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Reviewed By: Chris Breslin (Senior Associate)
Note Title: Golden Z Vision and Plan – Economic Baseline

1 Over Supply of Space and Changing Retail Patterns

Death of the Department Store

- 1.1 Department stores all across the country have been closing down at a rapid rate for past decade or so. The gradual extinction of the archetypal department store is representative of a wider crisis for town and city centres. British Home Stores closed all 167 of its UK branches in 2016; two years later, House of Fraser went into administration.
- 1.2 COVID-19 triggered the temporary closure of most shops and a modal shift to internet shopping, one of the biggest casualties was Debenhams, which announced that it would close its remaining 118 stores. In total, since 2016, according to a study published by CoStar¹ last summer, 83% of the UK’s big department stores have closed. Furthermore, due to their size and purpose-built nature, department stores are often difficult to repurpose leaving huge vacant sites in prominent areas of city centres.

Retreat and Consolidation of National Chains

- 1.3 Following the rise of online shopping in recent years, and exacerbated by the COVID-19 pandemic, many national chains stores that occupy city centre retail space have fallen into severe decline. Glasgow is no anomaly; the city’s retail offering lost a significant number of chain stores in 2021 alone². For example, the Disney Store in St Enoch Shopping Centre closed permanently in August 2021 following over 30 years in operation. Debenhams, also located on Argyll Street, never reopened after the winter lockdown last year as part of the closure of all Debenhams stores in the country. Finally, Thorntons shut down all 3 of its Glasgow city centre stores in March.

Relentless Growth of Online Retail, Exacerbated by the COVID-19 Pandemic

- 1.4 The COVID-19 pandemic forced the population into carrying out their shopping online, it is likely that this behavioural change will remain, at least to a certain extent, throughout the retail sector in the future. Statista³ predict E-commerce to account for 24% of total retail sales worldwide by 2026.
- 1.5 Various lockdowns and forced store closures left consumers with no choice but to start shopping online. Since then, more and more customers have been regularly shopping online even with high-street shops and out of town retail re-opening. The rise of home working and the convenience of shopping on your portable device from anywhere has given rise to the relentless growth of online retail in recent years. Therefore, customers are less likely to make

¹ CoStar 2021 - Department Stores: Green Shoots After Five Years of Closures. Available with subscription online at: <https://product.costar.com/home/news/881364177>
² Glasgow Times 2022 – List of Glasgow city centre stores that closed down in 2021. Available online at: <https://www.glasgowtimes.co.uk/news/19821792.list-glasgow-city-centre-stores-closed-2021#:~:text=List%20of%20Glasgow%20city%20centre%20stores%20that%20closed,Galleries%2C%20St%20Enoch%20Shopping%20Centre%20...%20More%20items>
³ Statista 2022 – E-commerce as percentage of total retail sales worldwide from 2015 to 2021, with forecasts from 2022 to 2026. Available online at: <https://www.statista.com/statistics/534123/e-commerce-share-of-retail-sales-worldwide/>

a journey into their nearby city centre to purchase a product that they can buy from their most frequently used applications.

Projected Further 50% Reduction in Retail Demand by 2030

- 1.6 Given the recent trends in the retail sector, including the demise of department stores and the rise of internet shopping, any significant rejuvenation in the city centre retail market will need to come from largescale intervention. If the retail cores across the UK, including Glasgow, are left to market forces, the demand for, and subsequent performance of, city centres will deteriorate.

Signs of Glasgow City Centre Post COVID-19 Recovery

- Whilst City Centre footfall was around 19% lower in Summer 2022 than pre-covid levels – weekend and evening footfall were close to pre-covid levels (98% and 93%)⁴.
- Retail sales figures were 20% higher in Summer 2022, compared with Summer 2019.
- Volume of customers from outside of the city has improved (57% of pre-covid levels).
- Hotel occupancy has also improved (83% of pre-covid levels).
- Number of new office lettings in Glasgow in the first three quarters of 2022 was at the level since records began in 2013⁵.

2 Demographic and Property Analysis

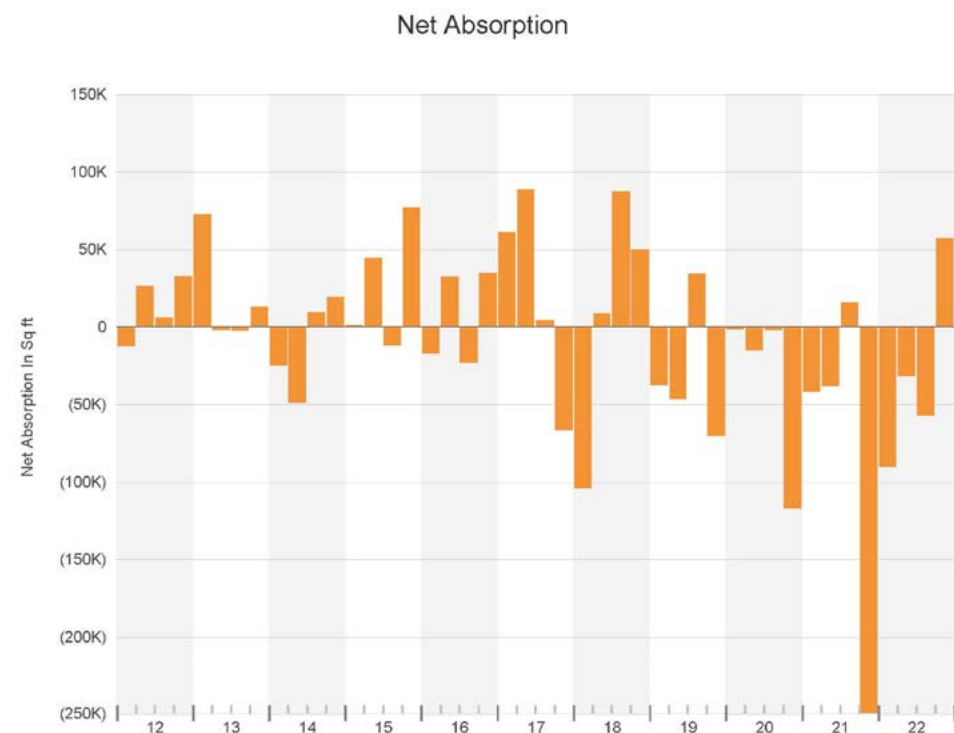
Golden Z Study Area

- 2.1 Analysis of the properties and demographics within the Golden Z study area (see below) was undertaken using data from CoStar.



⁴ Glasgow City Council (2022). City Centre Recovery Plan 2022-2024 Progress Report. Available online at: <https://www.glasgow.gov.uk/index.aspx?articleid=29674>
⁵ CoStar (2022). Number of Glasgow Office Lettings Hits Record High in 2022. Available online at: <https://www.costar.com/article/299364098/number-of-glasgow-office-lettings-hits-record-high-in-2022>

2.2 CoStar provide sq ft estimates for quarterly net absorption:



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06/12/2022

Net absorption refers to the total square feet occupied less the total space vacated over a given period. From the figure above, it is clear that the pandemic led to the vacation of significant sq ft of commercial space from Q4 2020 to Q4 2022. Cumulative net absorption for 2021 and 2022 was -312,000 and -123,000 sq ft respectively. Commercial properties in Glasgow’s Golden Z have seen more space vacated than occupied annually for the past 4 consecutive years. However, the reduction in net absorption relative to last year, and the first positive net absorption since 2018 of over 50k sq ft in Q4 2022 indicates a recovery of occupied commercial space in Glasgow City Centre.

2.3 CoStar provides demographic data for a certain radius around a property. A 1-mile radius was applied 133 Buchanan Street as a central property of the red-line area. CoStar predict a 2.8% increase in population between 2020-2025 for this area and approximately 17,500 businesses locate there with an estimated £10.3m total consumer spending.

2.4 379 properties are identified within the study area, of which 215 are retail, 33 are hospitality and 110 are office units. Total vacancy rates within the study area have risen from 5.7% in 1998 to 10.7% in 2022 (year-to-date), with an increase of 1.3% in the last year alone. A total net absorption (total square feet occupied less the total space vacated) reached an all-time high of -314,000 sq ft in 2021, with 2022 figures so far also significantly negative at around -120,000 sq ft.

Character Zones

2.5 There are several areas outside of the Golden Z study area that are contextually important, and whilst this study will not develop proposals for these locations, it will however consider

their relationship with the core Golden Z and, where appropriate, develop initial thoughts on how they sit within a wider city centre narrative.

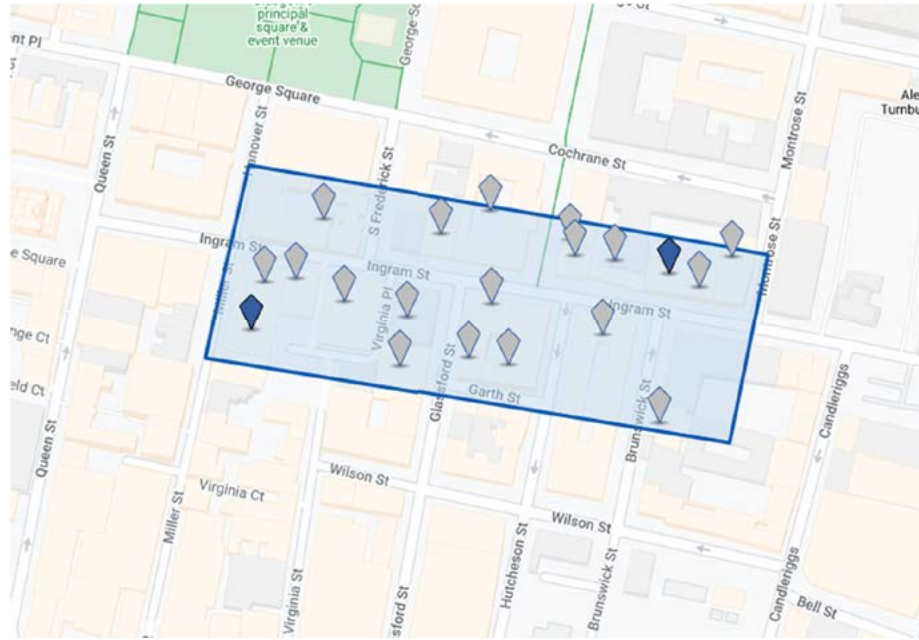
	Total Properties	Retail	Office	Hospitality	Vacancy % (1998)	Vacancy % (2022)
Ingram Street	20	12	6	2	6.7	8
Gordon Street / Union Street	50	25	21	2	4.3	5.7
Queen Street	24	13	10	1	7.6	6.8
George Square	38	14	16	17	15.9	10.6
Riverside	43	20	10	9	5.4	5.7
Renfrew Street	17	9	2	5	2.2	0.1
West End Sauchiehall Street	27	21	4	1	7.8	3.2
Trongate / King Street / Candleriggs	86	59	11	6	4.4	18.7
Study Area	379	215	110	33	5.7	10.7

Source: CoStar (2022)

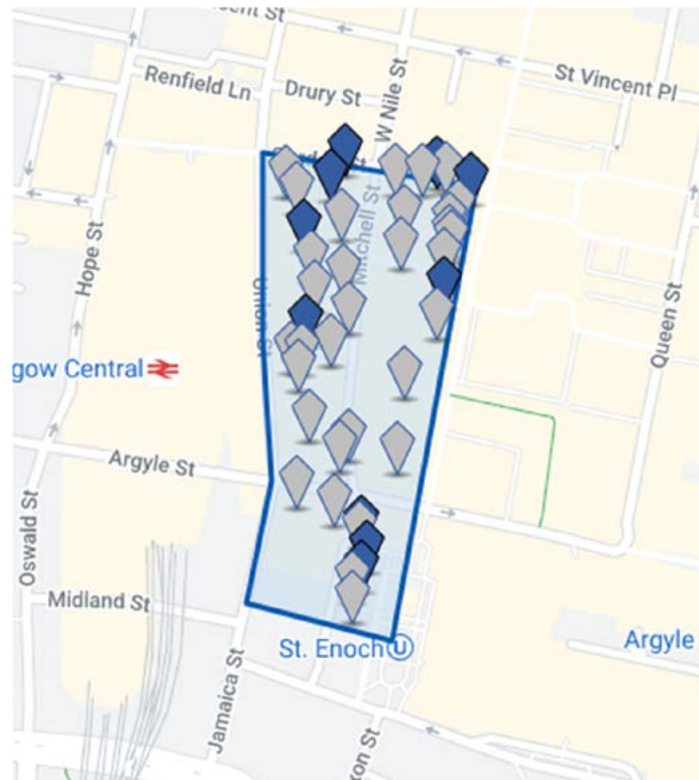
2.6 In order to better visualise the state of the City Centre property market, the following sections contain maps⁶ depicting the eight Character Zones. Some of these zones extend beyond and fall inside the study area at certain points. The blue diamonds represent the properties that are currently on the market, and the grey diamonds denote those that are currently occupied.

