensuring an upgrade in quality of life for future generations

'TOOLBOX' OF INTERVENTIONS

SHORT TERM

(Y)our central parks

Create a unique large park encompassing the City Centre by linking the existing parks and greenspaces. Vacant and derelict land can be transformed into green corridors to create an easily accessible natural network, offering easy access to nearby nature and to the hills for all Glaswegians.

(Y)our green network

Intensify landscaping along roads with trees and plants to create more pleasant places, divide traffic lines, and improve soil permeability for water storage.

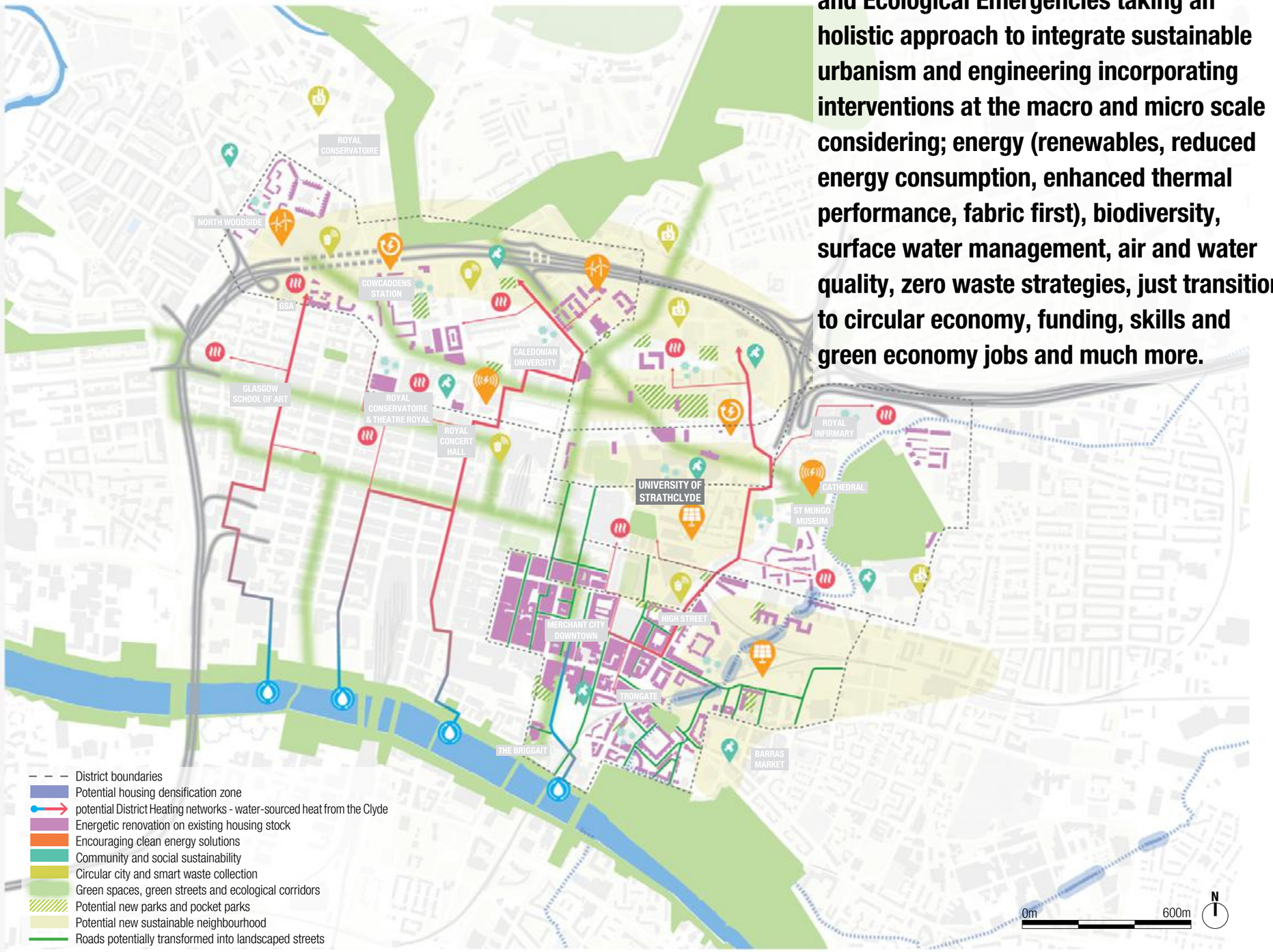
(Y)our green pockets

Put empty spaces in your neighbourhood to use as small-scale green pockets: on facades, terraces, rooftops and in public and collective courtyards.

LONG TERM

(Y)our green city

Explore District and plot-based renewable energy masterplanning options. Early investigations by others indicate the possibility of utilising the River as an energy source using water-sourced heat pumps for city centre wide District heating (Heat Vision 2030) and retrofitting and integrating rooftop solar arrays for local renewables (Live Eco CIC).



