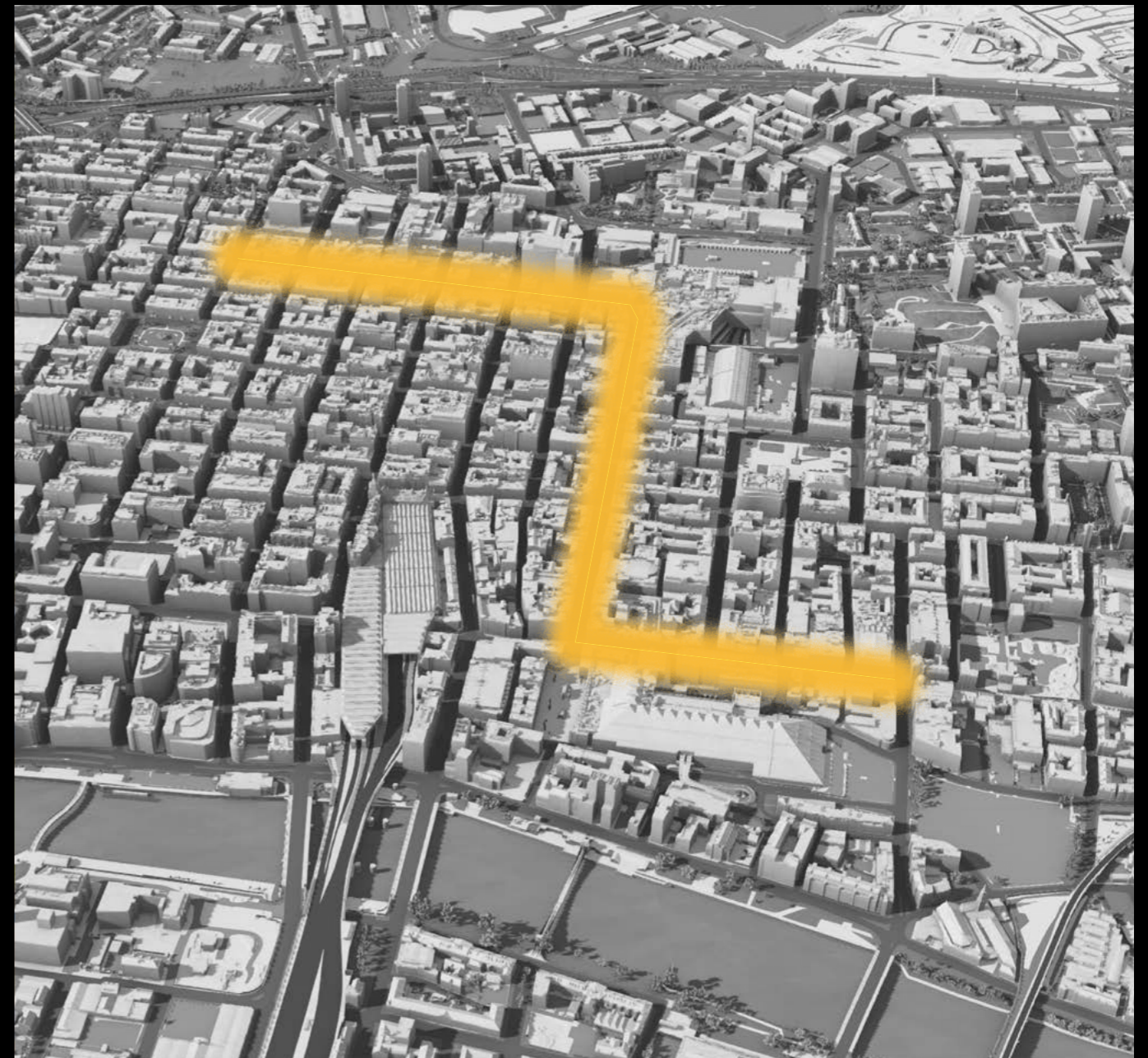


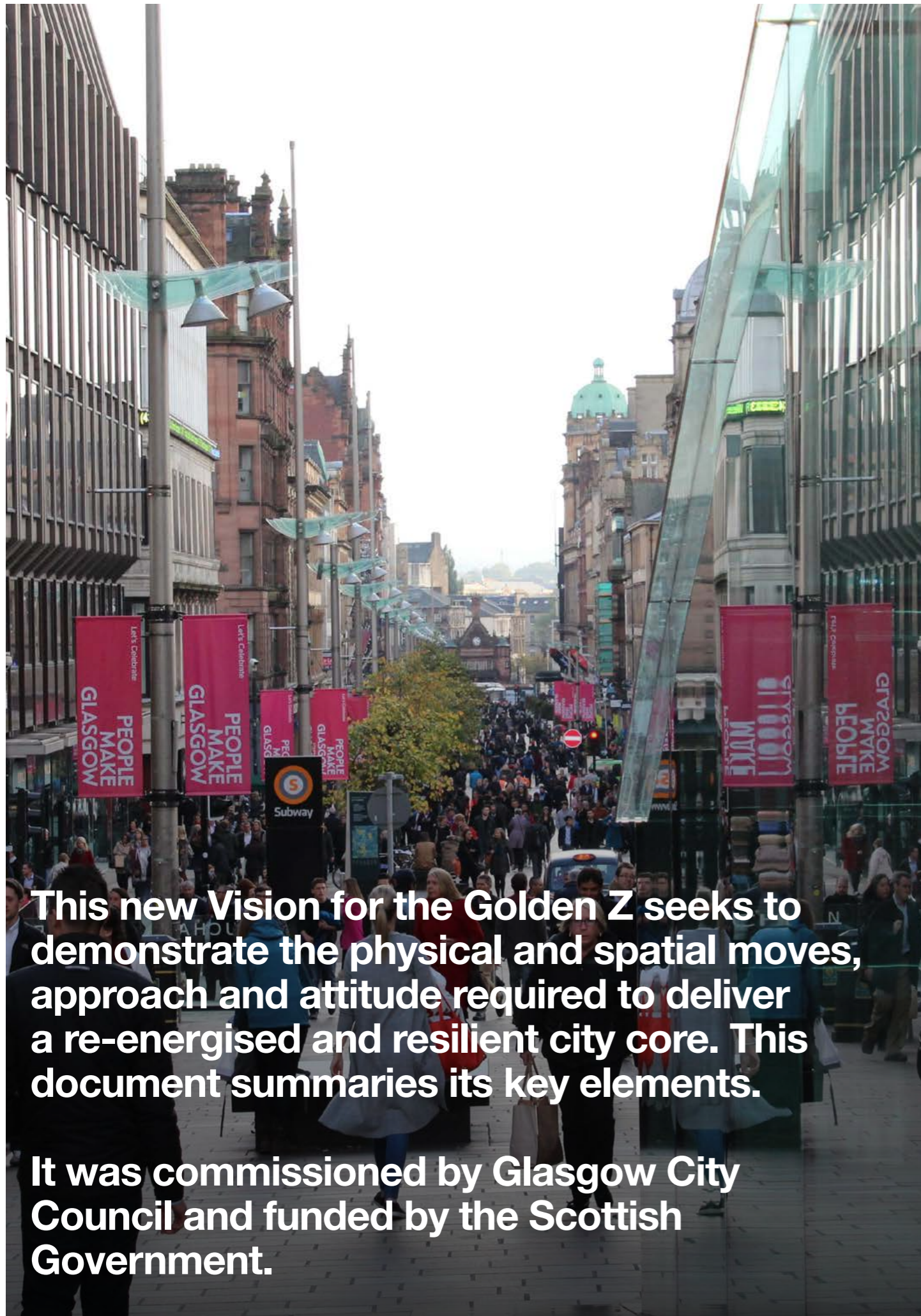
Glasgow City Council

a vision + plan for the golden z



summary document





This new Vision for the Golden Z seeks to demonstrate the physical and spatial moves, approach and attitude required to deliver a re-energised and resilient city core. This document summarises its key elements.

It was commissioned by Glasgow City Council and funded by the Scottish Government.

“ We are in a time of seemingly unending challenge and crises and although, for many, the natural reaction is getting back to ‘normal’, we are actually at a time of opportunity where we can accelerate a paradigm shift and drive for a new (and hopefully better) normal. ”

Brian Evans, Glasgow City Urbanist

The central shopping parades of Glasgow are known in the city as the Golden Z. Buchanan Street forms a hinge between Blythswood New Town and the Merchant City. Sauchiehall Street and Argyle Street join Buchanan Street at the north and south of Buchanan Street to form a spatial Z.

The Golden Z is of essential and elemental importance to the future of the city centre, the whole of Glasgow and the wider city region. Together with Glasgow’s cultural offer it is the heart of a region that comprises 35% of Scotland’s population; people like it; it is an economic revenue generator, and an employment generator. It is the architectural, employment, and cultural epicentre of the region.

There is a growing recognition that our town and city centres have a large part to play in our communal identity and, in turn, our wellbeing. The streets and public places of Glasgow City Centre are the landscape of our shared stories. This is where we celebrate, memorialise and protest. The Golden Z is precious; it is in Glasgow’s heart and this is a plan to keep it healthy.

In the mental map we have, the Golden Z is the circuit of how we consume Glasgow city centre; it is how we navigate to work, play and shop. Buchanan St is a world-renowned shopping street and only rivalled in success by a few central London Streets. It is anchored by major shopping centres at either end and over the years has rightfully attracted the level of investment in quality of streetscape that reinforces its position as the iconic image of Glasgow city centre.

But how we shop and work has changed dramatically over recent years and the landscape of every town and city centre needs to adapt to meet the challenges this presents and seize the opportunities that arise. This is already evident in the advanced proposals for both major shopping centres to evolve as mixed-use destinations arranged around open streets and public place. Elsewhere, the long-awaited redevelopment of Candleriggs is underway alongside the “Avenues” project promoting healthy and sustainable movement and bringing much needed greenery into the city centre.

Whilst all these positive moves continue, we have areas of the city core that are under clear stress from the closure of department stores, devastating fires, the retreat of national chains and the acceleration of change brought on by the Covid pandemic. Beyond that, the pandemic has left a legacy of working from home which denies the city centre the lifeblood of workers previously relied on for the success of shops, restaurants and bars.

This is the opportunity for the Golden Z to evolve at a point when commercial market forces and trends are reshaping the way we live; and Glasgow has ambition. We want our city to tackle the climate emergency head on, we want to double the population of the city centre and we want to make the centre safe and welcoming for everyone. This is a 20 – 30 year vision to rebalance the city core with a greater mix of uses and to embed the thinking that will achieve these ambitions ensuring we create the place we choose – living, working, vibrant and responsible.

Just Glasgow Interactions Not Transactions

The Golden Z is for everyone. It is the immediately identifiable and unique core of Glasgow City centre where we all meet – wealthy and dispossessed, young and old, urban and suburban dwellers.

At times many of us have thought it was mainly about shopping and we left it primarily to ‘market forces’ rather than curate it; yes, Glasgow does retail and it does it well but the Golden Z is so much more to the communities that call Glasgow their centre.

It has a fundamental role to provide life-enriching diversion and opportunity and to bring everyone along and everyone up. It is not a sanitised out of town mall experience – it’s the real deal; an authentic backdrop rich in heritage, culture and meaning. It’s where we want to be when the sun shines and it is world class.

The future success of the Golden Z will be measured against how welcoming, comfortable and accessible it is for everyone and how it delivers on the promise of the unanimously agreed Feminist City agenda to meet the physical and cultural needs of the most marginalised members of our communities. It is democratically accessible, particularly for low car ownership groups (the young, the old and those on a low income) and a major proposition of this Vision is that we locate public invested services on the Golden Z.

This is not just for the obvious ease of access in a well-connected centre but to support the increased inhabitation of our centre. It is also to drive footfall in the centre in locations where major retail anchors have retreated and, in turn, support remaining and future retail and creative businesses.

If this is the ‘front face’ of Glasgow then this is where we demonstrate our values and ambition: We might place a school and/or a primary care centre on the Golden Z and reinforce that we will double the city centre population by 2035 and, until then, let the existing communities, the workers and the students benefit from access to services.



Option for Victoria's Site

Retail Goes Where People Go
Where people go, retail flourishes and that's important – retail is a huge employer in Glasgow and every future move has to consider how it reinforces the primacy of Glasgow city centre as a national, UK wide and international retail destination.

Previously the Golden Z has been primarily retail, arguably made excessively so by simplistically segregated planning policy. This 'mono-cultural' environment was not the future imagined in the 1983 Cullen / McKinsey vision that was instrumental in the identification of Buchanan St as the epicentre of the city.

Despite consumer change, retailing on stretches of Buchanan St (and onto Argyle St) is arguably more

successful than ever but it has stretches of dead zone in the evening and the proposition is that the health of the city centre as a whole will benefit from a greater mix of uses and increased inhabitation at upper levels.

Elsewhere, Sauchiehall St and the eastern stretch of Argyle St have greater challenges and opportunity with the retreat of retail, notably around fire ravaged sites (Victorias and ABC/GSA) and redundant department stores (BHS, Watt Bros, TJ Hughes). The proposition is a greater mix of uses (including residential) and the encouragement /nurturing of the existing creative industries to provide a path for a vibrant, distinct and authentic character area.

The out-of-town retail locations that surround Glasgow are some of the best in the UK and are well established. They are also facing challenges and are evolving to introduce more leisure and food and beverage (F&B) into their mix. They are under one ownership and are managed to balance offers, adapt and invest under one unified intent.

A key recommendation of Glasgow University's REPAIR research is to manage our urban retail centres 'like a shopping centre' and whereas the diversity of ownership of the city core clearly presents difficulty, there is the opportunity to define our intent for the Golden Z through this vision and use policy, collaboration and statutory powers to manage the transition to a resilient future.

Authenticity - Why It Matters
It has been suggested in stakeholder engagement that there may be a 'missing' or disconnected generation that consider the out-of-town locations as where you go to shop and that they do not have the same emotional bond with the city centre as previous generations.

It is important to leverage the quality of the Golden Z with the layering of attractions, heritage and culture to make the city centre relevant to everyone; not to go toe to toe with the out-of-town malls but to provide something different and authentic.

It is this authenticity arising from the built heritage and urban quality of our city centre that will continue to be critical in attracting students, businesses, residents and tourists and is the best encouragement we have in increasing a post-pandemic return to work.

Dear Green Place
Glasgow has ambition to address the climate challenge and be carbon neutral by 2030. There are energy policies in place, a sustainable transport policy and a drive to embrace the circular economy.

The principles of these ambitions are embedded throughout this vision for the future of the Golden Z, particularly the need to provide more greening and connection to existing greenspace to support increased city living, cooling, rainwater attenuation and biodiversity.

The introduction of greened space at upper levels and roof tops is

The Potential of Glasgow City Centre

In 1983 the renowned urbanist, Gordon Cullen (working alongside McKinsey & Co) published 'The potential of Glasgow City Centre'. This Blueprint was commissioned by the Scottish Development Agency and it described a sequence of policies and physical moves that would reposition Glasgow and avoid a 'spiral of decline' caused by de-industrialisation. The city centre was to densify and leverage its attractiveness to seduce the retail sector, the growing population of the city region and, particularly, business (reinforced by nurturing links with the universities).

Amongst other grand moves, Buchanan Street was to become the central spine linking a sequence of world class urban spaces and connecting through to the river front. At St Enoch Yard, the report envisaged a leisure focused 'urban village' enclosed within an expanse of vaulted glazing and to the north, where Buchanan St met Sauchiehall Street was to be the relocated Greek Thomson Caledonia Church and new public square. These were to anchor either end of the spine and the spirit of this was achieved with the delivery of the St Enoch Centre and Buchanan Galleries / The Royal Concert Hall helping to secure Buchan Street's ascendancy as the dominant street in Glasgow City Centre (if not the nation).

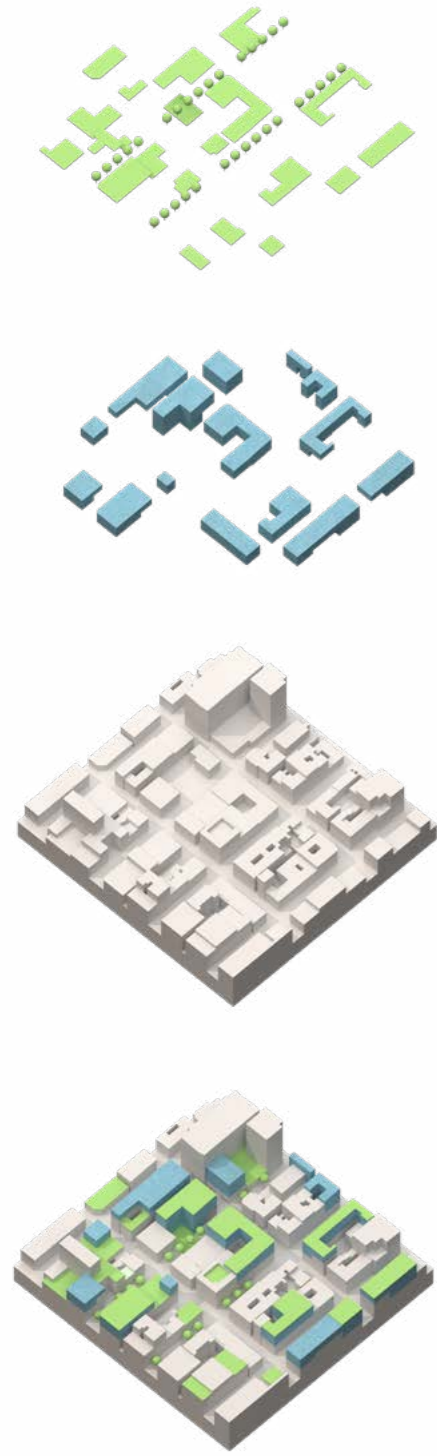
It was not envisaged that Buchan St would be solely retail and where the epicentre of the city was identified as the confluence of Ingram St/Royal Exchange Square, Gordon St and Buchanan Street there was to be one of a series of protected glazed streetscape that would support a cluster of leisure and entertainment

that extended the hours of activity into the evening.

Of course, much of the more ambitious elements of the blueprint have not (yet) been achieved (moving churches, giant gateway arches to Sauchiehall St and Ingram St, etc.) but you can see the influence of this report in how the city core has developed over the past 4 decades. The then Glasgow District Council, Strathclyde Regional Council and the private sector organisation, Glasgow Action, were integral in preparing the Blueprint and it was held to be fundamental that this was to be (and has been) delivered through collaboration with the private sector and with the Local Authority in the lead.



On a wider scale, the Cullen Report is a powerful reinforcement of the importance of having a Vision. In detail, this Vision for The Golden Z shares many of the same conclusions as the Cullen Report but extends the ambition along and around the legs of Sauchiehall Street and Argyle St.



proposed alongside recognising the importance of continuing the Avenues project, connecting through to the riverside and the contribution to public greened space that new major development continues to deliver.

Growing Up

The most sustainable premise in this Vision is the need for the city to densify and intensely use shared infrastructure, reducing car use and maximising the efficiency of carbon invested in the city centre and in the transport connections.

There is nowhere more sustainable to develop or more universally accessible than the core of the city and, for the Golden Z, the proposition is to increase volume of inhabitation where it is too low.

This is not proposing development 'at all costs' which could damage the unique quality along the 3 streets but, rather, a Golden Z specific response that defines an optimum height that takes account of existing historical context and the need to enclose the streets with the correct civic scale.

There is a great deal of embodied energy in existing structures and this combined with the disruption and pollution caused by large scale demolition is recognised in the core proposition of the repurposing and optimisation of existing assets.

In certain locations, there are proposals that demonstrate the support for replacing buildings that

are, say 2 stories, and are not readily repurposed and expanded – again, looking at the bigger carbon picture of density.

Custodians of Our City

The long-term vacancies and inactivity (e.g. BHS, Victoria's gap site and TJ Hughes) continues to blight large sections of the Golden Z and the proposition of this Vision is that direct intervention by Glasgow City Council is required.