⁶ CoStar (2022)

Ingram Street



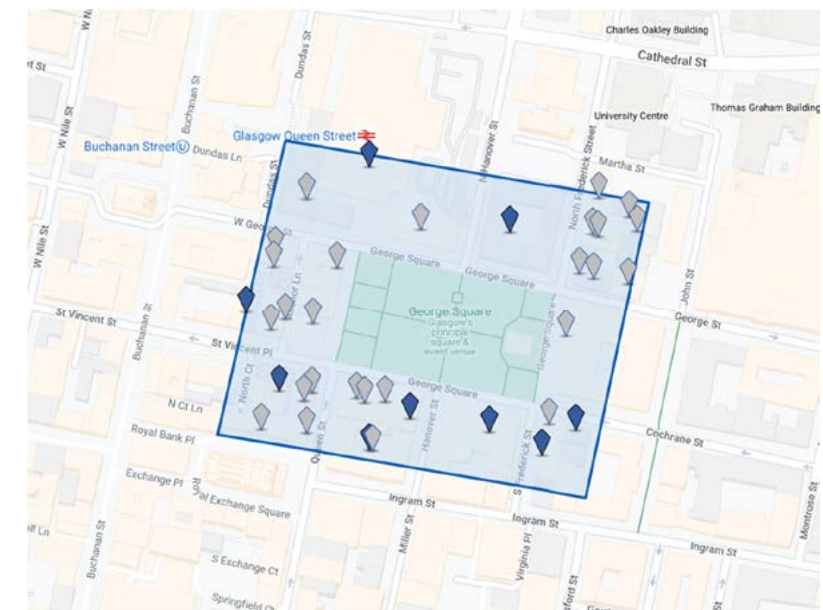
Gordon Street / Union Street



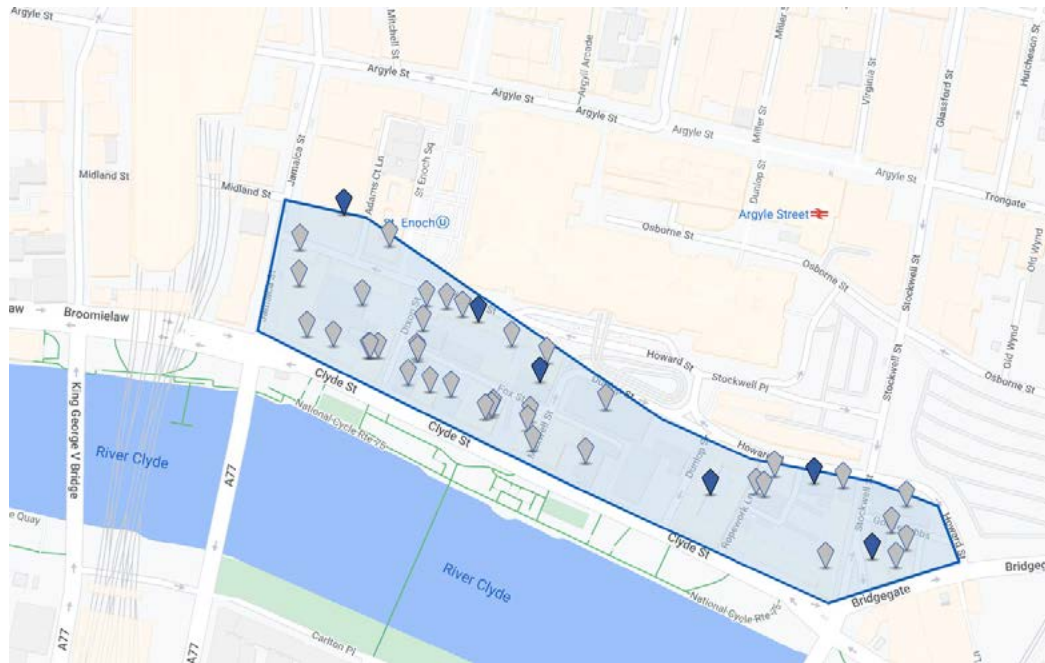
Queen Street



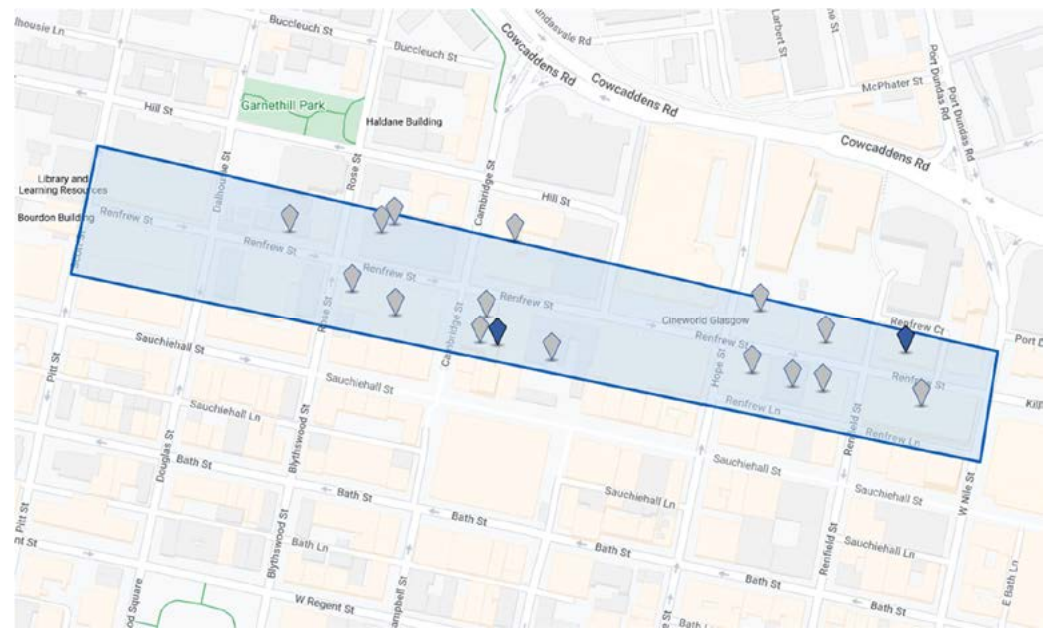
George Square



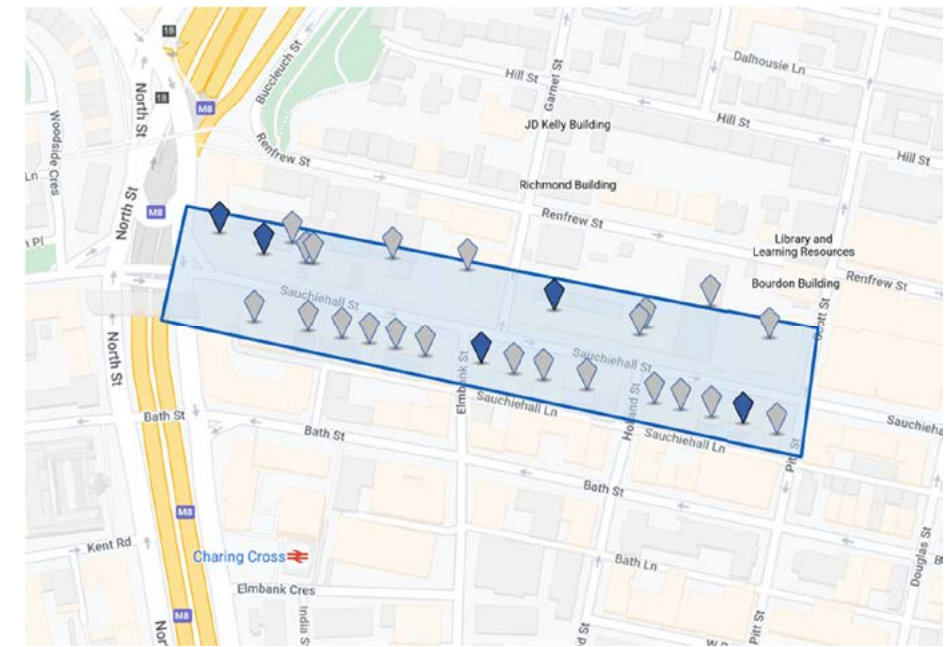
Riverside



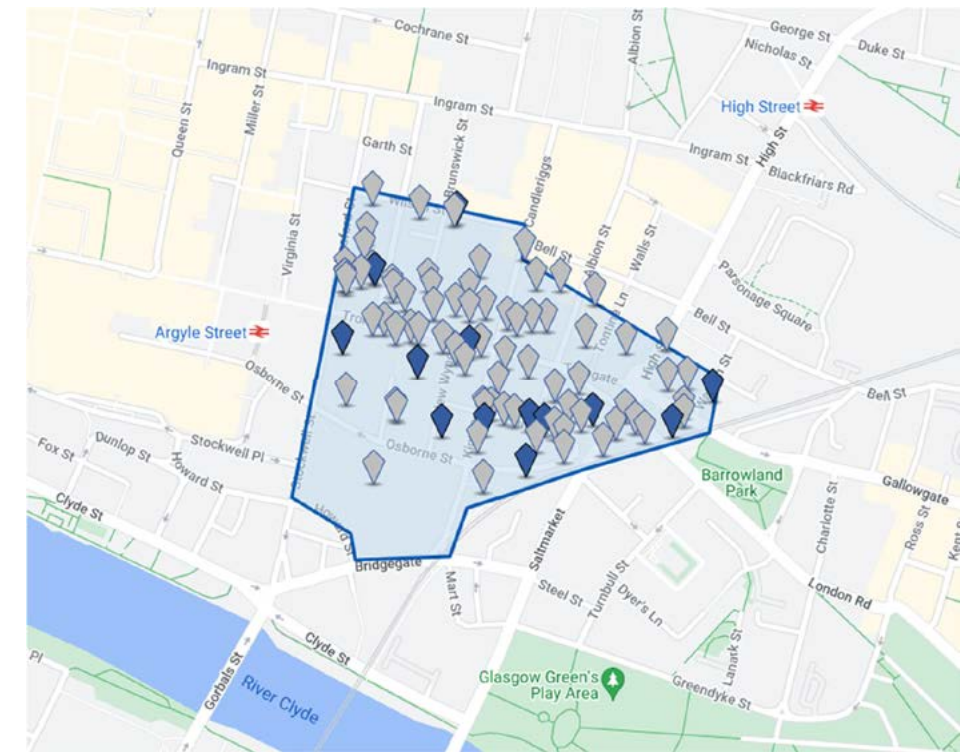
Renfrew Street



West End Sauchiehall Street



Trongate / King Street / Candelriggs



Document Control Sheet

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For and on behalf of Stantec UK Limited				

Glasgow Golden Z Vision & Plan
Policy Baseline

Revision	Date	Description	Prepared	Reviewed	Approved
A	December 2022	First Draft	MW AH BK	AD	CB
B	February 2023	Final Draft	MW AH BK	AD	CB

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On behalf of **Glasgow City Council**



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Appendix C	Sustainability Policy Review

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1 Introduction

1.1.1 This policy baseline provides an overview of the key planning and economic policies, and other relevant strategies and studies, applicable to the development of a Vision and Plan for the Golden Z – Glasgow’s traditional retail, urban core consisting of Buchanan Street, Argyle Street and Sauchiehall Street.

1.2 Summary of Key Policy Issues

- **Repurposing, retrofitting, and reusing the existing City Centre building stock** – whilst there is support from a Development Plan perspective, it’s unclear as to whether existing building standards and regulations will facilitate the repurposing of the existing building stock (such as conflicting access and refuse storage requirements for commercial/retail and residential uses).
- **Residential Amenity** – consideration needs to be given to the potential mix of uses within the city centre and balancing the needs of existing and future residents with the ambition of creating a more vibrant, economically strong urban core.
- **Ground Floor Uses** – current policy within Supplementary Guidance 4 is not as flexible as could be the case when it comes to ground floor uses – seeking to retain a continuous retail frontage along Buchanan Street and maintaining a high concentration of retail uses along both Argyle Street and Sauchiehall Street. There is an opportunity to rethink how we can make best use of vacant or stalled ground floor uses (e.g., commercial and retail).
- **Tall Buildings** – at present, the development of tall buildings is limited to locations that can accommodate their dominant built form – with the city centre being one such area. Consideration therefore needs to be given to the extent to which tall buildings characterise Glasgow’s future skyline. As such, there is scope to better define where in the city centre such buildings should be located and potentially outline building height parameters.
- **Doubling the City Centre resident population to 40,000 by 2035** – requires a rethink of densification; the repurposing of commercial/retail and office space; and tenure (including private, student accommodation, built-to-rent, private-rented, social-rented, affordable).
- **Expanding Glasgow’s Green Network** – exploiting opportunities for greening, planting, and growing across the city centre to improve the quality of the public realm, as well as mitigate / adapt to the effects of climate change with green infrastructure.
- **Improving accessibility and connectivity** – continuing to grow Glasgow’s active travel network to ensure safe and convenient movement throughout the city centre, with links to the wider city via mobility hubs and public transport.
- **Sustainability and Net Zero** – with the city striving to achieve carbon neutrality by 2030, there are plentiful opportunities to rethink how the city’s urban fabric and public realm can both mitigate and adapt to the climate crisis. In particular, there is also strong policy support for the reuse/repurposing of buildings and delivery of green infrastructure.