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In line with Glasgow's Climate Plan and inspired by hosting COP26 the city centre must respond to the Climate and Ecological Emergencies taking an holistic approach to integrate sustainable urbanism and engineering incorporating interventions at the macro and micro scale considering; energy (renewables, reduced energy consumption, enhanced thermal performance, fabric first), biodiversity, surface water management, air and water quality, zero waste strategies, just transition to circular economy, funding, skills and green economy jobs and much more.

Sustainability Framework for the NE City Centre Districts

Six key themes

The DRF Sustainability Framework sets out the sustainability vision and overarching objectives, to inform the development of the DRFs for Cowcaddens, Townhead, Merchant City and Learning Quarter as part of the (Y)our City Centre project. Six key sustainability themes have been identified, inspired by Kate Raworth Doughnut Economics model, which together form a holistic and inclusive definition of sustainable urbanism for Glasgow, and which can be applied at multiple scales. These align with the overarching principles for the further development of the four Districts, including quality of life, inclusivity, and prosperity, as well as sustainability.
In this section we summarise, based upon the DRF Sustainability Framework report (see Technical Appendix) some Strategic Actions proposed to promote this approach across the NE Districts (and beyond).

1

(Y)OUR CLIMATE

Glasgow has declared a climate emergency and set the aim to be carbon neutral by 2030. Key strategies for the Districts include;

- Maximising opportunities for local heat networks, energy generation and storage to support decarbonisation
- Utilising data and technology to benefit all (smart energy, resources consumption, carbon)
- Prioritising building retrofit and create policy incentives to deliver at scale
- Incorporating passive design and fabric first design principles for all new developments

2

(Y)OUR RESOURCES

The Circular Economy is a model for retaining resources in use and at their highest value. Zero waste development is a key target for embedding circular approach. Key strategies for the Districts:

- Promoting significant reuse and repurposing of existing buildings to meet future needs
- Sharing of spaces and provision of multifunctional places to increase utilisation of built assets
- Supporting the provision of sharing economy platforms and service businesses to minimise the consumption of products
- Developing approaches to enable high levels of material recovery from waste
- Creating opportunities and incentivising business related to (re)manufacturing
- Creating policy incentives to minimise the embodied impact of new development and adopting circular design principles to ensure that materials are maintained at their highest value.

3

(Y)OUR NATURE

By developing along the lines of restorative habitats, the Districts can deliver net biodiversity gain and resilient natural systems. Key strategies for the Districts:

- Provision of restorative green and blue networks to support a radical increase in biodiversity
- Creation of biophillic corridors and a network of pocket habitats
- Incorporation and retrofit of urban greening into all streets
- Development of a resilient landscape to accommodate higher intensity rainfall events, increased risk of flooding and minimise the urban heat island effect
- Policy incentives and support for models for long-term stewardship of all green and blue spaces
- Reducing pressure on the water environment through optimised recycling i.e. harvesting of rainwater
- Enabling policies to ensure biodiversity gain is delivered through all new developments.

4

(Y)OUR CONNECTED PLACES

There is an opportunity to reestablish lost connections to and from the City Centre, creating permeable and porous places that are connected through sustainable mobility and enabled by superfast broadband. Key strategies for the Districts:

- Enabling provision of well integrated systems and green, blue and grey infrastructure that empowers citizens to lead low carbon and sustainable lives
- Identifying opportunities to coordinate and develop travel infrastructure that encourage shared travel, active travel and consolidated logistics
- Supporting integration of digital infrastructure that enables remote working and living and for citizens to engage with the culture of the city and have real time information about travel/shared mobility options
- Identifying opportunities to bring people together through meanwhile uses and shared local work hubs, in a way that activates new areas and benefits the local community esp. post Covid.

5

(Y)OUR COMMUNITY VALUE

The DRFs should maximise social value and guide regeneration that will enable empowered citizens to benefit from world class education opportunities and engaging and meaningful employment. Key strategies for the Districts:

- Providing skilled construction jobs as well as long term business and employment opportunities
- Enabling and improving access to high quality employment and education opportunities
- Supporting the transition to a local and community-led sharing economy, that fosters meaningful interaction between residents and visitors as well as providing environmental benefits
- Providing access to high quality and affordable housing, amenities and services

6

(Y)OUR HEALTH AND WELLBEING

The DRFs should encourage development that delivers a net improvement in air quality, encourges active lifestyles and develop new housing that is comfortable and affordable. Key strategies for the Districts:

- Exploring opportunities for maximising active lifestyles through provision of outdoor recreation space and interaction with nature
- Demonstrating how this will contribute towards improved air quality and follow healthy streets principles
- Supporting reduction in fuel poverty and provision of affordable heat
- Incorporating policies for requirements to consider health and wellbeing metrics, including access to daylight, and overheating risk, in the planning process
- Incorporating policies for requirement to undertake post occupancy evaluation that considers health and wellbeing outcomes for all new developments
- Providing multi-functional health and social care facilities that are accessible to all.