Although the council has control and responsibility for the majority of infrastructure and urban realm, they don't own many sites around the Golden Z. They do, however have statutory powers to intervene and are the only party placed to drive a solution. This does not necessarily infer that the council take long-term ownership and responsibility but, rather, it is hoped that collaboration with the private sector, perhaps using the council's covenant, can unlock these key sites.

The Merchant City is Glasgow's world leading urban regeneration success story and this required council leadership, collaboration with development partners and fiscal stimulus (which could now come in the reduction/waiving of contributions, exemption from VAT, etc.).

The resolution of these large prominent sites is not only critical to the future of the Golden Z but will be the highly visible 'ripples' that demonstrate Glasgow means business and is open for business.



The Golden Z: A multi-faceted organism

context

This section describes the nature and impact of changing retail habits, the consequences of the pandemic and the need to increase the city centre population. The scope of the study, methodology and existing condition and useage across the Golden Z is also explained and there is commentary on the stakeholder engagement process and the key national and local policy context.

Influence of Place Commission Report

The 'People Make Places' report by the Glasgow Place Commission (2022) identifies the challenges for the city centre that include decarbonisation, climate action, nature recovery, vacant & derelict land, sustainable transport, education & skills, social justice and health and wellbeing. A response to these challenges is a core agenda for the Vision for the Golden Z as is the need to meet the needs of the International, Metropolitan and Everyday communities.

Glasgow University – REPAIR research

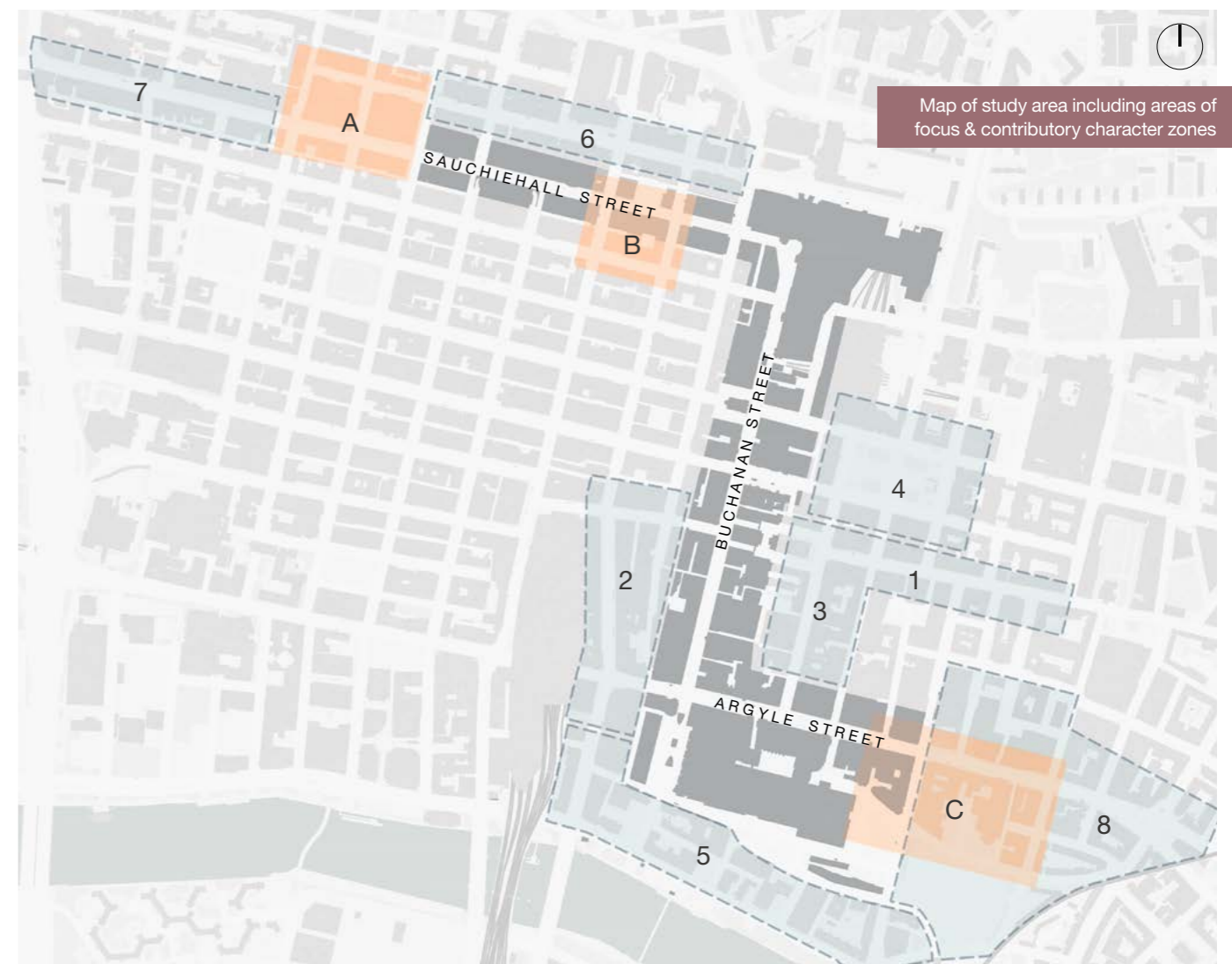
This is a major body of published research that assesses the impact of reduced retail dominance on 5 city centres including Glasgow. It is underpinned by a wealth of statistical analysis and the series of recommendations have influenced this Vision and Plan.

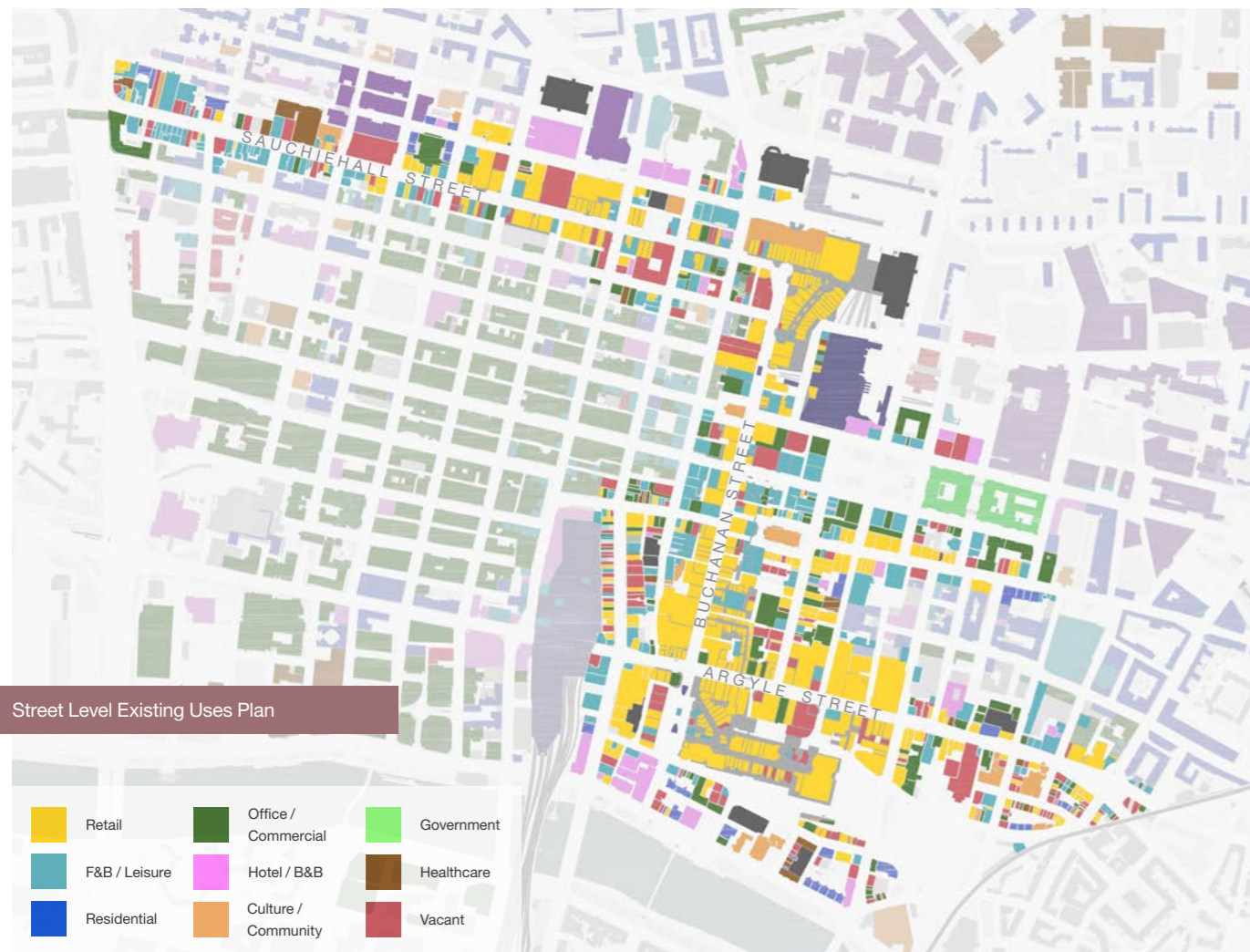
Areas of Focus

- A GSA / Sauchiehall Street
- B BHS / Victorias / Watt Brothers
- C Trongate South

Contributory Character Zones

1. Ingram Street
2. Gordon Street / Union Street (incorporating 'Boots Corner')
3. Queen Street (Argyle Street to Royal Exchange Square)
4. George Square
5. Riverside
6. Renfrew Street (Avenue of the Arts)
7. West End Sauchiehall Street (from CCA, Scott Street to Charing Cross)
8. Trongate / King Street / Candleriggs





Street Level Existing Uses Plan

Influence of Policies and Emerging Strategies

There are a number of national and local policies and strategies that are relevant to the Golden Z and this report is based on an analysis of these from the point of view of The Golden Z. There are aspects of policy which are recommended for review but, on the whole, the findings are that the published strategies are world class in their ambition and sit comfortably within a national and global context of what is the right way forward for a 21st century city. In many instances, this report reinforces the need to push forward with implementing these ambitions and subsequently

develops how they influence a physical and spatial response.

The 2050 City Centre Strategic Development Framework (2021) details the goals to create a vibrant, liveable, connected, green and resilient city and reinforces the principles of the 20 minute neighbourhood.

The Vision and Plan for the Golden Z progresses an action in the SDF to explore how the retail core can “diversify its experiential offer.”

The six strategic place ambitions are key context for this Vision report:

Enhance economic competitiveness;

- Re-population with liveable and sustainable neighbourhoods;
- Connection to the river and surrounding communities;
- Reduction of traffic dominance and car dependency
- Greening the centre and making it climate resilient
- Repairing and enhancing the urban fabric reinforcing distinctive heritage and character.

The Changing Landscape

In addition to the impact of changing consumer and property sector trends already mentioned, the Z must also respond to significant development underway or planned on and around the Golden Z including Candleriggs, Buchanan Galleries, St Enochs, Kind Street car park, George Square and the avenues assessing how each influences the Golden Z. **It is important to note that, at the time of writing, the redevelopment proposals for both major shopping centres do not have planning consent and their inclusion in this report does not suggest tacit approval.**

The existing uses split and colour coded according to type and

highlighting the vacancies and the stress on specific areas of the Golden Z. This is shown on plan to understand the activity at street level and also presented in 3 dimensions to better understand the potential of upper floors and density.

- The ownerships and interests of the council are mapped and, beyond public realm and infrastructure, show minimal influence along the Golden Z highlighting the importance of acting as enablers and collaboration with the private sector.
- The location and need to better connect to surrounding communities.

Project Outputs

The project seeks to demonstrate:

- The physical and spatial moves that show the approach, ambition & attitude that will deliver a re-energised & resilient core around the ‘Golden Z’
- Outline the development trajectory for the whole Z
- Provide development options for three ‘areas of focus’ for redevelopment priority
- Include a delivery plan outlining how all stakeholders can play a part in delivering the vision



3D Existing Uses Map

Stakeholder Engagement

The new Vision and Plan sought to engage stakeholders in its collaborative development. In doing so, it aimed to collectively establish an aligned and co-owned regeneration direction for the Golden Z, that will provide clarity and confidence to investors, developers, residents and businesses in progressing future projects.

Various stakeholder engagement events aimed to capture a range of perspectives and intelligence around change and ideas for the future. Events included:

- Two Initial stakeholder workshops to capture initial issues and ideas from a mix of participants.

- Youth workshop exploring youth specific perspective on Z and its offer

- A wider 'public ideas day' drop in for those unable to make workshops

- Areas of Focus workshops to explore development options for buildings and spaces across the Golden Z

- One-to-one meetings with owners, developers, agencies to capture further detail on interests, aspirations and issues.

- A video and questionnaire were made available on the Council website at www.glasgow.gov.uk/goldenZ

- A Golden Z focused special Glasgow Urban Design Panel session

A delivery-focused 'round table' to consider how to unlock potential

Stakeholder Feedback

The feedback from stakeholders creates the mandate for change. While there were a significant number of contributions and often details ideas for the future improvement of the Z, some key messages included:

- Need for a diversity of uses, beyond retail, to bring people in at different parts of the day and week

- Need for resident population and 'liveable' city fabric – walkable streets, more green spaces, community facilities and services

- Linked is the potential of greater cultural activity and events – potential Sauchiehall 'cultural quarter' of creative institutions

- Reinforce strong sense of character and identity – celebrate great heritage and place assets

- For young people – desire for affordable leisure activities, greater beautification and tackling of vacant areas prone to antisocial activity

- Need for improved accessibility – bus, rail, stronger cycle network, taxis at night

- Improvement and greening of public realm critical to attract people and allow dwell time

- Needs stronger 'customer focused' place management, to align place improvements, cleansing and operational management with customer needs

- Should explore a public-private-third sector partnership approach to place stewardship and management in order to share and maximise the available resource,

- Given the scale of change, touching on all sectors, stakeholders felt a greater need for collaboration and contribution by all, with the Council providing a crucial enabling role.



Stakeholder Workshop 1 - 05 December 2022



Public Ideas Day - 24 January 2022



Youth Event - 18 January 2023



Areas of Focus Workshop - 02 February 2023

The City Centre Task Force and Recovery Agenda

The Vision and Plan for the Golden Z enacts the recommendations of the City Centre Task Force to provide a concerted focus on addressing the challenges and opportunities of the retail core. It seeks to provide a clear and ambitious plan to support its post-pandemic recovery and progress its longer-term resilience.

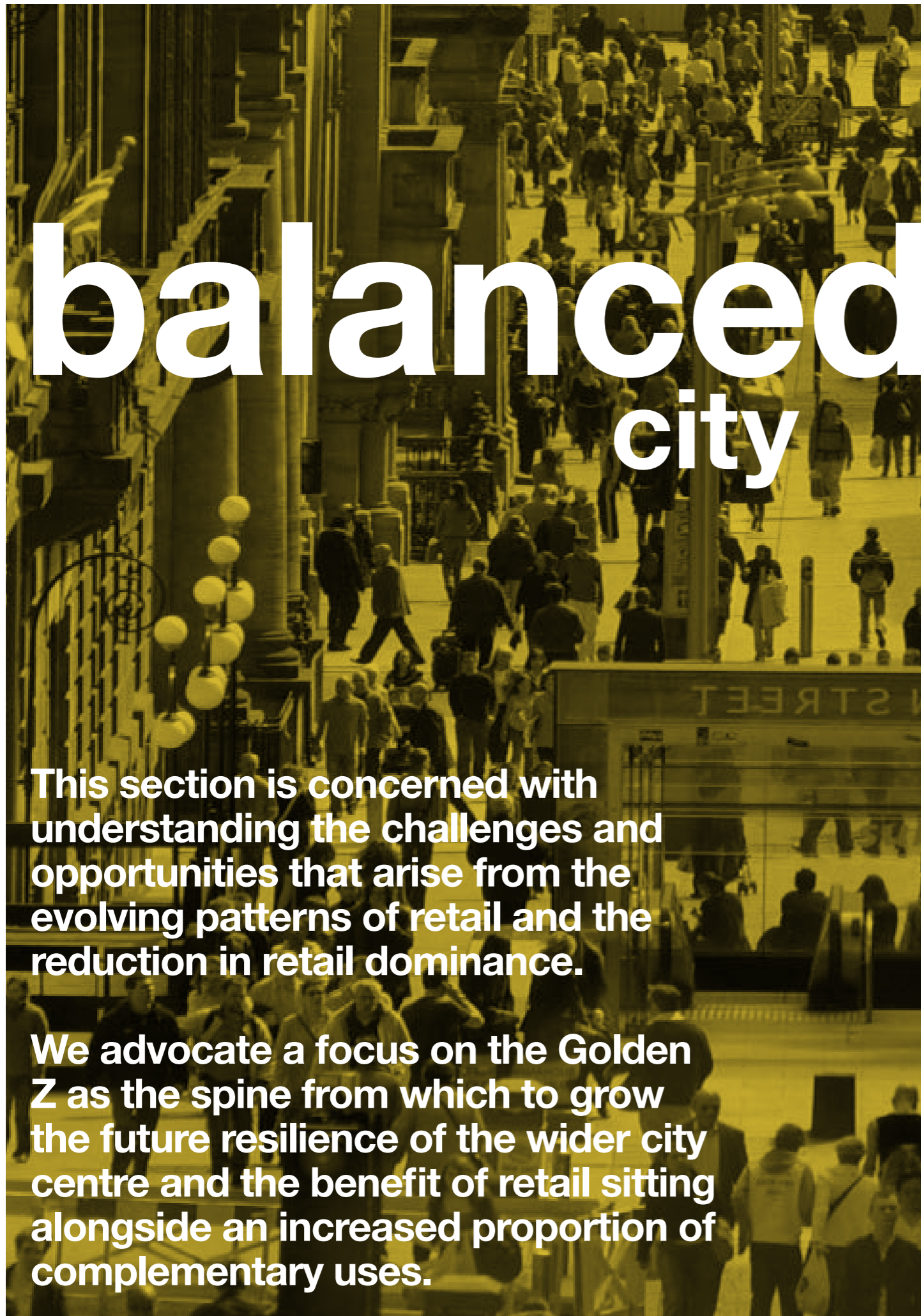
The Vision project was overseen by the City Centre Task Force and funded by Scottish Government City Centres Recovery Fund.

The project progresses a recommendation of the 'Glasgow City Centre Property Market Recovery and Support Interventions', report by Ryden, that was commissioned by the Chamber of Commerce on behalf of the City Centre Taskforce and forms the

evidence base for the Council's recent Property Repurposing Action Plan.

The report proposes, "a new masterplan for the former Golden Z" stating that "this is a generational 'golden' opportunity to reassert the City Centre's apex commercial role, while supporting the transition to a more diverse mix and loveable city centre sought by all strategies".

The Vision and Plan reinforces a number of actions in the recent Property Repurposing Action Plan and those contained in other Council strategies and actions plans. It considers how these various actions 'meet place', and how they can influence the successful evolution of the Golden Z.



balanced city

This section is concerned with understanding the challenges and opportunities that arise from the evolving patterns of retail and the reduction in retail dominance.

We advocate a focus on the Golden Z as the spine from which to grow the future resilience of the wider city centre and the benefit of retail sitting alongside an increased proportion of complementary uses.

Context

This section identifies the need for a concentrated and focussed approach on the Golden Z in order to prevent “spreading the jam too thin” by attempting to regenerate equally and simultaneously across the wider city centre.

The Vision recognises the need to maintain and nurture the primacy of Buchanan Street while defining how the character of Sauchiehall Street and the east end of Argyle Street can evolve to embrace the unique character of their location and attract independent, creative and blended retail.