2 Planning Policy Review

National Context

National Planning Framework 4 (NPF4) (2023)

- 2.1.1 In February 2023, Scottish Ministers published NPF4 in response to feedback received during the consultation on the initial draft NPF4. There are several national planning policies focused on town and city centre improvement, local living, the reuse of existing building stock and creating greener, more sustainable places.
- 2.1.2 Of particular relevance, Policy 27 (City, Town, Local and Commercial Centres) seeks to encourage development in both city and town centres, recognising them as national assets. It also emphasises that the “Town Centre First” approach should be applied to help adaption to long-term economic, environmental, and societal changes.
- 2.1.3 Policy 27 intends to ensure that centres are vibrant, and development is directed to the most sustainable locations. Development proposals that enhance and improve vitality and viability of city centres that increase the mix of uses will be supported. It also supports residential developments, including the conversion or reuse of vacant upper floors of properties.
- 2.1.4 Residential uses will be more restricted at ground floor level and will only be supported if it retains an attractive and appropriate frontage, not adversely affected the vitality and viability of the wider centre, and not result in a concentration of so-called dead frontages. Development proposals for city or town centre living must also take into account residential amenity being affected by other uses within the same structure.
- 2.1.5 The intended outcome of the policy is to make centres vibrant, healthy, creative, enterprising, accessible, and resilient places for people to live, learn, work enjoy and visit. Development is directed to the most sustainable locations that are accessible by a range of sustainable locations that are accessible by a range of sustainable transport modes and provide communities with easy access to goods, services, and recreational opportunities.
- 2.1.6 Moreover, given the need to conserve embodied carbon, Policy 9 (Brownfield, Vacant and Derelict Land and Empty Buildings) emphasises the importance of reusing brownfield, vacant and derelict land, and empty buildings. It highlights that proposals for the reuse of existing buildings, and other historic assets, will be supported – taking into account their suitability for conversion to other uses. As such, NPF recognises the value of regeneration to transform our urban places and improve people’s wellbeing.

Glasgow Context

City Development Plan (2017)

- 2.1.7 Glasgow’s City Development Plan was adopted in March 2017 and sets out the Council’s vision and strategy for land use over the next 10-years. The plan aims to provide certainty for public and private sector investment decisions by indicating where development should and should not take place.
- 2.1.8 The key aims of the City Development Plan are to create and maintain a healthy, high-quality place and to develop a compact city urban form that supports sustainable development. It also sets out a strategy that seeks to deliver the following four strategic outcomes:
- A green place;
 - A vibrant place with a growing economy;

- A thriving and sustainable place to live and work; and
 - A connective place to move around and do business in.
- 2.1.9 Of relevance to this review, a number of policies refer to the future of the city centre, including:
- **CDP1 – The Placemaking Principle:** promotes a creative and holistic approach to regenerating sites and areas to produce successful and sustained outcomes. This policy is underpinned by a design-led approach to planning, and notes that the placemaking principle will be applied to all development proposals across the city.
 - **CPD3 – Economic Development:** seeks to ensure that Glasgow’s urban centres are vibrant places in which to live and work, in particular by “reinforcing the role of the City Centre as the primary location within the city-region for retail, employment, leisure, tourism and evening economy uses.”
 - **CDP4 – Network of Centres:** directs appropriate uses to town centres in line with the town centre first principle and favours proposals that support the primary retail, office, and leisure functions of the city centre. It also specifically aims to “maintain and strengthen the role of Glasgow City Centre as the key economic driver in the West of Scotland.”

Supplementary Guidance

- 2.1.10 Each policy has a corresponding piece of Supplementary Guidance (SG) which provide further detail in relation to each of the City Development Plan policies). Those of relevance to the city centre include:

SG1 (The Placemaking Principle):

- 2.1.11 **Tall Buildings¹:** highlights the major economic, design and environmental opportunities arising from tall buildings, as well as the contribution they can make to the city’s image. SG1 also requires that all new tall building development should be restricted to locations that can accommodate their dominant built form – with the city centre being the obvious location.

SG4 (Network of Centres):

- 2.1.12 **Ground Floor Uses:** highlights the six primary retail streets that have been designated in order to protect the retail function of the city centre, which have been further classified as Levels 1, 2 and 3 on the basis of the level of protection given to retail use. Of particular relevance are:
- **Buchanan Street (Level 1):** considered Glasgow’s primary shopping street with a large concentration of high-quality retail premises, and key to maintaining the city centres status as Scotland’s leading retail destination.
 - Assessment Guidelines state that applications for the change of use of ground floor premises to non-retail (class 1) uses will not be supported. Alternative uses of upper floors and basements may be permitted, provided entrances and frontages remain at street level.
 - **Argyle Street & Sauchiehall Street (Level 2):** considered as forming part of the on-street retail spine of the ‘style mile’ along with Buchanan Street. Council policy is to protect the key retail function of these streets whilst recognising the benefits of the introduction of limited non-retail uses where this will enhance the shopping experience.

¹ Defined in SG1 as a “building that significantly exceed general building heights in the immediate vicinity and which alters the skyline”.

- Assessment guidelines state that if the proportion of ground floor class 1 units is more than 90% along Argyle Street and 80% along Sauchiehall Street then applications for a change of use of ground floor premises may be considered favourably where the proposal will i) result in not more than 20% of units within a street block being in non-class 1 use and ii) contribute positively to the character/appearance of the street.
- **Gordon Street, Queen Street & Union Street (Level 3):** considered as containing a mix of uses which complement the primary retail function of the adjacent level 1 & 2 streets. Council policy aims to both protect and enhance the vibrancy of the city centre shopping experience by maintaining a balance of retail and appropriate non-retail uses.

City Centre Strategic Development Framework (2021)

- 2.1.13 The 2050 vision is that the city centre will be a vibrant, inclusive, sustainable, and liveable place. It also envisages a more ‘people-centred’ place that is green, attractive, walkable, climate resilient, fosters creativity and opportunity, and promotes social cohesion, health, and wellbeing.
- 2.1.14 It seeks to do so by ensuring a greater blend of uses in the centre, promoting 20-minute communities and local living, encouraging active travel, and creating high quality public open spaces. It also outlines six ‘strategic place ambitions’ including:
- Reinforcing the city centre’s economic competitiveness;
 - Re-populating the city centre and improve liveability;
 - Reconnecting the city centre with surrounding communities and the riverside;
 - Reducing traffic dominance,
 - Greening the city centre; and
 - Repairing the urban fabric.
- 2.1.15 It notes that the successful delivery of this vision will be dependent upon strong multi-sectoral collaboration and greater partnership working with all those who experience the city centre. It also seeks to make greater use of the masterplanning processes to address the complexities of issues in the city centre, as well as taking advantage of emerging opportunities.

Draft Glasgow City Centre Transformation Plan (2022)

- 2.1.16 Published for consultation in March 2022, this new strategy for movement and place within the city centre sits alongside other strategies to help guide decision-making for transportation until 2032. The key aims are to:
- Re-allocate road space in the city centre for active travel and green infrastructure;
 - Deliver improved public transport;
 - Improve access for the mobility impaired;
 - Reduce peak-hour car traffic in the city centre;
 - Support the doubling of the city centre population by 2035; and
 - Achieve carbon neutrality by 2030.

- 2.1.17 This strategy aims to create a ‘**people first**’ city centre, characterised by safe and lower volumes of vehicles on the street. It also seeks to encourage mobility hubs and shared mobility to reduce the need to own a car, and in doing so generate more journeys on foot (+30%) and by cycling/wheeling (+200%).
- 2.1.18 It highlights that transport has a fundamental role to play by facilitating and supporting initiatives and projects over the next 10 years. Much like the other plans for Glasgow, the strategy emphasises the importance of integration and the effective coordination of activity across Council services and with partners and stakeholders is key to delivery.
- 2.1.19 This transformation plan forms a key part of the strategic delivery plan. The Delivery Plan sets out a range of activities to deliver the plan over the period 2022-2032 and ensure the strategy can be delivered in an effective and coordinated way.

City Centre Living Strategy Vision 2035

- 2.1.20 This strategy aims to enable a sustainable, inclusive, and diverse city centre population. It aims to double the city centre resident population to 40,000 by 2035 by supporting and enabling city centre living. The strategy aims to deliver upon the aspirations set out in the City Development Plan which seeks to create a mixed use, sustainable, vibrant, compact, connected area with higher residential densities.
- 2.1.21 Preparation of the City Centre Living Strategy Vision to 2035 was supported by extensive research and market engagement undertaken by Savills, commissioned by Glasgow City Council in 2016. Findings from the research highlighted the lack of readily available and appropriate city centre residential units. However, an increase in the volume of residential planning applications lodged in the city centre confirmed the extant demand for a strategic approach to support increasing levels of city centre living.

In addition, the evidence indicated that much of the demand for city centre accommodation was among the younger demographic. It highlighted that access to leisure and recreation, as well as a sense of vibrancy were important factors in attracting young people in addition to the availability and cost of housing.

Glasgow Strategic Housing Investment Plan (2022/23 to 2026/27)

- 2.1.22 The Strategic Housing Investment Plan sets out the city’s key priorities and resources available for investing in Glasgow’s housing over the next five years (2022 to 2027) in order to achieve the vision, strategic priorities, and housing supply targets. There are three key sections detailing the broad priorities and associated resources for delivery:
- Increasing supply of new affordable homes
 - Investing in existing homes
 - Housing-led regeneration and placemaking

Glasgow Central Conservation Area Appraisal (2012)

- 2.1.23 This appraisal documents provides a detailed analysis of the area’s character and the challenges facing it. It highlights that the Central Conservation Area is large and complex, with several distinct local communities. It emphasises that Glasgow City Council has a statutory duty to protect and enhance the historic environment and will, with the resources available, strive to ensure that all initiatives and development projects in the area are cognisant of the opportunities to provide enhancement.

- 2.1.24 It goes on to outline the opportunities for preservation and enhancement that exist across the Conservation Area which are grouped by topic. Some of the key opportunities are as follows:
- Increased maintenance;
 - Improved traffic management;
 - Improved energy efficiency;
 - Sensitive siting of new tall buildings;
 - Repair of listed and unlisted buildings;
 - Promoting high-quality shopfront design;
 - Promoting the use of vacant buildings and upper floors;
 - Promoting sympathetic, high-quality, new development;
 - Improved access, interpretation, education, and community engagement; and
 - Presumption in favour of retaining listed buildings and unlisted buildings that make a positive contribution to the character of the conservation area.

Central District Regeneration Framework (2019)

- 2.1.25 This framework outlines a vision, objectives, and proposals to redefine the Central district in the next 10 years and beyond. It is organised into five themes, which are as follows:
- **(Y)our Updated Mobility:** Shift to more sustainable mobility
 - (Ultra) Low Emissions Zones
 - Traffic calming measure
 - Updated and better-connected train stations
 - Street safety and accessibility
 - **(Y)our Great Streets and Spaces:** Improved Public Spaces and Connections
 - Variation in street character
 - Green streets, parks and play spaces
 - Update streets of the ‘Golden Z’ (whilst public realm improvements from the late 1990s / early 2000s have endured, these streets would benefit from a refresh)
 - Design for rain
 - **(Y)our Great Buildings**
 - Historic central
 - Lively street fronts
 - Building add-ons and infills (increasing densities and mixing uses)

- **(Y)our Vibrant Central**
 - Mixed and repopulated (increased mix of complementary uses, including employment uses and increased residential)
 - Repurpose vacant spaces and buildings (including temporary/meanwhile uses/events)
 - Experience shopping (supporting high density, mixed uses with more residents and a greater variety of shops, located to support / generate footfall. Lively shop fronts)
 - Community infrastructure (supporting distinctive neighbourhoods with a growing population – married with an appropriate provision of amenities (education, health, social care, recreation / leisure space))
- **Transforming (Y)our Central**
 - Sustainable (pilot new ways to integrate sustainable urban solutions (low carbon, climate change adaptive etc.))
 - Smart (integrating pilot Future City Demonstrator projects into the public realm)
 - Place branding
 - Evening economy (attractive, safe, and high-quality evening destination)
 - Clean and well-maintained (get the basics right to refresh Glaswegian's and visitor's perceptions of the city centre)

Sauchiehall and Garnethill District Regeneration Framework (2015)

- 2.1.26 This framework is organised into four themes, centred around the qualities of this local, special place. While these themes afford a way to organise the issues and objectives, Glasgow City Council will facilitate a co-creative transformation of the place – cross referencing themes and ensuring an integrated, collaborative approach.
- 2.1.27 The four themes are as follows:
- **A Living District:** create strong and safe neighbourhoods; provide local, every day and accessible services; diverse and affordable housing; and promote healthy and active lifestyles.
 - **Local Distinctiveness:** create a high-quality public realm and a green, healthy, and sustainable place; promote diverse and mixed functions; maximise the use of local community assets; capitalise on cultural institutions; and preserve cultural diversity.
 - **Connected and Mobile:** create a connected network for pedestrians and cyclists; improvements in public space that invite people into the city centre; prioritise pedestrians; and reconnect people and place across the M8.
 - **A Vibrant District:** support independent retail and create a strong business district; support skills and employment opportunities; and foster street vending and performance.
- 2.1.28 Key priority sites identified as part of the associated charrette process included the areas around Charing Cross Station (North & South); Mitchell Bridge; Sauchiehall Avenue Extension; the Underline; Cowcaddens Station / Road; and Port Dundas Junction.

3 Economic Policy Review

National Context

Scotland's National Strategy for Economic Transformation

- 3.1.1 This strategy sets out the ambitions that by 2032, Scotland's economy will have significantly outperformed the previous decade in both economic performance and in reducing structural economic inequalities.
- 3.1.2 The strategy sets out over 70 actions across five key themes which identify the greatest potential for delivering economic growth across Scotland. One of the key policy programmes is the commitment to making Scotland's businesses, industries, regions, communities, and public services more productive and innovative.
- 3.1.3 In relation to cities and the urban economy, the strategy highlights that ensuring Scotland's cities are able to compete, and win, against other major European or world cities, remains an important approach to driving productivity improvements.
- 3.1.4 The Golden Z Vision and Plan seeks to transform Glasgow's traditional and struggling retail core into a contemporary and vibrant city centre destination that focuses more on placemaking and enhancing its role as an economic and cultural epicentre of Scotland. Initiatives detailed within the plan will therefore directly contribute to the Strategy for Economic Transformation and towards the creation of a national wellbeing economy.

