

A new vision for Glasgow Golden Z Stakeholder Workshop report

December 2022

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1 Introduction

In November 2023, Glasgow City Council appointed a Glasgow-based consultant team comprising Stantec, Threesixty Architecture and Kevin Murray Associates (KMA), to engage stakeholders in the collaborative production of an ambitious new Vision and Plan for the area in and around Buchanan Street, Sauchiehall Street and Argyle Street also known as the Golden Z area. The new Vision and Plan will proactively respond to the post pandemic challenges and opportunities facing the City Centre to establish a renewed regeneration direction that will support the successful recovery and future resilience of the retail core. The project is funded by the Scottish Government's City Centre Recovery Fund and is overseen by Glasgow's City Centre Task Force, co-Chaired by Councillor Angus Millar and Stuart Patrick, Chief Executive of Glasgow Chamber of Commerce.

The programme for this first stage of the project includes detailed site studies, policy review, stakeholders and developer interviews, as well as two stakeholder engagement workshops on the 5th of December 2022 at the Lighthouse in Glasgow. Workshop participants sought included landowners, businesses, residents, agencies, institutions, investors, developers, politicians and other representatives of community groups with an interest in the area.

Participants

The invitations were emailed directly by Glasgow City Council to their stakeholder list and publicised via various networks, e.g., Chamber of Commerce, Community Councils, Invest Glasgow, Scottish Property Federation. The email explained the purpose of the project and workshop and invited them to register through Eventbrite.

A total of 76 participants registered for the morning session and 41 participants for the evening. In terms of actual attendees, some 48 attended the morning session and 27 the evening one, plus Council officers managing the project and the consultant team. Among the attendees was a wide range of city centre stakeholder representation, including: retailers, business managers, investors, developers, universities, community council representatives, public sector agencies, MSP, Councillors, Police and transport bodies. A full list of the attendees is available in Appendix 1.

Format

Each of the two workshops, held in the upper floor of the Lighthouse on 5th December, comprised the following format:

- Welcome by lead City Council councillor.
- Explanation and briefing presentation by the Consultant team.
- Opportunity for attendees to identify Issue and Trends/ Ideas and Opportunities.
- Group workshops around a potential 2035 scenario.
- Feedback and discussion of implications.

Both sessions contained mixed sectoral groupings, however the larger morning session had greater commercial and property representation, while the evening had more community representatives. Both sessions were held under Chatham House, with all inputs non-attributable.

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Feedback Recording

There were a number of ways in which the content from the two sessions was captured:

- (1) The content generated through the **group workshop exercise** was fed back through verbal presentations and in the notes of the rapporteurs.
- (2) There was an 'issues and ideas' wall which was used by attendees during the event to submit their **individual thoughts** using post-it notes under the most appropriate heading.
- (3) There was a **structured questionnaire** provided at the end of the workshops for all attendees to complete. The questions related to information provided during the presentation and sought to capture people's views on the issues and challenges as well as their own ideas and aspirations for the Glasgow Golden Z area of the city centre.

For those who wished to complete the form later or provide any additional comments, they had the option to return it back by Friday 9th December either by hand or by email to rim@kevinmurrayassociates.com

The below scenario notes are drawn from each group rapporteur supplemented with flip charts notes from the day.



Morning workshop session



Evening workshop session

2 The stakeholder workshops

The two Golden Z Stakeholder Workshops followed the same basic format, however, the lead 'driver' topics for the scenario exercise differed due to smaller numbers of attendees and groups in the later session. The agenda for both workshops is provided at Appendix 2 and the full presentation in Appendix 3.

Briefing presentation

Morning presentation

The morning workshop began with a welcome from Cllr Susan Aitken Leader of Glasgow City Council. She explained the context of this project and highlighted the need for a vision for the City Centre to maximise on the opportunities that Glasgow City Centre offer and transform it into a place where people want to spend time in. The vision should build on the past and re-shape the future of Glasgow.

Then, Kevin Murray of KMA introduced the consultant team, outlined the aims, format and the ground rules of the session. It was followed by an introductory presentation by Alan Anthony of 360 architecture. He started by explaining the purpose of the project which is to help shape the vision for the Glasgow "Golden Z". He followed on the wider context and trends that is changing retail patterns (online retail, lack of demand and the contraction of the department stores) which results in over supply of space. However, not everything is negative, there is a sign of a strong recovery post COVID. He, then explained that Glasgow City Centre is competing with other retail and leisure offers such as Braehead, Silverburn and Glasgow Fort. He mentioned the place commission report- People make Places that talks about the role of Glasgow being more than retail, it is an international city, a metropolitan city and an everyday city. He then defined the study area, the areas of focus and the adjacent character zones. He explained the methodology and showed the potential outcomes of this study. He then went into more detail of the study area with maps that showcase:

- Ground floor uses.
- Built heritage.
- Frontages.
- Green spaces.
- Accessibility and public facilities.
- Pedestrian and civic space.
- Public transport and connectivity.
- Vehicle movement and parking.

He finished the presentation with some positive moves that happened in the area such as Glasgow Avenues Project, Candleriggs square, Buchanan Galleries potential redevelopment, St Enoch Centre potential redevelopment and the Garment Factory.

Afternoon presentation

The afternoon presentation had the same content as the morning one, it started with a welcome from Cllr Angus Millar, Co-chair of the City Centre Task Force. He talked about the importance to define Glasgow as a city and the challenges it is facing. He highlighted the importance of the diversity of uses and function of the city centre to create a more

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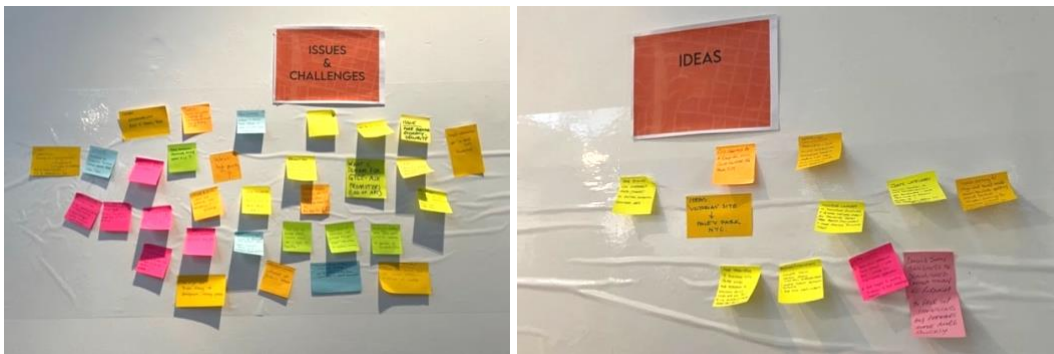
sustainable future. How to take a more pro-active approach for key sites that will act as anchors. He finished by thanking people for coming and taking part of this process.

Then, Kevin Murray of KMA introduced the consultant team, outlined the aims, format and the ground rules of the session. He passed to Gerry Grams of 360 architecture who went through the same content as the morning presentation.



Welcome by Cllr Aitken, morning session (top-left), welcome by Cllr Millar, evening session (top-middle), and presentation by consultants (top-right),

During the presentations, the participants were asked to write on sticky notes their individual thoughts on the **issues/challenges** and their **ideas/aspirations** for the Golden Z.



Post-its of issues and challenges (left), and ideas (right) as they were being accumulated.

The presentation was followed by an open plenary discussion of the briefing material that had been presented. This generated a variety of views on retail, access and public transport, investment sector, sense of cleanliness and wellbeing and issues to be addressed.

Future scenarios

A briefing of the scenarios exercise that would make up the remainder of the workshop was given prior to the group work.

The scenario planning exercise is a way to explore different future influences on a place without prejudice – change is assumed as participants consider potential Golden Z scenarios in 2035. Each group was given a different *driver of change* and was asked to create a future evolutionary scenario for the Golden Z as a place in 2035 driven by this lead theme then

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consider: how the place had changed; who were the users of the place; identify the key sites, locations and activities; and how people get to the centre.

WORKSHOP: FUTURE VISION SCENARIO

Each table to devise a plausible scenario, using lead theme, looking at 2035

Part 1 Create the scenario

- What and who is there? And who is not?
- What does it look like? And feel like at street level and skyline?
- What are key sites, locations and activities?
- How do you get there? (Transport and Movement)

Part 2 Evaluate your scenario

What are positives and negatives? (eg winner and losers)

Give it a name?

Any key steps, decisions to reach that scenario?

The task that was given to the attendees

The groups asked to **evaluate their scenario** by weighing the positives and negatives and what key moves, if any, were made to get there. Groups presented back before discussion was opened up to consider whether each scenario was plausible, desirable and whether or not it had a positive or negative impact on the area in terms of placemaking, and a strong or weak city centre contribution. Each group was asked to give their scenario a name. Following the summary from the scenarios were plotted on a chart to shows the comparative impact participants deemed each scenario to have.

The drivers for the morning session were:

- | | |
|--|--------------------|
| 1. Diverse range of retail | Shopping City |
| 2. Cultural, leisure and tourism | International City |
| 3. Residential | Local City |
| 4. Working and learning | Productive City |
| 5. Place identity & heritage | Distinctive City |
| 6. Sustainability and net zero | Green City |
| 7. Inclusive – age/ disability/ family | People City |
| 8. Night-time, 24 hour economy | Lively City |

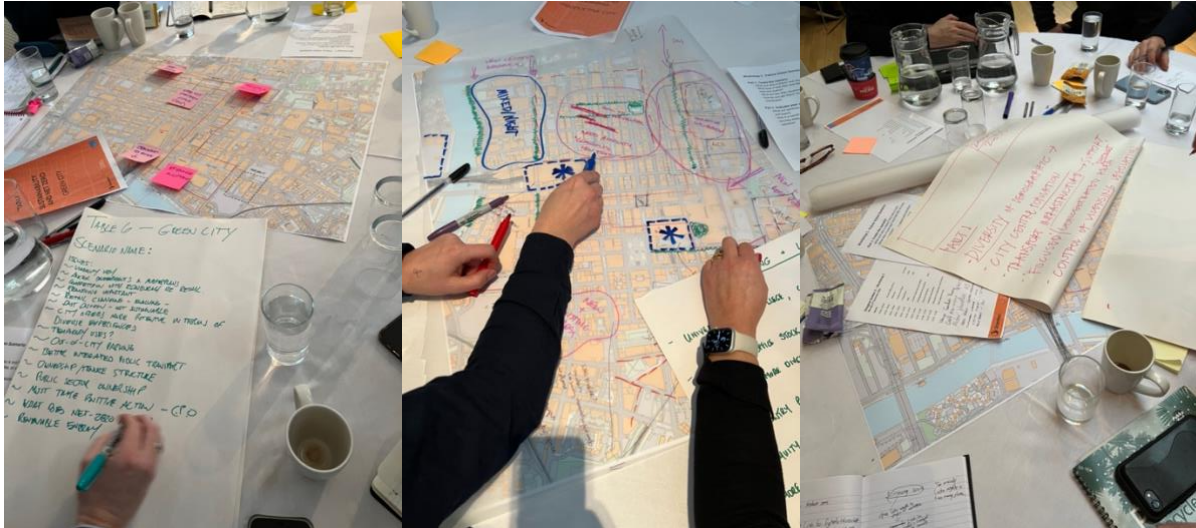
The drivers for the evening session were:

- | | |
|--|------------------------------|
| 1. Diverse range of retail, Working and learning | Shopping and Productive City |
|--|------------------------------|

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2. Cultural, leisure, tourism and night-time
3. Residential and inclusive
4. Sustainability and net zero
5. Place identity & heritage

- International and Lively City
- Local and People City
- Green City
- Distinctive City



Scenario Exercise - AM Workshop

This section contains the headlines from each of the scenarios produced by the groups. The scenarios have varying levels of detail, for the purpose of the report, in order to avoid duplication of issues that are covered similarly within multiple scenarios e.g., transport connectivity.

