



Glasgow City Council

**Neighbourhoods, Housing and Public Realm
City Policy Committee**

**Report by Executive Director of Neighbourhoods,
Regeneration and Sustainability**

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Item 3

27th September 2022

**CITY CENTRE RECOVERY PLAN 2022-24 INCLUDING CITY CENTRE
STRATEGIC DEVELOPMENT FRAMEWORK (SDF) UPDATE**

Purpose of Report:

To update Elected Members on the progress of the City Centre Recovery Plan 2022-24, and update on the progress of actions identified in the City Centre SDF.

Recommendations:

It is recommended that Members:

- (i) Consider the contents of this report
- (ii) Consider the progress made in supporting city centre business sectors since the onset of the pandemic
- (iii) Note the progress on the City Centre SDF Action Plan
- (iv) Notes the forthcoming work planned on property repurposing, to be completed in advance of the development of a new City Centre Strategy in 2023.

Ward No(s): 10

Citywide:

Local member(s) advised: Yes X No consulted: Yes X No

1 INTRODUCTION

- 1.1 Members may recall that the City Centre Recovery Plan 2022-24 (CCRP) was considered by this committee on 16 November 2021¹ and approved by the City Administration Committee on 2 December 2021².
- 1.2 The purpose of this report is to provide the first progress report to Members. The report will cover the key areas of activity within the CCRP including the work of the City Centre Task Force, progress on key City Centre SDF actions and the outline plan for 2023.

2 STRATEGIC CONTEXT

- 2.1 The City Centre Strategy 2014-19³, supported by the City Centre Strategic Development Framework⁴ (adopted 2021) have laid out the broad trajectory for city centre strategy in the pre-pandemic era. The SDF for the city centre - a key contributor to the Scottish economy - was developed through public consultation, and at its heart, the document has six key ambitions for the city centre to bring economic, environmental and social benefit to Glasgow:

- **Reinforce the city centre's economic competitiveness;**
- **Re-populate the city centre** and ensure liveable and sustainable neighbourhoods that promote health, wellbeing and social cohesion;
- **Reconnect the city centre with surrounding communities and its riverside;**
- **Reduce traffic dominance and car dependency** and create a pedestrian and cycle friendly city centre, with improved public transport, that is healthier and cleaner;
- **Green the city centre and make it climate resilient** with a network of high-quality public spaces and green-blue infrastructure that caters for a variety of human and climatic needs; and
- **Repair, restore and enhance the urban fabric** to reconnect streets and reinforce the city centre's distinctive heritage and character.

- 2.2 The delivery of these ambitions will mean that Glasgow will have a city centre that is vibrant, sustainable, liveable and well-connected, offering '20-minute neighbourhoods' that provide all the daily (and night-time) needs of the people who work, live, study and visit there in terms of local services, shops and green space.

- 2.3 Analysis of the pandemic impact on Glasgow city centre's economy and property supply/demand trends has been undertaken and is referred to in section 3.1 of this report.

¹ <https://www.glasgow.gov.uk/councillorsandcommittees/viewDoc.asp?c=P62AFQDNZL2U2UZ30G>

² <https://www.glasgow.gov.uk/councillorsandcommittees/viewDoc.asp?c=P62AFQDNZL2UNTUT2U>

³ <CHttpHandler.ashx> ([glasgow.gov.uk](https://www.glasgow.gov.uk))

⁴ [City Centre Strategic Development Framework](https://www.glasgow.gov.uk/city-centre-strategic-development-framework) ([glasgow.gov.uk](https://www.glasgow.gov.uk))

- 2.4 Glasgow's Climate Plan⁵ sets out the Council's ambitions around how it will achieve net-zero carbon by 2030. The Glasgow Climate Plan provides the city's response to the Climate and Ecological Emergency which was declared in May 2019. It outlines the progress which has been made to date, sets a course for further work, and describes the means by which the city and its people will face the extraordinary challenges of the global climate and ecological emergency.
- 2.5 The CCRP is supporting the objectives of the Glasgow Climate Plan with targeted interventions that will:
- (i) Recognise and support the role of the city centre as the heart of Scotland's only metropolitan region
 - (ii) Enable the reuse of buildings
 - (iii) Establish measures that promote and incentivise district heating systems, where feasible, in major new housing development and in renewal or refurbishment projects
 - (iv) Support the Avenues public realm programme and other City Centre Strategy projects that incorporate green and active travel infrastructure, electric vehicle infrastructure, and smart infrastructure
 - (v) Deliver resilient and inclusive city centre neighbourhoods by working in partnership with local communities and organisations
 - (vi) Develop policies that support the vision for a low carbon city, and guide proposals and planning decisions that help the city respond to the climate challenge