A5 Combined District Actions

Hands-on series of projects and actions
to achieve regeneration in the North-East Districts

A series of Scorecard Criteria will be developed to assess to what extent the proposed projects contribute to national and local policy and strategy targets and ambitions.

The combined set of projects on the strategic and districts level will deliver lasting positive change to the North-East City Centre. As a dynamic and holistic, healthy and responsible, and thriving and competitive part of the city, it will contribute to quality of life for all Glaswegians.

DRF's project cards overview

(Y)our City Centre Performance Monitor

There is an urgent need for a (Y)our City Centre Performance Monitor – see Phase 2 DRFs. The Phase 3 DRF Scorecard is based on qualitative / initial assessments and requires more detailed, quantitative assessment. Criteria should be reviewed and updated as local and national policy adjusts. Recent GCC policy confirmed the intention to establish an holistic benchmarking / impact metrics or dashboard to assess policy and project outcomes and refine implementation and new policies accordingly.

Climate Emergency Implementation Plan – Chapter 4.0 – Monitoring and Evaluation Plan ; commits to develop benchmarking dashboard.
Circular Economy Route Map – Section 4.1 – Metric and Indicators : identifies need for impact metrics and regional, city and community scales.

The DRF Scorecard

The DRF Project Scorecard Assessments are made against 8 criteria (each with a positive direction or aim) and the extent to which the Project makes a contribution (positive, neutral or negative). Further detailed qualitative and quantitative analysis is required to test and verify these assessments. The 8 criteria seek to align national and local policy ambitions from Scottish Planning Policy, the National Planning Framework 4 (draft – Position Statement), the Place Standard, Glasgow City Council Strategic Plan 2017-2022, and the City Centre Strategic Development Framework. In addition the DRF Project Team have developed criteria in a DRF Sustainability Framework (see Technical Appendices).

The DRF Scorecard criteria most directly take cognisance of the ambitions in the GCC Strategic Plan and the DRF Sustainability Framework, whilst recognising alignment with the aforementioned national and local policies. The DRF Projects are simply assessed against the anticipated contribution against each criteria;

-	Negative contribution
0	Neutral
+	Positive contribution
++	Very positive contribution
+++	Exemplar contribution

KPIs

Useful Projects (metrics per DRF Sustainability Framework)
Where definitive %age target does not exist then trend or tendency is stipulated (ref brackets)

- Carbon Neutral by 2030
- Zero waste communities
- Urban Greening Factor 0.4
- 20% Net Biodiversity Gain
- (reducing) % Car free journeys
- (increasing) % Properties with high speed broadband
- Carry out Community Needs Assessment to ensure DRFs meet local needs
- Net improved air quality
- Comfortable Microclimate: indoor environments designed to meet CIBSE TM59 overheating criteria and external spaces to meet minimum BRE 'Sunlight hours'
- (increasing) % Total area that achieves a Healthy Streets score of 9-10

DRF's project cards overview

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Within the DRF Handbooks, the following district level projects are elaborated on