Scenario 1: Interaction and Transaction

The barriers that need to be addressed are:

- The nature of the retail space is changing. There need to be flexibility in policy to allow change of use and for multiple uses to co-exist, which is needed to shift away from current “monoculture”.
- Increase footfall - the population of the city centre needs to be higher as it has a massive effect on footfall.
- Improve connectivity and accessibility - there should be safe routes to/from the city centre, better and more user friendly safe public transport (staffed, greater frequency, hours of operation), benefit of proximity to the airport was highlighted.
- Lack of daytime cultural offers that attract families to the city centre.

The components to have a successful retail core:

- It needs to be flexible over time.
- It should be underpinned by spending power and increased footfall due to people coming back to their offices and an increase population in the city centre.
- Need to unlock the potential of the upper floors.
- Should have extended hours to add vibrancy to the core.
- *Must be better maintained and managed as a customer focussed ‘whole place’.*

Key steps, decisions to reach that scenario:

- Need government intervention to encourage/incentivise repopulation of the centre and avoid gentrification.

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- Council policy change and Governmental use classes order change to allow greater mixed use development green the city centre to become more attractive, the potential of the river needs to be unlocked and linked to the retail core.

Scenario 2: Cultural Connections

Create a more accessible city centre by making it more pedestrian friendly and strengthening the link between:

- Sauchiehall street and Renfrew street (Glasgow School of Arts and Buchanan Bus Station).
- Argyll street and the river front towards the SEC and west end.

create a sense of arrival to the city centre and an ease of connections for tourists and visitors. To increase the dwell time in the city centre, the public realm should be strengthened through green spaces such as pocket parks. The potential of the gap site on Sauchiehall street should be explored for such.

For public transport: There should be **reliable transport links to key cultural spots** such as the SEC, Kelvingrove park. Diversify the public transport provisions in order to support the night-time economy instead of relying only on taxis, e.g., such as having a 24-hour subway/ buses. Better connect Buchanan bus station with Buchanan Street.

Maximise the Clyde River and its history and better connect them to Golden Z, potentially creating a green corridor and a riverside park.

The Art School could be made more visible from Sauchiehall St, and a Mackintosh Centre/Museum could be created with a potential of a pop-up art venue at the Art School.

Scenario 3: Local City 2035

Issues to address:

- Increase cost of living and affordability of the city centre.
- Zoning to create more residential family friendly zone vs night-time leisure zones.
- How to attract the types of business that exists in the West end to the city centre, through maybe more affordable rates?

Repurposing heritage buildings for residential? There a large building stock that are dated and unfit for purpose. Therefore, the challenge is how to repurpose these buildings and transform them into residential apartments. There should be a common-sense approach in terms of policy for conservation. Residential areas require a different consideration of the environment and public space, with more green/public and play space within the city. Balanced approach to amenities especially regarding residential and night-time economy.

Movement to, from and within the city centre:

- Creation of mobility hubs.
- Improve the existing public transport system.
- Have alternative models of transport such as light-rail, trams, water taxis along the river to increase the connectivity of the core to the rest of the city. This will also allow to take vehicles of the street and reduce the use of fossil fuel.

Broadening the Demographic:

- Attract more families to live in the city centre.

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- To double the population living in the city centre.

To create a sense of community and belonging within the city centre. The concept of “a village within the city”

Scenario 4: Innovate Glasgow

What and who is there? And who is not? Educational institutions acting as a key driver for who is working in the city centre and diversifying the mix with students, start-ups and residential connected to these. The universities, art school, conservatoire, libraries, dental hospital and Glasgow City College all form a north—western fringe to the city centre.

What does it look like? And feel like at street level and skyline? Creating more community space, GP space, school, more spin-out business space. Have more flexible office spaces that allow mix uses. In contrast with the current traditional stock that is sterile. More green spaces. It will attract more families and will be vibrant during the day and have a strong night-time economy. It will attract creative industries; the ground floor spaces will have offices while the upper levels are residential. It also encourages localism by attracting local butcher, chemist, fruit and vegetable monger instead of having only chains – the make-up of the districts makes this viable.

What are key sites, locations and activities? Creative spaces along Sauchiehall street. The other key sites are Buchanan Galleries and North Hanover Street.

Scenario 5: Experiential City or Vertical City

The City Centre has lost its excitement and distinctive, attractive offer over the years. Glasgow retail offer/attraction is lessening. The **concept of transactional retail in the city centre is fading** and research shows that people now like to come to the City Centre for a special and unique experience.

This is a transitional moment for the City Centre. It is suggested that a **move away from the parochial approach towards a metropolitan approach** is required. The focus on the ‘Z’ or ‘I’ might be dangerous, and a wider approach may be needed. The City Centre struggling with existing model as a single core and its **position needs to change to more of a polycentric model**. It’s suggested that surrounding centres (such as the immediately peripheral Finnieston, Barras, Dennistoun and the major ones further out - the West End and Shawlands) will all play a bigger part of the Glasgow offer and will only continue to grow in their attractiveness as leisure destinations. **The City Centre should be supportive hub of all the other nearby town centres.**

The streets of the Golden Z need to accommodate a **greater mix of uses and sense of attraction**. Current policy is restricting the needed transition.

By 2035 the City Centre should have become a place with a variety of attractions, experience attractions for the whole family.

Heritage:

- Heritage assets are feeling tired, and some are disappearing dangerously (fires).
- Dwelling on the past. How does the City Centre move on from its dark imperial past?
- The City Centre’s strengths are linked to its fine Victorian infrastructure. We need to hold on to and enhance what we’ve got. Need to repurpose, not just façade retention. Never demolish!
- Look up!

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- Skyline and upper floors are invisible, and need promoted and occupied.
- Make the most of Rooftop Space and City Skyline/aspect.
- The Lighthouse was used as a particular example of an underutilised heritage asset with vertical possibilities.

Repurposing for greater mix of uses - Residential redevelopment on Sauchiehall Street will be vital to its recovery, although it is a headache with many barriers.

Work with building standards to unlock opportunities, e.g. access, servicing and escape routes, to unlock upper floors, may require sacrifice of retail ground floor space -, is there an opportunity for this now given reduction in floorplates?

Serviced holiday apartment may be more viable as they do not have the same servicing, fire escape requirements as mainstream residential.

Family housing more likely on the periphery of the centre where the schools and amenities are.

What businesses will be in The Golden Z in 2035:

- Cost is too high in the Golden Z for independent retailers to occupy the prime shopping streets, without a radical change to rents and rates national retailers only will continue.

The move to showroom model will unlock a lot of developable space.

- Golden Z should attract the luxury brands that can't be accessed anywhere else in Scotland to create the draw and attraction.
- Need more of a leisure offer mixed in with outdoor seating done properly. Princes square a good example of well mixed approach – leisure and retail balance.
- Low midweek footfall remains a problem for retail and leisure offer – return to office and residential population increase needed.
- Repurpose upper floors as niche workplaces, makers spaces and creative studios.
- Vertical City – could show a section which could really ignite the idea.

Connectivity - By 2035 the City Centre should be Liveable – walkable, wheelable, cyclable etc. Whole family and range of different abilities. The City Centre is 24hr place and connectivity needs to take account of this. Safer streets, Lighting and better public transport. Will the metro project and expanded car clubs be the answer in 2035? Need integrated ticketing now. Ongoing demand for car parking in short term.

Key sites: Lanes; Debenhams, BHS, Victoria's, underutilised Riverfront – improve linkages.

Scenario 6: Glasgow Needs People

Anchor developments and masterplans will be key to leading the way in this scenario. Retail is changing and evolving – so a more diverse approach is required in terms of the uses, the type of people who are using and dwelling in the city centre. **This is complex as there is such a diversity of ownership and management, so what will incentivise change?**

The city offers more potential in terms of diversity of experiences. Key issues to address are:

- How to include temporary use in terms of planning and policy.
- How to create out of city parking and link it into the public transport system..
- How to create a better integrated public transport.

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- How to integrate renewable energy and district heating into the city centre.
- How to overcome the relatively high cost issues regarding retro-fitting.
- How to create more rental accommodation.

A future Golden Z built around sustainability and net zero means there will be:

- Better social infrastructure provision.
- Higher quality public transport.
- Well maintained greening and public spaces.
- **Key sites for delivering this:** Riverside, Buchanan Galleries masterplan, St Enoch, ABC site.

Key steps, decisions to reach that scenario include **a strengthened public sector with more power** to:

- CPO,
- support renewable energy,
- to provide and maintain green spaces,
- help control and financially support the rental market.

Scenario 7: Inclusive – age/ disability/ family

Who is there: Glasgow Golden Z is more accessible for everyone; it has the elements from the feminine city. It represents all the demographic, gender, class.

What is there: It has free open spaces that people can engage with. It has shelter spaces for people to stop and rest. It has accessible public facilities such as toilets and changing places. It has more green spaces that can be used to host outdoor events. It has museums. It has play parks for children. It has an accessible subway system (all stations have lifts as currently there are only 2) and electric network to charge scooters, bikes and vehicles. People have access to 5G and city centre WIFI.