3 CCRP PROGRESS REPORT TO AUGUST 2022

3.1 City Centre Task Force (CCTF)

- 3.1.1 The CCTF has continued to operate as the interim governance structure for city centre strategy while recovery from the pandemic continues. The Performance Report section below illustrates there is still some way to go before Glasgow city centre returns to its post-Covid economic position, although there has been significant progress since the ending of related restrictions.
- 3.1.2 The CCTF priorities for 2022 have therefore remained very much focused on the recovery effort, and in relation to this Council officers have worked closely with Scottish Government and associated agencies to ensure that that the city centre maximises its take up of national recovery funding in order to support business operations, which was the key thematic priority for the CCRP Action Programme.
- 3.1.3 The Council secured £1,950m through the Scottish City Centre Recovery Task Force on this basis, and an update on progress with associated projects is provided below.
- 3.1.4 The Council will review the CCTF in late 2022 with a view to agreeing the timetable for a new City Centre Strategy, as well as consideration of the necessary governance structure required for the transition away from recovery focus to that of the longer-term strategic agenda. The Recovery Plan will continue as planned until end 2023, and then the Council will develop a new City Centre Strategy for approval and launch in January 2024.

- 3.1.5 In order to simplify the range of strategies with a focus on the city centre, such as transport, economic development, and sustainability, the intention is to develop the new City Centre Strategy as the prime strategy for this metropolitan urban centre. It will have overarching responsibility for aligning the various thematic initiatives and associated workstreams into a clear outcome-based approach for Glasgow city centre.
- 3.1.6 One fundamental component of the new City Centre Strategy will be its consideration of property supply and demand. Research into the impact of the pandemic on city centre property sectors and the economy was commissioned in 2021, following the award of Scottish Government recovery funding in 21/22. This has involved detailed analysis and produced a series of recommendations for necessary changes to policy, legislation, investment strategy and regulation. It has established that Glasgow city centre has a substantial legacy of old buildings, many of which are listed and/or in a Conservation area, that are no longer fit for commercial uses. Therefore conversion opportunities must be expedited, however this is likely to require significant shifts in policy, as well as large-scale funding to protect these assets and transform them into productive, repurposed accommodation.
- 3.1.7 Review of the research findings is underway with discussions ongoing with Scottish and UK Governments in respect of their potential role in supporting specific recommendations. On conclusion of these discussions, options will be prepared for Council consideration; these will focus on progressing those actions that will deliver the highest priority outcomes. Given the scale and urgency of the issue, the Property Repurposing plans will be brought forward in advance of the new City Centre Strategy, with draft proposals to be prepared by late 2022.

3.2 Performance report: Data Insights (August 2022)

- 3.2.1 Another output from the work of the CCTF has been the establishment of a new real-time open data dashboard for the city centre, which can be accessed here:

Dashboard link: [City Centre Open Dashboard](#)

- 3.2.2 As at July 2022, the key headlines of city centre business sector performance are as follows:
- Footfall is 19% lower than pre-Covid – equating to c810,000 fewer visitors per month
 - Weekend and evening footfall is now close to pre-Covid levels (98% and 93%)
 - Weekday and particularly lunchtime footfall remains an issue at 72% of pre-Covid levels due to the generally slow return to office in Glasgow city centre

⁵ [CHttpHandler.ashx \(glasgow.gov.uk\)](#)

- Sales recovery is 120% of the same month pre-Covid – this is driven primarily by the food and drink sector, but there is continued improvement in fashion retail.
- The volume of customers from outside the city is improving at 57% of pre-Covid levels
- Hotel occupancy is 83% of pre-Covid levels, although the supply of rooms has decreased due to staff/recruitment issues
- All transport modes are operating below pre-Covid levels, with particular impact on train usage

3.3 Scottish Government funded projects

3.3.1 This section will provide an update on the projects being delivered this year with Scottish Government recovery monies. There are six key areas which will be reported upon in turn.