The proposals for both major shopping centres each have the

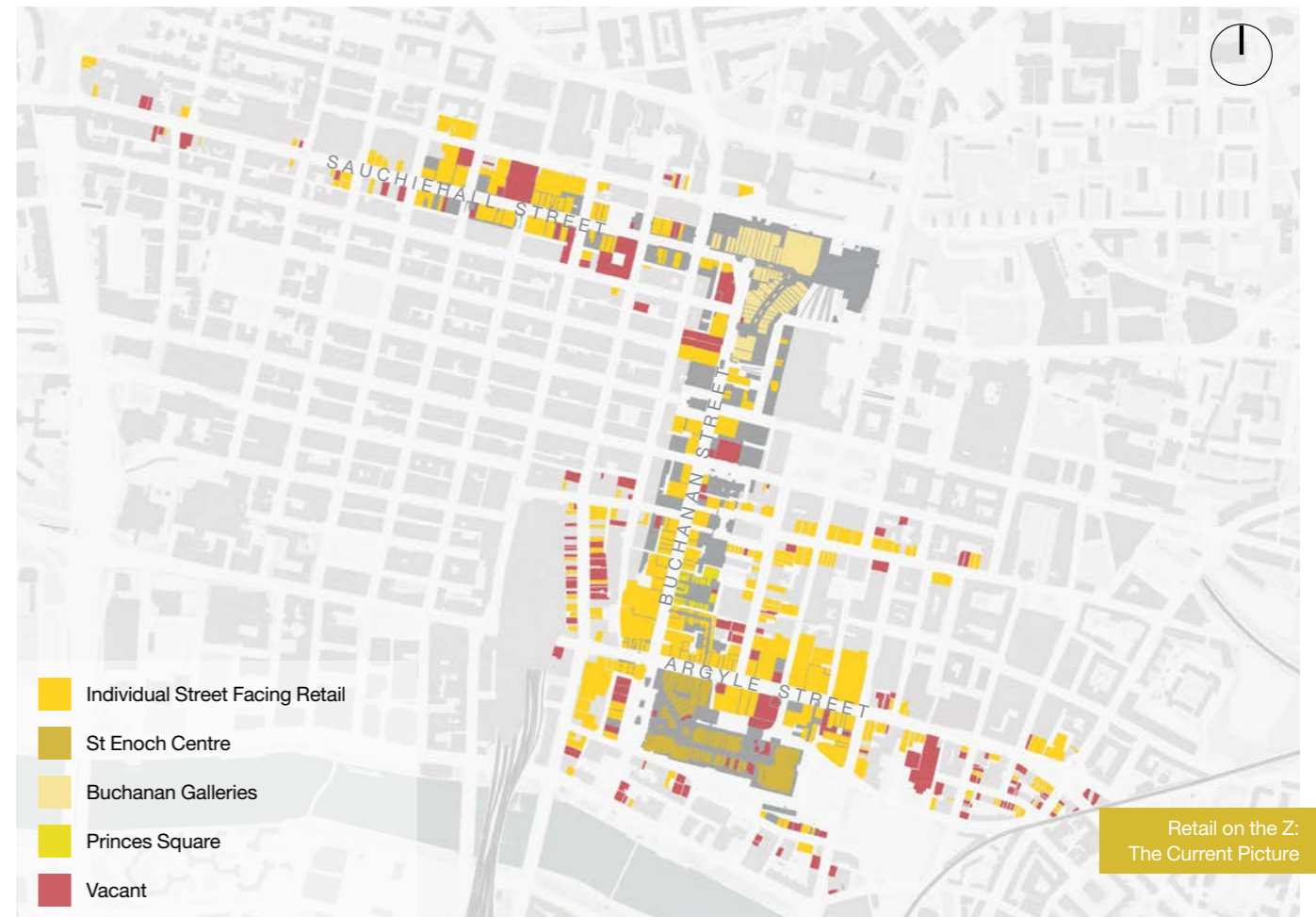
potential to introduce a mixed-use and inhabited urban district and consolidate retail directly onto the Golden Z. The redevelopment of Candleriggs is being delivered and already benefiting market attraction to sections of Argyle Street.

The positive impact of these ‘bold’ catalytic projects are considered in the context of the whole Golden Z and are a key component of how the Vision considers the future city core as one (admittedly complex) entity.

The three identified focus areas (GSA/ABC, BHS/Victoria’s/Watt Brothers and Trongate South) are currently a mix of redundant structures and vacant gap sites that and are an opportunity to deliver

a significant scale of mixed-use vibrancy that could also be locally transformational and benefit the resilience and experience of the Golden Z.

Glasgow’s traditional retail core is still the location of choice for most; there’s just less space required and its composition is evolving to include high end, independents, experiential and showrooming models. Outward facing and interspersed with complementary vibrant uses (e.g. F&B), a healthy future Z can return to not only strengthen the east and west legs but extend them towards Charing Cross and to Glasgow Cross.



Proposition

As evidenced in the Stantec retail report, Glasgow, much like other cities in the UK, can no longer rely on established national chains to occupy the majority of the available retail space within the Z.

There is a need to diversify the retail offer, augmenting with local independent retailers together with convenience retail to support the expanding residential community to provide a strong, attractive retail mix within a right sized offer of retained resilient brands.

A number of other uses such as Healthcare, Leisure, Creche/ Daycare, Commercial and Maker Spaces that historically were located in our city centres should be reintroduced to occupy space vacated by retail, encouraging greater footfall throughout the Z (and benefiting retail).

The Vision contains a 3 dimensional analysis of each of the three streets and commentary on each:

Buchanan Street
Buchanan Street is a successful component of Glasgow’s retail offer but stretches of it contain little in the way of other uses.

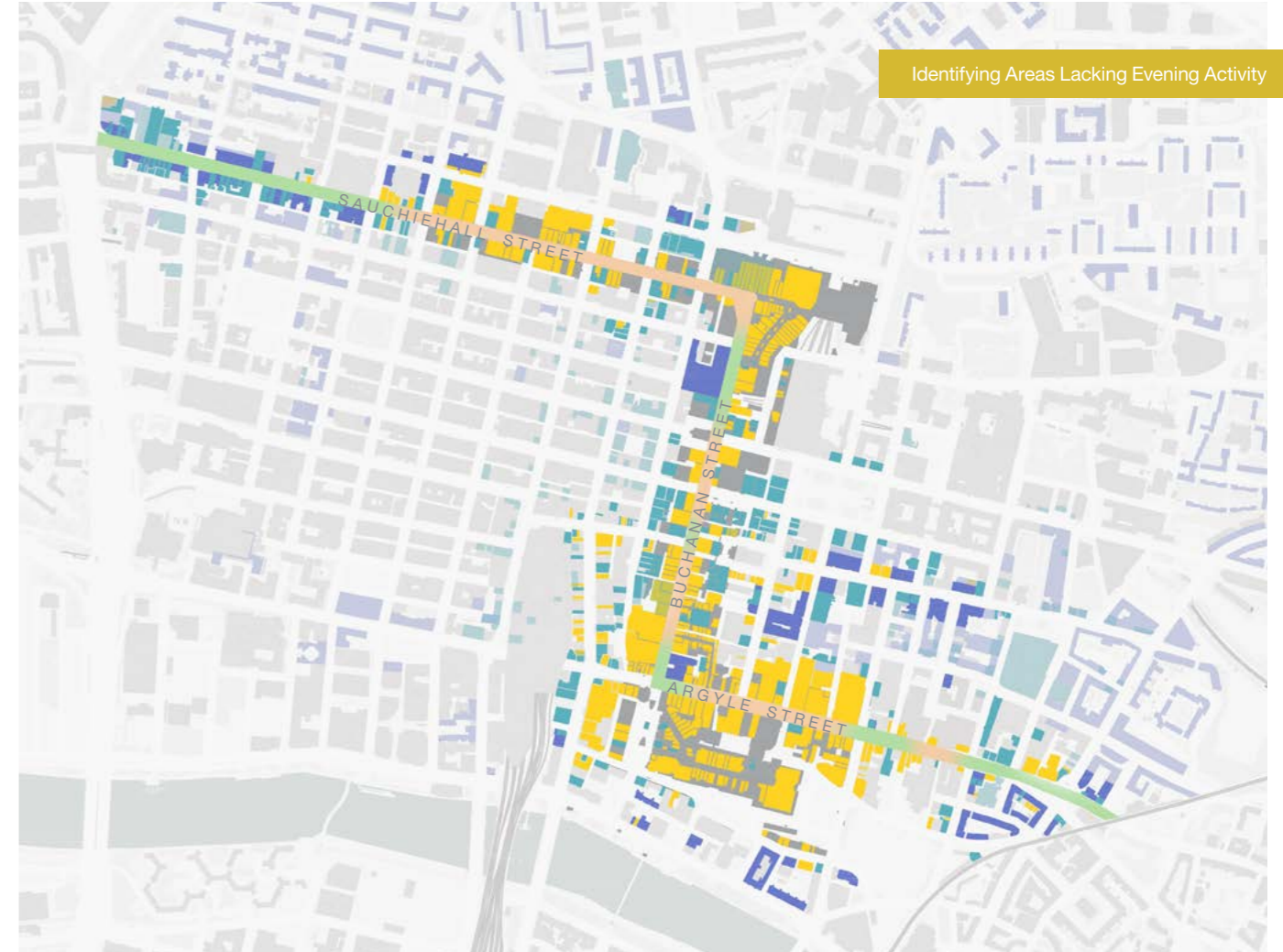
New F&B / Leisure at key corners and junctions complete with structured pavement cafe seating would extend activity into the evening, preventing the current ‘dead-zone’ from Gordon Street to the junction with Argyle Street.

Buchanan Street is a high-quality public realm but is a predominantly hard landscaped environment that is tired in places, suffers from encroaching clutter and needs

a refresh. It would benefit from additional greening and free to access shelter.

Sauchiehall Street / Argyle Street
The diversification of uses on these key streets away from retail dependency (workplace, education, F&B/leisure, civic/third sector etc.) will redefine their fortune and character to be more focused on serving their local communities, both residents and those who work there.

Retail will still be an essential component of this new mix but of a more independent nature, influenced by the existing energy, culture and creativity present on and around both streets thanks to the GSA / GFT and RCS in the case of Sauchiehall Street and the studios, galleries and creative workplaces around Trongate / King Street.



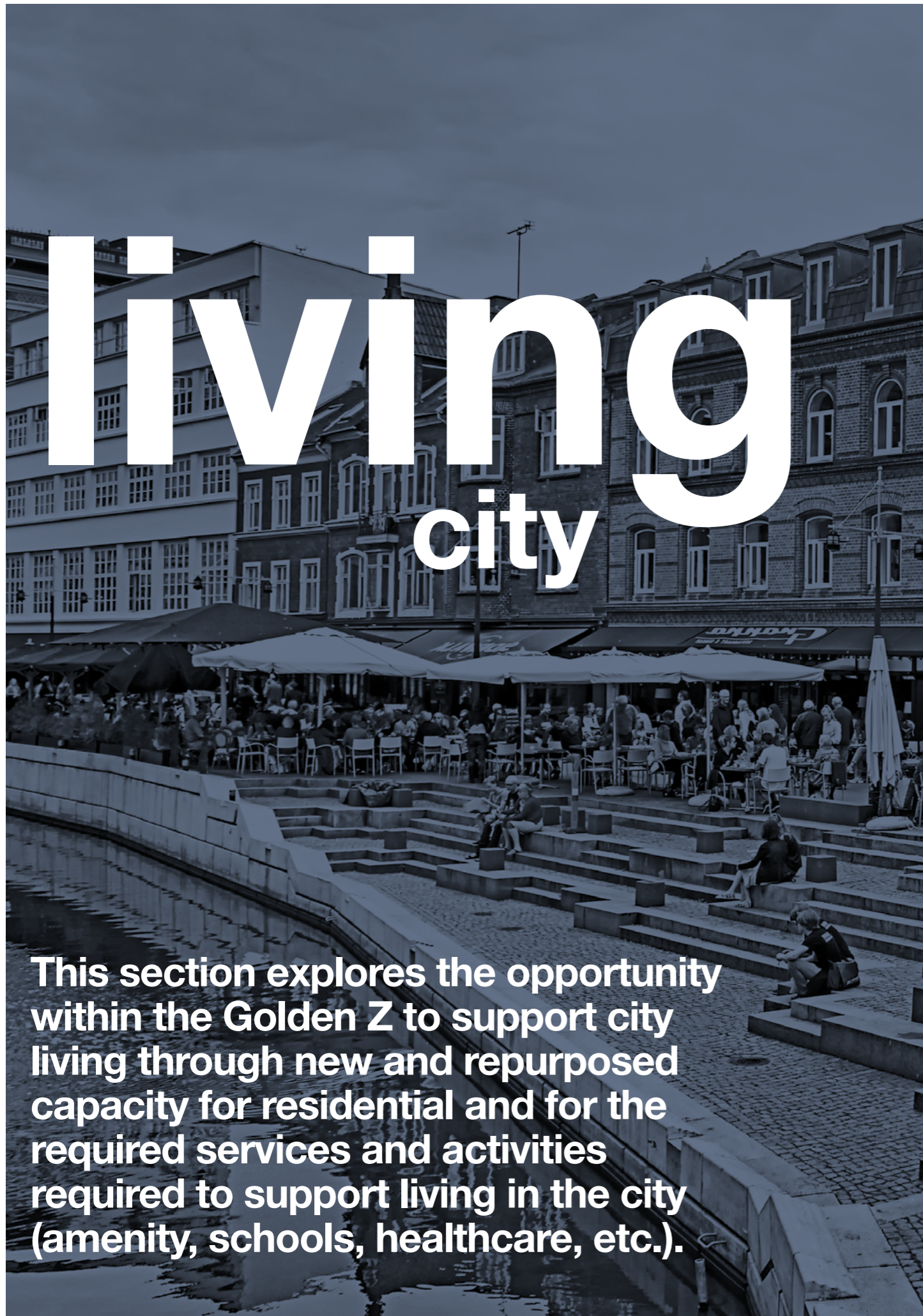
Retail	Yellow square	Retail dominant zone	Orange square
F&B / Leisure	Teal square	Area with other activity / overlooking	Green square
Residential at upper levels	Blue square		

Action

Diversify Uses at Street Level
Encourage a beneficial proportion of complementary uses to reinforce retail and extend hours of activity.
-
Revise policy presuming for retail on specific stretches of the Z to encourage evening operations into predominantly retail stretches without compromising the Apex retail status of Buchanan Street.

-
Support delivery of proposed Avenues and seeks to introduce further targeted improvements to the quality of the public realm (greening, shelter, quality materials) to support dwell time, pavement activity, attract footfall’

Supporting policy recommendations are included in the delivery section.



living city

This section explores the opportunity within the Golden Z to support city living through new and repurposed capacity for residential and for the required services and activities required to support living in the city (amenity, schools, healthcare, etc.).

Context

Glasgow's 'City Centre Living Strategy' responds to the established lack of residential availability and unmet demand. The strategy states an ambition to double the city centre population of around 20,000 by 2035 and to enable sustainable, inclusive and diverse neighbourhoods. The areas within and adjacent to the Z offer potential to deliver residential consisting of a diverse mix of types and tenures via repurposing or redevelopment.

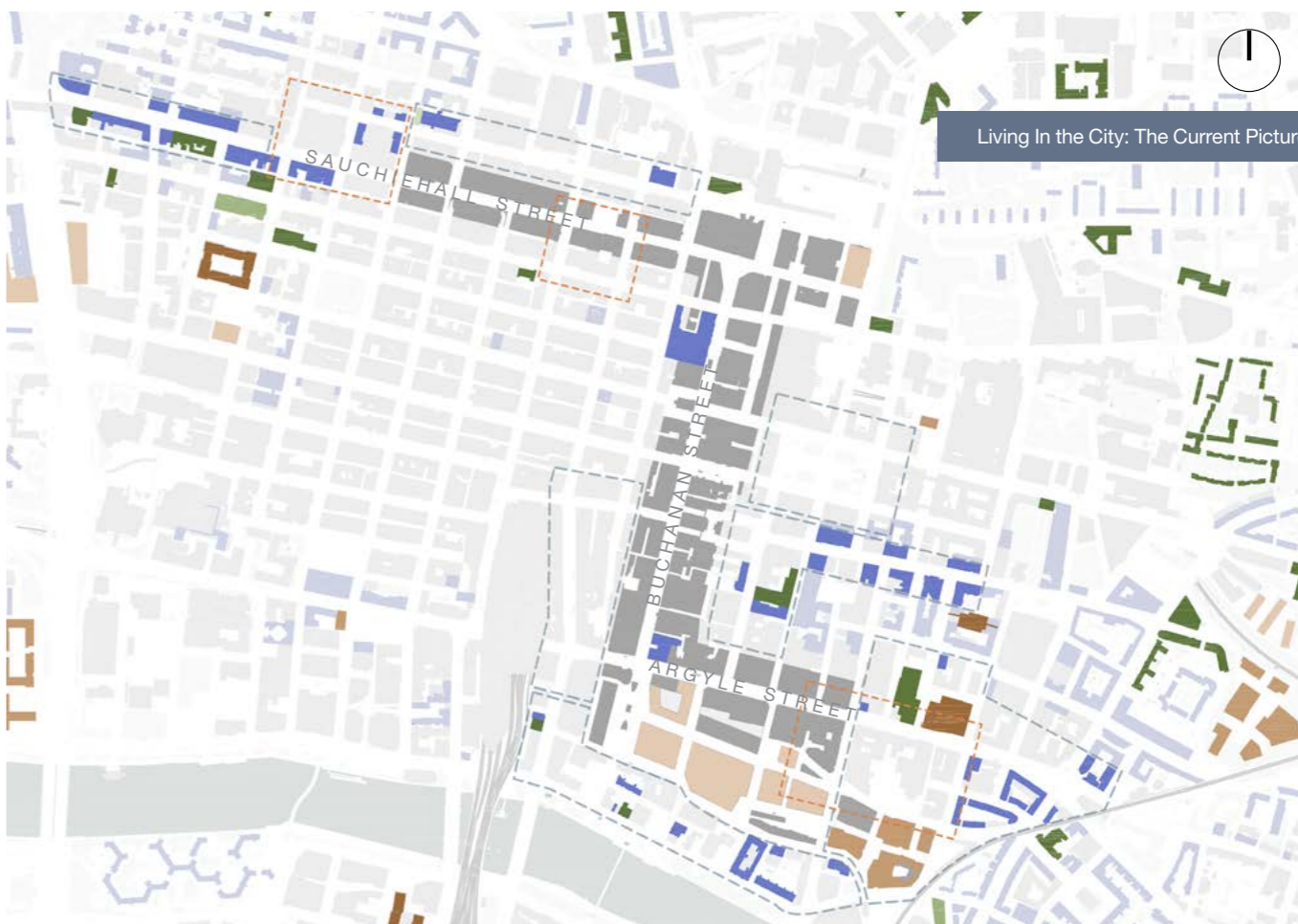
Within the wider city centre, to enable resilient and socially cohesive neighbourhoods, there must be an

increase in the mix of complimentary uses such as employment, everyday services necessary to sustain a diverse demographic including schools, nurseries, food shopping, leisure, open space, play space, community assembly, health & social care, post offices, banks, etc. all in alignment with the national policy of establishing walkable (20 minute) neighbourhoods. This section of the Vision explores opportunities to encourage and accommodate more essential services into the city centre.

Alongside this are considerations of later living, student accommodation and Private Rented Sector (PRS)

and how they can contribute to the vibrancy and safety of place (inhabited passive surveillance) and how well they sit alongside a vibrant city centre night-time economy.

Perceived issues specific to the introduction of more residential within the city centre are also discussed, namely: parking requirements, single aspect, access, waste management, active ground floors, provision of amenity, meeting technical standards, adjacency to F&B / leisure and viability of development.



Living In the City: The Current Picture

Traditional Residential of Mixed Tenure Private Rented Sector (PRS) Student Accommodation

Proposition

Two approaches have been taken to show how the Z can contribute to residential expansion; Large Scale urban infill opportunities and the repurposing of existing upper floors over retail and F&B uses.

Urban Infill Opportunities

The report outlines the current proposals for the redevelopment of the 2 major shopping centres in terms of their potential contribution of new residential units alongside the emerging Candleriggs development.

Elsewhere the opportunities identified in the Vision for new build / large scale repurposing are in the focus areas in and around the BHS, the GSA/ABC site, The TJ Hughes department store and potential redevelopment around a reimaged Argyle Street station. These are developed in later sections.