What are the challenges: Funding, coordination between the public and private sector.

Scenario 8: Night-time, 24 hour economy

What and who is there? And who is not? The city centre will include a mix of recognisable evening economy areas, each with their own distinct characteristics and target demographic. Each of them will include a high profile anchor destination, which will give people a reason to choose to head into the City Centre.

They should generally be adjacent to rather than in the middle of hotel and residential areas, and the streetscape should be designed in a way that avoids conflict between these groups.

What are the key sites, locations and activities?

St Enoch Square & The Riverside: St Enoch Square has the potential to play a key role in the City's evening economy. One participant described it as "The closest thing we have to Alexanderplatz". However, it is highly under-utilised.

Sauchiehall Street: The Sauchiehall Street area already performs a function as the evening economy area for the city's student population, and the availability of two redevelopment sites (the former Art School and the former Victoria's/BHS sites) creates an opportunity to build on this.

Merchant City: The Merchant City is already performing a function as an evening economy area but is “losing its way a bit”. There can be issues with conflicts of uses between evening and residential.

How do you get there?

Transport to and from city centre

The objective is not necessarily to have a 24-hour city centre (it could be 20 hours) but, if you want people to make the choice to go into the City Centre for a night out, you need to provide regular, safe and reliable public transport home late enough into the night to make coming into town worthwhile.

Transport between city centre and evening venues

The public transport connections between the city centre and evening venues elsewhere in the city needs to improve if we want to encourage people to visit the City Centre as part of their night out.

More could be done to integrate Glasgow’s rail, subway and bus networks and its culture and leisure attractions. It was noted that, unlike many UK and European cities, there isn’t a ‘Glasgow Pass’ which can be used in all these places.

What are the issues to overcome?

- Lack of Clear Identity / Insufficient Zoning
- Anti-social behaviour
- Lack of anchor attractions
- Drinking culture
- Weather



Group workshop discussions

Plotting all the scenarios together

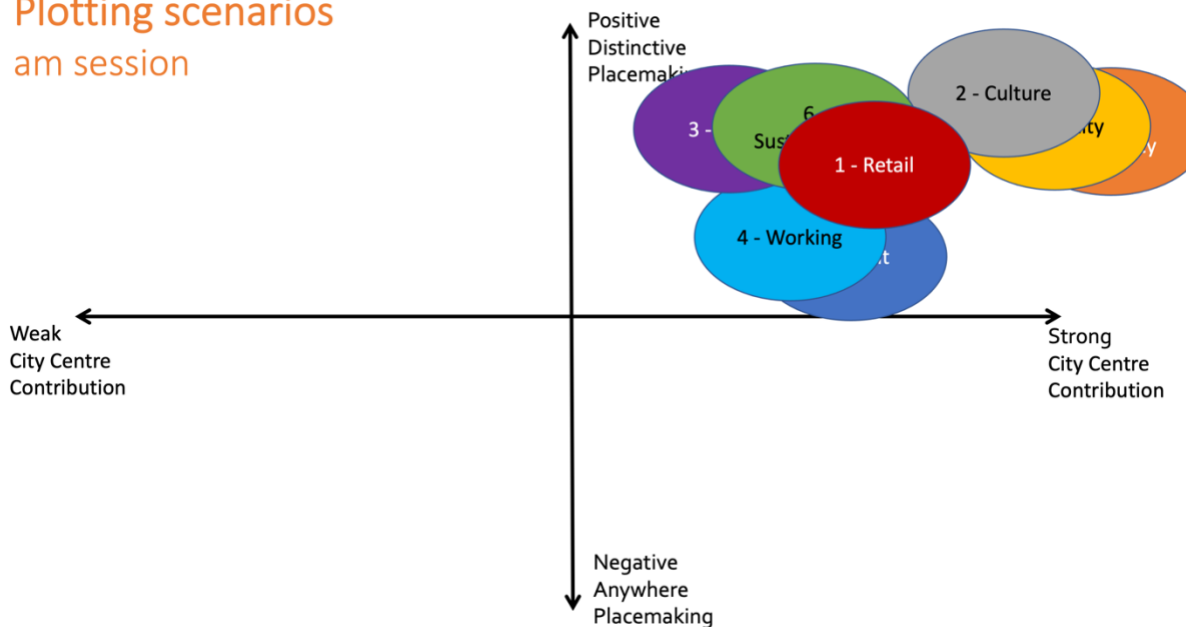
As each group described their scenario, they were plotted against two axes (1) The strength of city centre contribution, economically and socially and (2) the impact on Placemaking, both physically and in terms of identity. This was done as a collective group exercise.

The chart below shows that the different scenarios all contribute positively to the city centre functionally and in terms of placemaking.

However, those led by a single use tend to perform a little less well, with the group generally scoring issues such as culture, identity, inclusivity and night time economy highly.

Generally the sense seemed to be from this group of participants that the city centre – and the Z within that – needs a diversity of use and activity, beyond just retail, and to bring people in at different parts of the day and week.

Plotting scenarios am session



Scenario Exercise - PM Workshop

During the evening session there were five scenario drivers. During the evening session, there were five scenario drivers instead of eight, due to the smaller number of attendees.

The *working and learning* driver was therefore combined with *diverse range of retail*, while the *night-time activity* driver was combined with *cultural and leisure*, and the *residential* got combined with *inclusivity driver*.

These five scenarios are captured below.

Scenario 1

Name: *No clean city.* **Driver:** Diverse range of retail, Working and learning

Issues and challenges that Glasgow city centre needs to address first. These are:

- The quality of the city centre offer is poor.
- There is a lack of city centre shared space and facilities for example, green spaces.
- There is a lack of “community” feel in the Golden Z although there is a sense of civic pride around the city centre.
- There is a rise in student accommodation.

The idea is to create a “lifelong” city centre, a clean city centre, a civic city centre.

In terms of retail:

- Improve the city centre offer.
- Increase and diversify services and local amenities. It should build a strong foundation for the community.
- It should move towards experimental.

In terms of work:

- Work patterns will constantly change, how to create a city centre that can quickly adapt to this challenge.
- Create more small, agile spaces in the city centre for Co-working.
- Create a policy that allows re-purposing of city centre properties and also allows creation of mixed use within the same building. This will result in a “multi-functional” city centre with adequate and inclusive facilities.

Movement:

- Encourage active travel modes and walk-to-work.
- Have a balanced road space and street scape which is safe for pedestrian and able to service businesses.
- The infrastructure needs to be managed and should work for all.
- Although private transport still exists, there is a shift towards car sharing and mobility hubs.

Learning:

- Student housing and accommodation.
- There might be in the future a potential decline in the student population.

Scenario 2

Name: *Round the clock culture.*

Driver: Cultural, leisure, tourism and night-time

The main idea of this scenario is that anybody can come to the city centre and find anything they fancy. To achieve this scenario, the city centre would have a strengthened, well connected public transport system, it should also become a very strong cultural destination.

The density of the city centre should be increased, together with more connections to the suburbs to encourage people to visit the city centre. The city centre to become a city for all, with a broad night-time economy, not just bars but a wide range of diverse activities.

In terms of location, Sauchiehall Street would be transformed into a cultural quarter, with flexible space alongside the GSA, Conservatoire and Theatre Royal. This will support activation of the ABC site.

Other key sites in this scenario would be Buchanan Galleries and St Enoch areas. Flexibility is key to delivering the 24 hours culture. In terms of streetscape and public realm, there should be more seating and benches along the streets to increase dwell time. Safety and lighting are other key elements needed for the success of this scenario, which was plotted on the far right by participants.



Scenario 3

Name: *A living vision*

Driver: Residential and inclusive

To deliver this scenario, the resident population of Glasgow city centre should at least double. It was considered that Glasgow should compete with Edinburgh in terms of tourism pull and retail offer, alongside living in the centre.

Challenges to address to increase the population living in the city centre are the need for amenity spaces, public spaces and a quality public realm. Having management regimes was seen as key to achieve a desirable and clean city centre. There is the potential of using roof tops as public places. New policy should be introduced to unlock the potential of the upper floors and address any VAT or ownership constraints. A similar incentive to the former Business Premises Renovation Allowance (BPRA) should be introduced to encourage projects.

In 2035, the population of the city centre is at least 40,000 inhabitants. There is a mix of families, students, downsizers, young workers within a range of quality housing types.

How does it feel?

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- It is a busy city centre, where people can use the rooftops as playgrounds, farms and allotments, even schools. It has the concept of a vertical city. It is very mixed with an intensity of use and an active skyline.
- It is inclusive and has a diversity of offers. You can find a diverse range of facilities such as schools, GPs, libraries as well as those for shops, culture and entertainment.
- In terms of connectivity, it much more walkable and has a complete and integrated cycling infrastructure.
- It is clean, well-managed and looked after

Key sites: throughout

The groups plotted this in the far top right.



Discussion workshop group in evening

Scenario 4

Name: SMORGASBORD

Driver: Sustainability and net zero

For this scenario, the density should/would be increased in and around the centre. Buildings will be repurposed through CPO and transformed by a mix of residential and other uses. It will have world class culture and leisure offers.

Public transport will be affordable, working, reliable and integrated. Queen Street Station will be transformed into a transport hub with bikes, electric scooters, segway. Surface traffic is reduced from the motorway and Charing Cross which will create more space for housing.

In term of uses, the centre will have a diverse mix of amenities and tenures which will attract families. The Clyde Riverfront and Charing Cross will be transformed into meaningful green spaces. The centre will be heated by a district heating system. Planning will need to be bold and address the issue with tall buildings as well as listed buildings (whether to demolish or not).

This scenario was plotted in this location.

Scenario 5

Name: *Proud to be...*

Driver: Place identity & heritage

In order to achieve this scenario, several existential questions need to be answered:

- What is our identity?
- What makes Glasgow?

This city must also overcome the negative image that people have of Glasgow (crime, litter, self-deprecation). The centre should build on the elements that make it thrive as a city, as currently there is a lack of GP, health centre, and the M8 acts as a barrier.