3.3.1.1 Priority Area Action Plans

- (i) Six area action plans are in progress, focusing on areas of high footfall and transport hubs: Sauchiehall Street, Argyle Street, Anderston Cross, Buchanan Bus Station, Heilanman's Umbrella, and High Street
- (ii) A programme to deal with the various vacant units and strategic sites on Sauchiehall and Argyle Street is in delivery, with vinyls, hoarding and other improvements works underway
- (iii) Meanwhile use projects are being developed, and supported where the private sector is taking the lead – this should deliver more productive short-term outcomes while longer-term occupiers are being sought
- (iv) Christmas lighting schemes for Sauchiehall and Argyle Streets are being explored, however obtaining the ownership permissions required is proving challenging, which is presenting risk for this element of the activity
- (v) A design competition to reinvigorate the shopfronts at Heilanman's will shortly go live with the support of the Royal Institute of British Architects. This will explore the use of colour, design and lighting, and links to the broader plan for that location of bringing in new and different commercial uses, and reducing antisocial behaviour. Various improvements have been made in and around Anderston Station, with the support of Network Rail and Transport Scotland. Similarly, various improvements around the bus station are in progress, ranging from smaller scale operational fixes (roads, pavements, lighting, street furniture), to the landscaping/public space project at the north-east corner, and in due course, attention will be moved to the entry points at Killermont Street to improve the pedestrian/user experience
- (vi) High Street activity will be taken forward once the main work in Sauchiehall and Argyle Street on vacant units has been completed, and subject to remaining funds being available. In the meantime, the independent retail fund is being supported, as is a new meanwhile use project involving a further nine units

3.3.1.2 Operational Services

- (i) Four new Community Enforcement Officers are now in post, adding support to the city centre Police Scotland resource and providing a valuable community and business reassurance role
- (ii) Additional Police Scotland officer resources have been allocated to support the recovery plan and associated matters
- (iii) Various look and feel improvements have been implemented including initiatives around litter, chewing gum, planters, bin wraps and hostile vehicle mitigation
- (iv) A six-month discount period has been allocated to all city centre outdoor areas, supporting around 160 businesses
- (v) Additional graffiti removal team resources have been supported, and a holistic action plan is in development
- (vi) An additional deep clean team has also been supported; this team focuses on a rolling programme of activity including de-weeding, removal of detritus, sticker removal, minor graffiti removal, minor painting works, cleaning street furniture/bins, and power washing

3.3.1.3 Public Transport

- (i) The plan for public transport has been collectively agreed by a range of partners and will focus on a new marketing campaign focused on promoting Glasgow city centre, its assets, and the various public transport options available to support retail, culture and night time economy sectors in particular. The plan is currently in development and is expected to focus on the winter period, adding value to the broader marketing campaign being led by Glasgow Life, details below.
- (ii) The rationale for this approach is the apparent lack of awareness of public transport options, particularly late night options, and the opportunity of the incoming student population and younger audiences.

3.3.1.4 Media

- (i) A TV campaign promoting Glasgow city centre and focused on over 40s was delivered in June 2022. Using TV, radio and social media, this delivered significant reach with the evaluation demonstrating that over 40% of adults in Glasgow viewed the TV advert at least once, or eight times on average.
- (ii) The post-campaign results provided the following findings from the Scotpulse survey undertaken:

Survey overview:

- a. 1130 adults completed the survey
- b. within 20km of Glasgow city centre
- c. 5% of respondents visit the city centre every day
- d. 23% once a week or more often
- e. rises to 47% if include once a month
- f. 52% visit less than once a month and 26% never visit

Barriers to visiting city centre:

- a. Transport (32%)
- b. Costs (29%)
- c. Prefer to stay home (23%)
- d. Work from Home (19%)
- e. Lack of things to do (18%)
- f. Covid (13%)

What would make you visit more frequently?

- a. Better transport/parking
- b. Better shopping
- c. More affordable/lower costs
- d. More free time/disposable income
- e. Safer, cleaner and Covid under control

3.3.1.5 Marketing

- (i) Glasgow Life has developed an Autumn Domestic Tourism campaign with the focus on raising awareness of Glasgow city centre's cultural offering and inclusion of key themes aligned to the Glasgow Tourism and Visitor Plan of heritage, music, Mackintosh and contemporary art.
- (ii) Encourage consumers to choose Glasgow as their next short break destination and attract overnight visitors back into the city centre
- (iii) **Audience:** Activity will be focused on generating overnights and targeted to audiences across Scotland and northwest England, 25yrs+ with a geographical focus on key cities including Edinburgh, Dundee, Aberdeen, Manchester and Liverpool.
- (iv) **Timing:** Targeted campaign activity will launch w/c 29 August and run for 4 – 6 weeks
- (v) **Messaging:** the campaign will be designed to drive overnight stays in the city centre and will tie in with existing domestic market campaign concept, *Introducing Glasgow.*