Scotland Outlook 2030: Scotland's Tourism Strategy

- 3.1.5 Scotland's tourism strategy sets out a new approach to promote sustainable tourism that acts positively in the common interest of Scotland's communities, businesses, and visitors. It also recognises that the role of tourism has changed as a result of the climate crisis, advances in technology and changes in consumer behaviour. The strategy sets out four key priorities:
- **Our passionate people:** creating fair work, quality jobs and providing people with valuable career opportunities within the tourism industry, as well as supporting opportunities for skills development.
 - **Our thriving places:** creating and developing a sustainable tourism destination and ensuring that people all over Scotland realise the benefits of tourism, in part by ensuring places are better connected physically and digitally.
 - **Our memorable experiences:** ensuring that residents and visitors experience barrier-free transport, with the infrastructure available to support visitors to enjoy what Scotland has to offer.
 - **Our diverse businesses:** creating a supportive environment for businesses to grow and be productive, as well as deliver new and better visitor experiences.

UK Government Levelling Up White Paper

- 3.1.6 Published in 2022, the Levelling Up White Paper outlines the UK Government's approach to 'level up' the UK's nations and regions. It sets out an overarching strategic objective that "by 2035, pride in place, such as people's satisfaction with their town centre and engagement in local community will have risen in every area of the UK, with the gap between top performing and other areas closing".

- 3.1.7 The White Paper highlights that Glasgow, as with many other UK cities, suffers from quite significant socio-economic disparities and often lags behind international comparators when it comes to productivity and incomes. It also names Glasgow as one of three locations for a new Innovation Accelerator Programme which aims to build private-public-academic partnerships to replicate the Stanford-Silicon Valley model of clustering research excellence and its direct adoption by allied industries.
- 3.1.8 The White Paper also highlights that growth will be dependent on a number of key factors, including the rate of innovation, effects of climate change, attracting private sector investment, upskilling, improving transport, opening-up access to culture, stronger pride in place, deeper trust, greater safety and creating more resilient institutions.

Glasgow Context

Glasgow City Region Regional Economic Strategy (2017-2035)

- 3.1.9 It is estimated that the Glasgow City Region accounts for roughly one third of the Scottish economy. It is an engine of growth and one that has evolved to a knowledge-based service economy. The Regional Economic Strategy sets out an ambitious set of commitments that seek to transform the regional economy and address the City Region's challenges.
- 3.1.10 It is the aim of the strategy that by 2030 the City Region will be the most inclusive, and most productive major city-region economy in the UK. It also seeks to be the most advanced city-region economy in the UK in the race to net zero and climate resilience.
- 3.1.11 In order to achieve these objectives, the strategy has identified 19 cross cutting action areas. Amongst these action area priorities is the regeneration of centres, their communities, and the growth of key sectors. As such, the Golden Z Vision and Plan will contribute to the wider City Region Economic Strategy by reimagining Glasgow's retail core, identifying key priorities for intervention in the city centre and stimulating economic recovery.

Glasgow City Centre Recovery Strategy (2022-2024)

- 3.1.12 This strategy document outlines four main priorities for supporting economic recovery within Glasgow City Centre, including:
- Maximising activity and footfall;
 - Embedding climate mitigation and adaption at every opportunity;
 - Maximising employment and business development across all sectors; and
 - Enhancing the city centre to attract people to work, stay, visit, invest and learn.
- 3.1.13 In terms of context, the strategy outlines that some 43% of the Scottish population live within one-hour of Glasgow City Centre. Moreover, despite pressure from other cities across the UK and several external impacts (e.g., COVID-19 pandemic), Glasgow's city centre's retail sector has remained the number one retailing destination in the UK outside of London's West End over the past decade.
- 3.1.14 In order to ensure inclusive economic recovery, the strategy highlights the importance of creating high quality spaces within the city centre that champion people-first design and encourage greater city centre living. It outlines that the creation of such places is central to the plan, and the wider objective of growing the city centre population (as supported by the planning policy position set out in the City Centre Strategic Development Framework).

- 3.1.15 The strategy acknowledges that growth in the city centre over recent decades has primarily focused on footfall reliant service sectors, such as hospitality and retail which have suffered the most in recent years. Going forward, the strategy highlights the importance of maximising the presence of emerging sectors, including:
- Digital and Technology
 - Creative Industries
 - Financial & Business Services
 - Life Sciences
- 3.1.16 By attracting a more diverse range of businesses, that are less dependent on local football, it is anticipated that this will create a more resilient urban centre. There is also an emphasis on maximising the economic potential of areas around the city's innovation districts, universities and cultural quarters – with business choosing to locate in such locations likely to benefit from the effects of clustering.
- 3.1.17 Finally, the strategy emphasises the need for planning policies to be agile and allow greater flexibility in response to rapidly changing consumer behaviours. It also notes the importance of making the city centre a mixed-use, vibrant destination. In doing so, this will better enable the city centre to withstand external pressures.
- 3.1.18 The strategy highlights the critical role that tourism plays across the Glasgow City Region, offering many employment opportunities in particular. It seeks to develop a strong, inclusive, competitive, and outward-looking tourism sector, which delivers high quality, value for money and memorable visitor experiences. Moreover, it outlines four strategic priorities for the city:

Glasgow City Region Tourism Strategy 2018-2023

- **Shaping our cultural city:** prioritise positioning Glasgow's cultural tourism officer in key UK and international markets.
 - **Building on events:** by encouraging visitors to stay longer and explore the city.
 - **Supporting seamless journeys:** through improved wayfinding, ease of navigation and accessibility
 - **Developing innovative and competitive products and services**
- 3.1.19 The reimagining of Glasgow's traditional retail core affords a unique opportunity to transform the city centre and boost the attractiveness of the city to visitors and residents alike. It is also anticipated that future development activity, and modernisation of the retail core will help to improve the reputation of the city centre as a landmark tourist destination.

Glasgow City Centre Property Market Recovery and Support Interventions – A Report to Glasgow Chamber of Commerce (2022)

- 3.1.20 Published in May 2022, this report was produced by Rydens LLP on behalf of Glasgow Chamber of Commerce to provide an assessment of the impacts of the COVID-19 pandemic across all sectors of the City Centre property market. It was recently presented to Glasgow City Council alongside the aforementioned Stantec economic assessment as part of an evidence base for the repurposing of buildings in Glasgow's city centre.
- 3.1.21 The report highlights that, pre-pandemic, Glasgow city centre was Scotland's premier retail and entertainment centre, as well as a growing visitor destination. The core city centre had

- enjoyed success for a number of decades, and historic dereliction on the fringes of the city centre was being addressed.
- 3.1.22 However, COVID-19 pandemic lockdowns and restrictions over the two-year period from March 2020 to March 2022 temporarily decimated city centre office working, retail and leisure custom, and cultural and educational activity. This exposed and accelerated some underlying market trends, bringing together the need for post-pandemic recovery with an increasing need for the repurposing of surplus property.
- 3.1.23 A number of recommendations are presented in respect of further research and planning interventions, including a new planning framework for the Golden Z. It highlights that the new framework should capture the changes to date and known market pipeline from Sauchiehall Street to the Trongate via Buchanan Street over a 20-year period.
- 3.1.24 It also recommends that a revised planning policy related to commercial/shop frontages is needed for the city centre, given that Class One retail has diminished since the pandemic. In doing so, this would encourage a flexible range of uses over time. Finally, the report indicates that public sector funding intervention may be necessary in order to repurpose surplus retail and leisure space in the city centre.

Pandemic and Related Effects on Glasgow's City Centre Economic (2022)

- 3.1.25 Published in May 2022, this report was produced by Stantec on behalf of Glasgow Chamber of Commerce to provide an overview of the estimated economic impact that the COVID-19 pandemic has had on the City Centre economy.
- 3.1.26 Prior to the COVID-19 Pandemic, Glasgow City Centre had a growing economy and had earned several accolades in tourism and inward investment. However, like many other cities, Glasgow faced multiple prolonged lockdowns which resulted in footfall declining to around 10% of pre-pandemic levels across its core streets.
- 3.1.27 As a direct result, this produced a long-term impact on the city's hospitality sector, which is still employing approximately 10% fewer people than before the pandemic. The city's reliance on office working and student populations also had a significant impact on the revenue of retail and leisure businesses in the city centre.
- 3.1.28 The estimated impact of the COVID-19 pandemic on the City Centre is approximately £2bn in GVA over the past two years, a reduction of 12% in GVA in 2020 and 10% in 2021. Further, the impact of the pandemic on Glasgow's city centre was particularly severe compared with other Scottish cities due to the relatively small residential population, reliance on the regional travel to work population and an increased uptake in hybrid working.
- 3.1.29 The study also examines and compares the impact of the COVID-19 pandemic on three other major cities in the UK (namely Leeds, Edinburgh, and Manchester) in terms of pre- and post-pandemic impacts. It found that Glasgow is performing well in comparison to the other cities, however the city is struggling to match available job opportunities with its workforce, which are more likely to be in supporting service sectors such as hospitality.

4 Sustainability Policy Review

National Context

National Planning Framework 4 (NPF4) (2023)

- 4.1.1 Sustainable Places Policy 1 states ‘*significant weight*’ must be given in development proposals to the global climate and nature crises. The intent of the policy is to encourage, promote and facilitate development that addresses the global climate and nature crisis, with the primary aim of creating zero carbon, nature positive places. Linked to this are opportunities to explore the retrofitting of existing buildings, urban greening, and micro renewable energy generation (e.g., solar photovoltaic).
- 4.1.1 Given the need to conserve embodied carbon, Policy 9 (Brownfield, Vacant and Derelict Land and Empty Buildings) emphasises the importance of reusing brownfield, vacant and derelict land, and empty buildings. It highlights that proposals for the reuse of existing buildings, and other historic assets, will be supported – taking into account their suitability for conversion to other uses. As such, NPF recognises the value of regeneration to transform our urban places, improve people’s wellbeing and tackling climate change.
- 4.1.2 In terms of sustainable transport policy, NPF4 seeks to encourage and facilitate proposals that prioritise walking, wheeling, cycling and public transport for everyday travel as well as reduce the need to travel unsustainably. There is also support for proposals that improve active travel infrastructure, public transport networks and establish multi-modal hubs.
- 4.1.3 There are other policies within the ‘Liveable Places’ section of NPF4 which seek to promote sustainability. Policy 15 supports proposals for high-quality, accessible communities with a diverse mix of uses that contribute to local living and, 20-minute neighbourhoods where relevant.
- 4.1.4 There is also support for embedding Circular Economy principles into design, in order to enhance resource efficiency and reduce carbon emissions. Again, this has strong linkages to the refuse and repurposing of the existing city centre building stock.

Making Things Last: a circular economy strategy for Scotland (2016)

- 4.1.5 In 2016, the Scottish Government published its circular economy strategy which sets out priorities for moving towards a circular economy and is founded upon Scotland’s progress to date in terms of zero waste and resource efficiency. In particular, the strategy prioritises the built environment as a key area for embedding circular economy principles. In relation to the Golden Z, it is worth noting that Glasgow is already committed to adopting a circular economy – with the vision of becoming one of the world’s first circular cities.

Glasgow Context

Glasgow’s Climate Plan: Our Response to the Climate and Ecological Emergency (2021)

- 4.1.6 Glasgow City Council published a Climate Plan in 2021 which sets a target for the city to achieve carbon neutrality by 2030. The plan recognises the interface between the climate emergency and ecological emergency and that to purposefully address one emergency is to address both in tandem. In order to achieve the ambitious 2030 target, the plan commits to:
- Making significant progress in the transition Glasgow’s economy from linear to circular, making it more inclusive and sustainable.

- Increasing the amount of renewable energy such as solar thermal, PV or heat pumps in the city to represent 20% of total energy demand.
 - Working with bus operators to support rapid transition to cleaner public transport as part of the City’s Low Emissions Zone.
 - Reducing the need to own and use a car through measures in the City Development Plan, Local Place Plans, and the Glasgow Transport Strategy.
- 4.1.7 The climate plan is centred around five climate themes, all of which have aims and objectives.
- **Communication and Community Empowerment:** aims to engage with communities about the climate change challenge; foster participation/collaboration; and to enable local action.
 - **Just and Inclusive Place:** aims to ensure that the transition to net zero is a catalyst for building a fairer, healthier, prosperous, resilient, and greener city for all; share the benefits of climate action; invigorating communities; and to ensure that people are at the centre of the transition to net zero (creating benefits for all).
 - **Well Connected and Thriving City:** aims to support the development of low carbon retrofits and new buildings fit for the future; strengthen energy networks; and support the decarbonisation of transport systems by improving active travel infrastructure.
 - **Health and Wellbeing:** aims to enhance local habitats and biodiversity in the city; support the creation of good quality, multifunctional open space; and to support equitable access to open space and green infrastructure across the city.
 - **Green Recovery:** with a focus on local wellbeing and ensuring a green economic recovery, this key theme aims to support the transition towards a city-wide circular economy; tree planting and green infrastructure; and supporting active travel infrastructure.

Glasgow’s Climate Adaptation Plan 2022-2030

- 4.1.8 Published in June 2022, this plan sits alongside the Climate Plan and aims to address Climate Adaptation action in the city in terms of climate risks, increasing adaptive capacity and making the city more resilient to current and future climate events such as flooding, and overheating.
- 4.1.9 It also highlights the work of the Avenues project in revitalising key city centre districts and breathing new life into Glasgow’s most important streets. It considers such interventions as a catalyst for social, economic, and environmental change – focused on good street design – as well as affording an opportunity to enhance ecosystem services, blue-green infrastructure and counteracting the urban heat island effect.