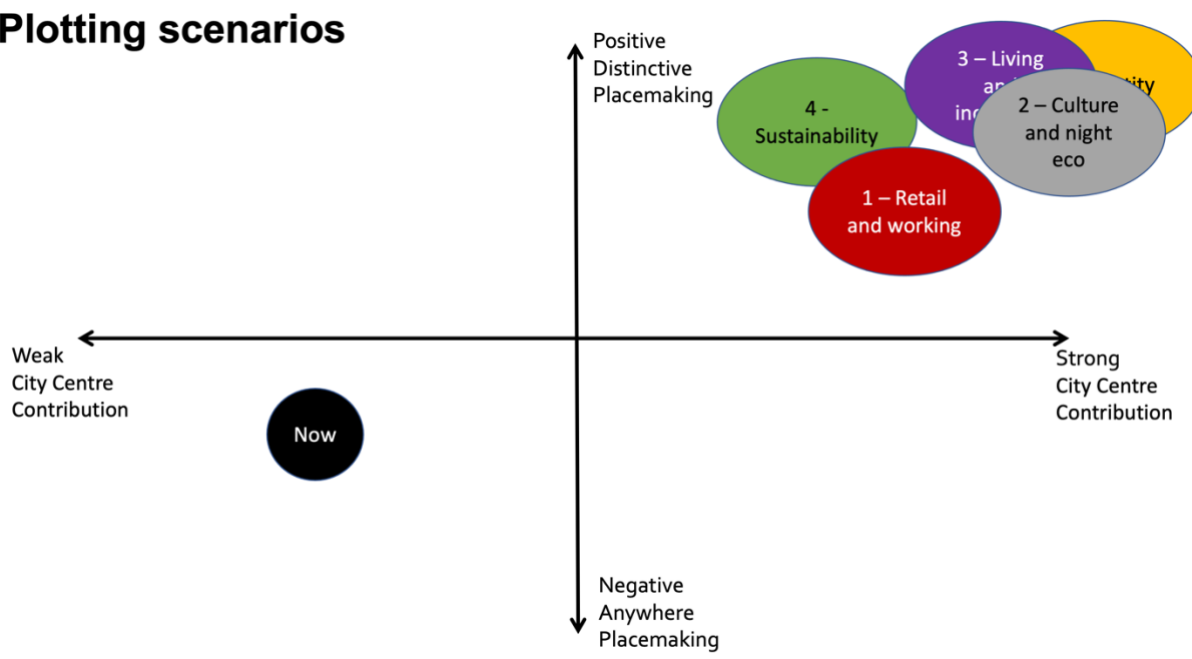
Glasgow needs to maximise on its assets such as its rich heritage, world class education to retain people in the centre, becoming the city of Mackintosh, like Gaudi is to Barcelona. It should become a feminist, inclusive city. It should become a city of choice for parents. It should transform its rooftops into green public places. It needs to make the best of its grid like Manhattan, its lanes and avenues and create quirky spaces. It should increase green public spaces.

Plotting the scenarios together

The chart below shows how the workshop group plotted the scenarios relative to each other. This highlights the perception that no one driver/use/topic has all the answers, but some combination is needed to create a positively distinct and strong city centre. The *Identity* and *Culture* themes appeared to score particularly highly in this group.

When asked to plot the current status of the city centre, it was seen a weak and negative place, so off to the bottom left. From this position, all future scenarios may be envisioned as a part of a better future, with many areas of overlap.

Plotting scenarios



3 Overview of Discussions and Feedback

This section summarises both the plenary discussion material, the material submitted onto the “issues and ideas” wall and through the feedback forms.

Headline challenges

Many challenges facing the Golden Z, Glasgow City Centre, and urban retail and business centres more generally, were discussed. The key recurring ones were:

- **Footfall and patronage** are key to a sustainable retail centre in the city – visitor numbers and spend are both essential ingredients.
- Residential in the city centre is an important component – but needs a **range of housing types/tenures and affordability** (young adults, families, elderly, student), not just expensive private rental. If it is only the latter there is a gentrification risk that results in a narrower range of people in the city centre, impacting on the first point.
- New development is important – but cannot be the only/driving issue – as there needs to be **improvement and re-use of buildings** that are already assets in the city centre.
- **Tall buildings** are welcomed by some in key locations, but they are a worry for others, particularly around the affect on skyline, light/shade at street level and other known tall building impacts.
- Many of Glasgow’s key visitor/cultural **venues are outside centre (i.e Kelvingrove, Science Centre, SECC, Hydro)** – do we need key attractions in centre or better links to existing?
- The **legal, financial and physical factors** affecting retail (and also residential) development are important to address
- The place has become more **dirty, unclean and a reduced sense of safety** – these baseline elements need to be addressed with urgency to ensure that the current city centre asset is not put at further risk.

Headline ideas

There were a wide range of ideas discussed in the workshop groups, plenary discussions and in various written forms of feedback. They included:

- Importance of **regional and (inter)national roles** – for retail & leisure, tourism, major events.
- **Importance of public transport** – comfort, reliability, experience, integrated smart ticketing system to allow people to easily access the city centre and keep it as a destination of choice.
- **Increasing working/learning/studying visitors** – to boost daytime numbers. A greater spread of reasons for people to be in the city centre.

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- **Experiential retail and leisure** advocated by some as an alternative to online shopping.
- A welcome/inviting **24 hour 'breakfast to post-club' culture** – to bring people back safely to city centre with a full offer across the day for different types of people e.g. families to nights out. The purpose is to ensure that the city centre does not have a monoculture and the risk of only a single user group contemplating the city centre.
- Night-time activity could be **focused in places/circuits** like Sauchiehall Quarter and Merchant City, this may make it easier to manage relationships with residential uses.
- Basic **sense of place, safety, cleanliness, care, positive identity** were rated as high priorities – by visitors, traders and local residents alike. The city centre asset needs to be protected and these are viewed as basic essentials for a competitive city centre.
- **Inclusion and comfort/amenity for all** – to create that wider base of users, especially younger, older and disabled. This includes making specific provision such as public toilets, changing places, lifts, etc.
- Effective building **conservation and re-use of fabric/identity**. The urban grain of Glasgow city centre is an identifiable reason for people using the city. Additionally it is an important ingredient in circular economy/zero carbon approach to the city.
- **Rooftops and skyline** present opportunities for green roofs, urban cooling, amenity value, shared space, etc.
- **Greening and pocket parks** that can be used by all as public spaces. Currently there is next to no meaningful green space within the Golden Z.
- There need to be some **financial/fiscal investment products** to help stimulate investment in both built environment and in uses.

Possible implications

Some of the initial/early implications for the future of the Golden Z from these workshops are summarized below. These need to be viewed as an early thoughts, as further and/or more refined ideas and recommendations could emerge from later engagement sessions and discussions as the project progresses.

- This needs to be much **more than a retail** vision to create a sustainable, broad-based place.
- The 'old Z' extent is no longer sustainable as all retail, given changes in shopping behaviour. It can still contain retail but needs to be **retail plus additional reasons to be there and spend time**.
- **Working & leisure/culture** can both be central reasons to the city centre's purpose.
- To be competitive the city centre needs to **address basics** – without these in place (cleanliness, safety etc) it will be incredibly difficult to attract people to use the place. There is a need for active campaign to encourage people back to work in city centre, *'Get back to bounce back'... 'The Office is the new Teams'...*

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- (Re)Activating the city, including lesser used spaces can create new draw and reasons for visits – there is a role for **temporary uses and events**.
- **Stronger links** to city centre from the surrounding districts is needed, how to navigate into the city centre easily from the west/north/east and across the river.
- **Public transport service** is critical for those coming from further away. It will play an increasing role in being a part of people's journeys, even if cars are still also used
- Still need **sufficient parking** – but it may need to be different from what is currently conceived. Edge of centre parking with final mile public transport for instance.
- Who is **residential** for? Need a range of types and tenures to make city centre living an attractive prospect to a wide range of people and create balanced communities.
- Is the 'Golden Z' still the most relevant way of conceptualising this place or is it a series of 5-6 **clusters, loops or circuits** around it?

Caveat

The team are grateful to those who gave their time to participate in the Stakeholder Workshops and contribute their issues and aspirations for the future improvement of the city centre.

The outputs and ideas from the 5th December 2022 Stakeholder Workshops must also, however, be recognised as being predicated on the interests, issues, ideas and culture of those who attended. As such, they may not necessarily represent all the views and values of Glaswegians or other users, such as international visitors. However, they are a very important start.

The various Golden Z team members will be looking to broaden and cross check the views, ideas and proposals over the coming weeks and months, to achieve a Vision that has broad support.

Version 1.6
Kevin Murray Associates
22 December 2023

Appendix 1 – Registration List

Morning Session

First Name	Surname	Job Title	Company
Jonathan	Watters		Police Scotland
Adrian	Stewart	Director	DO-Architecture
Aileen	Crawford	Head of Tourism and Conventions	Glasgow Life
Alan	Smith	Director of Finance and Estates	Royal Conservatoire of Scotland
Alastair	Wood	Director	Savills
Alastair	Wood	Director	Savills
Alex	Mitchell	Director	Zander Planning Ltd
Alistair	Johnston		
Andrew	McAllister	Client Services Director	SecuriGroup
Andrew	Hadden	Associate Architect	HLM Architects
Anna	Young	Senior Tourism Manager	Glasgow Life - Tourism
Anthony	Dobbie	Head of Project Management	Frasers Group
Bruce	Patrick	Director	Savills
Chris	Humphrey	Director - Retail	CBRE
Christine	Brown	Business Manager - Scotland	QPA Q-Park Ltd
Dan	Taylor	Founder	Taylor Capital
David	Melhuish		Scottish Property Federation
David	MacLeod	Partner	Dram Communications
David	Ross	Partner	Dram Communications
David	Tullis	Lead Paralegal	DWF LLP
David	Kilgour	Development Director	Drum Property Group
Douglas	Smith	Executive Director	CBRE
Donna	Downie		Network Rail
Eleanor	Lee		GCHSCP
Emma	Lawrence		
Fergie	McCullough		Clydebuilt Limited Partnership
Gary	Atkinson	Venue Director	BT Murrayfield
Gordon	Gibbons	Group Manager - Architecture	Glasgow City Council
Greg	Meikle	Principal Landscape Architect	LDA Design
Harjinder	Gharyal	Divisional Director	Glasgow City Council
James	Haworth	Theatre Director	ATG Glasgow Ltd
Jerry	Headley	Director of Estates	Glasgow Caledonian University
Jimmy	Johnston	Team Leader - Rotary Membership Growth	West of Scotland Rotary
John	Conroy	Partner	Ryden LLP
John	Graham	Operations Manager	NCP