3.3.1.6 Strategic Planning, progressing City Centre SDF actions

- (i) Two planning studies are being progressed that deliver on actions to support the retail and leisure economy identified in the Strategic Development Framework, District Regeneration Frameworks and the Property Repurposing research reports.
- (ii) The first of these is a Retail Capacity Study which will develop intelligence around the future needs and demands in this sector, and will look at:
 - Consumer research via household survey
 - Expenditure analysis & SFT (Special Forms of Trading, e.g. online) share
 - Future demand for retail floorspace
 - Performance analysis – to add further understanding of centre dynamics and areas of particular stress
- (iii) The outcome of the Study will be an Intelligence Report which will feed into the next area of work: a new Vision and Plan for the Golden Z. This new masterplan will have three key outputs:

- An overarching Vision and Plan for the Golden Z that identifies its future development direction and design parameters
 - More detailed Design Options for 3 'Areas of Focus' suffering environmental stress
 - A Delivery Plan
- (iv) Importantly, the work will involve local city stakeholders to co-design the masterplan, which will provide :
- A shared vision and statement of intent on future development direction
 - A coordinated and proactive response to key issues affecting the core
 - A clear spatial representation of the trajectory of change and opportunities to harness
 - Priorities for intervention and investment, phased to support recovery and future resilience
 - Creative approaches to delivery to unlock potential
- (v) Both the Retail Study and the Masterplan Vision will be complete by the end of the financial year
- Preparatory work has also begun to progress a further key action in the SDF, namely to develop a Green and Blue Integrated Infrastructure Strategy for the City Centre. A brief is currently being prepared for the production of the Strategy, which will provide a transformational urban greening and water management framework for the city centre. The work is scheduled to start in early Spring 2023.

3.4 CCRP Action Programme summary update

3.4.1 While the majority of activity this year has focused on the above items, an update on the broader CCRP Action Programme has been included at **Appendix 1**.

4 SCOTTISH CITY CENTRE RECOVERY TASK FORCE (SCCRTF) UPDATE

- 4.1 Glasgow City Council is leading one of seven thematic workstreams set up by the SCCRTF, on behalf of the other cities, and will be inputting to the other workstreams as required. The Glasgow activity is focused on how national policy, legislation, regulation and investment options should be redirected to deliver more residential outcomes in city centres.
- 4.2 A contract has just been awarded for an external specialist team to support the Council and its city partners in this piece of work. Recommendations will come prior to the end of the financial year and will be factored into the new City Centre Strategy in due course.
- 4.3 The remaining six thematic workstreams being progressed through the SCCRTF are as follows. No updates are yet available from the other cities.

Workstream	City Lead
City centre carbon footprint	Edinburgh
V&DL reduction	Stirling
Entrepreneurial/start up activity	Perth
Revenue-raising opportunities	Aberdeen
Oversupply of Retail	Dundee
Faster and more agile Planning	Inverness

5 POLICY AND RESOURCE IMPLICATIONS

Resource Implications:

<i>Financial:</i>	There are no new financial implications arising from this report or the attached City Centre Recovery Plan 2022 – 2024 (CCRP).
<i>Legal:</i>	No immediate legal issues are raised by this report or the attached CCRP however these will be assessed as individual actions are developed.
<i>Personnel:</i>	There are no direct personnel implications from this report or the attached, updated CCRP.
<i>Procurement</i> :	Procurement resources will be required to progress individual contracts and related project activity. CPU will be engaged as these are developed.

Equality and Socio- Economic Impacts:

<i>Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.</i>	<p>This CCRP has three themes; inclusion, innovation and sustainability. These apply to public realm, enhanced active travel, community wealth building and the 20 min neighbourhood, etc. EQIAs will be considered for each of the projects as these are brought forward.</p> <p>An EQIA for the CCRP can be found here: https://www.glasgow.gov.uk/CHttpHandler.ashx?id=55035&p=0</p> <p>Outcome 1, 2.</p>
<i>What are the potential equality impacts as a</i>	<p>The CCRP will encourage skills development, employment opportunities and opportunities for all city centre residents to contribute to the implementation of the strategy.</p>

result of this report?

Please highlight if the policy/proposal will help address socio-economic disadvantage.

The CCRP will encourage skills development and business development more generally including through the development of community wealth building.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:

The CCRP seeks to develop and implement actions that are specific to the city centre as well as including those that will have an impact and that are being delivered by other parts of the Council Family. The CCRP will support the following actions; 9, 10, 29, 36, 37, 39, 40, 51, 56, 59.