City Development Plan (2017)

- 4.1.10 Whilst sustainability is a cross-cutting theme throughout the City Development Plan, policies of particular relevance include:
- **CDP1 (The Placemaking Principle):** this policy aims to improve design quality across the city by promoting a design-led approach that contribute towards sustainability. The policy also includes a series of objectives of relevance to the Golden Z Vision and Plan:
 - Respecting the historic and natural environment.
 - Making the City an appealing place to live, work and visit.

- Providing high quality amenity to existing and new residents in the city.
- Embedding community facilities and local shopping facilities in communities.
- Bringing vacant and derelict land back into effective use (e.g., Stalled Spaces).
- Promoting connectivity, active travel, and public transport use rather than private use.
- Delivering sustainable buildings/spaces that are attractive and enhance quality of life.
- Creating healthy and more equitable environments and promoting healthy lifestyle opportunities, including opportunities for communities to grow food.
- **CPD2: Sustainable Spatial Strategy:** this policy aims to influence the location and form of development to create a 'compact city' form which supports sustainable development. In doing so, it seeks to ensure that the city is well-positioned to meet the challenges of a changing climate and economy. The policy sets out several key sustainability-oriented objectives of relevance to the Golden Z Vision and Plan, including:
 - Protecting open space and promote the expansion of the multifunctional green & blue network.
 - Prioritise the utilisation of brownfield sites and the reuse of vacant and derelict land.
 - Protect and promote the City Centre's diverse functions and role as the sustainable regional centre of the West of Scotland.
 - Contribute to the development of vibrant and accessible residential neighbourhoods and support higher residential densities in sustainable locations.
 - Focus economic development in Strategic Economic Investment Locations, such as the safeguarded Economic Development Areas and urban centres.
 - Protect and reinforce centres as the preferred locations for uses which generate significant footfall, including retail, commercial, and leisure uses, offices, community and cultural facilities, and other public buildings such as libraries, and health facilities.
- **CPD7: Natural Environment:** this policy aims ensure that the city's natural environments are safeguarded and enhanced. It also seeks to promote environmental sustainability by supporting green infrastructure deliver and the wider Glasgow Green Network.
- **CDP11: Sustainable Transport:** this policy aims to improve city-wide connectivity, by supporting sustainable and active travel; discouraging all non-essential car journeys; and reducing pollution / carbon emissions associated with vehicular travel.

City Centre Transport Strategy 2014 to 2024

- 4.1.11 Published in February 2015, the City Centre Transport Strategy provides a clear framework for transport related decision making in the city centre. Moreover, it outlines the role that transport can play in supporting wider economic prosperity, by making the city an attractive place to work, shop and visit.
- 4.1.12 It prioritises the creation of pedestrian and cycle friendly streetscapes, with appropriate traffic management measures which will achieve a reduction in private vehicle use. It highlights that new developments need to be designed to promote walking and cycling, including adequate cycle parking provision and direct connections to the wider walking, and cycling network.

Glasgow Transport Strategy: Final Framework Policy (2022)

- 4.1.13 Published in 2022, the Glasgow Transport Strategy Policy Framework places sustainability and carbon reduction at its heart. Policies of particular relevance, from a sustainability perspective include:
 - **Policy 1:** commitment to deliver local living by promoting sustainable travel, with walking, cycling, and wheeling the priority mode for short journeys. Also commits to improving local access to public and shared transport interchange points for longer journeys.
 - **Policy 4:** commitment to maximise the use of existing community facilities and hubs to increase footfall in local communities which will benefit local businesses whilst reducing the need to travel.
 - **Policy 7:** commitment to the sustainable travel hierarchy as a core principle across the City, as outlined in the City Development Plan.
 - **Policy 13:** facilitate walking, wheeling, and cycling for everyday journeys and seek to ensure safe, direct, accessible, and high-quality pedestrian environments across the city, through both new development as well as reshaping existing environments.

5 Other Relevant Policy, Strategy and Research

Glasgow City Council Strategic Plan 2022-2027

“We want Glasgow to be a great place for people and business. Our vision therefore is to support a fair and sustainable city where everyone gets to contribute, and all can benefit from a flourishing Glasgow”

5.1.1 Delivered by Glasgow City Council services in partnership with the community and other key stakeholders, Glasgow City Council’s Strategic Plan identifies four grand challenges which will inform the Council’s strategic approach over the next five years. These include:

- Reducing inequality and poverty in our communities;
- Increasing opportunity and property for all our citizens;
- Fighting the climate emergency in a just transition to a net zero Glasgow; and
- Enabling staff to deliver essential services in a sustainable, innovative, and efficient way for communities.

5.1.2 **Challenge two** outlines a commitment to implement the city centre recovery plan and develop a new strategy for the city centre, which considers structural issues, supports small business, includes a package of support, and encourages positive strategic development of sites to deliver placemaking and improve the public realm.

5.1.3 **Challenge four** commits to engaging with the Scottish Government’s national City Centre Recovery Taskforce to identify new policy responses and make the case for investment in city centre recovery. The vision of the strategic plan is to support a fairer and more sustainable city where everyone gets to contribute, and all can benefit from a flourishing Glasgow.

5.1.1 The strategic plan also supports a range of other commitments of relevance to the City Centre, including:

- Creating a city centre school;
- Creating a sustainable transport network;
- Promoting district heating in new build developments;
- Support new ‘pocket’ or ‘wee’ forests throughout the city;
- Improve energy efficiency standards and building of net zero standard development;
- Develop planning policy around amenity and play spaces in residential developments;
- Seek ways to improve the viability of reuse and retrofit options, reducing the need for demolition, and prioritising development on brownfield land/reduce vacant & derelict land;
- Ensure the challenges of the climate emergency are addressed through interventions such as urban greening, tree planting; and
- Develop an affordable housing policy for the city to require a proportion of affordable housing in new developments and increase affordable housing in high land-value areas such as the city centre.

Real Estate, Place Adaptation, and Innovation with an Integrated Retailing System (REPAIR) (2022)

5.1.2 This study published in 2022 by the University of Glasgow examines the changes experienced across the retail cores of five UK cities (Edinburgh, Glasgow, Hull, Liverpool and Nottingham) between 2000 and 2001.

5.1.1 It highlights that the UK retail industry is experiencing unprecedented structural change on the High Street, evidenced by business failures, property vacancies and market uncertainty. The report also acknowledges that the COVID-19 pandemic has served to accelerate changes to established consumer behaviour. It describes the current situation as a ‘transition’ rather than the commonly quipped ‘*death of the high street*’. Furthermore, it describes the retail market as an adaptive cycle of growth, consolidation, release and reorientation.

5.1.2 The report concludes that changes in UK city centre property uses have generally resulted in the demise of some traditional retail uses, instead favouring more ‘service’ oriented uses. It also notes that there has been an uptick in independent retailers, alongside a willingness by landlords to let to independents, as they seek to adapt or replace lost anchor tenants.

5.1.1 It notes that shopping centres have faced more serious problems, with many being scheduled for demolition and subsequent redevelopment. Indeed, some city centre transformations are now moving in the direction of mixed-use neighbourhood districts.

5.1.2 The report indicates that many commercial property owners are now being drawn to uses which do not require significant structural changes in order to maintain a degree of flexibility for future conversions. It notes that there are technical issues that arise from the repurposing of commercial city centre property, including adapting for multiple occupiers with different access requirements and the inability to ‘read’ building facades to ascertain the new uses.

5.1.1 Key policy recommendations from the research include:

- Establishing designated urban vibrancy areas;
- Developing ‘shared vision’ city centre masterplans;
- Expanding planning obligations to cover an affordable retail space provision for city centre planning consents;
- Creating High Street policy plans (led by the local business community) and developing vacant shop strategies to minimise so-called ‘dead frontages’; and
- For large floorplate shopping centres, remove barriers that prevent owners from changing vacant shop units into leisure/entertainment.

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For and on behalf of Stantec UK Limited				

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Glasgow Golden Z Vision & Plan
Policy Recommendations

On behalf of Glasgow City Council



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Executive Summary

This report sets out high-level policy recommendations to support the realisation of the new Vision and Plan for Golden Z – Glasgow’s traditional retail, urban core consisting of Buchanan Street, Sauchiehall Street and Argyle Street.

The recommendations presented are based on the detailed baseline review of planning policy, findings from the Glasgow Retail & Commercial Leisure Study (2023), as well as feedback from the many stakeholder engagement sessions held over from December 2022 to March 2023.

The recommendations have also been developed following two separate policy workshops with Glasgow City Council Neighbourhoods, Regeneration and Sustainability Planning and Development Management colleagues and subsequent discussions within the design team. This report will feed into the final Golden Z Vision & Plan, particularly in terms of delivery.

The proposed recommendations have been designed to take account of the recent changes to Permitted Development Rights, existing City Development Plan policy and National Planning Framework Four, and flag occasions where existing policy is restrictive to the realisation of the Vision and Plan, or where new and/or evolved policy may be required.

Recommendations

Policy Areas:

- City Centre Retail & Land Use
- Tall Buildings
- Public Realm, Greenspace, and Amenity Space
- Pavement Cafes and Street Activation

Policy Tools:

- Masterplan Consent Areas
- Article 4 Direction Procedures
- Other Non-Planning Recommendations

1 Introduction

- 1.1.1 This report sets out high-level policy recommendations to support the realisation of the new Vision and Plan for Golden Z – Glasgow’s traditional retail, urban core consisting of Buchanan Street, Sauchiehall Street and Argyle Street.
- 1.1.2 The recommendations presented in this report are based on the detailed baseline review of planning policy, findings from the Glasgow Retail & Commercial Leisure Study (2023), as well as feedback from the many stakeholder engagement sessions held over from December 2022 to March 2023.
- 1.1.3 The recommendations have also been developed following two separate policy workshops with Glasgow City Council (GCC) Neighbourhoods, Regeneration and Sustainability (NRS) Planning and Development Management colleagues and subsequent discussions within the design team. This report will feed into the final Golden Z Vision & Plan, particularly in terms of delivery.
- 1.1.4 The proposed recommendations have been designed to take account of the recent changes to Permitted Development Rights (PDR), the existing City Development Plan (CDP) policy and National Planning Framework Four (NPF4), as well as flag occasions where existing policy is restrictive to the realisation of the Vision and Plan, or where new and/or evolved policy may be required.
- 1.1.5 Following this introduction, the report is structured as follows:
- **Section 2:** Policy Recommendations
 - **Section 3:** Policy Levers and Tools
 - **Appendix A:** Summary of Key Policy Challenges Raised During Consultation
 - **Appendix B:** Summary of Policy Workshops with Glasgow City Council

2 Policy Recommendations

- 2.1.1 Firstly, it is recognised that the Golden Z sits within the City Centre Strategic Development Framework area and across three District Regeneration Framework areas (Sauchiehall Street & Garnethill, Merchant City, and Central).
- 2.1.2 These plans emphasise that Buchanan Street should remain the “*primary focus for retail, supported by a greater leisure offer*” and also highlight the potential for Sauchiehall and Argyle Street as “*reinvigorated civic and cultural streets, with independent retailing, café and restaurants*” as their functions evolve to service the growing residential population.
- 2.1.3 Doubling the City Centre population to 40,000 by 2035 is a key policy ambition outlined in the City Centre Living Strategy (2019). The strategy presents a bold vision for the City Centre and provides a route map for growing the population whilst also touching on key challenges such as the lack of amenity provision and community infrastructure (such as schools, GP surgeries, and dentists etc.).
- 2.1.4 As such, the recommendations for the City Centre presented below have been developed in full recognition of the suite of policy ambition that already exists, and in many ways seeks to compliment, reinforce, and accelerate the delivery of this ambition. The recommendations also take account of the extensive statutory planning policy and legislative instruments available to GCC to help achieve the Golden Z Vision & Plan, including:
- City Development Plan
 - Supplementary Guidance
 - Masterplan Consent Areas
 - Article 4 Directions
 - Permitted Development Rights

City Centre Retail and Land Use

- 2.1.5 Existing Supplementary Guidance (SG4 – Network of Centres) seeks to retain a high concentration of retail uses at ground floor level along six ‘primary retail streets’ designated to protect the retail function of the City Centre (see **Figure 2.1** below). These six streets have been further classified in order of priority into levels one to three:
- **Buchanan Street (Level 1):** considered Glasgow’s primary shopping street with a large concentration of high-quality retail premises, and key to maintaining the City Centres status as Scotland’s leading retail destination. Proposals for a change of use of ground floor premises to non-retail (Class 1) uses will not be supported.
 - **Argyle and Sauchiehall Street (Level 2):** considered as forming part of the on-street retail spine of the ‘style mile’ along with Buchanan Street. Council policy is to protect the key retail function of these streets whilst recognising the benefits of the introduction of limited non-retail uses where this will enhance the shopping experience.
 - Assessment guidelines state that if the proportion of ground floor class 1 units is more than 90% and 80% along Argyle and Sauchiehall Street respectively then applications for a change of use of ground floor premises may be considered favourably (subject to further criteria including vacancy and contribution to the streetscape etc.).

- **Gordon Street, Queen Street & Union Street (Level 3):** considered as containing a mix of uses which complement the primary retail function of the adjacent level 1 & 2 streets. Council policy aims to both protect and enhance the vibrancy of the City Centre shopping experience by maintaining a balance of retail and appropriate non-retail uses.
 - Assessment guidelines state that if the proportion of ground floor class 1 units is more than 70% along any street, applications for a change of use of ground floor premises may be considered favourably (subject to further criteria including vacancy and contribution to the streetscape etc.).