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Kari	Archibald	Senior Officer	Glasgow Health and Social Care Partnership
Kate	Donald	Director	Turley
Kathleen	McGee	General Manager - Central Station	Scotrail
Margaret	Hoey	General Manager - Queen Street	Scotrail
Kenneth	Ross	CEO	RDRL Ltd
Kirstin	Taylor	Director	www.lida-design.co.uk
Kyron	Keogh	MD	ROX
Alaistair	Johnston	MD	
Laura	Scott-Simmons	Director	Benton Scott-Simmons/ representing Landscape Institute
Lyndsay	Macleod	Assistant Planner	Iceni Projects
Lynn	Scott		Marks and Spencer (Scotland)
Maria	Francké	Director	Maria Francké Planning
Mark	White	Group Sales & Events Executive	The DRG
Mary	Kerr	Senior Programme Officer City Deal	Glasgow City Council
Nick	Walker	Architect	Glasgow school of art
Pamela	Grant	Associate Director	Scottish Futures Trust
Peter	Richardson		ZMARCHITECTURE
Philip	Braat	Cllr	
Raymond	Barlow	Head of Building Standards & Public Safety	Glasgow City Council
Richard	Watson	Property & Contracts Manager	City Property (Glasgow) LLP
Robert	Greenhorn		Network Rail
Ryan	Farrelly	Commercial Property Agency Surveyor	Graham + Sibbald
Sandy	Greaves		
Sara	Lamb	Associate	Iceni Projects Ltd
Scott	Faichney	Special Projects Manager	Glasgow Life
Stewart	Thomson	Director/Architect	archiSTarchi Ltd
Stuart	Low		
Susan	Deighan	Chief Executive	Glasgow Life
Tom	McDermott	Director	Sprigg
Tom	Conway	Senior Surveyor	G+S
Veronica	Low	Commercial Manager	RIAS
Wayne	Gardner-young		
Will	Smith	Property Director	Marks & Spencer (London)
Katie	Moody	Manager	Princes Square
Tam	Coyle	Owner	Miobabig Music Consultancy
Grant	Mitchell		
George	Gillespie	Executive Director	GCC, NRS
Susan	Aitken	Leader	GCC

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Evening Session

First Name	Surname	Job Title	Company
A	McCusker		
Alex	Fraser	Director	JLL
Alex	Culverwell		Culverwell
Alisdair	Gunn	Director	Glasgow City Innovation District
Alison	Taylor	MD Glasgow	Avison Young
Alyson	McKell		
Andrew	Duncan	Land Director	Kelvin Properties
Andy	McKinlay	Chairman	Ediston
Angus	Millar	Councillor	Glasgow City Council
Campbell	Ure	Director	The Alternative Board
Christine	Brown	Business Manager - Scotland	QPA Q-Park Ltd
Claire	McNeil	Vice Chair	Blythswood Community Council
Colin	Edgar	Head of Communication and Strategic Partnerships	Glasgow City Council
David	Cook	Director	Glasgow Building Preservation Trust
Eleanor	Magennis	Director of Estates	The Glasgow School of Art
Emily	Coates	Store Manager	Fraser Group
Euan	Walker	Civil Engineer	E S Walker Engineering Limited
Ewan	Eccleston	Economic Development Manager	Glasgow City Council
Gerry	McGuigan	Senior Associate	Hollis Global
Graeme	Macfarlan	Commercial Director	First Bus
H	---	Principal	Independent
Ian	Robertson	Director of City Development	Glasgow City Council - NRS
Irene	Loudon	treasurer	Blythswood and Broomielaw Community Council
James	White	Professor of Planning and Urban Design	University of Glasgow
John	Howie	Interim Public Health Principal	Public Health Scotland
Joseph	Lee	Managing Director	Consensus Capital Group
Mark	Brennan		Culverwell -Retail & Liesure Investment Consultancy
Michael	Glen		
Natasha	Lucic	Architect	GIA
Paul	Sweeney	Member of the Scottish Parliament (Glasgow Region)	Scottish Parliament
Richard	Johnston		Culverwell
Rowan	Evenstar	Software Developer / Community Council	Blythswood and Broomielaw CC
Sean	Mackay	Business Systems Analyst	Independent
Shahid	Ali	Partner	Ryden
Stephen	Lewis	Managing Director	HFD Property Group Ltd
Tam	Coyle		Miobabig Music Consultancy

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Chirsty	Hamilton		Blythswood and Broomielaw Community Council
Kaukab	Stewart	MSP	MSP
Alex	MacLean	Head of Capital Projects	GCC
Martin	Clancy	Head of Capital Projects	The Glasgow School of Art
Tracy	Johnston	Principal Social Outcomes Consultant	Mott MacDonald

Appendix 2 – Event Agendas

Glasgow Golden Z – Workshop 1

Monday 5th December 2022

Morning Agenda

09:00 – 09:30	Arrival Coffee and Tea	
09:30 – 09:40	Welcome	CLlr Aitken
09:40 – 09:45	Purpose and Roles	KMA
09:45 – 10:05	Presentation	360
10:05 – 10:20	Q&A	
10:20 – 10:35	Comfort break (tea and coffee)	
10:35 – 10:45	Briefing about the workshop	KMA
10:45 – 11:30	Scenario Workshop	
11:30 – 12:10	Feedback and plotting	
12:10 – 12:25	Discussion of implication and Direction	
12:25 – 12:30	Next steps and close	

Glasgow Golden Z – Workshop 1

Monday 5th December 2022

Evening Agenda

5:30 – 5:45	Arrival Coffee and Tea	
5:45 – 5:55	Welcome	Cllr Millar
5:55 – 6:00	Purpose and roles	KMA
6:00 – 6:30	Presentation	360
6:30 – 6:40	Q&A	
6:40 – 6:50	Briefing about the workshop	KMA
6:50 – 7:00	Comfort break (tea and coffee)	
7:00 – 7:40	Scenario workshop	
7:40 – 8:00	Feedback and plotting	
8:00 – 8:15	Discussion of implications and direction	
8:15 – 8:30	Next steps and close	

Appendix 3 – Presentation

AM Presentation



WHO WE ARE



AGENDA

9:00 – 9:30	Arrival Coffee and Tea	
09:30 – 09:40	Welcome Cllr Aitken	KMA
09:40 – 09:45	Purpose and Roles	KMA
09:45 – 10:05	Presentation 1 Trends and opportunities	Threesixty Architecture
10:05 – 10:20	Q&A	
10:20 – 10:35	Comfort break (tea and coffee)	
10:35 – 10:45	Briefing about the workshop	KMA
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WHILE PRESENTATIONS ARE ON PLEASE SHARE ON POST-IT NOTES YOUR:

ISSUES / CHALLENGES

IDEAS / ASPIRATIONS

WELCOME

Cllr. Susan Aitken Leader of GCC

Kevin Murray Facilitator

OUTLINE PROGRAMME

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GROUND RULES

- Bring your specialist and city centre knowledge
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- Share reflections, aspirations, ideas
- Respect diverse viewpoints/ contributions
- Look across a generation
- Be challenging and aspirational

Chatham House Rule
Taking pictures for record

WHY ARE WE HERE?

TO HELP SHAPE THE VISION FOR THE
GLASGOW GOLDEN 'Z'



THE WIDER CONTEXT

OVER SUPPLY OF SPACE & CHANGING RETAIL PATTERNS

- The **Contraction of the Department Store**
- The **Retreat / Consolidation of National Chains**
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- The **Sustained Absence of Footfall** due to changing habits following the Covid-19 Pandemic
- **Further Reduction in Retail Floor Space Demand by 2030**

SIGNS OF CITY CENTRE POST COVID RECOVERY*

Strong Recovery- Summer 22V Summer 19:

- Footfall down 19% (Summer 2022)
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- Record levels new office lettings (first 9 mo '22)
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- Ingram St higher footfall than pre-pandemic



GLASGOW CITY CENTRE: MORE THAN RETAIL

An International City

- Organisations, investors and visitors
- Scotland's largest city

A Metropolitan City

- 7 surrounding local authority areas

An Everyday City

- Residents, workers, businesses, visitors
- Our lived experience



APPROACH & METHODOLOGY: DEFINING THE STUDY AREA: THE GOLDEN 'Z'

The Golden 'Z'

- A Resilient Heart
- Retain national significance
- From end of pedestrianisation on Sauchiehall St to end of pedestrianisation at M&S on Argyle St.

APPROACH & METHODOLOGY: DEFINING THE STUDY AREA: AREAS OF FOCUS

Areas of Focus

- Anchor & Reinforce legs of the Z

A Art School / Sauchiehall Street

B BHS / Victoria's / Sauchiehall Street

C Trongate South

APPROACH & METHODOLOGY:
DEFINING THE STUDY AREA: ADJACENT CHARACTER ZONES

Contributory Character Zones

- Areas outside the traditional 'Z' that are contextually important

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
7. West End Sauchiehall Street (from CCA, Scott Street to Charing Cross)
8. Trongate / King Street / Candleriggs



APPROACH & METHODOLOGY:
BRINGING ORDER TO COMPLEXITY

A VISION FOR HIGH STREET REGENERATION - SCOTTISH GOVERNMENT GUIDANCE



MANIFESTO FOR CHANGE
10 STEPS TO REBALANCE, REPOPULATE & REPOSITION OUR TRADITIONAL URBAN CENTRES.

- 1. CONCENTRATE**
Focus on the traditional urban centres and their potential to become vibrant, self-sufficient communities. This involves concentrating resources and services in these areas to create a sense of place and community.
- 2. TELL YOUR STORY**
Share the vision and aspirations for the city centre, highlighting the unique character and potential of each area. This involves engaging with the community and stakeholders to build a shared sense of purpose.
- 3. GO BOLD**
Take bold action to address the challenges facing the city centre, such as housing, transport, and public realm. This involves working with the private sector and other partners to deliver innovative solutions.
- 4. CONSOLIDATE**
Strengthen the existing urban fabric and improve the quality of the public realm. This involves investing in infrastructure, public spaces, and services to create a more attractive and livable environment.
- 4. ATTRACT**
Attract investment and talent to the city centre, creating a vibrant and dynamic environment. This involves promoting the city as a place of opportunity and innovation.
- 5. REPOPULATE**
Increase the population of the city centre, creating a diverse and inclusive community. This involves providing a mix of housing, services, and amenities to attract and retain residents.