Upper Level Conversions

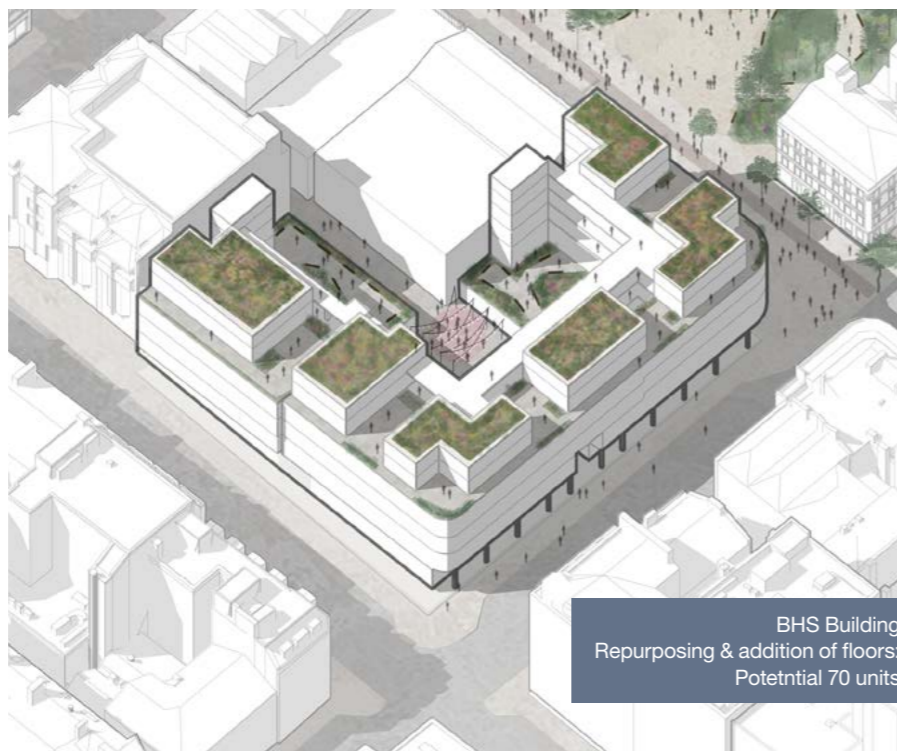
The Vision has assessed the potential for the conversion to residential of vacant or under used upper floors along the Golden Z. Some are more readily converted than others and the maximum number of units deliverable is in the region of 600.

Schools and Nurseries

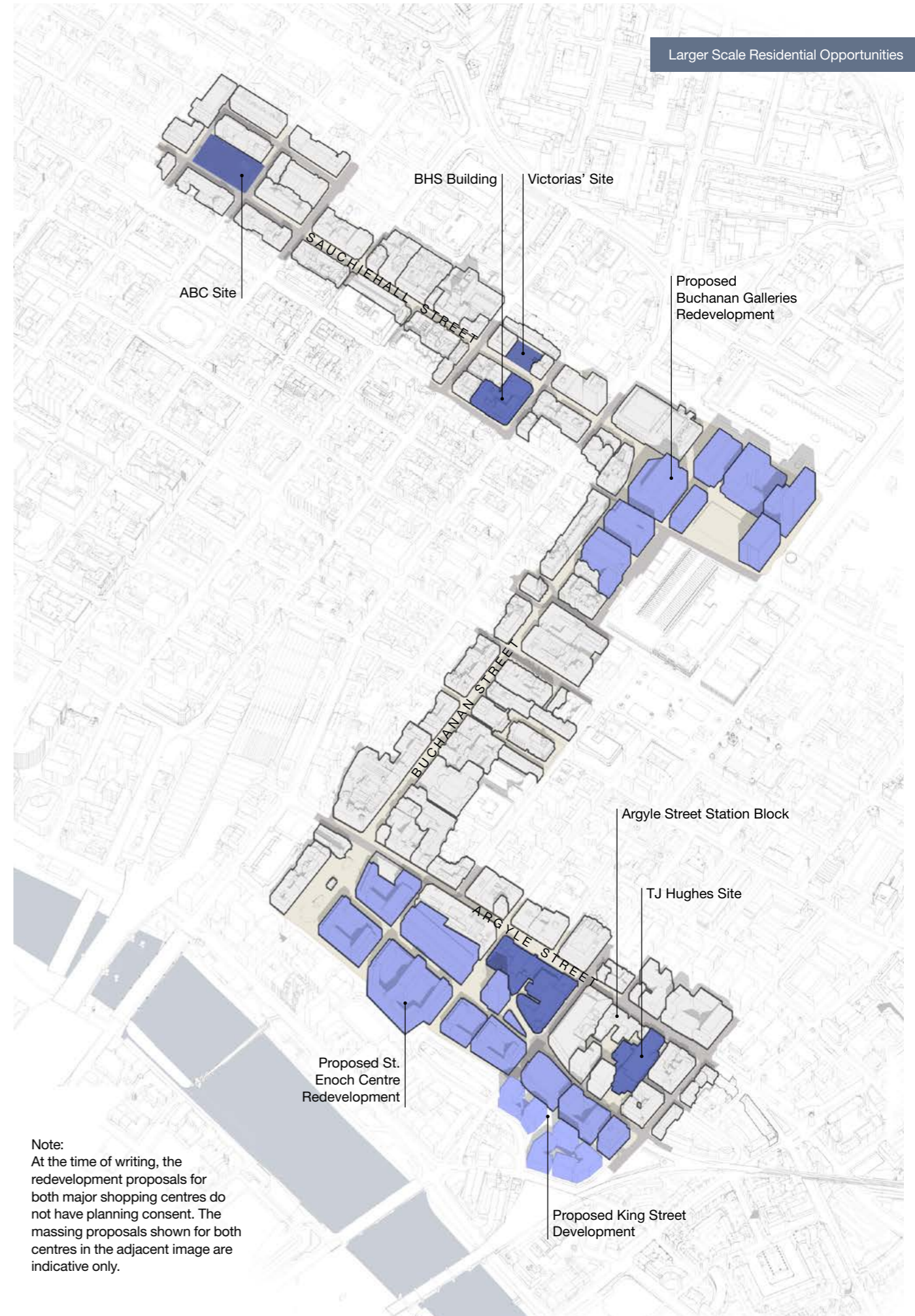
The doubling of the city centre population may require the introduction of new schools and nurseries to support this increase and the opportunity and ability to introduce urban schools along the Golden Z is identified.

Healthcare

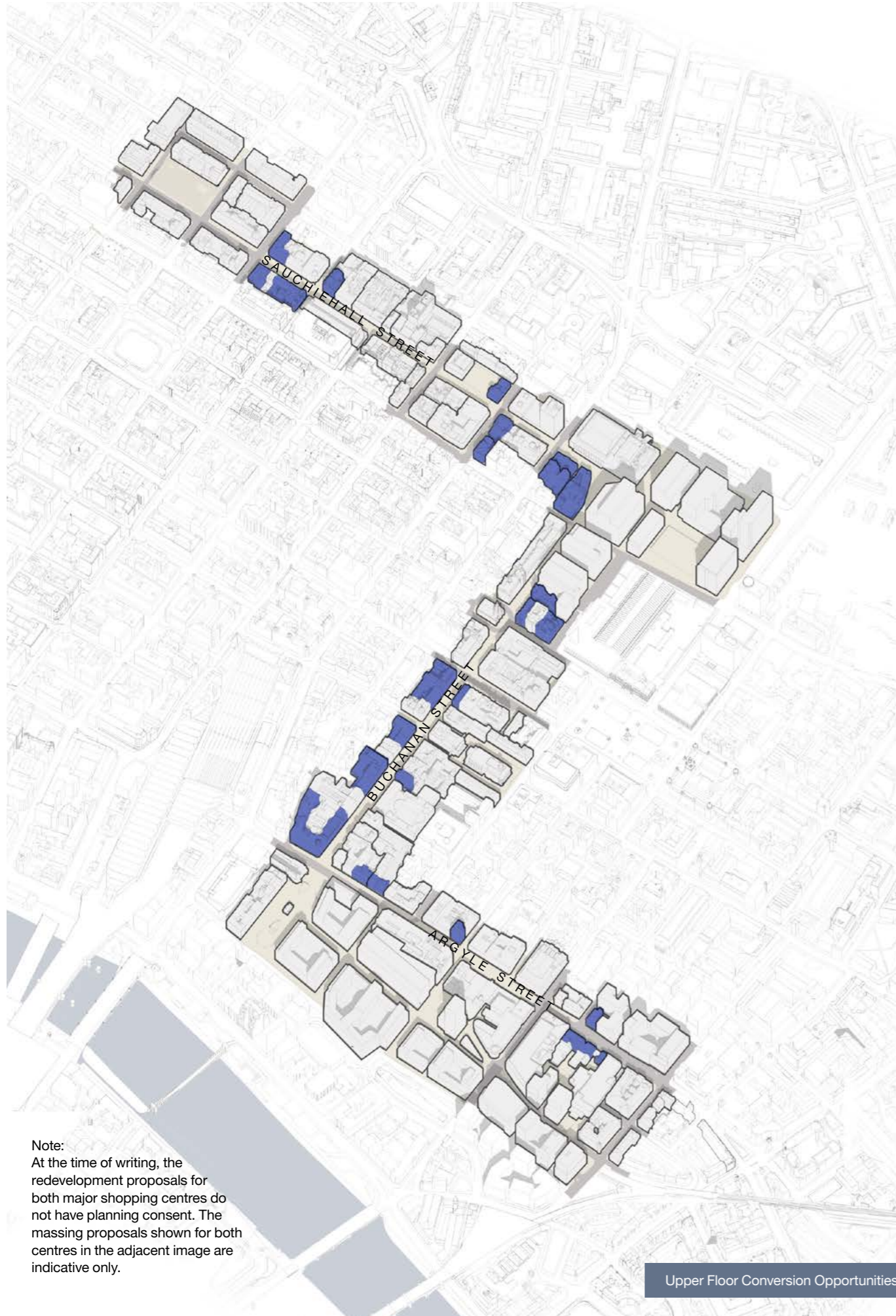
Similarly, the increase in population may require the introduction of health services and opportunities along the Golden Z are identified along with the benefits of increased footfall and accessibility.



BHS Building
Repurposing & addition of floors:
Potential 70 units



Note:
At the time of writing, the redevelopment proposals for both major shopping centres do not have planning consent. The massing proposals shown for both centres in the adjacent image are indicative only.



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Upper Floor Conversion Opportunities

Action

The following actions are identified:

Address Vacancies

Repurpose vacant buildings & unlock vacant upper floors for residential or office space meeting NPF4 requirement to conserve and recycle assets through repurposing and expansion as a priority. Follow Glasgow's Repurposing Action Plan (Item 3.1) that recommends establishing a process of public investment, policy support and market engagement to deliver conversions.

Develop and implement targeted relaxation of regulatory controls e.g. planning policy on residential amenity, single aspect, etc and where building regulations standards

require to be tailored to suit the unique circumstances in inhabiting upper floors for residential or workplace.

- Identify - and, where necessary, lobby Government for - for a package of fiscal incentives for residential conversions, particularly upper floors and heritage assets. These could include; VAT exemptions, tax allowance schemes similar to BPPA, reduced developer planning contributions, public grant subsidy and revised VDLP funding criteria to cover residential conversions.

- **Support the City Centre Living Strategy's action to develop an**

integrated Social Infrastructure Strategy for the city centre, that will create a road map for the delivery of community infrastructure necessary to support thriving city centre communities.

- Target public purse investment: work with public sector partners to direct service provision and investment towards the Golden Z locale and promote the opportunities the Z provides to accommodate these

- **Work with the NHS and other health sector partners to identify health service needs for a repopulated city centre and promote their location on Argyle and Sauchiehall streets and the supporting/surrounding streets of the Z.**

- Work with the city council's Education Service to establish nursery, primary and secondary education needs to meet repopulation targets and explore the potential for an urban school, considering potential new formats, in and around the Z.



working city

This section of the Vision recognises the importance of how the patterns of movement around work and learning energise the Golden Z and how the Golden Z can strengthen the proposition of working and learning in the city centre.

Context

The hybrid working model across office, home and 'third' spaces is loosening the relationship between office occupancy and productivity and for many, the workplace is becoming more about 'collaboration' and less about 'processing'. In response, large and SME occupiers are looking for less but better floorspace and there is growing demand for multi-occupied buildings designed to deliver flexibility.

Glasgow city centre has many buildings that could offer the potential for re-purposing/change of use and there have been many recent positive examples of this e.g. Mclellan Works, Clockwise (Savoy Tower) and Garment Factory.

Workplace is a powerful ingredient that will energise a retail and leisure led destination and this Vision identifies the opportunities on the Golden Z to position new workplace where it can best enliven, promote enterprise and incubate opportunity.

The education sector has an equally energising impact on the city centre and two of its principal universities, its largest college, the Glasgow School of Art and the Royal Conservatoire of Scotland are all located either on or very close to the golden Z. Beyond that the Z has the potential to support the ambitions of the City Centre Innovation District, a partnership between the Council, Strathclyde University and industry

promoting entrepreneurship, innovation and collaboration.

These vital institutions should be encouraged to make their presence felt more readily within the Z through the introduction of more public facing activities, including taking up 'loose space' in existing buildings and this section suggests opportunities for this.

To support the vital education sector, the city needs to meet the demand for new student specific residential developments. The Vision identifies opportunities to introduce student accommodation that is appropriate in both location and scale along the Golden Z.



“ We knew that between Glasgow’s rapid growth record, and highly welcoming and collaborative public, civic and academic ecosystems, it was the best place for us to expand.”

Bruntwood SciTech

Proposition

A main thrust of this Vision is the reinforcement and nurturing of a multi layered, mixed use attractive and vibrant environment that benefits from a rich architectural heritage. The projection of the benefits of working in this well-connected city centre where you can enjoy the quality of environment, accessibility to retail, culture and leisure will be key in attracting the workforce back and in attracting new employers to the city. The Golden Z is at the heart of this proposition.

As with the Living City chapter, two approaches have been explored to show how the Z can contribute to creative workplace and learning space expansion; Large Scale urban infill opportunities and the repurposing of existing upper floors over retail and F&B uses or repurposing of vacant assets.

Urban Infill Opportunities

The report outlines the current proposals for the redevelopment of Buchanan Galleries and the St Enoch Centre in terms of their potential contribution of new workplace creating new clusters close to major transport links as part of mixed-use developments with active ground floor uses of leisure and retail.

Amongst the more significantly scaled opportunities for new workplace directly on the Golden Z is the redevelopment around Argyle Street station which is described later in the Areas of Focus chapter.

Existing Campus
Potential New Facility

Upper Floor Conversion & Repurposing of Existing Assets

The incubation of new businesses is a key component in creating sustainable economic opportunity in the city. This often presents an opportunity to repurpose existing stock for tenants who are attracted to an ‘edgier’ defurbished or character environment.

Sauchiehall Street offers an opportunity for collaborative and affordable workspace in a repurposed and potentially extended BHS, or in the Watt Brothers building full of character. Similarly, The TJ Hughes building offers a potential to reinforce the established creative industry on and around the Trongate.

The Vision identifies further opportunities based on existing assets that are vacant or are perceived to be underused. Overall the conversion of redundant upper

floors to workplace is less onerous than it is for residential and requires less intensive alteration.

Further Education

The Golden Z offers the opportunity to further integrate education into the fabric of the city core to leverage Glasgow’s identity as a university city. The potential for accommodation in vacant heritage assets or repurposed and extended redundant department stores is demonstrated and where there are institutions adjacent to the Golden Z (Glasgow School of Art and Royal Conservatoire of Scotland) the Vision shows how they can be more visibly present and front facing.

Bringing learning onto the streets would both reinforce the vibrancy on and around the 3 main streets and support accessibility and opportunity from life-long learning for the wider community.



ABC Site, Sauchiehall Street: Potential Expansion of GSA



Note: At the time of writing, the redevelopment proposals for both major shopping centres do not have planning consent. The massing proposals shown for both centres in the adjacent image are indicative only.

Large Scale Office & Creative Space Opportunities in the City

Existing Offices & Creative Spaces
Opportunity Offices & Creative Spaces

Action

Galvanise and maximise creative and cultural activity and support collaborative space providers to incubate new businesses.

Reinforce the creative communities in the Sauchiehall and Trongate locales and meet the growing demand for creative workspace. Particularly, form a creative and cultural forum of all cultural institutions and players around the Sauchiehall locale and enhance their role in driving change and reinvigorating this area of the Z.

Develop affordable workspace policy similar to London Boroughs and consider rent levels for GCC owned assets in identified creative ‘districts’ to ensure affordability.

Showcase repurposing and development opportunities and benefits to educational and cultural institutions and support growth of Conservatoire, GSA and others to have direct presence on Sauchiehall Street.

Work with Education establishments to respond to the need for student accommodation in the city centre.

vibrant city

This section recognises the importance of a vibrant and safe city centre providing culture, music, bars and restaurants that underpin the city's economy (and tourism) particularly at weekends and evenings. Within this is not just economic benefit but the ability to enhance the quality of life for the home communities by fulfilling a city's promise of entertainment, distraction and shared celebration.

It further reinforces the role of the Golden Z as the spine to the city centre and the need for a greater diversity of uses with the integration of existing cultural offers alongside the introduction of new attractors where they will have the greatest impact.

Context

Unlike Byres Road or Finnieston, there is no clear 'circuit' of bars/restaurants within the Golden Z and the immediately adjacent areas. The evening sterility of Buchanan Street breaks potential connections that could be made and, on stretches, feels unsafe. This section explores the expansion of the evening economy within the Golden Z, with a particular focus on ensuring this is introduced in locations that work with the existing offer and promote activity where desired.

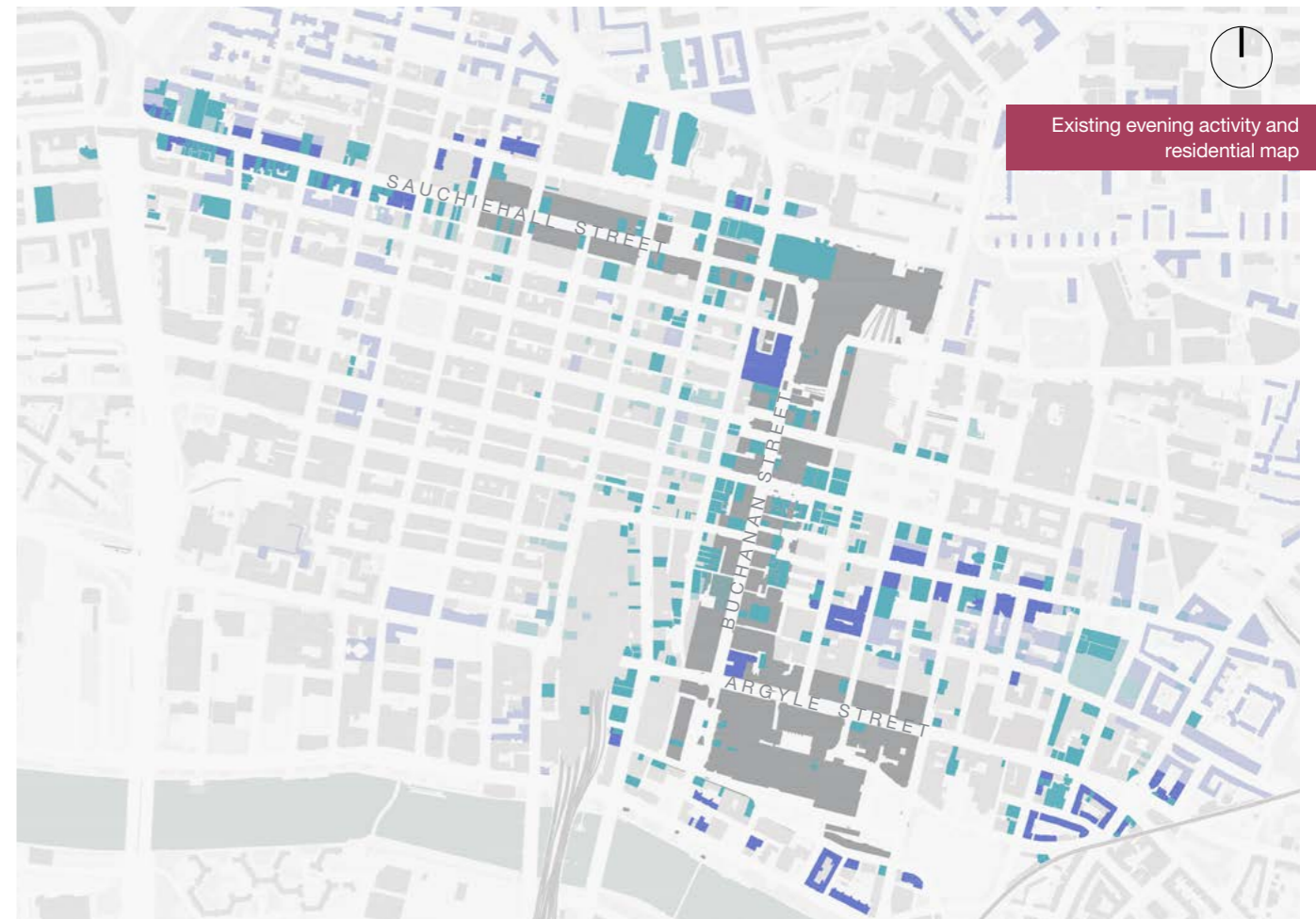
This Vision presumes against creating a 'cultural quarter' (or any

monocultural quarter) in favour of positioning a network (or circuit) of new uses/attractors where they will have the biggest impact supporting retail and leisure and, where possible, bringing new life to cherished heritage assets.