What are the potential climate impacts as a result of this proposal?

The potential impacts are on carbon reduction, increases in active travel, connected green and open spaces, support for circularity, public realm that promotes well-being and empowers local communities and community wealth building. The District Regeneration Frameworks, which are a key part of the overarching CCS, have the UN's Sustainable Development Goals as their starting point.

Will the proposal contribute to Glasgow's net zero carbon target?

The proposals in the CCRP will contribute to Glasgow's net zero target. The delivery of the Avenues will reduce the space for private vehicles, will improve bus journey times in the city centre and will improve SUDS and greening.

Privacy and Data Protection Impacts:

Approval of the CCRP does not have any immediate data protection impacts. These will be assessed as individual projects are developed or implemented and DPIA's will be completed as required.

6 RECOMMENDATIONS

6.1 It is recommended that Members:

It is recommended that Members:

- (i) Consider the contents of this report
- (ii) Consider the progress made in supporting city centre business sectors since the onset of the pandemic
- (iii) Note the progress on the City Centre SDF Action Plan

(iv) Notes the forthcoming work planned on property repurposing, to be completed in advance of the development of a new City Centre Strategy in 2023

Appendix A: City Centre Recovery Plan – Action Programme summary update

Theme	Action	Update - 26/08/22	2022	2023	2024
Supporting business operations	· Footfall recovery measures	The 2022/23 Covid Recovery Short Term Action Plans include measures such as enhanced cleaning regimes- including graffiti removals, vinyling of vacant properties, new Winter Lighting, development of a Meanwhile use scheme, rewilding of stalled spaces (Quote for design element to be returned by end of August) and appointment of external consultants for development of an innovative, sustainable and inclusive design for Hiellanman's Umbrella (PIN notice published 25/08 - designer to be appointed in November). Scot Govt funding also supported various operational enhancement resources, marketing, media and event activity, and investment into strategic planning for the core retail areas.			
	· Look and feel audits	Look and feel audits were carried out in spring 2022 to inform the Covid Recovery Short Term action plans, with interventions now being progressed per the 22/23 Short Term Action Plans noted above.			
	· Scottish and UK Government advocacy	Ongoing			
	· Vacant unit plan	Draft Meanwhile Use Scheme developed in consultation with internal and external stakeholders piloting in Sauchiehall and Argyle Street Grant support to make property ready for use, all lease agreements to be developed between property owners and future tenants Parallel discussions ongoing with potential occupiers and partners Further business engagement with property owners will be required before launch in early January 23			
	· Skills development support	Community benefits are being delivered through live contracts, e.g. Wayfinding strategy, Avenues, etc. Business Survey completed August 22 to understand recruitment/skills issues.			
Transforming the city centre	· City Centre Living Strategy	A number of actions within the CCLS have been completed, such as Place Design for Student Housing and the creation of the City Centre SDF. The data to support the Environmental Infrastructure Strategy is currently being refreshed by an external contractor appointed in collaboration with Scottish Cities Alliance. Work on commercial/listed properties conversion is ongoing.			
	· Developer engagement and support	Ongoing engagement and joint working/alignment of schemes with developers across the city centre.			
	· Avenues programme design and delivery	The construction tender procurement process for Holland Street and Pitt Street is nearing completion – it is expected that construction will commence early-2023. Design activity for Sauchiehall Precinct, Cambridge Street, Argyle Street West and Argyle Street East is nearing completion – It is hoped that construction tenders for these Avenues will be published early-2023. Design work remains ongoing for all other Avenue locations.			
	· DRF programme delivery	Last 4 DRFs (Townhead, Cowcaddens, Merchant City, Learning Quarter) will go to CAC Oct 22 for approval to go out to public consultation. They will be brought back to CAC for final approval in spring 2023.			
	· SDP programme delivery	Ongoing			