- 7. CREATE WORKPLACE**
Attract and create jobs in the city centre, providing opportunities for residents and visitors. This involves supporting entrepreneurship and innovation.
- 8. SHIFT PERCEPTIONS**
Change the way people think about the city centre, promoting it as a place of opportunity and innovation. This involves marketing and public relations.
- 9. REPLACE TO REPAIR**
Replace and repair existing buildings and infrastructure, improving the quality of the urban environment. This involves investing in maintenance and renovation.
- 10. REGENERATE**
Regenerate the city centre, creating a vibrant and dynamic environment. This involves a combination of the other steps.
- 11. ILLUMINATE**
Improve the lighting and public realm, creating a safer and more attractive environment. This involves investing in street lighting and public spaces.
- 12. GATHER**
Gather people and activities in the city centre, creating a sense of community and place. This involves providing public spaces and amenities.
- 13. INCLUDE & INVITE**
Include and invite all people to participate in the city centre, creating a diverse and inclusive community. This involves providing accessible services and amenities.
- 14. EDUCATE**
Educate and train people in the city centre, providing opportunities for learning and development. This involves investing in education and training.
- 15. REVIVE**
Revive the traditional character and heritage of the city centre, creating a sense of place and identity. This involves preserving and restoring historic buildings and streets.
- 16. CONNECT**
Connect the city centre to the rest of the city and region, improving transport and accessibility. This involves investing in transport infrastructure.
- 17. LOCATE SERVICES CENTRALLY**
Locate services centrally in the city centre, creating a vibrant and dynamic environment. This involves providing a mix of services and amenities.
- 18. MEANWHILE...**
Use the city centre for temporary and flexible uses, creating a sense of place and community. This involves supporting creative and cultural activities.

DELIVERABLES & OUTCOMES
OVERARCHING VISION & PLACEMAKING PLAN

- Visually Engaging
- Logical, Legible
- A Spatial Framework and Guidance



DELIVERABLES & OUTCOMES
DESIGN OPTIONS FOR 'AREAS OF FOCUS'

- Finer Grain Options
- Deliver Strategic Aspirations
- Meanwhile Uses



DELIVERABLES & OUTCOMES

- A 'joined up' Vision:**
A coordinated framework following Government guidance
- Resilient:**
Support successful evolution and resilience over the next 10-20 years and beyond.
- Immersive:**
A spatial and physical vision that engages and creates ambassadors.
- Relevant:**
Review and deliver the collection of place strategies. Challenge policy.
- Delivering on Engagement:**
Embed findings of previous public consultation
- Open for Business:**
Demonstrate value and council support for development. Project confidence and attract investment.



DELIVERABLES & OUTCOMES

- Prioritised:**
Show where intervention and investment (public and private) has greatest impact, quick wins and meanwhile uses.
- Setting the Bar:**
Set the level of ambition for the study area.
- Populate:**
Deliver ambitions on city centre living
- Responsible:**
Meet the net zero carbon ambition and 'green' place ambition.
- Go the Distance:**
A shared vision that maintains ambition and momentum.

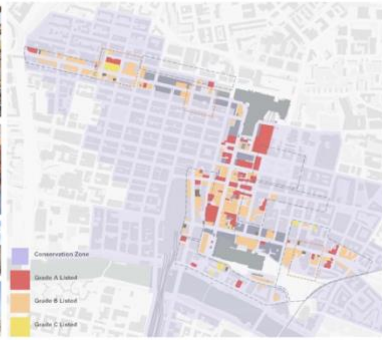


**THE GOLDEN 'Z' TODAY:
GROUND FLOOR USES**

- Ever changing
- 3 Dimensional



**THE GOLDEN 'Z' TODAY:
BUILT HERITAGE**



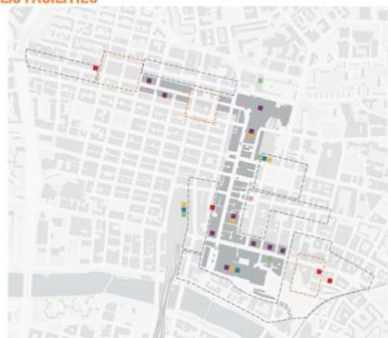
**THE GOLDEN 'Z' TODAY:
FRONTAGES**



**THE GOLDEN 'Z' TODAY:
GREEN SPACE**



**THE GOLDEN 'Z' TODAY:
ACCESSIBILITY & PUBLIC FACILITIES**



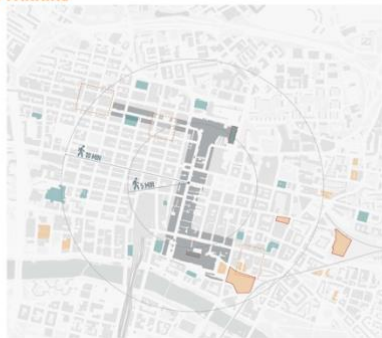
**THE GOLDEN 'Z' TODAY:
PEDESTRIAN MOVEMENT & CIVIC SPACE**



**THE GOLDEN 'Z' TODAY:
PUBLIC TRANSPORT & CONNECTIVITY**



**THE GOLDEN 'Z' TODAY:
VEHICLE MOVEMENT & PARKING**



THE GOLDEN 'Z' TODAY:
POSITIVE MOVES:




GLASGOW AVENUES PROJECT



CANDLERIGGS SQUARE






THE GOLDEN 'Z' TODAY:
POSITIVE MOVES:



BUCHANAN GALLERIES POTENTIAL REDEVELOPMENT



ST. ENOCH CENTRE POTENTIAL REDEVELOPMENT

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES:



WORKPLACE




THE GARMENT FACTORY

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES:



HOTEL 6 LEISURE





QUESTIONS?





WORKSHOP 1
FUTURE VISION SCENARIOS





FUTURE VISION SCENARIOS
WHY?

- Way to explore future possibilities
- Future is neutral territory
- Can think beyond current policy
- Can review, test, explore, evaluate
- Opportunity for open, creative thinking

WORKSHOP:
GROUP TASK

Each table to devise a plausible scenario, using lead theme, looking at 2035

Part 1 Create the scenario

- What and who is there? And who is not?
- What does it look like? And feel like, at street level and skyline?
- What are key sites, locations and activities?
- How do you get there? (Transport)

Part 2 Evaluate your scenario

What are positives and negatives? (eg winner and losers)
Give it a name?
Any key steps, decisions to reach that scenario?

POSSIBLE FUTURES:
DIVERSE / RETAIL: SHOPPING CITY



POSSIBLE FUTURES:
CULTURAL, LEISURE, TOURISM: INTERNATIONAL CITY



POSSIBLE FUTURES:
RESIDENTIAL: LOCAL CITY



POSSIBLE FUTURES:
WORKING AND LEARNING: PRODUCTIVE CITY



POSSIBLE FUTURES:
PLACE, IDENTITY AND HERITAGE: DISTINCTIVE CITY



POSSIBLE FUTURES:
SUSTAINABILITY AND NET ZERO: GREEN CITY



POSSIBLE FUTURES:
INCLUSIVE - AGE / DISABILITY / FAMILY: PEOPLE CITY



POSSIBLE FUTURES:
NIGHTTIME, 24 HOURS CITY, ECONOMY: BUZZING CITY, LIVELY CITY



**WORKSHOP:
SCENARIO 'LEAD THEMES'**

Create your scenario using these lead themes

Table 1. Diverse range of retail	Shopping City
Table 2. Cultural, leisure and tourism	International City
Table 3. Residential	Local City
Table 4. Working and learning	Productive City
Table 5. Place identity & heritage	Distinctive City
Table 6. Sustainability and net zero	Green City
Table 7. Inclusive – age/ disability/ family	People City
Table 8. Night-time, 24 hour economy	Lively City

**WORKSHOP:
PLOTING SCENARIOS**



**WORKSHOP:
FUTURE VISION SCENARIO**

Each table to devise a plausible scenario, using lead theme, looking at 2035

Part 1 Create the scenario

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**WORKSHOP:
NEXT STEPS**

Face to face meetings	December/January
Finalise scope	December
Ideas day	January
Area workshop discussions	January
Develop detail	February
Present vision	March

PM Presentation



WHO WE ARE



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Cllr. Angus Millar
Co-Chair, City Centre Task Force

Kevin Murray
Facilitator

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A Metropolitan City

- 7 surrounding local authority areas

An Everyday City

- Residents, workers, businesses, visitors
- Our lived experience

PROJECT CONTEXT: DECLINE OF THE GOLDEN Z

1. Healthy 'Z'

2. Retreating 'Z'

APPROACH & METHODOLOGY: DEFINING THE STUDY AREA: THE GOLDEN 'Z'

The Golden 'Z'

- A Resilient Heart
- Retain national significance
- From end of pedestrianisation on Sauchiehall St to end of pedestrianisation at M&S on Argyle St.

APPROACH & METHODOLOGY: DEFINING THE STUDY AREA: AREAS OF FOCUS

Areas of Focus

- Anchor & Reinforce legs of the Z

A Art School / Sauchiehall Street

B BHS /Victoria's / Sauchiehall Street

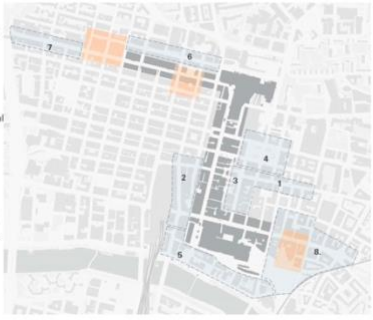
C Trongate South

APPROACH & METHODOLOGY:
DEFINING THE STUDY AREA: ADJACENT CHARACTER ZONES

Contributory Character Zones

- Areas outside the traditional 'Z' that are contextually important

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
7. West End Sauchiehall Street (from CCA, Scott Street to Charing Cross)
8. Trongate / King Street / Candleriggs



APPROACH & METHODOLOGY:
BRINGING ORDER TO COMPLEXITY

A VISION FOR HIGH STREET REGENERATION - SCOTTISH GOVERNMENT GUIDANCE



MANIFESTO FOR CHANGE
10 STEPS TO REBALANCE, REPOPULATE & REPOSITION OUR TRADITIONAL URBAN CENTRES.