The contribution the Hydro has made to the success of neighbouring Finnieston as a vibrant restaurant and bar district has demonstrated the impact that a major venue or 'attractor' can have. This section of the Vision recognises the value of the world class institutions on or adjacent to the Golden Z (concert hall, GFT,

CCA, Conservatoire, Theatre Royal etc.) and the potential to better connect them to the Z to add to the experience of the City and stimulate footfall.

The quality urban spaces along the Golden Z provide opportunities for outdoor events and pop-up activities that would bring vibrancy and benefit local retail and businesses. On a larger scale, The Golden Z could be the backdrop and 'campus' for hosting regional and international events on a par with the previous Commonwealth Games and COP 26.



Evening Activity

Residential Accommodation

Proposition

There are a number of ways that the Golden Z can positively contribute to the evening and weekend economy of the city and enhance its cultural offer:

Introduce new bars and restaurants at key corners, particularly where Buchanan Street meets Royal Exchange Square / Gordon Street and St. Vincent Place providing much needed vibrancy, bringing life and light where needed most on the Z. In particular, European style food halls add something new to the current offer with the potential to repurpose heritage assets and incubate new businesses. A number of potential locations on the Z have been identified.

Glasgow is celebrated for its live music and the introduction of new venues such as a replacement for the ABC and new flexible venues for community events or exhibition as part of a repurposing strategy for vacant buildings would further energise the Golden Z.

Define and promote a new cohesive 'creative trail' that celebrates existing public art and murals throughout the Z and incorporate visits to creative hubs en-route.

Encourage specific events or festivals to celebrate and promote artistic expression, commissioning new works in the process, further enhancing the city centre environment and attracting new visitors to the city.

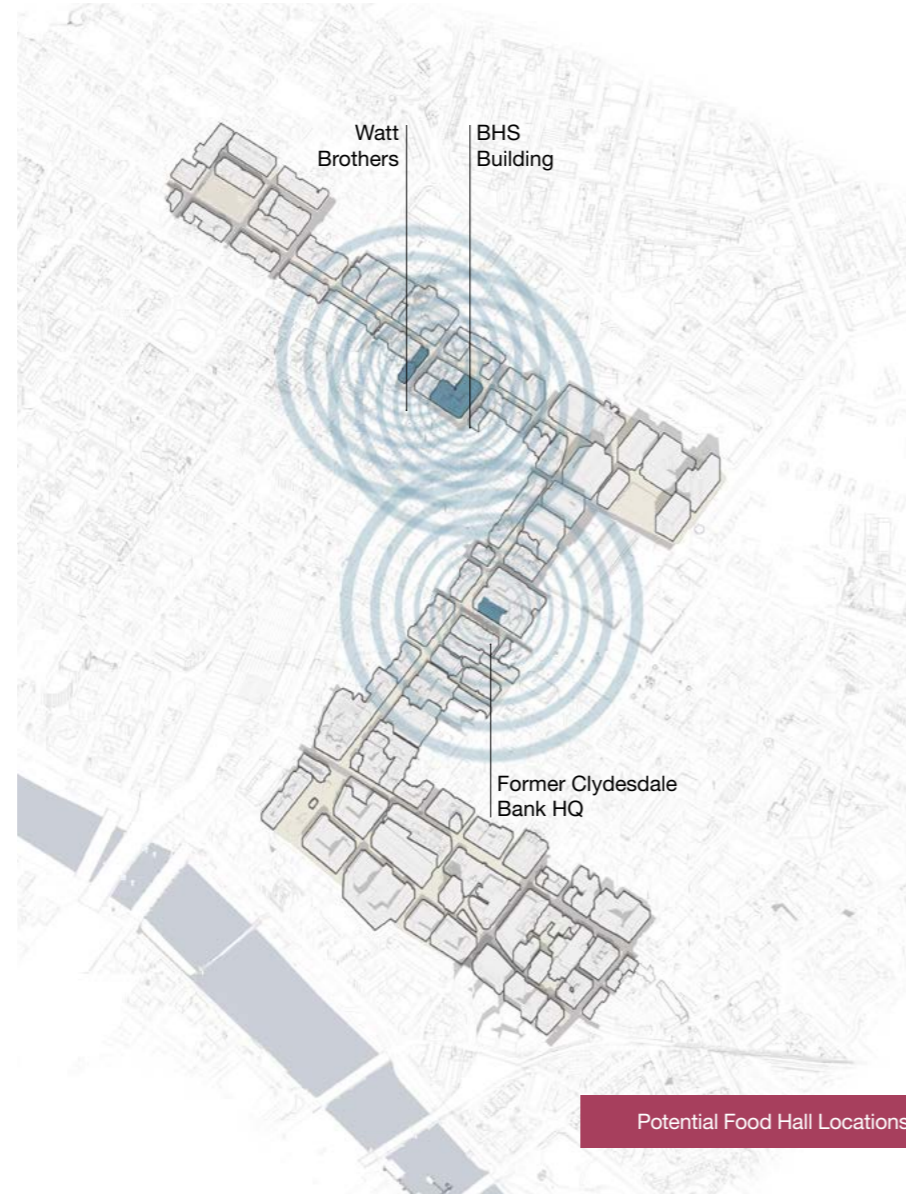
Glasgow City Centre, and the 'Golden Z' in particular, has a remarkable architectural legacy of buildings and spaces that should be

celebrated by night with dynamic lighting, providing moments of magic.

Develop an innovative and creative lighting strategy working with the remarkable architectural legacy to provide moments of magic along the Golden Z. This could be programme of permanent and temporary installations to meaningfully embed visual and performing arts into the centre of the city, creating activity, vibrancy and vitality. This could be

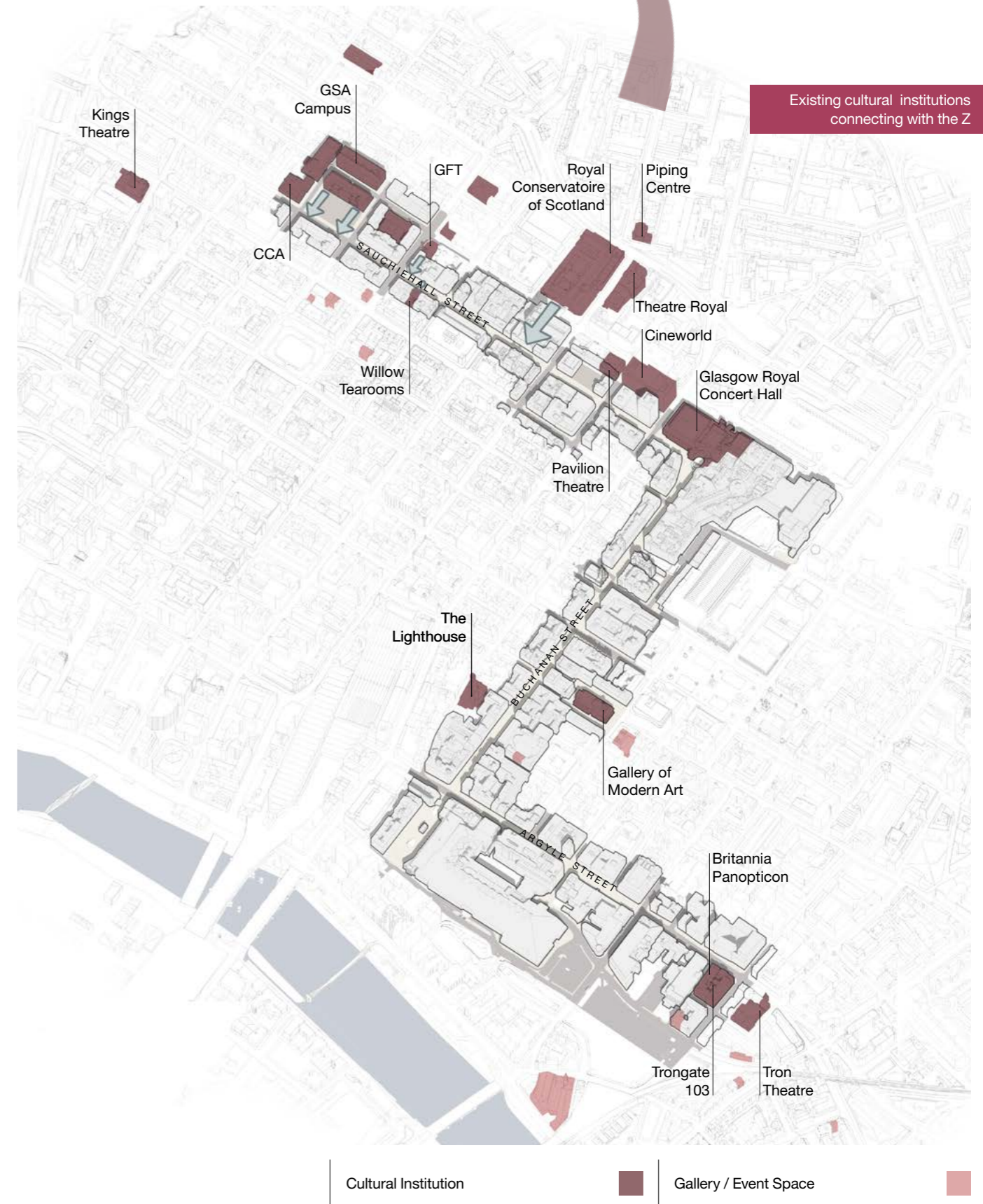
delivered through private sector owners and tenants and co-ordinated by any future management vehicle (e.g. BID).

Use the Golden Z to showroom the world class cultural assets of the wider city (Kelvingrove, Burrell, Riverside Museum) in a venue displaying a selection of the objects these institutions have to offer in a curated series of refreshed exhibitions.



Canal Cluster of Cultural Organisations / Creative Spaces:

RCS Wallace Studios / Scottish Opera Production Studios / National Theatre of Scotland / Civic House / The Whisky Bond





Action

Diversify Uses at Street level
Encourage F&B activities at corners of key 'crossing' points of Buchanan St i.e., St Vincent Steet, Royal Exchange Square to Gordon Street, Mitchell Lane and through to Springfield Court.

-
Develop a suite of guidance and proactive relaxation on e.g. ventilation/extract to support and encourage repurposing of heritage assets to F&B.

-
Collaborate with cultural institutions outside the Golden Z to curate and constantly refresh physical space 'showrooming' their offer in a key location e.g. The Lighthouse, a Mackintosh gem in the heart of the Z.

-
Develop a varied programme of events that involve stakeholders and cultural, educational institutions and celebrate heritage, arts, culture (including lighting) along the Golden Z perhaps promoted for private sponsorship.

-
Reinvigorate the lanes to realise their potential as vibrant public spaces.

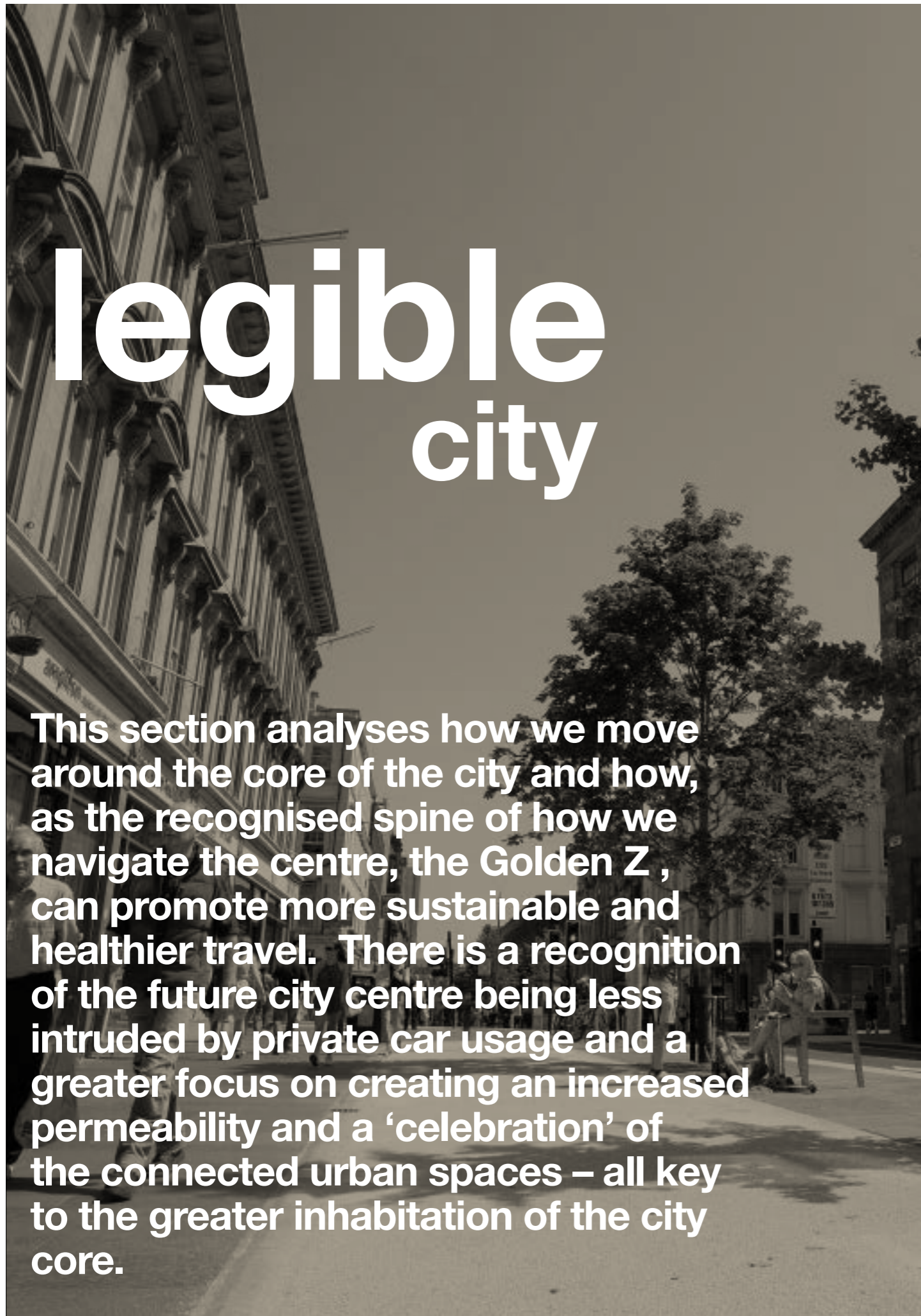


Note:
Where the introduction of new is shown these are merely indicative to suggest the types of moves that would achieve the stated ambitions over the coming decades

Existing Evening Economy Use
(Food & Beverage / Theatre / Cinema / Casino / Nightclub / Comedy / Music Venue / Bowling / Mini Golf / VR / Bar with Live Music / Food Hall / Adult Entertainment)

New Opportunity

Key Moves
Energise St. Enoch Square
-
Increase activity at key corners and junctions along Buchanan Street
-
Activate future north - south routes to river and hotel cluster



legible city

This section analyses how we move around the core of the city and how, as the recognised spine of how we navigate the centre, the Golden Z, can promote more sustainable and healthier travel. There is a recognition of the future city centre being less intruded by private car usage and a greater focus on creating an increased permeability and a ‘celebration’ of the connected urban spaces – all key to the greater inhabitation of the city core.

Context

Glasgow has determined to deliver a significant modal shift from car reliance to active travel and public transport and has published an Active Travel Strategy.

The ATS supports the City’s commitments by 2030 to reduce car kilometres travelled by 30%, no deaths or serious injuries on our roads, streets or cycle ways and to achieve net zero.

The strategy seeks to rebalance streets and spaces with a focus on networks and infrastructure in our street environments, enabling everyone to walk, wheel or cycle and encouraging and sustaining change.

Key to the promotion of active travel is the implementation of the ambitious Avenues programme that is rebalancing car-dominated streets

with public realm space that supports pedestrian uses making the city more attractive to residents and visitors alike.

With its ‘People First Parking Zone’ underway, car parking levels are scheduled to reduce by up to 30% over a 10-year period. Combined with the proposed expansion of car clubs, improved cycle networks with on-street storage will reduce car traffic in the city centre.

Representing a multi-billion investment over a 30-year period, the Clyde Metro project, a key Government priority for future infrastructure investment, will better connect more than 1.5 million people to employment and essential services in and around Glasgow. It will help address the climate emergency by delivering clean and net-zero carbon connectivity,

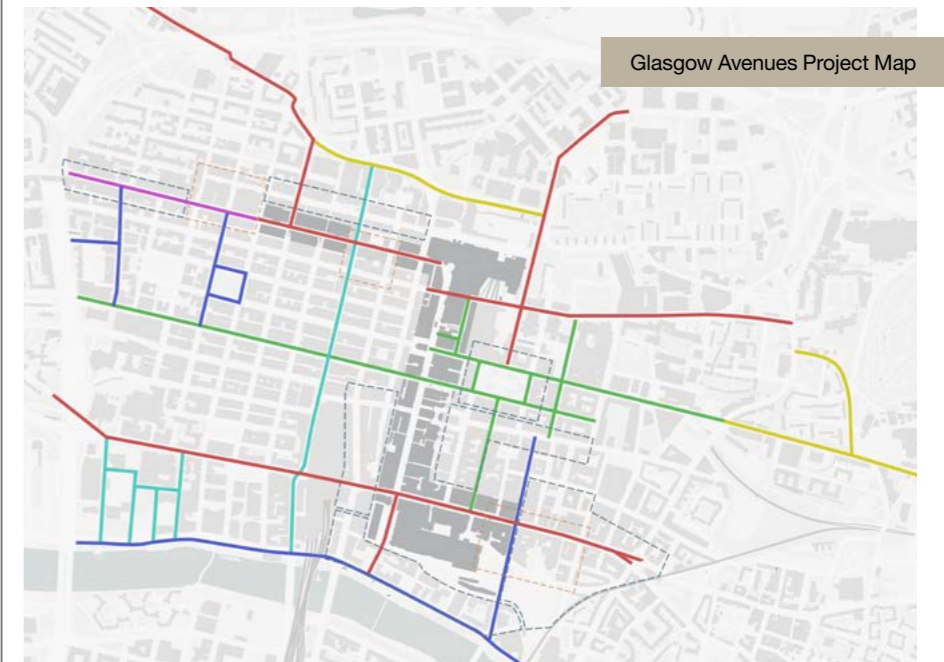
whilst also providing an affordable, sustainable and integrated public transport system for the people of the city and beyond.

Glasgow city centre plays host to a number of welcoming places where its citizens and visitors interact, gather, relax and play. These are connected by an attractive network of streets and lanes, with the Z at its heart.