	Cowcaddens	Townhead		Learning Quarter	Merchant City
(Y)our Well Connected City	**(Y)our Well Connected City**				
	CC 1.1 Buchanan Bus Station upgrade	TH 1.1 Connect Townhead		LQ 1.1 Stirling Road / GRI Bus Interchange	MC 1.1 Candleriggs & East End Connections
	CC 1.2 Untangled Motorway Junctions	TH 1.2 Active Travel Networks		LQ 1.2 Untangled Mototway Junctions: Junction 15	MC 1.2 High Street Station Upgrade
	CC 1.3 Active Travel Networks	TH 1.3 (S)low Traffic Townhead Neighbourhoods		LQ 1.3 ((S)low Traffic Learning Quarter Neighbourhoods	MC 1.3 ((S)low Traffic Merchant City Neighbourhoods
	CC 1.4 (S)low Traffic Cowcaddens Neighbourhoods	TH 1.4 Stirling Road / GRI Bus Interchange		LQ 1.4 Connecting North and to the East End	MC 1.4 Enhanced Bus Routing
	CC 1.5 Revised Cowcaddens Car Parking	TH 1.5 Untangled Mototway Junctions: Junction 15		LQ 1.5 Active Travel Networks	MC 1.5 Active Travel Networks
		TH 1.6 Revised Townhead Car Parking		LQ 1.6 Revised Learning Quarter Car Parking	MC 1.6 City Union Line
					MC 1.7 New Station on Argyle Line
(Y)our Great Spaces and Streets	**(Y)our Great Spaces and Streets**				
	CC 2.1 Cowcaddens Road	TH 2.1 Parliamentary Path		LQ 2.1 The High Street	MC 2.1 The High Street
	CC 2.2 Canal to Cathedral	TH 2.2 Townhead Park		LQ 2.2 Canal to Cathedral	MC 2.2 Glasgow Cross
	CC 2.3 Cowcaddens Cross	TH 2.3 Community Open Spaces		LQ 2.3 Avenues PLUS	MC 2.3 Great East End Gateways
	CC 2.4 Canal Park	TH 2.4 Townhead Triangle		LQ 2.4 Medieval Cluster & Cathedral Precinct	MC 2.4 Greening Merchant City
	CC 2.5 Avenue of the Arts PLUS	TH 2.5 Canal to Cathedral		LQ 2.5 Necropolis Paths	MC 2.5 Biophillic Corridors
	CC 2.6 Vibrant Woodside Viaduct	TH 2.6 Avenues PLUS		LQ 2.6 Open Campus Connections	MC 2.6 Clyde River Park
	CC 2.7 Arts Gardens	TH2.7 Community Facilities and Infrastructure		LQ 2.7 Terraced Park	MC 2.7 Saltmarket and St. Andrew's in the Square
	CC 2.8 Canal Connections			LQ 2.8 Biophillic Corridors	
	CC 2.9 New Woodside Park				
(Y)our Thriving City Centre	**(Y)our Thriving City Centre**				
	CC 3.1 Cowcaddens Cultural Cluster	TH 3.1 Townhead Housing Retrofit and City Centre Living		LQ 3.1 High Street Hub	MC 3.1 Creative City Centre Clusters
	CC 3.2 Cultural Campus Connections	TH 3.2 Townhead Village Heart		LQ 3.2 City Centre Hospital	MC 3.2 Merchant City Heritage
	CC 3.3 Open City Centre Campus – GCU	TH 3.3 20 Min Townhead		LQ 3.3 20 Min Learning Quarter	MC 3.3 City Centre Living
	CC 3.4 City Centre Operational / Logistics Hub	TH 3.4 City Centre Operational / Logistics Hub		LQ 3.4 Climate Neutral Innovation District	MC 3.4 20 Min Merchant City
	CC 3.5 North Cowcaddens	TH 3.5 Urban Production Zone		LQ 3.5 City Brewery Destination	MC 3.5 Climate Neutral City Innovation District
	CC 3.6 Major Venue / Destination			LQ 3.6 Learning Quarter Heritage	
	CC 3.7 City Centre Living @ Cowcaddens				
	CC 3.8 20 Min Cowcaddens				
	CC 3.9 Chinatown - Diverse City Centre Destinations				
Transforming (Y)our City Centre	**Transforming (Y)our City Centre**				
	CC 4.1 Dundasvale Community Council	TH 4.1 Townhead Heritage		LQ 4.1 Circular Learning Quarter	MC 4.1 Community Council
	CC 4.2 Cowcaddens Living Lab	TH 4.2 Townhead Living Lab			MC 4.2 Caring City Centre
	CC 4.3 Circular Cowcaddens	TH 4.3 Circular Townhead			MC 4.3 Circular Merchant City
	CC 4.4 Cowcaddens Events	TH 4.4 Townhead Events			MC 4.4 Merchant City Events

Strategic Action Plan

This table outlines some overarching Strategic Actions that require coordination across two or more of the Districts in the NE half of Glasgow City Centre. Many of the Strategic Actions are relevant to all of the NE Districts.

The table summarises the issue, the proposed Action and suggests potential partners responsible for considering and progressing these Strategic Actions. The list is not exhaustive and should be read in conjunction with the District Regeneration Handbooks and the City Centre Strategic Development Framework. Priority Actions are **highlighted in yellow.**

District specific Projects and Actions are to be found in the relevant District Regeneration Handbook. An index list of the Projects in the individual DRF is available at the end of this Strategy Handbook.