- 1. CONCENTRATE**
Focus on the traditional urban centres and their potential to become vibrant, walkable, and inclusive places. This involves consolidating existing buildings and services, and creating new public spaces and green infrastructure.
- 2. TELL YOUR STORY**
Engage the community and stakeholders in the process of defining the vision and priorities for the study area. This involves listening to the voices of residents, businesses, and local organizations.
- 3. GO BOLD**
Set ambitious goals and targets for the study area, and develop a clear plan of action to achieve them. This involves identifying key areas for investment and regeneration, and setting out the roles and responsibilities of different stakeholders.
- 4. CONSOLIDATE**
Focus on the traditional urban centres and their potential to become vibrant, walkable, and inclusive places. This involves consolidating existing buildings and services, and creating new public spaces and green infrastructure.
- 5. REPOPULATE**
Attract new residents and businesses to the study area, and create a vibrant and inclusive community. This involves providing affordable housing, supporting local businesses, and creating opportunities for social interaction and community building.
- 6. ATTRACT**
Attract new residents and businesses to the study area, and create a vibrant and inclusive community. This involves providing affordable housing, supporting local businesses, and creating opportunities for social interaction and community building.
- 7. CREATE WORKPLACE**
Create new and improved workplaces in the study area, and support the growth of local businesses. This involves providing high-quality office space, supporting entrepreneurship and innovation, and creating opportunities for job creation and skills development.
- 8. SHIFT PERCEPTIONS**
Change the way people think about the study area, and create a positive and inclusive image. This involves promoting the study area as a vibrant and inclusive place, and supporting the development of a strong sense of community and identity.
- 9. REPLACE TO REPAIR**
Replace existing buildings and services in the study area, and create new and improved ones. This involves identifying key areas for regeneration, and supporting the development of high-quality buildings and services.
- 10. REGENERATE**
Regenerate the study area, and create a vibrant and inclusive community. This involves providing affordable housing, supporting local businesses, and creating opportunities for social interaction and community building.

- 11. ILLUMINATE**
Illuminate the study area, and create a vibrant and inclusive community. This involves providing high-quality public lighting, and creating opportunities for social interaction and community building.
- 12. GATHER**
Gather people in the study area, and create a vibrant and inclusive community. This involves providing high-quality public spaces and green infrastructure, and creating opportunities for social interaction and community building.
- 13. INCLUDE & INVITE**
Include and invite people to the study area, and create a vibrant and inclusive community. This involves providing affordable housing, supporting local businesses, and creating opportunities for social interaction and community building.
- 14. EDUCATE**
Educate people in the study area, and create a vibrant and inclusive community. This involves providing high-quality education and training opportunities, and creating opportunities for social interaction and community building.
- 15. REVIVE**
Revive the study area, and create a vibrant and inclusive community. This involves providing affordable housing, supporting local businesses, and creating opportunities for social interaction and community building.
- 16. CONNECT**
Connect people in the study area, and create a vibrant and inclusive community. This involves providing high-quality public transport and walking and cycling infrastructure, and creating opportunities for social interaction and community building.
- 17. LOCATE SERVICES CENTRALLY**
Locate services centrally in the study area, and create a vibrant and inclusive community. This involves providing high-quality public services, and creating opportunities for social interaction and community building.
- 18. MEANWHILE...**
Use the study area in the meantime, and create a vibrant and inclusive community. This involves providing affordable housing, supporting local businesses, and creating opportunities for social interaction and community building.

DELIVERABLES & OUTCOMES
OVERARCHING VISION & PLACEMAKING PLAN

- Visually Engaging
- Logical, Legible
- A Spatial Framework and Guidance



DELIVERABLES & OUTCOMES
DESIGN OPTIONS FOR 'AREAS OF FOCUS'

- Finer Grain Options
- Deliver Strategic Aspirations
- Meanwhile Uses



DELIVERABLES & OUTCOMES

- A 'joined up' Vision:**
A coordinated framework following Government guidance
- Resilient:**
Support successful evolution and resilience over the next 10-20 years and beyond.
- Immersive:**
A spatial and physical vision that engages and creates ambassadors.
- Relevant:**
Review and deliver the collection of place strategies. Challenge policy.
- Delivering on Engagement:**
Embed findings of previous public consultation
- Open for Business:**
Demonstrate value and council support for development. Project confidence and attract investment.



DELIVERABLES & OUTCOMES

- Prioritised:**
Show where intervention and investment (public and private) has greatest impact, quick wins and meanwhile uses.
- Setting the Bar:**
Set the level of ambition for the study area.
- Populate:**
Deliver ambitions on city centre living
- Responsible:**
Meet the net zero carbon ambition and 'green' place ambition.
- Go the Distance:**
A shared vision that maintains ambition and momentum.



**THE GOLDEN 'Z' TODAY:
GROUND FLOOR USES**

- Ever changing
- 3 Dimensional



**THE GOLDEN 'Z' TODAY:
BUILT HERITAGE**



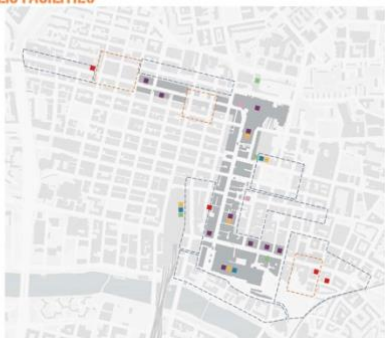
**THE GOLDEN 'Z' TODAY:
FRONTAGES**



**THE GOLDEN 'Z' TODAY:
GREEN SPACE**



**THE GOLDEN 'Z' TODAY:
ACCESSIBILITY & PUBLIC FACILITIES**



**THE GOLDEN 'Z' TODAY:
PEDESTRIAN MOVEMENT & CIVIC SPACE**




**THE GOLDEN 'Z' TODAY:
PUBLIC TRANSPORT & CONNECTIVITY**




**THE GOLDEN 'Z' TODAY:
VEHICLE MOVEMENT & PARKING**




THE GOLDEN 'Z' TODAY:
POSITIVE MOVES:



GLASGOW AVENUES PROJECT



CANDLERIGGS SQUARE




THE GOLDEN 'Z' TODAY:
POSITIVE MOVES:




BUCHANAN GALLERIES POTENTIAL REDEVELOPMENT



ST. ENOCH CENTRE POTENTIAL REDEVELOPMENT




THE GOLDEN 'Z' TODAY:
POSITIVE MOVES:



WORKPLACE






THE GARMENT FACTORY

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES:



HOTEL 6 LEISURE

QUESTIONS?





WORKSHOP 1
FUTURE VISION SCENARIOS





FUTURE VISION SCENARIOS
WHY?

- Way to explore future possibilities
- Future is neutral territory
- Can think beyond current policy
- Can review, test, explore, evaluate
- Opportunity for open, creative thinking

WORKSHOP:
GROUP TASK

Each table to devise a plausible scenario, using lead theme, looking at 2035

Part 1 Create the scenario

- What and who is there? And who is not?
- What does it look like? And feel like, at street level and skyline?
- What are key sites, locations and activities?
- How do you get there? (Transport)

Part 2 Evaluate your scenario

What are positives and negatives? (eg winner and losers)
Give it a name?
Any key steps, decisions to reach that scenario?

POSSIBLE FUTURES:
DIVERSE / RETAIL: SHOPPING CITY



POSSIBLE FUTURES:
CULTURAL, LEISURE, TOURISM: INTERNATIONAL CITY



POSSIBLE FUTURES:
RESIDENTIAL: LOCAL CITY



POSSIBLE FUTURES:
WORKING AND LEARNING: PRODUCTIVE CITY



POSSIBLE FUTURES:
PLACE, IDENTITY AND HERITAGE: DISTINCTIVE CITY



POSSIBLE FUTURES:
SUSTAINABILITY AND NET ZERO: GREEN CITY



POSSIBLE FUTURES:
INCLUSIVE - AGE / DISABILITY / FAMILY: PEOPLE CITY



POSSIBLE FUTURES:
NIGHTTIME, 24 HOURS CITY, ECONOMY: BUZZING CITY, LIVELY CITY



**WORKSHOP:
SCENARIO 'LEAD THEMES'**

Create your scenario using these lead themes

Table 1. Diverse range of retail	Shopping City
Table 2. Cultural, leisure and tourism	International City
Table 3. Residential	Local City
Table 4. Working and learning	Productive City
Table 5. Place identity & heritage	Distinctive City
Table 6. Sustainability and net zero	Green City
Table 7. Inclusive – age/ disability/ family	People City
Table 8. Night-time, 24 hour economy	Lively City

**WORKSHOP:
PLOTING SCENARIOS**



**WORKSHOP:
FUTURE VISION SCENARIO**

Each table to devise a plausible scenario, using lead theme, looking at 2035

Part 1 Create the scenario

- What and who is there? And who is not?
- What does it look like? And feel like at street level and skyline?
- What are key sites, locations and activities?
- How do you get there? (Transport and Movement)

Part 2 Evaluate your scenario

- What are positives and negatives? (eg winner and losers)
- Give it a name?
- Any key steps, decisions to reach that scenario?

**WORKSHOP:
NEXT STEPS**

Face to face meetings	December/January
Finalise scope	December
Ideas day	January
Area workshop discussions	January
Develop detail	February
Present vision	March

Appendix 4 – Workshop Ideas Wall

Individual responses

Issues and Challenges (from post its)

General

- Lack of perception that Glasgow is for business
- Maintenance and resilience of any “new” space
- How to make it commercially viable
- Hygiene factors of “convenience” need actioned to support “project” interventions to rebalance economy.
- Transformational and remaking needs a whole system approach a holistic approach
- Agent for change principle to protect elements of the city authenticity
- Glasgow needs people now
- What is Glasgow big narrative, it has been:
 - A ‘cultural capital’,
 - Retail – best outside London
 - Events city
 - What is it now and in future???

Retail

- Lack of footfall driven by WFH offered to employees in Glasgow. Office occupancy is lower than 2019 daily. Whatever plans made for retail will only be helped by encouraging the workforce back.
- Lack of office workers returning to the City Centre
- Encourage independent shops and retail. More incentives for smaller businesses
- Oversupply and change in retail
- Competition to trade due to online and parking
- Lack of demand for retail space
- Future reduction in retail space

Streetscape and public realm

- How to address negative frontages
- Interaction needed with the River Clyde
- Lack of places for dwell time outdoors
- Zero green core
- Upkeep of public space
- Poor visual experience, city cleanliness is very poor and uninviting
- Broken pavement
- Cleanness

Safety and security

- Anti-social behaviours
- Crime – both actual and perceived

Public transport and infrastructure

- Need to invest in public transport in order to support and compensate the loss of car parking
- Connectivity

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Residential

- Issues with affordability
- City centre housing strategy vs commercial strategy has the housing strategy been quantified in terms of space requirements
- How do you encourage families to move back to the city centre with GP and Schools
- Height restrictions and impacts regarding lights and street level

Culture, leisure and tourism

- What is the demand for gigs? Ask promoters due to the loss of the ABC
- Visitor and conference delegates stay in the City Centre. What is their experience walking to their hotels, consider landscape, safety
- What is the city centre role in music, night-time economy. How does this sit with residential
- Poor evening economy
- Night-time economy: policing, safety, weaker lanes and street
- Why is Glasgow not on the tourism routes? What needs to be changed to make it an attractive tourist destination?