Figure 2.1: Primary Retail Streets (Extract from SG4 Network of Centres)

- 2.1.6 Glasgow City Centre is considered to be a “healthy centre... well-represented by national multiple comparison retailers as well as good quality independents, and it boasts an extensive food and drink offer” (Glasgow Retail & Commercial Leisure Study, 2023). However, in light of changing retail trends (towards online retail), shifting patterns of work, and varying consumer spending, the overall vacancy rate for the City Centre as a whole is significantly above the UK average for urban centres.
- 2.1.7 Vacancy does vary within the City Centre. Buchanan Street for example performs very well as the primary ‘retail spine’ and experiences low levels of vacancy. However, whilst the current policy approach to Buchanan Street has protected its core retail function, it has also inadvertently hindered its vibrancy. For example, stakeholder feedback emphasised that Buchanan Street loses any sense of vibrancy after 5pm once retailers close. Both Argyle Street and Sauchiehall Street have higher levels of vacancy than Buchanan Street as do supporting streets such as Union Street. The vacancy rate increases with distance from Buchanan Street.
- 2.1.8 Consequently, it is recommended that the current policy approach be amended, in order to help realise the benefits associated with a greater mix of uses, land use flexibility and higher value, better quality uses whilst continuing to recognise the functional retail role of the traditional Golden Z area.
- 2.1.9 Current retail policy is likely to be unduly restrictive at this point in time, and a renewed emphasis on vibrancy, occupancy, and vitality would complement a retail focus without

requiring uses to be exclusively retail. The findings of the Glasgow Retail & Commercial Leisure Study suggest that current policy is not reflective of the land use reality on the ground and needs to be more nuanced to reflect other place specific dynamics raised by local stakeholders, such as the need to promote activity in the evening.

2.1.10 Summary: There is a need for greater flexibility, in order to stimulate demand for units, drive commercial performance, and generate greater footfall across the Golden Z, thereby enhancing the City Centre experience – not solely as a shopping destination.

2.1.11 **Recommendations:**

- GCC should amend the existing ‘Network of Centres’ Supplementary Guidance and retail policy to enable greater flexibility, thereby ensuring that the City Centre can become more resilient to external factors as highlighted above.
- GCC should include provisions in the updated Supplementary Guidance to ensure that any proposed development or change of use must demonstrate that it will:
 - Sustain and enhance the City Centre as the regional focus for shopping, entertainment, commercial leisure, and tourism related activity.
 - Be appropriate and of the highest quality so as to improve the overall appearance, quality, and attractiveness of the City Centre.
- GCC should explore the use of amenity notices and other means of ensuring that property owners maintain buildings within the City Centre to an appropriate standard. Feedback from stakeholders consistently flagged the blight caused by empty and poorly maintained properties, and the associated knock-on effect on streetscape quality and vibrancy.

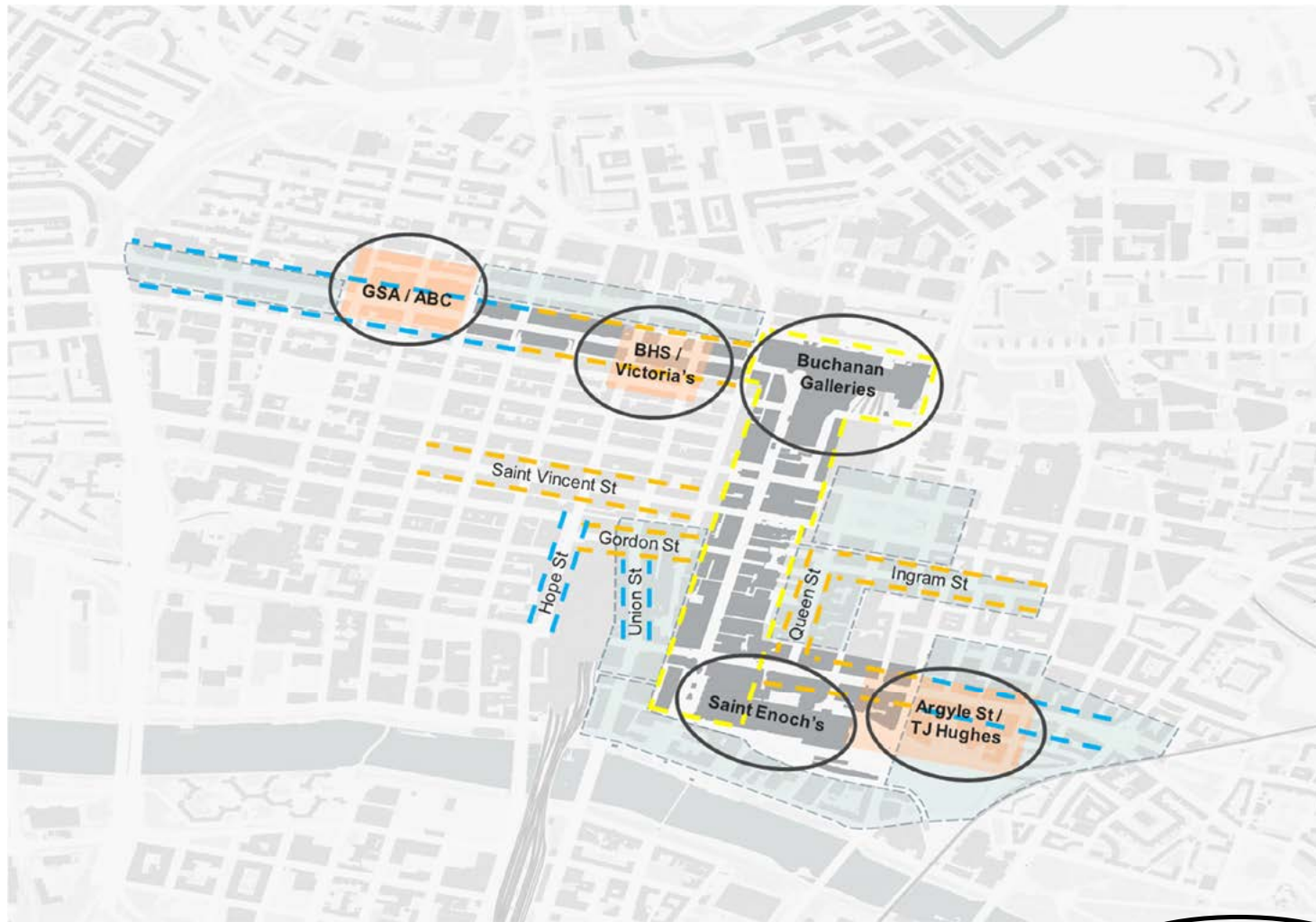
2.1.12 Retail and land use policy in the City Centre will need to be revised bearing in mind the recent changes to Permitted Development Rights (PDR), which in effect limit the ability of GCC to control against a change of use, provided said use falls within the new Class 1A category (encompassing retail, financial and professional service uses).

2.1.13 We can advise, based on experience, that following the similar recent changes to PDR in England which involved the amalgamation of several use classes into a single use class (Class E), changes of use that previously would have comprised ‘development’ (as defined in planning legislation), became exempt from the need for planning permission. This is because a change of use within a specific use class is not considered ‘development’ and so are permitted automatically without the need for planning permission. Changes within a combined use class therefore cannot be controlled by Article 4 Directions in the same way as permitted development. Since changes within a single use class in Scotland are also not considered to be development, it will not be possible to control changes within the use class 1A through Article 4 Directions.

City Centre Retail and Land Use Map

2.1.14 Whilst indicative and subject to further exploration, the map below highlights the opportunities for potential retail and land use change within the core City Centre, and how key streets could be framed within a revised policy as part of a more nuanced, place based approach to land use in the City Centre.

2.1.15 In essence, the map below underpins the vision for the Golden Z – ensuring that Buchanan Street retains its well-established position as Scotland’s preeminent shopping destination, supported by surrounding streets that contain a mix of active ground floor uses. It shows how the City Centre can retain a strong concentration of retail uses, whilst affording a greater degree of flexibility, adaptability, and resilience in the long term.



Tier 1: Sustain & Support

Tier 2A: Protect & Innovate

Tier 2B: Invest & Regenerate

Masterplan Area

Tier 1 – Sustain and Support: Buchanan Street (as shown in yellow on the above map) is and will continue to be the primary retail street in Glasgow City Centre with a large concentration of high-quality retail premises. Its retail offer plays an important role in maintaining the City Centre's status as Scotland's leading retail destination.

Recommendations: In order to continue to function as the primary retail street, sustain high levels of footfall and safeguard the viability of commercial uses, complementary non-retail ground floor uses (including food & drink) should be supported in specific locations, particularly key corners, intersections, and lanes. Any proposals should, either in whole or in part:

- Enable the reuse and repurposing of vacant upper floors or whole buildings (including ground floors) for commercial or residential use (particularly where this supports City Centre Living).
- Contribute to the streetscape through high quality design.
- Increase and sustain footfall during the day and/or night (particularly beyond the hours of 9am to 5pm in order to improve public safety, security, and surveillance).

In relation to Buchanan Galleries and the St. Enoch Centre, GCC should proactively seek to retain a high concentration of retail and leisure units so as to ensure that the two retail anchor sites continue to act as 'bookends' to Buchanan Street – supporting the concentration of the City Centre retail offer (becoming the 'Golden I'). Retaining a critical mass of retail and leisure uses at either end of Buchanan Street will ensure that the existing 'retail circuit' continues to function, driving footfall in both directions.

Tier 2A – Protect and Innovate: The identified streets (as shown in orange on the above map) have a strong retail function and are supported by high levels of footfall. There is therefore a need to safeguard the remaining retailing presence along these key streets, whilst equally recognising the benefits associated with greater flexibility and new non-retail uses where this will contribute to the overall City Centre experience.

Recommendations: GCC should seek to establish a balance of retail and non-retail uses and support proposals for non-retail use where they improve the overall City Centre experience. Any proposals should either in whole or in part:

- Enable the reuse and repurposing of vacant upper floors or whole buildings (including ground floors) for commercial or residential use (particularly where this supports City Centre Living).
- Contribute to the streetscape through high quality design.
- Increase and sustain footfall during the day and/or night (particularly beyond the hours of 9am to 5pm in order to improve public safety, security, and surveillance).

In addition, changes of use and development which seeks to improve existing or create new facilities for visitors, tourism, culture, community use, and recreation should be promoted.

Tier 2B – Invest and Renew: The identified streets (as shown in blue on the above map) are undergoing a period of transition, in part driven by external factors and market failure. There is therefore a demonstrable need for regeneration, physical improvement, and greater support / intervention from the public sector to support the changing character of these streets.

Recommendations: GCC should proactively promote and support the restoration of buildings and public realm along supporting streets, with a focus on attracting a range of higher value, better quality uses that reactivate the street, particularly at ground floor level. To achieve this, GCC should:

- Work with partners to identify the types of (re)development and approach to development required to support the delivery of the vision and plan.
- Support large-scale regeneration proposals (e.g., whole buildings and blocks) which make a significant contribution to the function of the City Centre (in terms of footfall, employment, and City Centre Living).
- Provide appropriate support, including site assembly and 'matchmaking', for schemes which are likely to contribute to the regeneration of a whole street or block.

Masterplan Areas:

Recommendations: GCC should consider the use of design-led masterplans to deliver the design-led redevelopment of specific sites within the City Centre that are currently experiencing poor physical condition and high vacancy rates.

Any potential masterplan areas, such as those encircled on the above map, should seek to enable flexible, active, ground floor solutions, and promote/accommodate opportunities for additional scale and density where this is justified by high quality design, contribution to public amenity, impact/contribution to the surrounding streetscape, public realm improvements and aligned with the emerging tall buildings design guidance.

Tall Buildings and Density

2.1.16 Current tall buildings policy (SPG2, p.59) is highly ambiguous and open to considerable interpretation. It defines a tall building as a “*building that significantly exceeds general building heights in the immediate vicinity and which alters the skyline*”, thereby restricting tall building development to locations that can accommodate their built form, without specifying locations where this may be desirable.

2.1.17 It is anticipated however that the tall buildings design guidance currently being developed by GCC will clarify much of the design related ambiguity particularly in relation to micro-siting and streetscape contribution. Moreover, by providing greater clarity around what constitutes quality tall building design, the emerging guidance should support prospective developers to achieve sustainable densification and avoid inappropriately scaled development.

Recommendations:

- Tall buildings design guidance and any future policy would be strengthened by including a map of locations capable of accommodating new tall building development.
- Future tall buildings design guidance should include specific height thresholds, setting out the height above or below which a proposal would be deemed ‘tall’, either by reference to the height of adjacent buildings or in absolute terms to provide greater clarity as to what may / may not be permissible.
- Tall buildings design guidance should include support for proposals that demonstrate that sufficient ground floor amenity space can be delivered through development.
- Higher densities and additional scale should generally be supported across the City Centre, where appropriate and on a case-by-case basis, to support greater City Centre Living and sustainable densification where this does not have a negative impact on the Conservation Area.

Public Realm, Greenspace and Amenity Space

2.1.18 Publicly accessible green and open space is underprovided across the City Centre. In addition to the proposals for George Square, Rottenrow Gardens the ongoing Avenues programme, and the existing green-blue network policy (see SDF), GCC should actively encourage opportunities to green the City Centre and improve amenity provision. This will help to create a more desirable and softer urban realm. This is known to be a key factor in determining where people chose to live, visit, and shop.