	<ul style="list-style-type: none"> Planning policy review: changing uses 	CCS team recently responded to the Scottish Government's phase 2 consultations on permitted development rights review, suggesting greater flexibility with change of use and that use of the forthcoming Masterplan Consent Areas tool could be a way of targeting place-based policy approach in the city centre; subject to SG guidelines when available. GCC Planning led the overall response to the SG.			
Responding to climate and ecological emergency	<ul style="list-style-type: none"> Transport Strategy (Transformation Plan) 	Glasgow City Council is consulting on draft City Centre Transformation Plan (CCTP) for 2022-32, a plan that allows the delivery of an integrated, healthy, inclusive and sustainable transport network for the city centre, with increased connectivity and capacity. Consultation will close on Monday 12 September 2022			
	<ul style="list-style-type: none"> Net zero carbon residential development 	Based on the ambitions of the CCLS and the concurrent work with the SCA/SCCRTF we are working on reviewing the regulatory framework and ensuring that the response to the climate and ecological emergency is incorporated into the emerging Housing Strategy.			
	<ul style="list-style-type: none"> Heat and energy generation projects 	Continued collaboration with Sustainability team to promote heat and energy generation projects across the city centre. Currently investigating the possibility of integrating district heating enabling infrastructure in the design of High Street as a part of the Avenues programme.			
	<ul style="list-style-type: none"> Heritage resilience plan 				
	<ul style="list-style-type: none"> Local Biodiversity, Pollinator & Open Space plans 	CCS team currently working with GCC biodiversity colleagues on several greening projects that will aim to help fulfill the aims of Glasgow's Local Biodiversity Action Plan. Open space factors for the city centre are expected to be picked up following adoption of the final 4 DRFs			
	<ul style="list-style-type: none"> Introduce rain gardens and green infrastructure 	Rain Gardens and green infrastructure are being delivered as part of the avenues programme, as well as in pop up public spaces, such as the public realm in front of Anderston station. http://www.glasgowwaterworks.com/ Pilot project at Washington Street still ongoing.			
Key destinations	<ul style="list-style-type: none"> Renfrew Street digital Arts/Culture quarter 	Avenues of the Arts under review. A digital cultural cluster will be developed once last four DRFs are approved			
	<ul style="list-style-type: none"> High Street Area Strategy 	The HSAS is reaching the end of its timeframe, and action on the High Street will be continued through the last emerging DRFs. Several actions from the HSAS are now complete, such as the Visitor Interpretation Strategy, Visual Identity Strategy, heritage trails, wayfinding banners, a strategy for the Medieval Area, including the refurbishment of Provand's Lordship, High Street Gardens, the relocation of Greyfriars Gardens, the new Royal Infirmary Museum.			
	<ul style="list-style-type: none"> IFSD phase 2 	Banners for wayfinding/ supporting conversation between drum/SE and scrapyards owners to make the site available for development-planning supporting a master plan approach. Pandemic has paused			
	<ul style="list-style-type: none"> Scottish Events Campus 	Banners/River Strategy/Better connections at Anderston/ wayfinding digital units one at science centre at SEC			
	<ul style="list-style-type: none"> River development plan 	Completed - River SDF			
Liveable city centre	<ul style="list-style-type: none"> Place Design policy development 	The team continues to engage with and respond to the early findings of the Place Design Commission			
	<ul style="list-style-type: none"> Policy one-stop-shop 	Coordination with Planning ongoing			

	<ul style="list-style-type: none"> Conversion to residential supports 	As part of the response to Covid the CCTF commissioned a property repurposing report which contains recommendations on the restraint and opportunities for residential conversions. Additionally we are working with SCA to develop specific asks of Scottish Government for conversion to residential.			
	<ul style="list-style-type: none"> Public space and social infrastructure planning 	Community potential analysis to be updated as part of Scottish City Centre Recovery Task Force workstream 1 - Glasgow lead - growing residential outcomes in city centres			
	<ul style="list-style-type: none"> Inclusive and accessible transport opportunities 	The Avenues programme is developing inclusive and accessible transport opportunities through the delivery of active travel infrastructure and continuous engagement with minority groups through the recently created Inclusive and Accessible Design Forum. Work is going to strengthen the offer of night busses to service the nighttime economy.			
Creativity and innovation	<ul style="list-style-type: none"> Development of GCID 	As part of the development of Glasgow City Innovation District, the University of Strathclyde is leading an ambitious project to a 100% renewable climate neutral and climate resilient area within the district. The project aims to integrate heat, power, transport, climate adaptation and wellbeing solutions that will benefit everyone in the area of the Innovation District. Currently working with UOS to integrate district heating enabling infrastructure in the design for High Street.			
	<ul style="list-style-type: none"> Artists in Residence 	In 2019 Glasgow Life appointed Artists in Residence for each of Glasgow's wards including the city centre, now working with local communities in the city centre.			
	<ul style="list-style-type: none"> Community wealth building options 				
	<ul style="list-style-type: none"> Visitor tech data tools 	Several Storymaps have been developed for the City Centre, including the City centre Mural Trail, Thriving City (High Street) and Contemporary Art Trail			