The large shopping centres at either end of Buchanan Street are barriers to further permeability, preventing physical connection and views both to the north, and south to the river. There are emerging proposals however to transform these into more permeable, mixed-use neighbourhoods of active streets and spaces further enhancing the pedestrian experience.



Avenues Pilot Scheme, Sauchiehall Street



Pilot Phase (Delivered 2019)	Block C	Block D
Block A (Initial Delivery scheduled 2023)	Block S (Sustrans)	
Block B		

Proposition

Support the ambitions of the city centre travel plan by making the city centre more attractive and accessible for all users, especially those with restricted mobility.

Introduce further active travel options within streets and spaces in and around the Z that are not directly part of the Avenues project (Buchanan Street, Royal Exchange Square etc.).

Encourage greater public transport use through improvements, and introduce mobility hubs, a prime example being the Argyle Street Station proposals outlined in the Vision. Contribute to the Creation of a 'People First' city centre of safe, accessible, quality streets with low vehicular access.

Fragment some of the existing larger blocks and reintroduce permeability through human scaled lanes, squares and connections that will both change how the physical nature of the city is experienced and how it might emotionally connect with its citizens.

This fragmentation is already being considered for both major shopping centres and has been carried on to the focus area sites where the

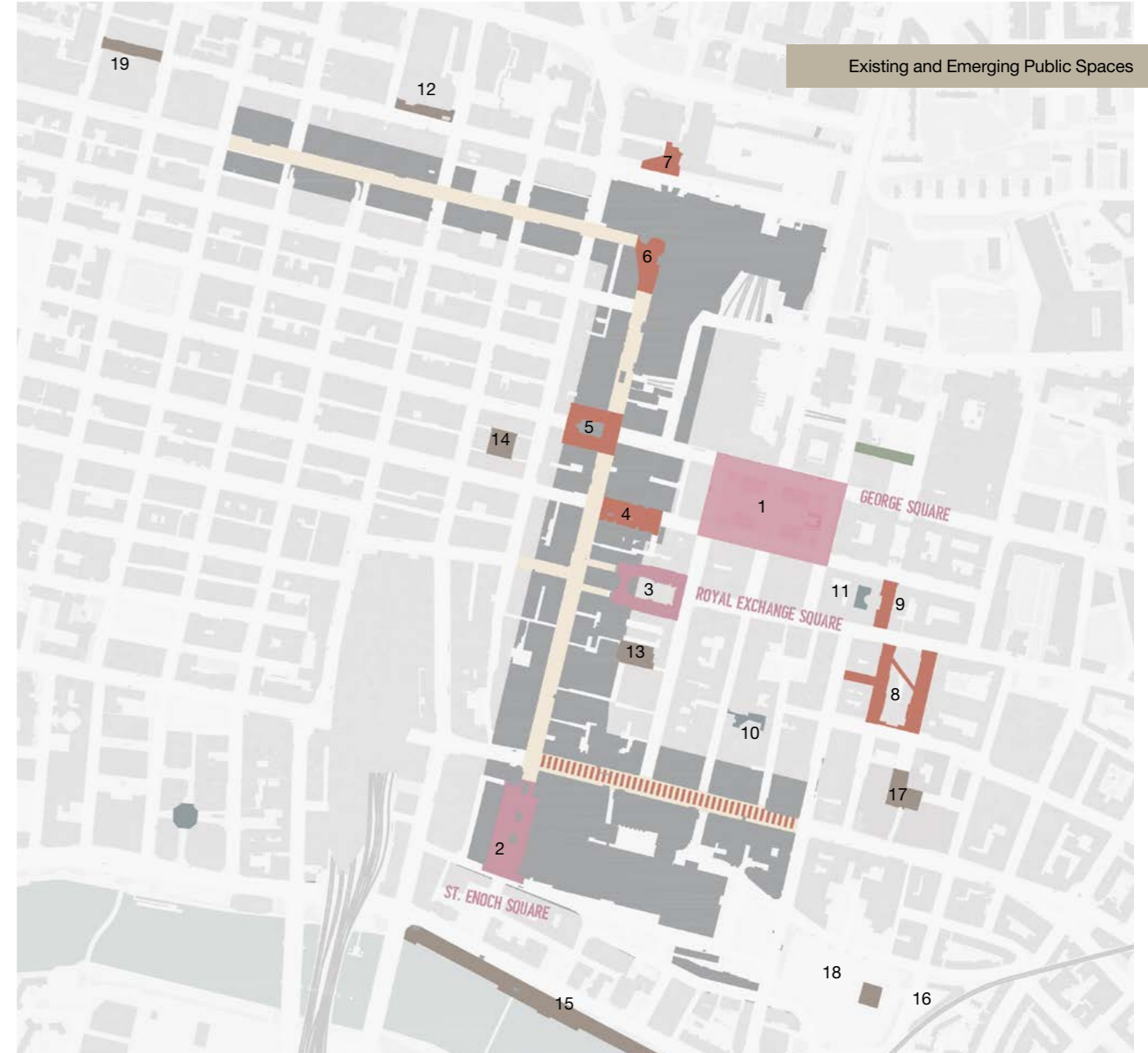


historic lanes around TJ Hughes are celebrated, and reintroduce routes where they once existed (e.g. the Wellington Arcade connecting Sauchiehall Street / Renfrew Street and the lane within the BHS block).

Deliver on the Lanes strategy and reintroduce lost patterns of the city and bring back places that have a depth of cultural resonance and, alongside a network of new routes, can introduce pleasing complexity. This Vision has identified lanes and spaces that directly connect with or are close to the 'Z' and proposes that the recommendations made in the 2017 strategy in terms of learnings from other cities, identified strategic interventions and planning policy and design guidance are implemented in these key spaces.



Existing City Centre Bus / Train / Taxi Map



Principle Spaces

- 1. George Square
- 2. St. Enoch Square
- 3. Royal Exchange Square

Secondary Spaces

- 4. St. Vincent Place
- 5. Nelson Mandela Place
- 6. Concert Hall Steps
- 7. Buchanan Bus Station Space
- 8. Old Sheriff Court
- 9. John Street

Minor Spaces

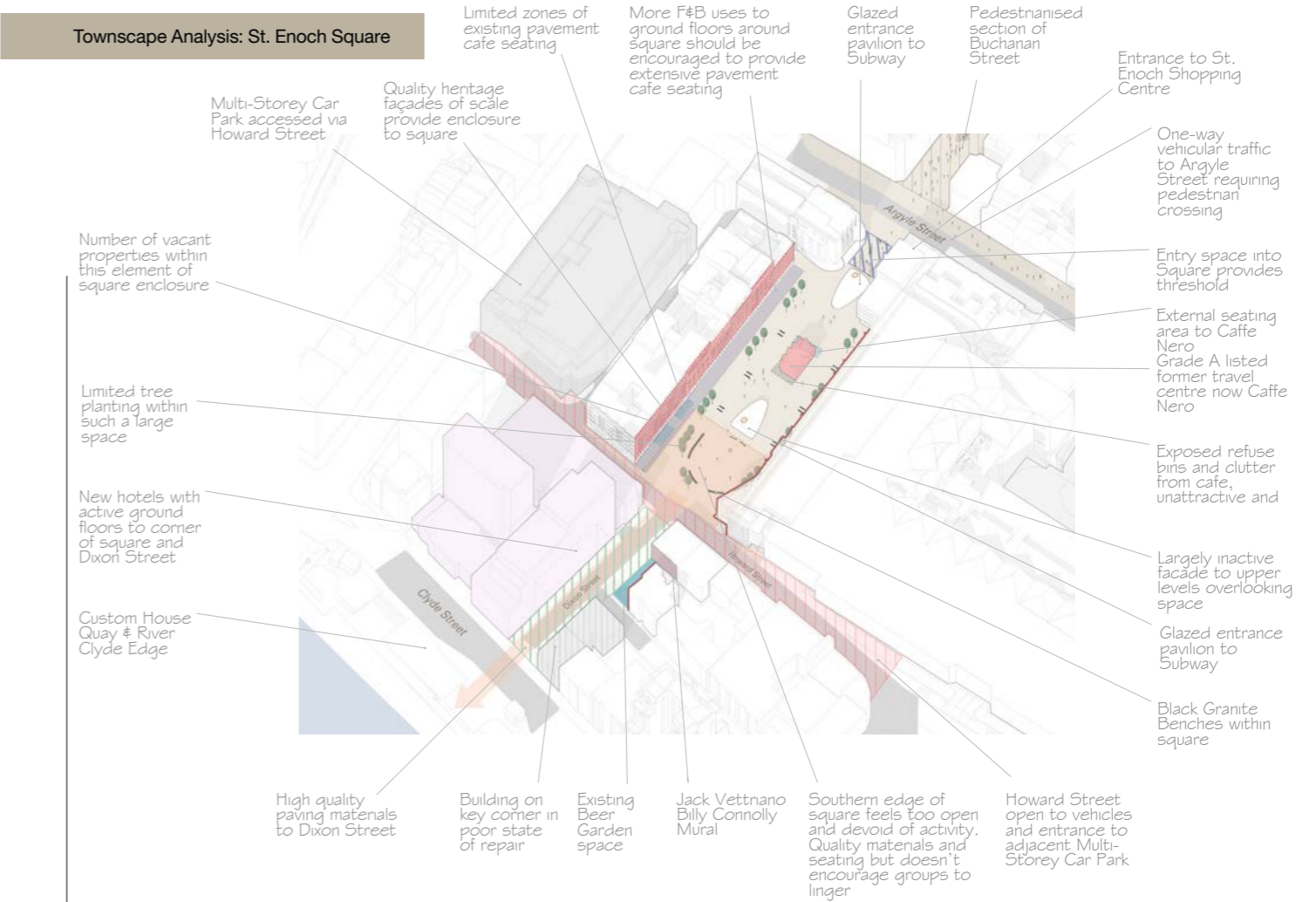
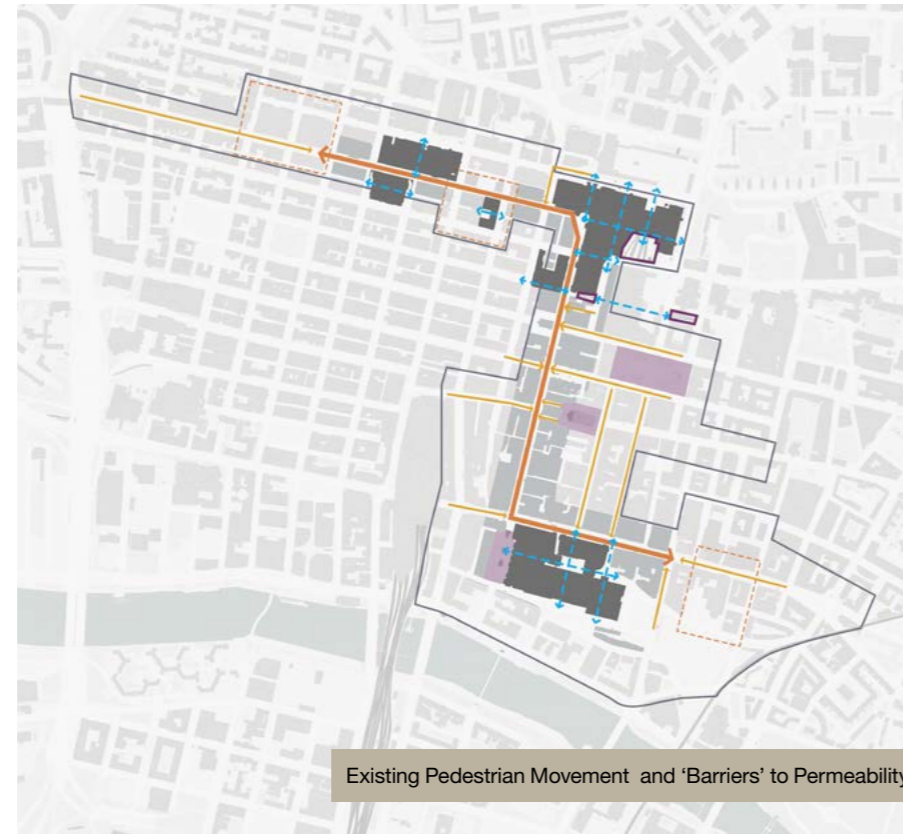
- 10. Virginia Court
- 11. Italian Centre

Opportunities to Improve

- 12. RCS Renfrew Street
- 13. Springfield Court
- 14. St. Mary's Court
- 15. Custom House Quay / Riverside
- 16. Kings Court

Emerging / Future Spaces

- 17. Candleriggs Square
- 18. King Street Square
- 19. GSA Renfrew Street



Action

Better Connectivity and Movement

- Ensure it is comfortable and easy to travel in and out of the city centre and to move around it.
-
- Support the ongoing implementation of the Avenues and extend the ethos of a greened and rebalanced street network, restored connections/enhanced permeability and safer, healthy and attractive routes through and around the Z as highlighted in the Vision.
-
- Create and reinforce safe and attractive north/south pedestrian routes connecting the Golden Z to the river front ensuring routes are activated at street level.
-
- Combat anti-social hot spots on routes from the Golden Z to the stations by encouraging further evening operations and consider benefits of pedestrian priority in select areas.
-

Implement existing lanes strategy and reintroduce lost permeability.

Create World Class Public Space

- Ensure the civic quality and amenity of the urban realm along the Golden Z and introduce greenery and green space (for amenity, pollution mitigation, flood resilience and biodiversity)
-
- Promote minimum height requirement to primary to achieve civic scale enclosure.
-
- Review existing 'Greening the City' approach outlined within the current City Centre Strategy and develop a potential greenspace specific policy requiring the delivery of (or contribution to) greenspace with development which may be at street level or on accessible roofscape.
-
- Identify stalled or long-term vacant sites and use statutory powers and/or collaboration with owners to

implement temporary/permanent greened space.

-
- Publish requirements/guidance to ensure active/inhabited and attractive edges to development sites where demolition and construction can stretch over years. Require phased major development to provide publicly accessible temporary greened space on later phase development plots (where cleared).
-
- Develop and promote a programme of sponsorship for new greenspace to reduce management costs and promote temporary pop-ups e.g., coffee bar to inhabit and manage space (at reduced rent/rates).

responsible city

This section considers how the future Golden Z can enshrine and project the shared values of our city in response to the climate emergency (achieving carbon neutrality, increasing density, repurposing) and in ensuring the city core is accessible, safe and welcoming for all.

Context

The retreat of retail dominance and the rebalancing of our city centres offers the opportunity to adapt and repurpose existing building stock. Much of this often involves bringing new life to cherished heritage assets and, on occasion, the opportunity to 'repair' the streetscape where there is a less-loved and unattractive legacy building.

The growing consideration of embodied carbon and national policy presume for the repurposing of assets and whereas most existing redundant structures are readily adaptable, it will be beneficial to the city to replace those proven to be inhibiting the city centre in achieving a sustainable increase in density.

This necessary increase in urban density and mix of uses will on occasion involve the need for

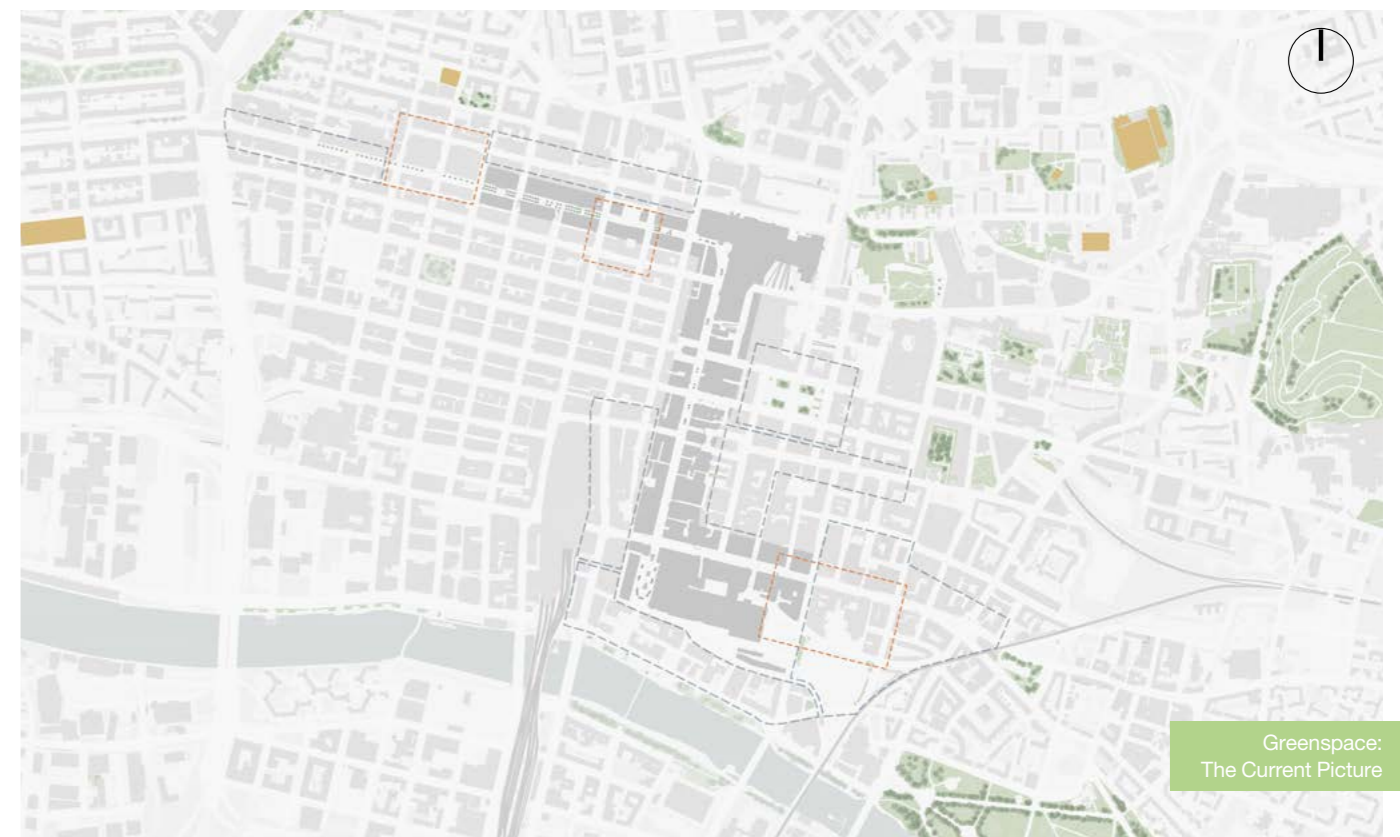
potentially significant building additions and infills. This Vision indicates considered volumes, height and density of development for these interventions and suggests through precedent, a level of quality that should be expected, commensurate with the civic quality, richness and robustness of existing heritage assets.

A recurring 'ask' arising through the use specific analysis and the stakeholder engagement is for more greenspace in the city centre to enhance the experience, provide amenity to support residential, reduce pollution and increase biodiversity. The significant 'Avenues' project is already delivering change but this Vision explores the further introduction of additional greenspace and areas

for tree planting and connection to existing amenity.

Not only improving the look and feel of the city centre and positively impacting on the wellbeing of its citizens, new greenspace and planting can be the way to introduce sustainable urban drainage to manage flooding and pollution.

It is important that the evolution of the 'Golden Z' ensures that it is welcoming, accessible and navigable by all. In the 'Include' element of this section, how to embody the Feminist City principles is reviewed alongside the provision of welfare facilities, bench seating and shelter. Improvements to these key elements will encourage pedestrian movement which in turn promotes active, healthy living.



Greenspace:
The Current Picture

Proposition

This vision for the Golden Z proposes to increase density in the coming decades with a further 'layering' of development that suggests a contextual datum height is established based on both the specific local streetscape and the wider civic presence / enclosure that is desired. In many ways, the proposition is to set a minimum building height.

With the ongoing decarbonisation of the grid, the carbon battle will increasingly focus on embodied carbon rather than just operational. The proposition is substantially for retrofit, adaption and expansion. However, where new build might better achieve the (environmentally) more impactful ambition of increased density and inhabitation or more positive impact on streetscape then these opportunities are identified.