2.1.19 If the City Centre is to be transformed into a useable, liveable space, and in doing so meet GCC’s target of doubling the City Centre population by 2035, it needs to 1) accelerate the delivery of and 2) identify opportunities for new amenity space.

2.1.20 It is anticipated the proposed Integrated Green-Blue Infrastructure Strategy currently being developed by GCC will set a bold new vision around open, green space provision in the City Centre. Moreover, this emerging strategy should seek to embed some of the opportunities for green and amenity space highlighted in the Vision & Plan that developments could contribute to (e.g., public spaces and green urban pockets).

Recommendations:

- It is recommended that current Interim Supplementary Guidance (IPG6 & IPG12) be updated to align with the emerging Integrated Green-Blue Infrastructure Strategy – in relation to opportunities for open space and developer contributions in the City Centre – and then adopted ahead of the new CDP.
 - Any new policy should also consider introducing a requirement for all new build development to provide active on-street ground floor uses and deliver new public amenity space (either on-site where possible, or through developer contributions)
- Alternative delivery mechanisms should be explored. For example, GCC could establish and administer a ‘**City Centre Amenity Programme**’ for all City Centre development that allows developers seeking the reuse of existing buildings or conversion of upper floors to make a contribution, rather than directly delivering amenity provision through development.
 - Developers seeking to reuse existing buildings, restore heritage assets, or convert upper floors could benefit from a reduction in contributions to the programme so as to incentivise development.
- Amending the existing ‘City Centre public realm provision’ policy contained within the Delivering Development’ Supplementary Guidance (p.8-10). Suggested amendments include:
 - Increasing the quantum of public realm provision required by new build proposals (particularly tall buildings or flatted development).
 - Reducing development thresholds for Class 9 residential proposals to deliver / contribute to public realm amenity (i.e., change from proposals ‘comprised of 10 dwellings or more’ to 5).
- Non-planning mechanisms to accelerate the delivery of amenity space should also be explored, including financial incentives and other initiatives. This may include, for example, temporary business rate reductions for every 0.25ha of public realm delivered.

Repurposing / Reusing Existing Buildings (including Upper Floors)

2.1.21 GCC’s recently approved Building Repurposing Strategy sets the route map for accelerating the reuse and repurposing of City Centre building stock. Planning policy within the City Centre is already highly supportive in this regard and is further aided by the policy contained within National Planning Framework 4.

2.1.22 However, feedback from stakeholders frequently flagged the difficulty in attracting developers to convert existing buildings and bring heritage assets back into use. Indeed, many identified the associated high costs for conversion, particularly in terms of complying with building standards – highlighting the need examine whether the same building standards can be achieved in both new build development and building conversions without stifling the objective of encouraging reuse of older stock.

2.1.23 Glasgow's ambitious planning policy may also require additional incentives such as business rate and/or tax benefits as well as changes to the current building standards regime in order to expedite the repurposing and reuse of buildings and upper floors.

Recommendations:

- Greater co-ordination is required between the application of energy performance standards and Glasgow's policy ambition for reuse of existing buildings. It is proposed that a separate, consistent policy be created that considers how operational energy standards can be achieved within City Centre building conversions in light of various constraints (e.g., heritage).
- Alternative energy performance standards for conversions should be supported across the City Centre where it can be demonstrated that alternatives, including demolition and rebuild are significantly more carbon intensive over the development lifespan.
 - This initiative would help to minimise the release of embodied carbon (in recognising the whole building life cycle and the carbon benefits associated with reuse as outlined within NPF4).
 - Facilitating and encouraging reuse will also help to avoid prolonged vacancy or dereliction, particularly where this relates to the reactivation of upper floors for residential use.
- Introduce a new 'Repurpose First' policy in the City Centre that supports (in principle) proposals for the reuse and repurposing of any vacant building/space not listed on the Buildings at Risk or Dangerous Buildings Register, over demolition and rebuild.
- Introduce a requirement to demonstrate, through the provision of appropriate evidence, that the development proposal provides the best energy and carbon performance when the whole building life cycle is considered (i.e., not just operational performance).
- Detailed Design Guidance, aligned with the Repurposing Strategy, should be produced that addresses key design issues relating to the conversion / reuse of upper floors. Such guidance should, for example, set out how single aspect dwellings can be made to work taking account of sunlight / daylight penetration standards.
- Greater alignment is required between building access, refuse storage / collection and amenity standards and Glasgow's policy to double the City Centre population by 2035. At present, it is not always possible to convert vacant upper floors to residential use as a result of conflicting standards for commercial ground floor uses (e.g., differing access requirements, refuse provision etc.).
- Generally, it is recommended that GCC adopt a consistent, approach across the following building standards and planning policy issues (where alternative, designed solutions can be readily implemented). This may include exploring a more relaxed approach to the matters that currently restrict the viability building conversions and significantly limit the scale of ambition set out in planning policy:
 - Daylight penetration;
 - Energy performance;
 - Open space provision;
 - Refuse storage / collection;
 - Means of escape; and

- Noise/nuisance/odour.

Pavement Cafes and Street Activation

- 2.1.24 Throughout the City Centre, there is pressure for outdoor 'pavement cafes' particularly along Buchanan Street which conflicts with current planning policy which seeks to retain 100% retail occupancy at ground floor level. Feedback from stakeholders has also highlighted that such areas within and around the Golden Z lack street activity and do not feel safe at night.
- 2.1.25 As such, GCC should take a more relaxed approach towards the implementation of this policy and should positively consider proposals to convert vacant retail units into Class 3 (Food and Drink) uses to encourage the productive use of space. This could be limited, for example, to specific locations (i.e., street corners and intersections) so as to promote and sustain footfall.
- 2.1.26 Such an approach would benefit the City Centres vacancy rate and improve the quality of the urban environment and public realm. Retail and food & drink uses are complementary and can significantly improve the overall experience/offer within a City Centre.
- 2.1.27 It is also important to be cognisant of the recent changes to Temporary Street Café policy in the core City Centre which came into effect in March 2023¹. This new policy means that those seeking permission for a Temporary Street Café on the pedestrianised areas of Buchanan Street, Gordon Street, Royal Bank Place and Royal Exchange Place, designated as public land, would not have to apply for planning consent – only a permit to occupy the public road.
- 2.1.28 In addition, the recent changes to PDR now included provisions to allow the placement of street furniture on public roads and pavements adjacent to Class 3 premises including bars, restaurants, and pubs where this is compliant with roads legislation (in relation to safety and widths). If GCC wish to restrict the location of temporary street cafes in future, it is anticipated that this will need to be controlled through the Section 59 permitting process or the use of Article 4 Directions (i.e., not planning policy).
- 2.1.29 In light of the above policy changes which only recently came into effect, it is recommended that no further action is required at this stage. It is recommended that GCC carry out ongoing monitoring to review how these changes work in practice within the City Centre and how the requirement for permits is enforced (particularly the requirement to ensure a two-metre unobstructed walkway).

¹ Glasgow City Council (2022). New Policy Will Boost Street Café Culture in Glasgow City Centre. Available online at: <https://glasgow.gov.uk/index.aspx?articleid=29801>

3 Policy Levers and Tools

Masterplan Consent Areas

- 3.1.1 Under the Planning (Scotland) Act 2019, Planning Authorities have the ability to designate specific locations/sites as Masterplan Consent Areas (MCA) which allows development to occur within a given set of parameters without the need to apply for further planning consent.
- 3.1.2 The current policy approach to safeguard retail uses needs to be more flexible in order to promote and support a diverse range of uses that help sustain the overall vibrancy of the City Centre. Designating the Golden Z (or defined areas within it) as a MCA could allow for certain controls and restrictions to be implemented by GCC whilst also allowing for greater flexibility and swifter action through a plan-led approach. It is however important to flag the potential complexities with MCAs, particularly surrounding land and building ownership.
- 3.1.3 **Recommendation:** GCC should investigate the use of MCAs as a potential mechanism to deliver many of the desired physical and spatial objectives identified in the vision. However, further clarity around how such schemes will work in practice (through secondary legislation) is still required from the Scottish Government before this can be confirmed as the correct action.

Article 4 Direction Procedures

- 3.1.4 Article 4 Directions could be used by GCC (as the Planning Authority) as an additional development management tool within the City Centre conservation area (encompassing the Golden Z) to require planning permission for development that would otherwise be permitted development. Prior to their implementation, Article 4 Directions require extensive consultation, as well as final approval from Scottish Ministers. As such, there is often a lengthy lead in time before such controls can be 'implemented on the ground'.
- 3.1.5 It is our understanding that following the recent changes in PDR, combining Class 1 and 2 into a single use class (Class 1A) and recent precedent in England in relation to the new Class E, changes of use that previously would have comprised 'development' (as defined in planning legislation), became exempt from the need for planning permission. This is because a change of use within a specific use class is not considered 'development' and so the question of the need for planning permission does not rise.
- 3.1.6 Changes within a combined use class therefore cannot be controlled by Article 4 Directions in the same way as permitted development. As changes within a single use class are in Scotland are also not development, it will similarly not be possible to control changes within the use class 1A through Article 4 Directions.
- 3.1.7 **Recommendation:** given the recent change to national PDR, there is no scope to control or restrict changes of use within a single use class (i.e., Class 1A) through the use of Article 4 Directions. GCC should therefore undertake a period of monitoring within the City Centre to understand the potential effect (positive and negative) of recent changes and liaise with the Scottish Government as part of an ongoing process of feedback and consultation on this issue.

Other 'Non-Planning' Recommendations

Building Standards

- 3.1.8 GCC might consider creating new City Centre specific building standards, which may include for example, greater flexibility for proposals around energy performance, daylight provision, and means of escape, provided an acceptable level of amenity can be achieved. As such, it is

recommended that GCC investigate how alternative standards could support the conversion of existing buildings (and some new build development where appropriate) and better align with planning policy. Any standards-based approach would need to be homogenised across the relevant District Regeneration Frameworks and other Supplementary Guidance.

Residential Delivery Mechanisms

- 3.1.9 GCC, working in partnership with housing associations, should assume a leading role in large-scale residential conversion projects within the City Centre so as to proactively deliver the reuse of existing buildings where the private sector fails to do so (thereby addressing market failure).
- 3.1.10 In doing so, the Council will be able to build an evidence base and provide confidence to the private sector for future investment, helping to catalyse future investment. In addition to supporting the current policy ambition of doubling the City Centre population by 2035.

Development Incentives

- 3.1.11 GCC should explore public sector funding mechanisms that would allow developers to seek subsidy for whole building or upper floor conversions where proposals will contribute to the overall City Centre experience, vibrancy, and viability. This new funding incentive could also be used to provide much needed residential accommodation, thereby supporting GCC's aspiration to double the City Centre population by 2035.
- 3.1.12 Given the amount of vacant upper floors, there may be a case for submitting a Vacant and Derelict Land Fund (VDLF) bid to the Scottish Government, covering such buildings in the City Centre. Should funding be secured, GCC could then administer this pot of funding through a new City Centre vacant space initiative and allow individual developers to apply to the fund.

Appendix A Summary of Policy Challenges Raised by Stakeholders

Repurposing and Reusing Existing City Centre Building Stock

- A.1.1 Whilst there is general support within NPF4 (Policy 9D) to repurpose, retrofit and reuse the existing building stock, building standards relating to access and refuse storage requirements for commercial / retail and residential uses, and access by residential units to open space, will make this general policy difficult to achieve in reality.
- A.1.2 Feedback from stakeholders also frequently highlighted that it is increasingly difficult to attract developers to convert existing buildings, upper floors and heritage assets when the associated costs are so high. It was also flagged that there may be a need to concede building standards for conversions and reuse, recognising that the same standards / regulations cannot be achieved in both new build development and conversions.

Residential Amenity

- A.1.3 Consideration needs to be given to the potential mix of uses within the City Centre and balancing the needs of existing and future residents with the ambition of creating a more vibrant, economically strong urban core (i.e., the potential to introduce conflict between neighbouring uses).

Ground Floor Uses

- A.1.4 Current policy within Supplementary Guidance 4 (Network of Centres) needs to be more flexible when it comes to ground floor uses – seeking to maintain a high concentration of retail uses along Buchanan Street, Argyle Street and Sauchiehall Street. There is unlikely to be sufficient volume of retail operators within the City Centre to fill these three primary retail streets with continuous frontage. The policy needs to adapt to reflect the changing nature of City Centres and recognise the role that other commercial uses play in City Centre vibrancy. There is an opportunity to rethink how we can make best use of vacant or stalled ground floor uses (e.g., commercial and retail).

Tall Buildings

- A.1.5 At present, the development of tall buildings is limited to locations that can accommodate their dominant built form – with the City Centre being one such area. The vision and Plan for the Golden Z needs to be definitive about the locations that can accommodate tall buildings, and this should be consistent with GCC's tall buildings design guidance, currently in production. Consideration therefore needs to be given within both studies to the extent to which tall buildings may characterise Glasgow's future skyline, and to be definitive about that prospect. As such, there is an identified need to define where in the City Centre such buildings could be located and to outline building height parameters within a range where proposals coming forward for the upper limits are accompanied by supporting documentation, the nature of which shall be specified in the City's Tall Buildings Strategy.

Doubling the City Centre resident population to 40,000 by 2035

- A.1.6 There is general support for higher new build residential densities in sustainable locations within the CDP (policy 11), however there is need for a rethink around the repurposing of key high density commercial / retail and office spaces in the City Centre to deliver a range of housing tenures.