Action	Description	Link to NE DRFs	Potential Lead / Partners
Covid, Climate and Communities			
Map, Monitor and Coordinate post-Covid policy and support relevant to NE Districts	Review post-Covid national and local strategies, policies, assistance and support for a place-based, local package of post-Covid measures for the NE Districts summarising priority interventions for local businesses and residents to engage with and help implement.	Scene setting for developing Covid response in each District. Refer to (Y)our Thriving Districts chapters.	GCC, ScotGov, KAG, SFT and SE
Pilot Circular Economy and Climate Emergency Actions in local Districts	Seek to pilot key recommendations emerging from GCC's Circular Economy Route Map and Climate Emergency Implementation Plan in the NE Districts. The opportunity exists for these Districts to pioneer green, community-led, Circular Economy measures to enhance the place and support skills, investment and jobs.	Embedding Circular Economy Principles and Climate Action at a local level. Refer to DRF Project Cards and Scorecard.	GCC, Sustainable Glasgow, Circular Glasgow, Zero Waste Scotland, ScotGov, local HE/ FE
Enable Community-led Action across NE Districts	Restore / support the network of local Community Councils and 3rd sectors organisations. Identify / nurture local District Champions to provide place-leadership and help promote and deliver change.	Supporting delivery and accountability for DRF implementation.	GCC, local community groups
Promote Living Lab approach across NE Districts	Adopt a Living Lab approach (with Community Hubs and/ or Urban Rooms) in NE Districts to bring together local communities, and expert individuals / organisations / HE/ FE / businesses active in the area to test ideas, innovate, apply research, to debate and decide on ways to deliver. Address problems and issues drawing upon local solutions, knowledge and ideas to pioneer a response to global challenges of our era (climate and ecological emergency, population health, community wellbeing).	Refer to DRF Project Cards, and Transforming (Y)our Districts below)	Local HE/FE sector, GCC, SE, ScotGov, SFT, Chamber of Commerce

Action	Description	Link to NE DRFs	Potential Lead / Partners
Transforming (Y)our NE Districts - Governance and Delivery			
Coalition of NE Districts Key Stakeholders	Convene a coalition of major partners across the NE Districts, drawing upon the major public sector estates / interests including NHS, GCU and Strathclyde University, City of Glasgow College, Royal Conservatoire, Glasgow School of Art, SPT, GHA, Queens Cross Housing Association, Glasgow Life, City Property and Glasgow City Council. Coordinate and integrate shared efforts to progress projects together.	Refer to Project Cards involving these Partners and the Over-arching Objective - Preconditions for Success in Chapter 1 of this Handbook.	NHS, GCU and Strathclyde University, City of Glasgow College, Royal Conservatoire, Glasgow School of Art, SPT, GHA, Queens Cross Housing Association, Glasgow Life, City Property and Glasgow City Council (as a minimum).
District Delivery Panels	In parallel develop a network of District Delivery Panels comprising community representation and principal stakeholders (business, public sector agencies etc.). Adapt models from elsewhere (e.g. TRA model) to ensure enduring community involvement in delivering DRF Projects.	Provide local focus and oversight to progress DRF Action Plan	GCC convening with local community reps (residents, businesses, civic etc.)
Promote NE Districts as a project of National significance	Promote the NE Districts as part of a National Project to regenerate Glasgow City Centre. Liaise with Scottish Government and Key Agencies Group to identify new ways of apply policy, investment and capacity building to promote best practice regeneration in the area	Positioning / awareness raising across sectors and agencies to assist in funding / investment and focus.	GCC, ScotGov, SFT and relevant KAGs
(Y)our City Centre Performance Monitor	Develop a data-driven City Centre Performance Monitor to help assess impacts and guide future interventions in an objective manner. In line with previous DRF recommendations and stated ambition for Climate Emergency Implementation Plan and Circular Economy Route-Map establish metrics and ensure public access. Provide an annual report of activity per the DRF Actions.	Refer to (Y)our Performance Monitor Strategic Project Card. Would assist monitor and refine DRF implementation at local level.	GCC, Sustainable Glasgow, Digital Glasgow and big data partners.
Revised Property Market Baseline	Conduct a post-COVID property market review embracing the four NE Districts and their relationship with the South-East / CBD Districts and Sauchiehall, aligning with the Council's Covid Recovery Plan.	Provide up to date analysis of post-Covid position and trends to inform / ratify DRF priorities.	GCC with property market research input
Confirm NE Districts Landownerships	Conduct land ownership and property strategy review to inform masterplan areas, particularly in north of Cowcaddens, Townhead and also at High Street. Much of this is public sector-owned. And select areas for more detailed examination where these comprise mixed ownership and uses and gap sites alongside buildings; for example from Collegelands to Bellgrove.	Will assist in DRF Action Plan delivery and liaison with Project stakeholders.	GCC