All new build (and new build extensions to retrofit) will be expected to achieve high levels of energy efficiency and embody low carbon measures such as renewable energy production and water conservation. It is also important to construct for adaptability and circular economy principles in loose-fit design and design for dismantle and built in recyclability.

A number of opportunities for repurposing (Savoy Centre, Mitchell Street Car Park and Former Clydesdale Bank Block) have been identified through analysis beyond the three areas of focus that formed part of the original brief and proposal options have been developed.

This section identifies the need to further 'green' the streets and spaces both at street and roof level throughout the Z and suggests opportunity for community growing spaces in support of the Glasgow City Food Plan 2021-2031.

The Vision notes the importance of implementing the new integrated green and blue infrastructure networks once developed as discussed in the recent GCC Strategic Development Framework and the need to continue with the implementation of the Avenues Project.

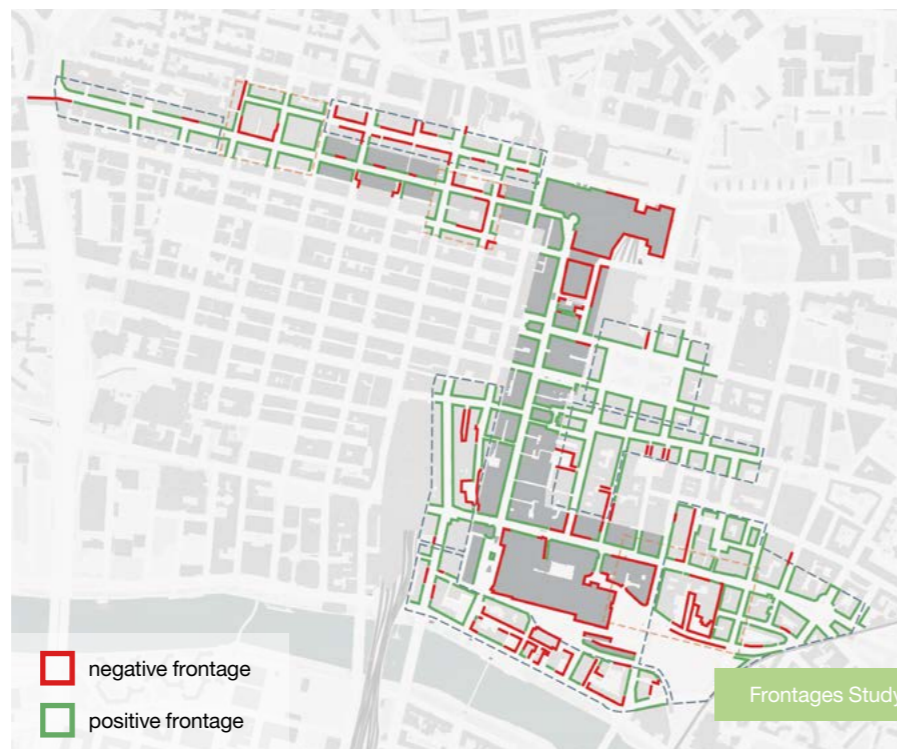
The streets and spaces of the Golden Z need to feel safe and welcoming to people of all ages and abilities, accessible to those who use a wheelchair, mobility aid or walking stick and cater to families, friends, carers and assistance dogs. The Vision recognises the need to

incorporate places for groups to sit together, shelter and children's play. This needs to be alongside the provision of the most accessible and free to use public welfare amenities.

Make streets safer with greater levels of evening activity, passive surveillance, better lighting and the potential introduction of street ambassadors.



TJ Hughes New Linear Park



negative frontage
 positive frontage

Frontages Study



View of Mitchell Street with improved public realm and revitalised Car Park structure

Action

Support the delivery of the Council's Glasgow Climate Plan, emerging Local Heat and Energy Efficiency Strategy (LHEES) and net-zero targets.

- Encourage, promote and facilitate development across the Golden Z that minimises emissions and adapts to the current and future impacts of climate change. Support developers to produce embodied energy CO2 calculations and whole life cycle assessment for proposed development.
- Ensure all development aligns with the requirements of the LHEES (for decarbonised heat) and includes renewable energy solutions, such as solar thermal, PV and heat pumps alongside rainwater harvesting and recycling.
-

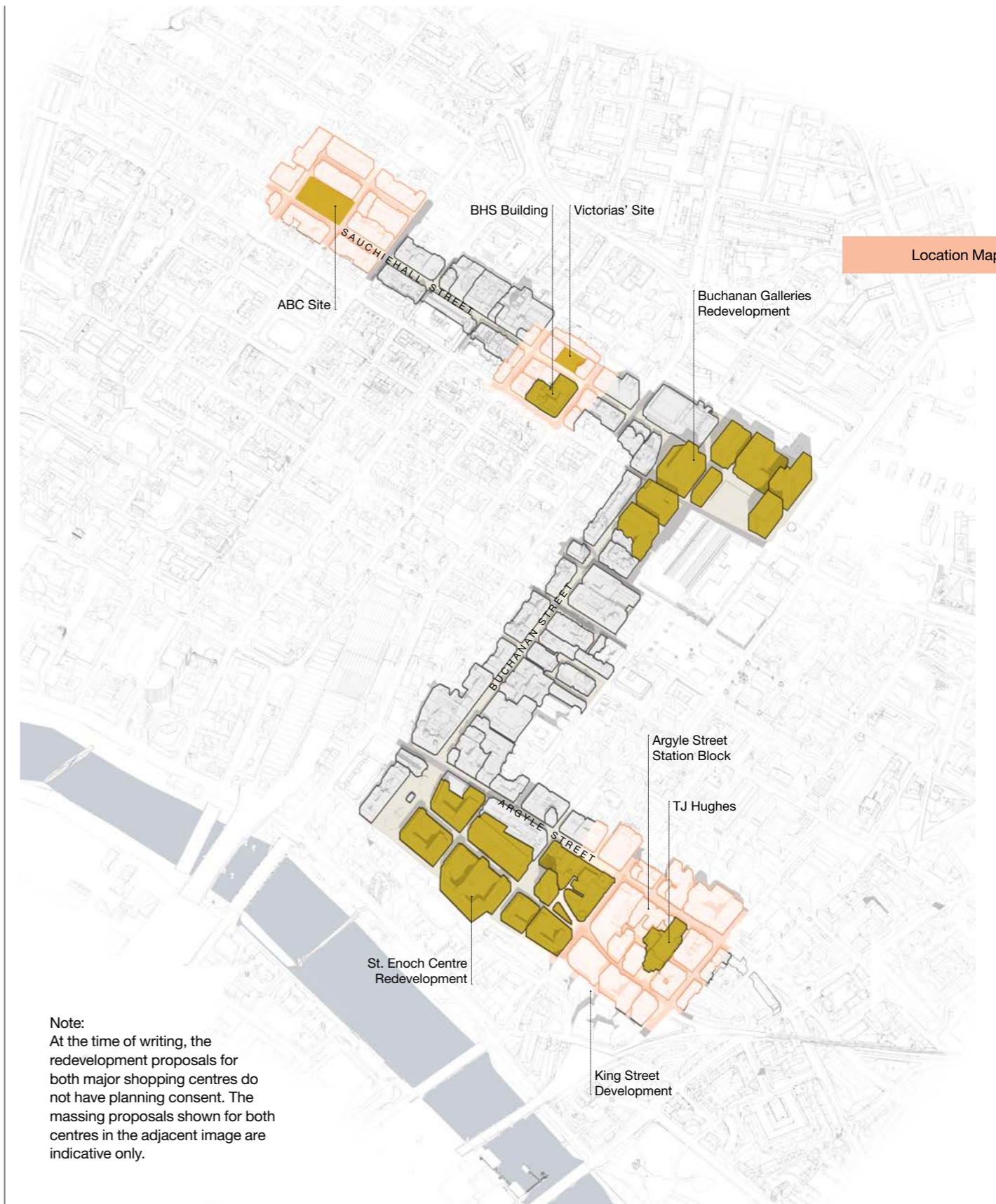
Ensure the Council's proposed Green-Blue Integrated Infrastructure Strategy for the city centre reflects the ambition for a 'greened' Golden Z and opportunities for the creation of green, public and amenity space.

- Combat anti-social hot spots on routes from the Golden Z to the stations (particularly on Gordon Street) by encouraging further evening operations and consider benefits of pedestrian priority in selected areas (e.g., Mitchell Street to Union Street).
- Ensure provision of public facilities across the Golden Z locale, and promote public access to toilet facilities where possible in planning applications.

areas of focus

The three areas identified for more detailed study along the Golden Z are GSA/ABC, BHS/Victoria's/Watt Brothers and Trongate South. They have been selected because they are areas that are showing considerable strain and negatively impacting on the city centre. They also have sufficient scale to provide redevelopment or repurposing opportunities that will bring meaningful transformation and positive change beyond their own locale.

How we respond to these specific locations is an important component of the Vision for the Golden Z and an opportunity to show various options for each location that embody the physical and spatial embodiment of the principles arising from this Vision.



Areas of Focus

GSA / ABC Site

Context

This focus area is centred on the (fire ravaged) Mackintosh Building, the burned-out ABC music venue and adjacent bar / nightclub building.

This site is where the city centre meets Garnethill, which is a distinct and characterful district, predominantly residential in nature. It is also home to a number of significant institutions - the wider GSA campus, the Glasgow Film Theatre and Glasgow Dental Hospital and School. It has a challenging topography, climbing steeply from Sauchiehall Street, where the ABC was situated and up to Renfrew Street where we find the Mackintosh Art School building and the heart of the GSA campus. The pilot stretch of the Glasgow Avenues project has made significant improvements to the urban realm of Sauchiehall St.



Proposed Massing in Context

Proposition

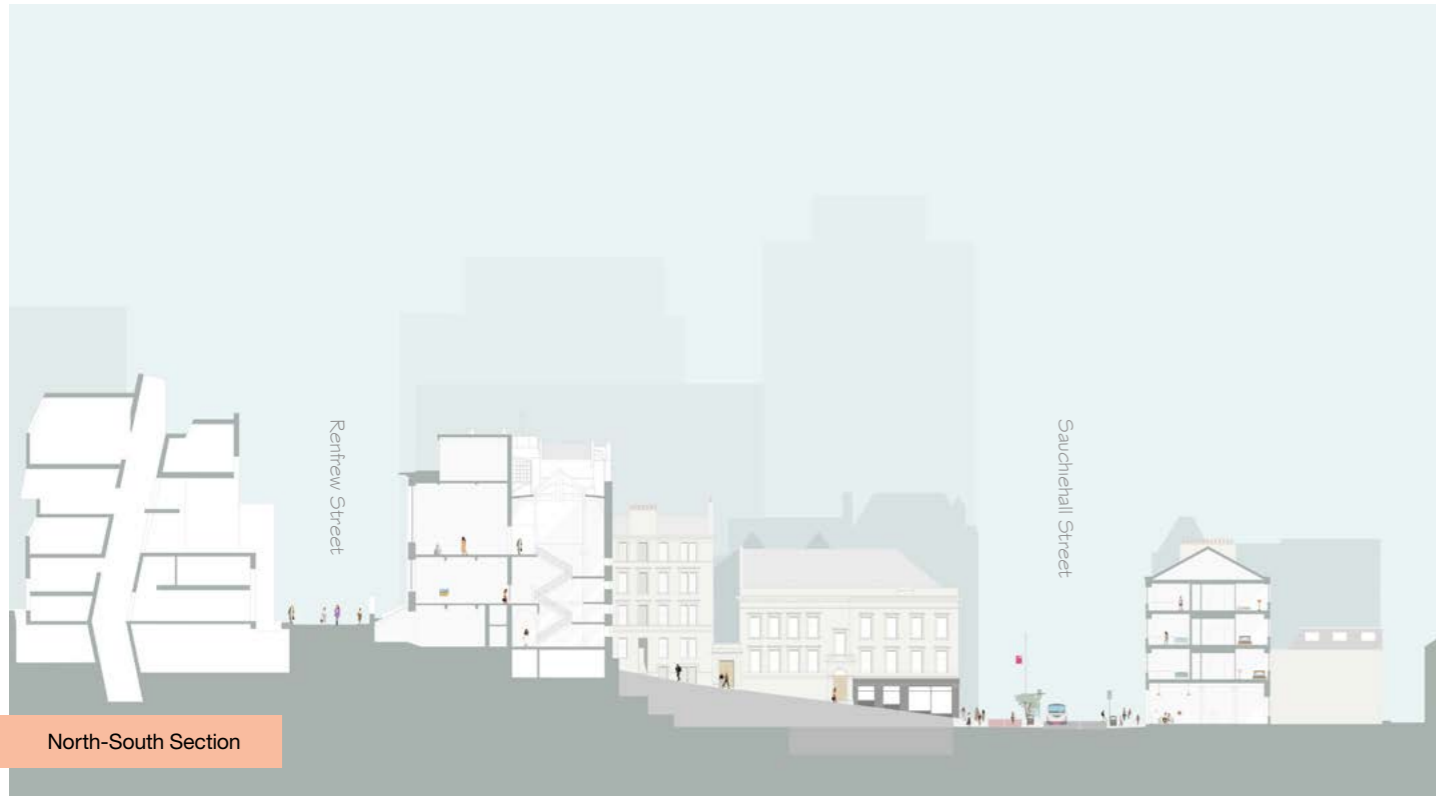
An appropriate building mass has been developed based on detailed contextual analysis.

The form takes its cues from the surrounding context and pays particular attention to the sensitivities surrounding the proximity of the GSA Mackintosh building, prominently located in an elevated position to the rear.

The creation of a new public space on Sauchiehall Street through the widening of Scott Street not only celebrates the Library facade of the Mackintosh Building provides much needed external amenity for the existing and emerging population. More importantly it very visibly connects the Glasgow School of Art to Sauchiehall Street and gives it a 'front door' on the Golden Z.

The established form could be occupied by a number of uses identified through stakeholder engagement or in response to current GCC policies and Strategies.

This could include new public spaces, student residential, floorspace and teaching space for the GSA, or a music venue. One main priority is to maintain active uses on the ground floor with public access.



North-South Section



Eye Level View From Sauchiehall Street

Areas of Focus

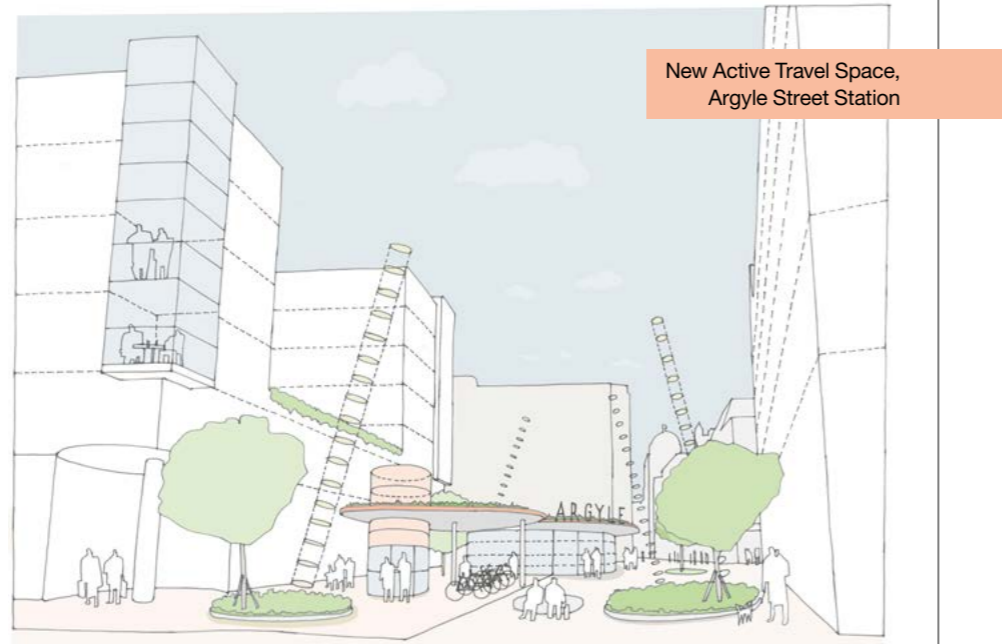
Trongate South

Context

This area straddles both the Merchant City/Trongate (around King Street) and the eastern end of St Enoch's and combines commercial, retail, leisure and residential uses.

The wider Merchant City district is a key leisure and residential destination further reinforced and anchored onto the Golden Z by the emerging Candleriggs development. To the south of Trongate/Argyle Street, the area around King Street and Parnie Street has flourished as a vibrant artist and media led community however the pandemic has had a negative impact on this progress with an increasing number of vacant retail / F&B units.

St Enoch is dominated by the shopping centre, a sprawling glazed structure whose mass prevents permeability south to the river. The current owners have recently confirmed their intention to demolish the majority of the centre and replace it with a more permeable



New Active Travel Space, Argyle Street Station

mixed-use development of urban blocks with new streets and spaces connecting to the riverside (and a number of new hotels).

Two key buildings / locations have been identified within the

focus area where repurposing or redevelopment would make a significant impact, the vacant TJ Hughes building on Trongate and the collection of buildings around Argyle Street Station.



Proposed Massing in Context, Argyle Street Station

Partial Repurposed & Redevelopment Option TJ Hughes

Proposition

A number of options are proposed for both locations, ranging from repurposing to full redevelopment of TJ Hughes and redevelopment of the Argyle Street Station collection of buildings where the scale is well below the civic quality required on the Golden Z. The options for both locations seek to improve permeability and create quality public space.

TJ Hughes Building Options:

1. Repurpose:

Creative Work / Community Uses
Active ground floor with creative workspace above, urban farm on roof, pocket park to Osborne Street

2. Partial Repurpose & Redevelopment:

Creative Office / Residential
Retained building to Trongate converted to office, new residential block with active ground floor to Osborne Street with new lane and urban square at heart of site

3. Full Redevelopment option 1:

Residential blocks with active ground floors and centrally located urban square

4. Full Redevelopment option 2:

New linear park with finger of residential development running north-south

Argyle Street Station

Redevelopment Option:

Introduction of a new permeable north-south route at the heart of the site containing Argyle Street Station in a potential 'pavilion' structure, flanked on either side by new built form, each with a density and massing appropriate to the city centre context and suitable for a variety of uses.

Collective Actions

Support creative and innovative sectors

Galvanise and maximise creative and cultural activity and support collaborative space providers to incubate new businesses.