Student

- Ensure a focus on the opportunities that the student population brings, cultural change and development

Planning and Delivery

- How do you lever private money into development/delivery process (cannot realistically all be public money)
- Viability
- Planning requirements, especially in relation to aging building stock
- Investment in improving building, warrant approval process, time, and speed
- Slow planning system
- What is the tall building planning policy?
- Funding: mention of City Deal and Levelling up fund but timing not aligned – most funding gets declined
- How to develop a shared economic model apex and capex to transition?
- Stringent fire regulations make it challenging to have mixed uses in building
- Ensure a common-sense approach to listed building consent in construction
- Fragmented ownership
- So many studies, do they connect

Sustainability and net zero

- Green city living - funding, implementation and management. For example, for Sauchiehall street
- Greening the city centre with effect on the CCTV
- Glasgow ranked last in green space

Specific sites

- Victoria's former nightclub site is high priority
- The areas of focus are at the extreme ends of the Z, is Buchanan Street not the focus?

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Ideas and aspirations

General

- An everyday city – residents (especially families), workers, business and visitor.
- Cross party solutions for the City Centre to avoid silos, political thinking. What is the right thing to do?
- Marketing Glasgow City Centre
- Address CPO, as some key development sites would be stalled due to ownership problem
- Green spaces are a value for health and wellbeing/ climate management but private sector cannot fund it, it needs to be public funding
- Create experiential area. The NHS is a huge part of the city centre innovation

Streetscape and Public realm

- Safe, well-lit environment
- Create wayfinding along Golden Z with keystones on key building – have red line to follow the Golden Z – e.g., Freedom trail in Boston
- Close the Broomielaw to traffic and create a green park on both sides of the river
- More green spaces to encourage city centre living
- River development with greenspace, car access and public transport

Safety and security

- Have CCTV coverage through the hole area and make sure it is not covered by trees

Public transport and Infrastructure

- Coach parking for high end travel trade for coach travel around Scotland. Have toilet facilities next to the parking and it should be within a walking distance from the City Centre
- Have the subway run for 24 hours if the new subway is unstaffed
- Infrastructure first approach: transport, digital, community hubs, schools and GP surgery
- More accessibility to encourage senior living who will tend to use hospitality, theatre and have a higher spend ability
- Use more Queen St Station as a hub
- Cable car and Gondola system to move people across and around the Golden Z
- Gondola links to move people out of the City centre to Glasgow University, Kelvingroove, Kelvin Hall, Glasgow Cally, Buchanan Bus Station, Science Centre, Braehead, Transport museum, House for an art lover.

Building uses

- Should some building be demolished rather than repurposed to free up thinking and perhaps move more quickly
- Add height to existing building to aid redevelopment
- Create high quality senior living apartments, investable product
- Repurpose workspace for small incubators

Culture, leisure and tourism

- Have a music museum for Scotland e.g., Hall of Rock and Roll Fame, Cleveland, with recording studios music venue
- Create a sculptor park along the Golden Z or river e.g., Millennium Park Chicago
- Mackintosh and Glasgow School of Arts location to extend to Sauchiehall street to create a GSA campus view/ vista/ visitor centre experience
- Create more outdoor public events

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- Use food and beverage café culture
- Event spaces and activities for public events (local and international)
- City centre as a place for music, clubs, a 24-hour city
- Dedicate restaurant lane/street with bars to create an experience destination
- Have building with independent shops and market e.g., Boxpark, Shoreditch, Cornmarket, Leeds
- River festival,

Sustainability and net zero

- Use the Clyde for green energy
- Incentivise landlords to repurpose buildings and achieve net zero carbon by providing rates free period for non-listed and move flexible planning uses

Specific sites

- Victoria's' site as a park similar to the Paley Park in NYC
- Buchanan Galleries redevelopment, less retail and more green space

Appendix 5 – Questionnaire

Glasgow Golden Z Vision Stakeholder Workshop Event

December 2022 Questionnaire

This is an engagement feedback questionnaire for those who have participated in stakeholder workshop events on **5th December**.

1 Issues

What do you consider to be **the key issues** to be addressed to improve Glasgow's Golden Z ?

.....

.....

2 Challenges

What **challenges**, if any, do you see as critical to resolve to aid the rejuvenation of the area?

.....

.....

3 Your ideas

What **ideas or concepts** would help to develop the Golden Z most beneficially from your perspective, including securing any benefits for businesses, owners or residents?

.....

.....

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4 Key themes

What key themes would you like to see developed by the Project Team? (please tick all that apply)

- Retail and commerce
- Tourism, including hotels
- Culture, entertainment and leisure
- Workspace and offices
- Residential
- Greening and biodiversity
- Outdoor social space
- Transport and movement
- Evening and night-time economy
- Other

5 Other suggestions

Do you have any **other suggestions or advice** for the City Council's Consultant team in devising the vision and plan for Glasgow's Golden Z? If yes, please provide here.

.....

.....

Your contact details

Name.....

Organisation (if any).....

Email.....

Deadline

Please provide your comments by **5pm Friday 9th December** at latest, either by hand or by email to rim@kevinmurrayassociates.com

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GDPR and Privacy

All personal or contact details are held securely by Kevin Murray Associates for the purposes of consulting on this project only for Glasgow City Council (GCC), in line with data protection best practice. They are not shared with any other party. The details are destroyed 1 year or after the planning application is lodged, whichever is sooner.

All comments are recorded for the purposes of this project only and are anonymised and aggregated, personal data and responses will not be associated to each other.

Kevin Murray Associates for Glasgow City Council

December 2022

Appendix 6 – Feedback form analysis

At the end of both workshops, attendees were asked to fill a feedback form. In total, we received **37 responses**. Below is the analysis of the responses.

1 Issues

What do you consider to be the key issues in taking forward Glasgow's Golden Z area of the city centre?

The main issues are viability, accessibility, lack of amenities, vacant and empty retail units, lack of land use flexibility (vertical and horizontal), Investment in infrastructure, retail/transport/cultural and social opportunities, poor public realm, lack of joined-up approach with all organisations involved, funding, revitalising the retail uses, bringing back the workplace, city centre living.

2 Challenges

What challenges, if any, do you see as critical to resolve to aid the rejuvenation of the area?

The main challenges are:

- *Securing funding,*
- *Policy outdated and constraining investment and creating more barriers,*
- *Diverse land ownership,*
- *Getting collegial buy-in from property owners - what is the incentive for them to re-purpose if not viable commercially*
- *Sustainability*
- *Creating an offer for all income levels*

3 Your ideas

What ideas or concepts would help to develop the golden z most beneficially from your perspective, including securing any benefits for businesses, owners or residents?

- *Joint public/ private sector*
- *Public transport initiatives, have more integrated public transport*
- *Incentive to repurpose upper floors - tax breaks, BPRA*
- *Large e-commerce companies to be a part in funding improvement and the experience*
- *City-led green space and amenities. Paid for by private sector contributions*
- *Bringing in more residential space*
- *Vertical city*
- *Have more mix uses*
- *Facilities for people*
- *Inclusive for people*

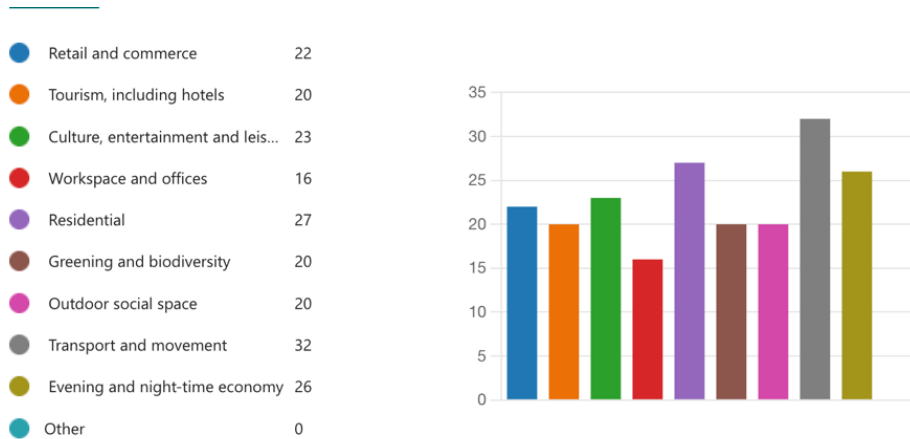
4 Key themes

What key themes would you like to see developed by the Project Team? (please tick all that apply)

The most supported were, in order:

Transport & Movement, Residential, Evening and Nighttime economy, Retail and commerce, as shown on chart below.

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5 Other suggestions

Do you have any other suggestions or advice for the City Council's Consultant team in taking the Glasgow's Golden Z vision forward? If yes, please provide here.

- *Consider quicker strategy for change of use for retail premises.*
- *Better rates to encourage SME's/start-ups to locate to the city centre e.g. short term/ flexible leases which are affordable*
- *Deliverability and tangibility of the vision need to be the focus*
- *Involve the third sector and charity sector*
- *Attract more desirable companies to drive workspaces and tech up the city*
- *Engagement with private sector businesses re- transport/ parking*
- *Consider quicker strategy for change of use for retail premises. Physical issues, smaller prime retail core - flexibility everywhere else*

6 Other contacts

Are there any other organisations, businesses or individuals you suggest we should engage with in the process of developing the Vision? If yes, please provide details?

- *Community Councils*
- *Creative Scotland, WASPS, food growing network, local people*
- *LUSH*
- *Tapping into Chinese students/ groups*
- *NHS, Health and social care*
- *University and college sector.*
- *Engage with the multi-national e.g. Morgan Stanley, Barkclay*
- *Alistair Johnston Retail Collective*
- *Rotary West of Scotland*
- *The state funded cultural institutions e.g. Scottish opera, Scottish Ballet, National Theatre of Scotland*
- *Student accommodation providers, city's cultural institution*