Action	Description	Link to NE DRFs	Potential Lead / Partners
(Y)our Well Connected NE Districts			
(Y)our Pedestrian / Accessibility Champion	Appoint a Pedestrian / Accessibility Champion for the City Centre and identify barriers to access for all / mobility in and around the City Centre with respect to walking, wheeling, cycling and access to frequent / convenient public transport. Implement changes accordingly.	Refer to Phase 2 DRFs. Scope to enhance inclusive, barrier-free access across Districts.	Glasgow Disability Alliance, disabled groups, GCC
Continuous Active Travel Networks	Ensure investment in active travel and cycle infrastructure across the NE Districts, matching the equivalent upgrade in SW Districts of the City Centre.	Recurring topic across all DRFs. Refer to (Y)our Well Connected Districts chapters in the DRFs.	GCC, Sustrans, Transport Scotland,
Promote Public Transport - Bus	Improve public transport coverage / services, especially bus routing, in the NE Districts (notably on High Street, to/from GRI, to/from Buchanan Bus Station).	Recurring topic across all DRFs. Refer to (Y)our Well Connected Districts chapters in the DRFs.	GCC, SPT, bus operators
Promote Public Transport - Clyde Metro	Clyde Metro will offer an integrated public transport system for the City Region where bus rapid transit, tram, light rail and/or metro rail will complement the existing subway, bus and heavy rail networks offering effective alternatives to car. It will target at improving connectivity whilst contributing to the City Region's ambitions to improve the health and wellbeing of its people by delivering an inclusive, net zero and climate resilient economy.	Recurring topic across DRFs. Refer to (Y)our Well Connected Districts chapters in the DRFs.	GCC, Clyde Metro project sponsors, ScotGov and Transport Scotland
Confirm City Centre Motorway Strategy	Liaise with Transport Scotland and confirm the strategic role of the City Centre stretch of the M8 Motorway (from M80 to M77) and identify the incremental changes that can be achieved to improve the everyday city / street level experience and connections,	Recurring topic across DRFs. Refer to (Y)our Well Connected Districts chapters in the DRFs.	Transport Scotland, GCC
City Centre Traffic Management	Reduce private vehicle access in to the City Centre to meet and exceed targets set by the SDF to reduce traffic and parking. Develop in line with emerging Transport Strategy. Promote EV usage with charging points and work towards Ultra Low Emissions Zones	Recurring topic across all DRFs. Refer to (Y)our Well Connected Districts chapters in the DRFs.	GCC, Chamber of Commerce, Community Councils, Glasgow Disability Alliance, others
(Y)our Great Spaces and Streets			
City Centre Parking	Confirm and implement a City Centre Parking Strategy in line with reduced traffic targets, encompassing the NE Districts and resident communities and strictly enforced at a local level.	Recurring topic across DRFs, notably Townhead. See DRF Project Cards.	GCC
City Centre Open Space Network	Collate all of the open space proposals across the nine City Centre DRFs and progress a prioritised implementation plan, coordinated with the city-wide Open Space Strategy and the ongoing Avenues programme.	Recurring topic across all DRFs. Refer to (Y)our Great Spaces and Streets chapters in the DRFs for Project Cards.	GCC, GGCVGN, Nature Scot

Action	Description	Link to NE DRFs	Potential Lead / Partners
Grey to Green – City Centre Planting	Aim for NE Districts to make a disproportionately high contribution to improved urban green space and tree planting within the City Centre.	Recurring topic across all DRFs. Refer to (Y)our Great Spaces and Streets chapters in the DRFs for Project Cards.	GCC, GGCVGN, Nature Scot
Avenues – integrating urban infrastructure	Future-proof / integrate sustainable urban infrastructure in to the Avenues and associated projects to build an urban network to enhance digital connectivity, district heating, biodiversity and water management across the NE Districts.	Recurring topic across all DRFs. Refer to (Y)our Great Spaces and Streets chapters in the DRFs for Project Cards.	GCC, Strathclyde Uni
Promoting High Streets and Local Centres	Promote a vibrant, diverse street economy with an emphasis on High Streets and existing / new local centres. Pilot proposals from ScotGov, Town Centre Action Plan Review and others as part of post-Covid response.	Recurring topic across all DRFs. Refer to (Y)our Great Spaces and Streets chapters in the DRFs for Project Cards.	GCC, ScotGov, Scottish Towns Partnership
Local Stewardship of Open Spaces	Promote an active maintenance of the public space supporting a sharing use of the green space, streets squares by enabling local community stewardship and activation / 'ownership' / events (street festival - happy streets - community led)	Recurring topic across all DRFs. Refer to (Y)our Great Spaces and Streets chapters in the DRFs for Project Cards.	GCC, Community Councils and Groups, GGCVGN, Nature Scot
(Y)our Thriving NE Districts			
More, Diverse City Centre Living	Reaffirm a commitment to the City Centre Living Strategy ambitions. NE Districts can make a disproportionately high contribution towards the target to double City Centre population by 2035. Ensure commitment to design / provision of diverse, high quality, zero carbon City Centre housing. Engage with Scottish Government, RSLs, housing developers and potential custom / self-build to trial new delivery models.	Recurring topic across all DRFs. Refer to (Y)our Thriving District chapters in the DRFs for Project Cards.	GCC, ScotGov, SFT, RSLs, Homes for Scotland, housebuilders, charities
City Centre Retrofitting	Proactively and vigorously promote the adaptation of under-occupied and vacant / derelict buildings and land across NE Districts. Trial new policy and funding mechanisms to promote reuse and contribute to the Circular Economy, City Centre Living and Open Space upgrade for the NE Districts.	Recurring topic across all DRFs. Scope to pilot and promote new ways of working / delivery	GCC, Zero Waste Scotland, ScotGov, landowners
Creative City Centre	Promote creative economy, culture and Circular Economy initiatives in NE Districts, supporting local talent, enterprise and innovation to help boost the local economy and 'play to existing strengths'.	Recurring topic across all DRFs. Scope to pilot and promote new ways of working / delivery.	GCC, Economic Leadership Forum, GSA, RCS, Creative Scotland, SE
City Centre Triple Helix	Strengthen links between HE/FE, business and local communities to ensure pathways to work through skills and research and to boost access to education and attraction and retention of talent from across Scotland, the UK and internationally.	Recurring topic across all DRFs. Scope to pilot and promote new ways of working / delivery.	GCC, SE, ScotGov, Glasgow City Innovatin District, local HE/FE sector, Chamber of Commerce