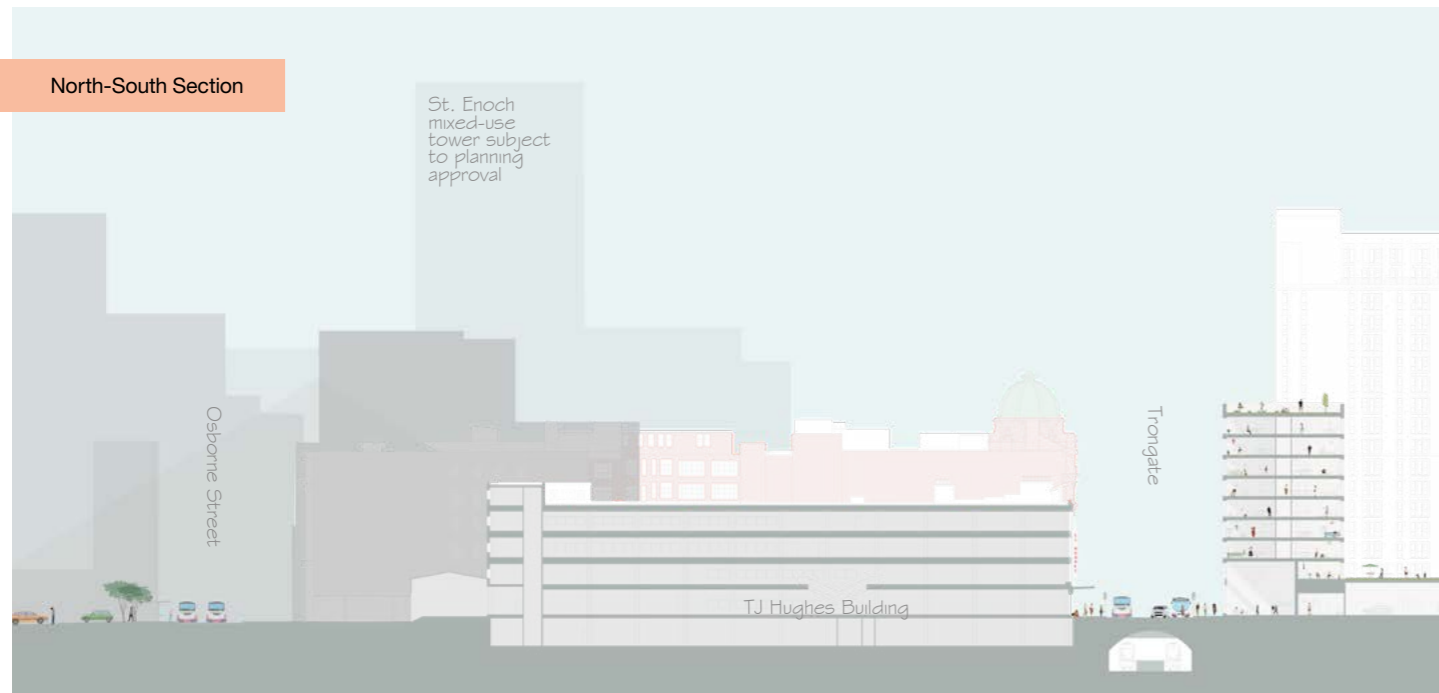
GCC partner with creative institutions and operators to produce a joint plan to enliven the Golden Z and meet the growing demand for studio space on South Trongate. Plan to organise events and integrate art into the streetscape/landscape and in shop fronts.

- Develop affordable workspace policy similar to London Boroughs and review rent levels for GCC owned assets in identified creative 'districts' to ensure affordability.

- Taking the lead and collaboration GCC take a lead role in promoting opportunities and investment within the Golden Z and unlocking stalled sites.

- Prioritise the vacant TJ Hughes for direct intervention. GCC partner with developer(s) using strength of GCC covenant and statutory powers as necessary to deliver exemplar development and stimulate private sector investment.

North-South Section



St. Enoch mixed-use tower subject to planning approval

TJ Hughes Building



a vision

There is clearly no one set vision we can identify for the Golden Z over the coming decades and there is danger in suggesting otherwise. This Vision very deliberately shows a variety of options for a physical and spatial response on the identified focus areas to suggest the 'art of the possible' and in this section shows one iteration of a balanced approach.

This is built on a thematic methodology that considers the Golden Z from the point of view of specific uses/functions establishing what environmental factors are needed to support that function, where the opportunities are and what is the maximum that the Golden Z can contribute.

These major themes are:

A Living City – repopulating (private rented/for sale/affordable/family / student /later living)

A Working City – creating future workplace and nurturing the education sector

A Vibrant City – an attractive and safe day and evening destination with a strong cultural offer.

A Responsible City – addressing the climate emergency and an accessible, healthy & fair city for all.

The recurring themes or commonalities that arise from these thematic studies establish the core guidelines for the future Golden Z:

Diversity

A flexible mix of uses throughout the traditional retail core will support retail and create resilience. It will reduce dead zones in the evening and reinforce a safe and welcoming environment.

Density

Increasing density is an environmentally responsible response. The low density of some of the fabric along the 3 great streets does not reflect or respect the city centre location.

Retrofit First

As operational carbon reduces (through the de-carbonisation of the grid) the embodied energy in existing buildings is increasingly relevant and there is a presumption for re-use and extension.

Greenery

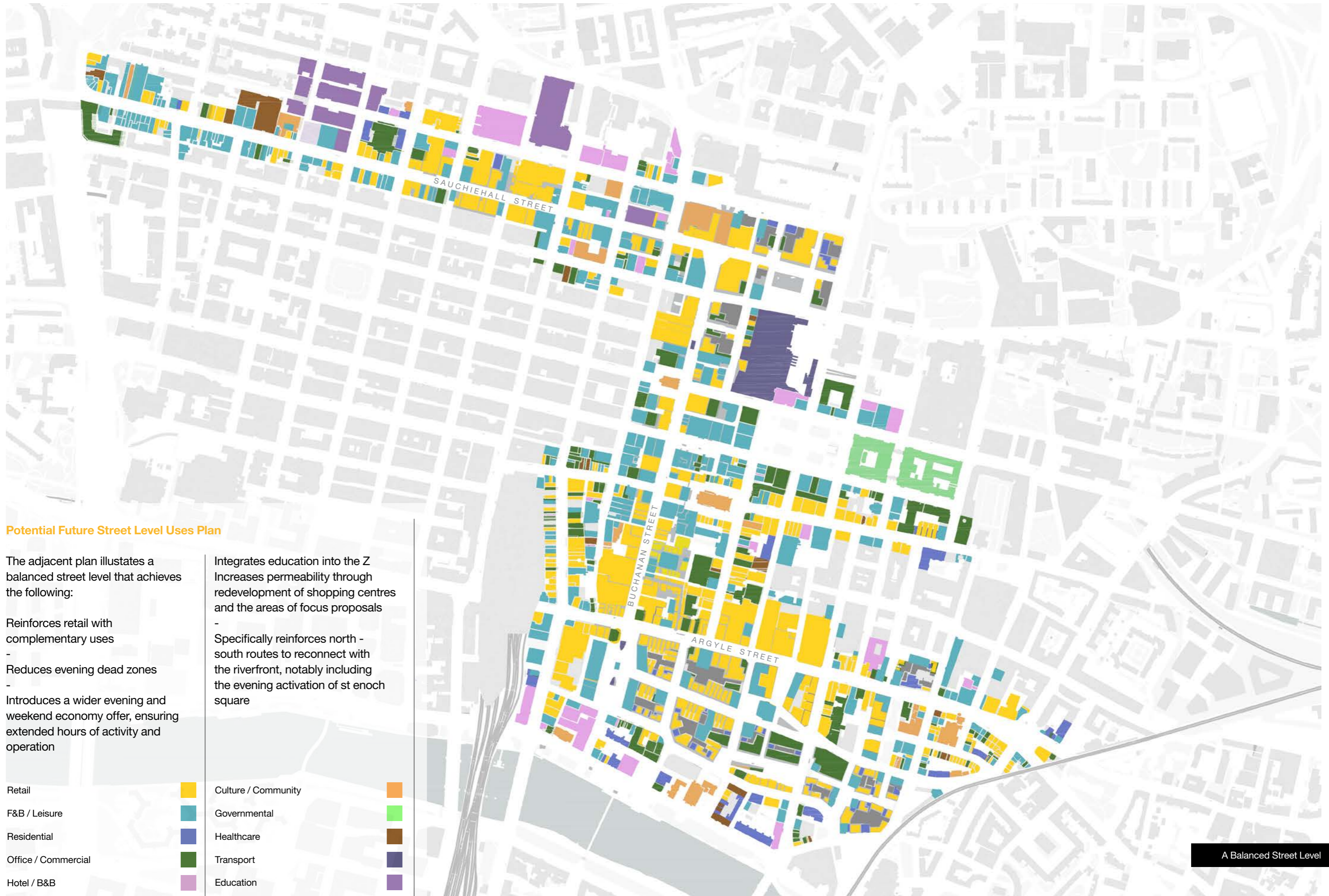
The Vision recognises that there is a need for access to greenspace in the heart of the city for living, working and leisure. It is needed to clean the air, reduce the heat and to enhance the quality of experience.

Connectivity

Safe routes to move around the Golden Z and connect key spaces, particularly to the river, will enhance everyone's experience and the value of the city core.

Inclusivity

Everyone needs to always feel safe welcome in the city core no matter what age, race, gender identity or physical ability.



Potential Future Street Level Uses Plan

The adjacent plan illustrates a balanced street level that achieves the following:

Reinforces retail with complementary uses

- Reduces evening dead zones

- Introduces a wider evening and weekend economy offer, ensuring extended hours of activity and operation

Integrates education into the Z
Increases permeability through redevelopment of shopping centres and the areas of focus proposals

- Specifically reinforces north-south routes to reconnect with the riverfront, notably including the evening activation of St Enoch square

Retail	■	Culture / Community	■
F&B / Leisure	■	Governmental	■
Residential	■	Healthcare	■
Office / Commercial	■	Transport	■
Hotel / B&B	■	Education	■

A Balanced Street Level



Note:
At the time of writing, the redevelopment proposals for both major shopping centres do not have planning consent. The massing proposals shown for both centres in the adjacent image are indicative only.

Retail	■	Culture / Community	■
F&B / Leisure	■	Governmental	■
Residential	■	Healthcare	■
Office / Commercial	■	Transport	■
Hotel / B&B	■	Education	■

Potential Future Aerial 3D Uses Map

Where the previous plan shows the future of the Z at street level, this map provides a greater understanding of upper level uses.

This Vision demonstrates a measured response to how these floors might be inhabited with residential, consistent with the recommendations of the City Centre Task Force repurposing report, increasing vibrancy and passive surveillance.

It shows not only how the Z can contribute to the ambition to double the city centre residential population in terms of new units, but also how it can provide a home for a number of the essential services required to sustain a wider city centre based residential community.

A 'Greened' City Centre

The plan view below demonstrates significant 'greening' of the areas on and around the Z thanks to a combination of the Avenues

Project and the initiatives proposed within this Vision to potentially add new publically accessible greenspace both at street and roof level together with greening to other key streets.



Note:
At the time of writing, the redevelopment proposals for both major shopping centres do not have planning consent. The massing proposals shown for both centres in the adjacent image are indicative only.

A Sequence of Connected Quality Spaces

These images are a selection of the individual interventions proposed that respond to the established core guidelines for the future Golden Z of diversity, density, retrofit first, greenery, connectivity and inclusivity.

When brought together they demonstrate a coherent, dynamic and resilient spine for the city centre.

The Vision encourages the enhancement where required of the existing public realm, already world class in places in terms of finishes and surrounding heritage and the introduction of new spaces to maximise permeability and accessibility.



Springfield Court: Activated Space

Building on existing strengths and positively transforming areas of weakness, the Vision describes a vibrant diverse future for the entire Z, its health no longer dominated by the changing state of retail, and a re-energised Sauchiehall and Argyle Street.



Victoria's Site, Sauchiehall Street: New Greenspace



Savoy Centre: Potential RCS Expansion

Former Clydesdale Bank HQ: Repurposing Opportunity with Potential Foodhall

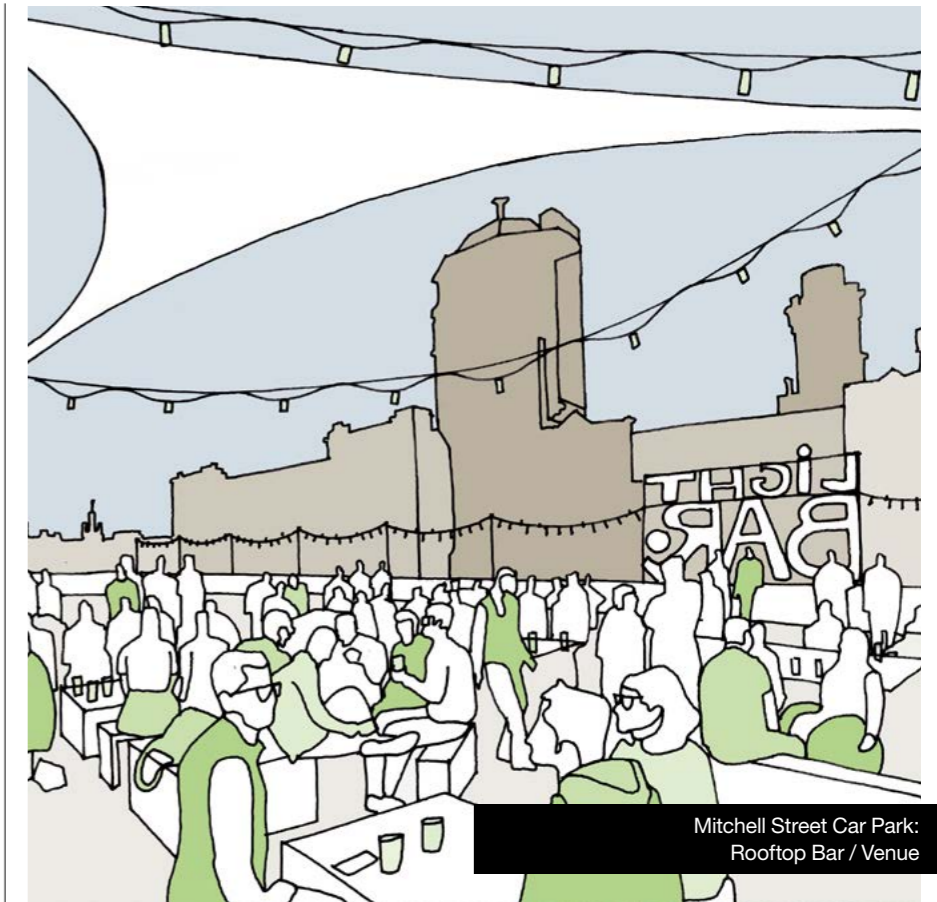


Greening to Nelson Mandela Place



TJ Hughes Building: Rooftop Urban Farm

A Transformed George Square



Mitchell Street Car Park: Rooftop Bar / Venue



delivery plan

This vision for a resilient and vibrant Golden Z has identified recurring ambitions (e.g. diversity, density, retrofit first, greening) and this has influenced the agendas and options for specific assets/sites. The arising suggested actions are summarised in this section.

The need for all stakeholders to have a 'joined up' approach and to buy into a shared ambition is stressed throughout. There is a proposition that the Golden Z is the right location for e.g. health and education services to take up loose space left by retail and stimulate footfall to support business. Importantly, this also positions services in the most sustainable and accessible location for the city's communities (residents, workers, students, etc.) and supports the doubling of the city centre's population by 2035.

Although the Council is responsible for the majority of the public realm, they own few development sites across the Z and cannot tackle the issues and challenges of the Golden Z alone, nor realise its potential. It is a collective responsibility and the need to collaborate underpins many of the recommendations. Stakeholder engagement sessions highlighted the desire among the private sector for greater collaborative working and for the

Council to provide an enabling role to co-ordinate this and unlock the future potential of the Golden Z. Stalled sites and long-term vacancies blight stretches of the Golden Z, and the proposition is that the council intervene, using statutory powers backed by fiscal stimulus, if necessary, to allow these to move forward in partnership. This will, of course, come with complexities, risk and challenges but, given the primacy of the Golden Z and the visibility of the specific 'problem' areas, the catalysing impact of successful intervention is a prize worth winning

Delivery Plan

Summary Action Plan

The action plan outlines some of the key actions particular to the delivery of the new Vision and Plan for the Golden Z. Importantly, it links to and reinforces, but tries not to reiterate, the many actions contained in the Council's other relevant strategies and action plans, such as; the recent Property Repurposing Action

Focus / Objective

1. **Implementing the Vision and Plan's place ambitions**

2. **Diversify development uses (curating the Z)**

3. **Tackling blight of vacancies and poor asset stewardship**

Plan, the City Centre Transport Plan, City Centre SDF and DRF's, and the Glasgow Housing Strategy which now incorporates the City Centre Living Strategy.

A number of actions associated with implementing the key themed dimensions of the Vision are outlined at the end of the thematic sections in this document. The action plan

Action

Progress all actions in the preceding themed sections associated with implementing the Vision for the Golden Z as part of a Balanced, Living, Working, Vibrant, Legible and Responsible City.

- Collaborate with owners of key sites and buildings to progress repurposing and redevelopment options, particularly progressing options for the areas of focus as a priority.

In advance of the review of the City Development Plan, the Council will prepare Supplementary Planning Guidance that will progress the recommendations of the Vision and Plan for the Golden Z and confirm the retail policy approach to enable greater flexibility and support a transition towards a more mixed use centre.

- Undertake a review of changing commercial property occupancy trends to monitor and respond to property sector needs and demand in and around the Z.

- Explore further with education and health sector partners the opportunities to locate civic services in and around the Z, particularly on Sauchiehall and Argyle Streets, to support the repopulation of the centre.

Explore opportunities for the use of the City Council's enforcement powers to address land and buildings causing blight across the Z (for example, CPOs, Amenity Notices, Listed Buildings Repairs Notices, Urgent Works Notices).

- Create and maintain a property ownership and occupier database, to aid 'matchmaking' of buildings and users and improved response to decline in appearance of vacant and unmaintained property.

- Consider a strategic partnership approach and funding programme to address deteriorating heritage assets similar to Liverpool's 'stop the rot' programme.

below does not repeat these, instead supplements where appropriate to highlight required action around policy changes, collaborative governance, operational and place management improvements. A fuller consolidated action plan is included in the detailed Vision and Plan document.

Focus / Objective

4. **Repurposing buildings, including upper floors and heritage assets**

5. **Partnership working & Collaboration**

6. **Better Stewardship and Place Management**

Action

Create a guide that outlines how planning policy, buildings standards and environmental health requirements can be tailored to enable repurposing of buildings (for daylight, noise, odour, energy, open space, refuse, access, escape etc). Work with Historic Environment Scotland to develop a particular approach for repurposing listed buildings.

- Further explore measures to close viability gaps and incentivise repurposing, including: refining the approach to developer contributions, lobbying for changes in VAT, rates relief on listed buildings and for establishment of enabling funds (similar to BPRA). Progress recommendations of the SCA/ SCCTF cities collaboration in this regard.

- Ensure all development proposals progress NPF4 requirement to investigate rigorously options for repurposing prior to any proposals for demolition.

- Showcase repurposing opportunities across the Z and input to Council's proposed Matchmaking Strategy (action in PRAP) to link end users with these.

Explore the creation of an 'urban development and management vehicle/ partnership' for the Z locale (e.g. BID or other such partnership) that enables public, private and third sector collaboration on decision making and implementation and pulls resources to jointly unlock the place potential of the Z

Develop a more structured and 'customer focussed' approach to city centre facilities and public realm maintenance and management, that also ensures public and private sector joint delivery.

- Establish a coordinated and phased approach to the implementation of a number of proposed significant regeneration proposals across the Z locale that minimises negative impacts of disruption (Avenues, George Square, Buchanan Galleries, St Enoch redevelopment, District Heating implementation).

Delivery Plan
Summary Action Plan

Focus / Objective

7.
Encouraging meanwhile uses to activate vacant buildings and the public realm

Action

Explore ways to simplify the various permit processes and introduce 'meanwhile use flexibility' (e.g. in building regulations, planning policy, roads/TROs), including further review of the Council's Planning Fee Charter.

-

Introduce a matchmaking process linking owners with needs for creative/community/pop-up space and explore grant support for vacant building fit out and frontage activation.

8.
Creating a world class public and green spaces

Embed the opportunities in the Vision for the creation and enhancement of green, public and amenity space within the Council's proposed Integrated Green-Blue Infrastructure Strategy, which will establish a bold new plan for open and green space provision in the City Centre.

-

Update Interim Supplementary Guidance (IPG6 & IPG12) to align with the proposed Integrated Green-Blue Infrastructure Strategy, regarding opportunities for open space and developer contributions in the City Centre.

9.
Support Creative & Innovative Sectors

Explore creative partnerships and enhanced connections among the density of creative institutions across the Z, particularly to realise the collective potential of the creative communities around Sauchiehall 'Avenue of the Arts' and Trongate clusters.

-

Ensure repurposed premises throughout the Z help meet the growing demand for affordable creative workspace and the respond to the needs and opportunities of the City Innovation District.

10.
Encourage sustainable densification

Support the production of Tall buildings Guidance to encourage and manage appropriate scale and densification across the Z, incorporating recommendations of the Vision.

11.
Improved accessibility and movement

Support ongoing implementation of the Avenues and extend the ethos of a greened and rebalanced street network, restored connections/enhanced permeability and safer, healthy and attractive routes through and around the Z as highlighted in the Vision.