A. Call for new development processes

Organising development and ownership conditions in a different way

Carrying out a new type of development strategy:

Action-driven planning and development strategy, involving stakeholders and exploring new models of delivery, ownership, funding and stewardship, to bring other, 'softer' values into the development process. Marshall a coalition from across all sectors (public, private, voluntary) to adopt a 'can do' – 'how do we make this happen' default to translate ideas to action. This also always includes a true commitment to quality: if we're going to enhance quality of life we need to adopt a firm and unwavering commitment to design quality, and apply design-thinking.

GOVERNANCE

It is evident that the regeneration of the City Centre Districts is a highly complex task, requiring visionary and effective leadership. As stated in *Delivering Better Places* (Scottish Government, 2011) strong leadership for successful regeneration projects can be ensured by identifying a **place leader or promoter**. This leader will foster a place-making culture, nurture a compelling vision of what a place will be like, inspire action and galvanise support, bring different stakeholders together and ensure effective delivery.

To coordinate delivery, the place leader must integrate five key tasks which taken together are as much about making the case and making markets as they are about making places:

- **Control the spatial development framework**; robust and imaginative
- **Achieve fast and co-ordinated regulatory approvals**; integrating regulatory demands without compromising quality
- **Exercise ownership power**; seek ways to exercise ownership power, land assembly but also self-build, owner co-operatives and other models of shared ownership
- **Attract funding for advance infrastructure provision**
- **Secure design quality through intelligent procurement strategies**

Thereafter it is crucial to continue to invest and provide stewardship over time. Proactive after-care and curation ensure that place quality for the user is maintained and enhanced and that value increases over time. In general, it is especially important to build a strong support base with a sense of responsibility and ownership, among all stakeholders involved in the urban planning and development process. There are a number of potential tools and policy decisions that could contribute to this collective outlook, focused on long-term sustainability and liveability of the city.

Potential tools to create more responsibility and sense of ownership:

- Encouraging and rewarding long term investment in quality and durability by linking accrued added value to investment return
- Adopting progressive procurement practices to ensure intelligent commissioning and adequate resources at strategic briefing and design phases to deliver quality and zero carbon outcomes
- No 'hit-and-run' developments: this requires a shift in mindset and different tender conditions
- Self-occupation obligation for house buyers and owners
- More transparent open-source processes
- Other types of ownership (shares in developments)
- Active policy on rental levels
- Required provision of public space and/or programme by developers
- Development in smaller grain and stimulation of self-build projects: actively creating more space for families, kids and elderly housing (including multi-generational homes)
- Tactics to enlarge and accelerate sense of ownership and empowerment of residents and the community: for example encroachment zones around housing and active and attractive plinths
- More space for experiment (expo, pilot, new models for development / delivery)

FUNDING AND INVESTMENT OUTLOOK

Glasgow remains well-placed to outperform in economic and place quality terms but the game has changed. A new development on shorter leases and lower rents to a mix of SMEs and possibly including some housing is not viable – yet that is most of Glasgow's occupier base, and will be critical in the coming cycle. **The city needs to continue to attract the branded investors and the larger developers where these are active, but alongside a delivery programme for a more diverse mix of occupier types, building types, occupier sizes and both new and refurbished projects.** The city is fortunate to have the breathing room to deliver this more diverse mix. The City Centre DRFs focused firstly on the Central Business District (CBD) and are now appraising and planning for the north and east of the City Centre. If the CBD south and west comprises the main transport interchanges, shopping malls, office blocks, hotels and leisure venues, then these 'edge-y' Districts are much more diverse, including education, varied types housing and a much finer-grained mix of nearly 15,000 properties to work alongside, improve, reuse and so on.

The timing is good – **the City Centre now needs to focus on that broader mix of investment alongside major buildings for branded occupiers, particularly residential**; current development schemes are already pushing north and east, outwards from the CBD; there are tremendous anchor users to work with particularly in the education sector, and perhaps most crucially, these Districts are no longer the no-man's land they once were, but are the urban bridges to the regenerating East End and to the fast-improving Sighthill and Port Dundas areas.

In summary then, a 3-point plan:

- Continue to market the city and roll out the red carpet for branded and corporate investors, but recognise these will be retrenching and regrouping for a couple of years
- Continue the regeneration efforts to create the platforms for the next round of investment
- Redouble efforts to work at a finer-grained level with tired sites and buildings for mixed use and city living, inevitably involving localised planning work, interventions and partnerships, knitting the city's central and inner urban Districts back together again.

B. New ways of engaging stakeholders

Involving, activating and empowering communities

Translating engagement among stakeholders into co-creation and co-development (hands-on vs. hands-off):
Community-focussed campaign to create a sense of ownership among Glaswegians, including optimally facilitating the community to become active themselves by handing them tools and clear guidelines. Decide, very clearly, where more public sector intervention is required, or less.

BUILDING ALLIANCES

Meaningful regeneration has a positive impact on those who live, work and visit the City Centre Districts and for local residents, workers, business owners and other direct stakeholders to get on board as partners. Ideally, they take ownership for their neighbourhood and the projects to be delivered. They can take a role in programming, entrepreneurship and curation, in community building, and in sustaining the legacy of completed projects.

In addition, and in parallel, the economic, knowledge and innovation powerhouses of the local Higher and Further Education institutions, NHS, GCC and its ALEOs, alongside the Registered Social Landlords active in the area, can form a strong alliance of key stakeholders responsible for much of the NE Districts and with scope to work together and with local communities. See the Strategic Action Plan for more detail.

BUILDING (Y)OUR NEIGHBOURHOOD

Involve the local community in a more literal way by giving it a mandate to physically shape their own living environment:

- **Encourage local entrepreneurship:** working actively with existing businesses (skills training, facade upgrades, etc.) and encouraging new business activity
- **Stimulation of housing cooperatives, custom-build, self-build projects etc. to increase empowerment and ownership:** actively creating more space for families, kids and elderly housing (including multi-generational homes)
- **Involve local skills and expertise in delivering projects:** both on the small and large scale
- **Tactics to enlarge and accelerate sense of ownership and empowerment of residents and the community:** for example encroachment zones around housing and active and attractive plinths.

C: Short-term activation strategy

Involving, activating and empowering communities

Parallel to the preparation of complex long-term projects, be sure to act quick and make small-scale quality of life improvements tangible for the local community:
Community involvement from day 1, expressing and sharing the vision and planned changes in their daily surroundings – especially important in post-Covid times.

RESPONDING TO COMMUNITY NEEDS: DIRECT INTERVENTIONS

The following direct spatial and programmatic interventions are meant to answer to urgencies regarding health (fight the virus), economy, social development and mental and physical wellbeing:

- **To work safely and productively:** spacious neighbourhood working hubs, which can be used as work / production spaces and/or health hubs before
- **To support local production:** local markethalls or drive in market
- **To support solidarity:** local sharing hubs as books exchange, tools, food, toys, …
- **To be able to meet people safely:** urban activators such as large outdoor benches, canopies, maybe even with integrated sustainable heating for people to meet outdoors the coming half a year
- **To keep you healthy:** for every age, playrack, playful lines on the street, urban trails (along hidden gems, river, over the hills)
- **To cheer up:** optimism 'boosts' – interventions that make you happy – colourful, sound, mirrors, great quotes, … even mini pop-up events?

PLACE ACTIVATION STRATEGY

In order to make life in the Districts more vibrant, attractive and welcoming, a place activation strategy will help in inviting people to actively make use of the spaces around them.

- **Community manager for local areas:** hire someone who knows how things work in the neighbourhood, bringing people together, mediating between stakeholders and creating a support base for planned regeneration
- **Curation on programming:** by professionals and by locals themselves. Stimulate activity that is inclusive of both existing and new user groups and offer space for experiment. Outdoor space functions as a usage space
- **Creating space for 'new public programmes',** as community hubs to meet, learn, play and work

Client:
Glasgow City Council

Team:

Austin-Smith: Lord	Lead Consultant, Local Urban Design, Project Management, Community + Stakeholder Engagement
Studio for New Realities	Urban Design Lead; Programmatic Strategy Lead, Urbanism
Urban Movement	Urban Mobility, Transport Strategy, Active Travel Strategy
WAVEparticle	Creative Community Engagement; Urban Arts / Culture Advisors
Stantec (PBA)	Economics Consultants
Ryden	Property Market Advice
Useful Projects	Urban Sustainability
Space Syntax	Urban Mobility Advisors; Spatial Data Analysis
Civic Engineers	Sustainable Engineering

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