Expanding Glasgow's Green Network

- A.1.7 A strong policy environment is required to exploit, encourage, and require greening, planting, and growing across the City Centre in order to improve the quality of the public realm, as well as mitigate / adapt to the effects of climate change with green infrastructure. The vision and plan for the Golden Z should be bold in articulating a high standard of improved public realm.

Improving accessibility and connectivity

- A.1.8 Glasgow's active travel network needs to be expanded and enhanced within the Golden Z study area, with emphasis on high quality links to adjacent areas of the City Centre. The aim needs to be to ensure safe and convenient movement throughout the City Centre by sustainable means, with links to the wider city via mobility hubs and to primary public transport nodes including Central and Queen Street Stations and Buchanan Street Bus Station.

Sustainability and Net Zero

- A.1.9 With the city striving to achieve carbon neutrality by 2030, the vision and plan for the Golden Z must set out how the city's urban fabric and public realm can both mitigate and adapt to the climate crisis. In particular, this will mean a cohesive policy environment within which to encourage for the reuse/repurposing of buildings and delivery of green infrastructure.

Kevin
Murray
Associates

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A new vision for Glasgow Golden Z Stakeholder Workshop report

December 2022

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.

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

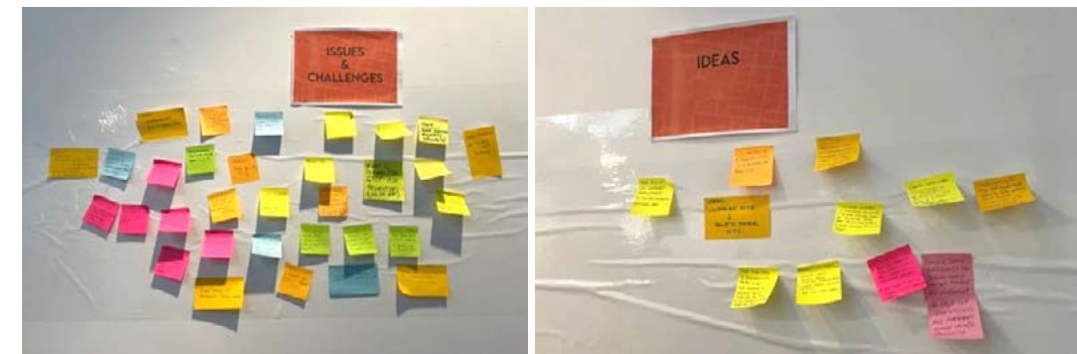
sustainable future. How to take a more pro-active approach for key sites that will act as anchors. He finished by thanking people for coming and taking part of this process.

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

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.

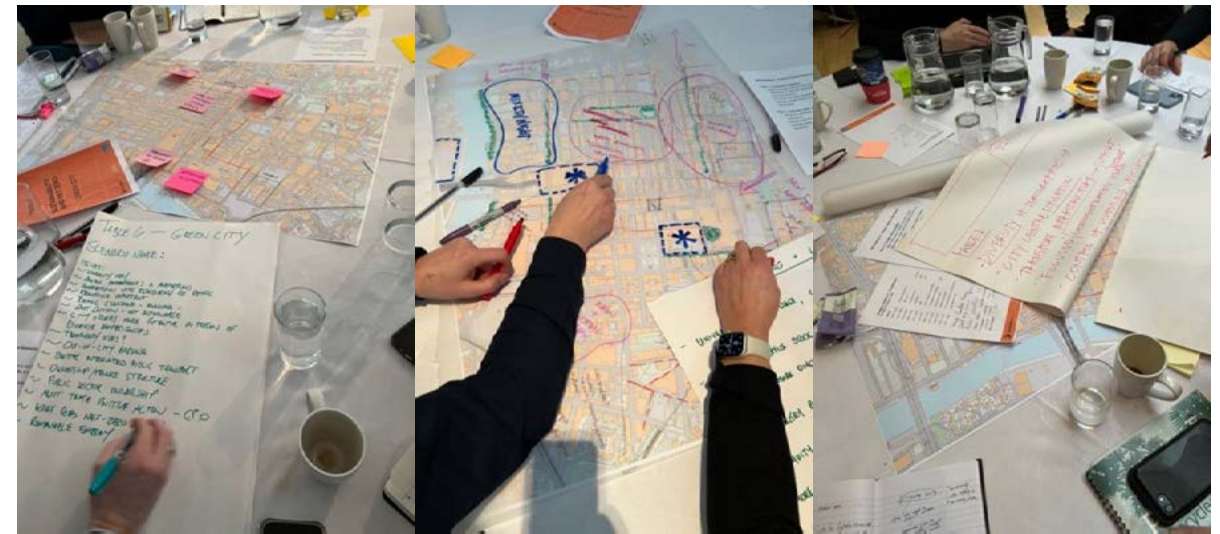
The drivers for the morning session were:

- | | |
|--|--------------------|
| 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 |
|--|------------------------------|

- | | |
|--|-------------------------------|
| 2. Cultural, leisure, tourism and night-time | International and Lively City |
| 3. Residential and inclusive | Local and People City |
| 4. Sustainability and net zero | Green City |
| 5. Place identity & heritage | 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.

- 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.

- 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!

- 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.

- 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, Buchannan 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

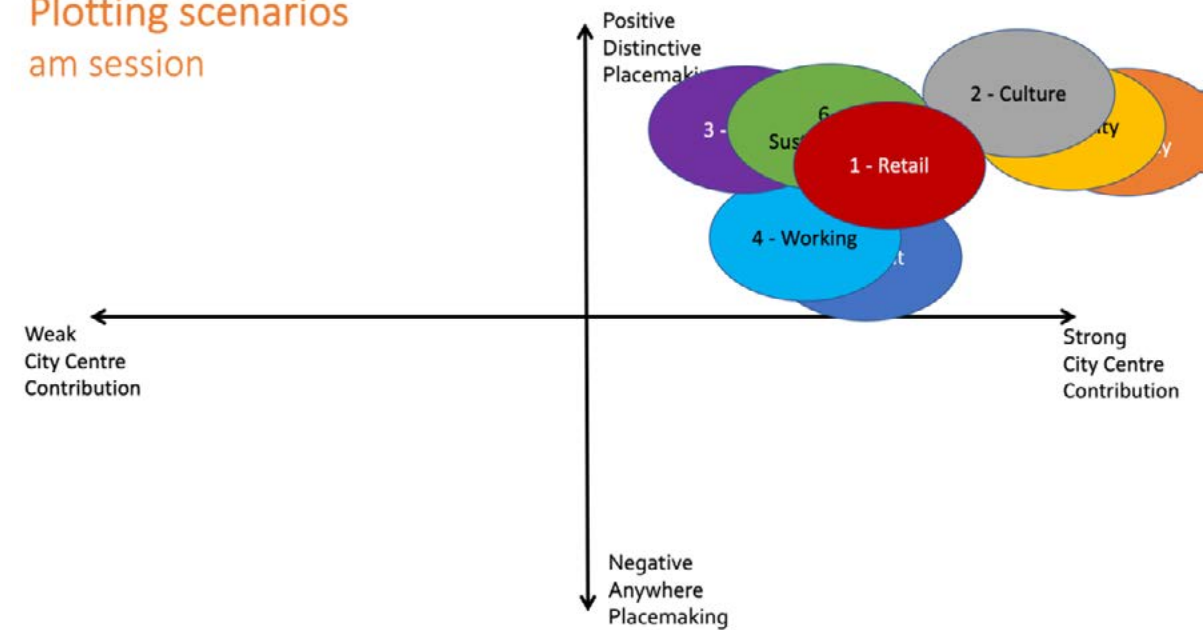
As each group described their scenario, they were plotted against two axes (1) The strength of city centre contribution, economically and socially and (2) the impact on Placemaking, both physically and in terms of identity. This was done as a collective group exercise.

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 (BPR) 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?

- 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.

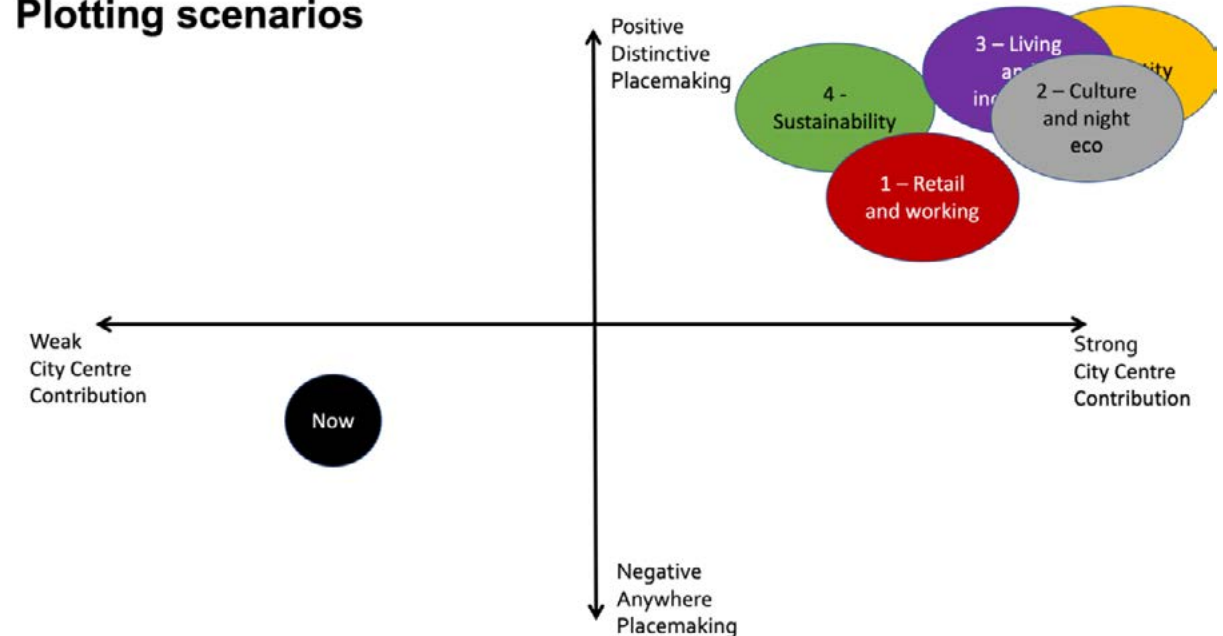
Glasgow needs to maximise on its assets such as its rich heritage, world class education to retain people in the centre, becoming the city of Mackintosh, like Gaudi is to Barcelona. It should become a feminist, inclusive city. It should become a city of choice for parents. It should transform its rooftops 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.

- **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’...*

- (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.lda-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

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

THE WIDER CONTEXT

Retail Premises
50m (534 sq.ft)
TO LET SPEIRS GUMLEY
0141 332 2752

Available Shop Lease Due To Relocation 020 7182 2420
LEASE FOR CBRE

OVER SUPPLY OF SPACE & CHANGING RETAIL PATTERNS

- The **Contraction of the Department Store**
- The **Retreat / Consolidation of National Chains**
- The **Relentless Growth of Online Retail**, exacerbated by Covid-19 Pandemic
- 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 22 v Summer 19:

- Footfall down 19% (Summer 2022)
- Weekend / evening footfall 98% and 93%
- Sales 20% higher
- Hotel occupancy 85%
- Record levels new office lettings (first 9 mo. 22)
- 50 retail/leisure lettings (250,000sqft) (first 9 mo. 22)
- Ingram St higher footfall than pre-pandemic

GLASGOW CITY CENTRE: COMPETING RETAIL AND LEISURE OFFERS

Braehead Glasgow Fort Glasgow City Centre Silverburn Online Retail

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

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 / Candlishgigs

APPROACH & METHODOLOGY: BRINGING ORDER TO COMPLEXITY

A VISION FOR HIGH STREET REGENERATION - SCOTTISH GOVERNMENT GUIDANCE

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

1. CONCENTRATE
2. TELL YOUR STORY
3. GO BOLD
4. CONSOLIDATE
5. REPOPULATE
6. ATTRACT

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

7. CREATE WORKPLACE
8. REPLACE TO REPAIR
9. GATHER
10. REGENERATE
11. ILLUMINATE
12. INCLUDE & INVITE
13. REVIVE
14. CONNECT
15. LOCATE SERVICES CENTRALLY
16. MEANWHILE

DELIVERABLES & OUTCOMES: OPERATIONS 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

FORMER BHS / SAUCHIEHALL ST

GLASGOW SCHOOL OF ART / SAUCHIEHALL ST

TRONMATE SOUTH

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.

Memorable: 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 to the study area.

Precise: Deliver ambitions on city centre living

Responsible: Meet the net zero carbon ambition and 'green' place ambitions.

On 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

- Positive Frontage
- Negative Frontage



THE GOLDEN 'Z' TODAY:
GREEN SPACE

- Public Green Space
- Active Green Space



THE GOLDEN 'Z' TODAY:
ACCESSIBILITY & PUBLIC FACILITIES



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

- Built Form Barrier
- Infrastructure Barrier
- Public Square
- Primary Routes
- Secondary Routes
- Potential Routes



THE GOLDEN 'Z' TODAY:
PUBLIC TRANSPORT & CONNECTIVITY



THE GOLDEN 'Z' TODAY:
VEHICLE MOVEMENT & PARKING

- Multi-Storey Parking
- Surface Parking



THE GOLDEN 'Z' TODAY:
POSITIVE MOVES



THE GOLDEN 'Z' TODAY:
POSITIVE MOVES



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

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES



THE GOLDEN 'Z' TODAY:
POSITIVE MOVES



WORKSHOP:
GROUP TASK

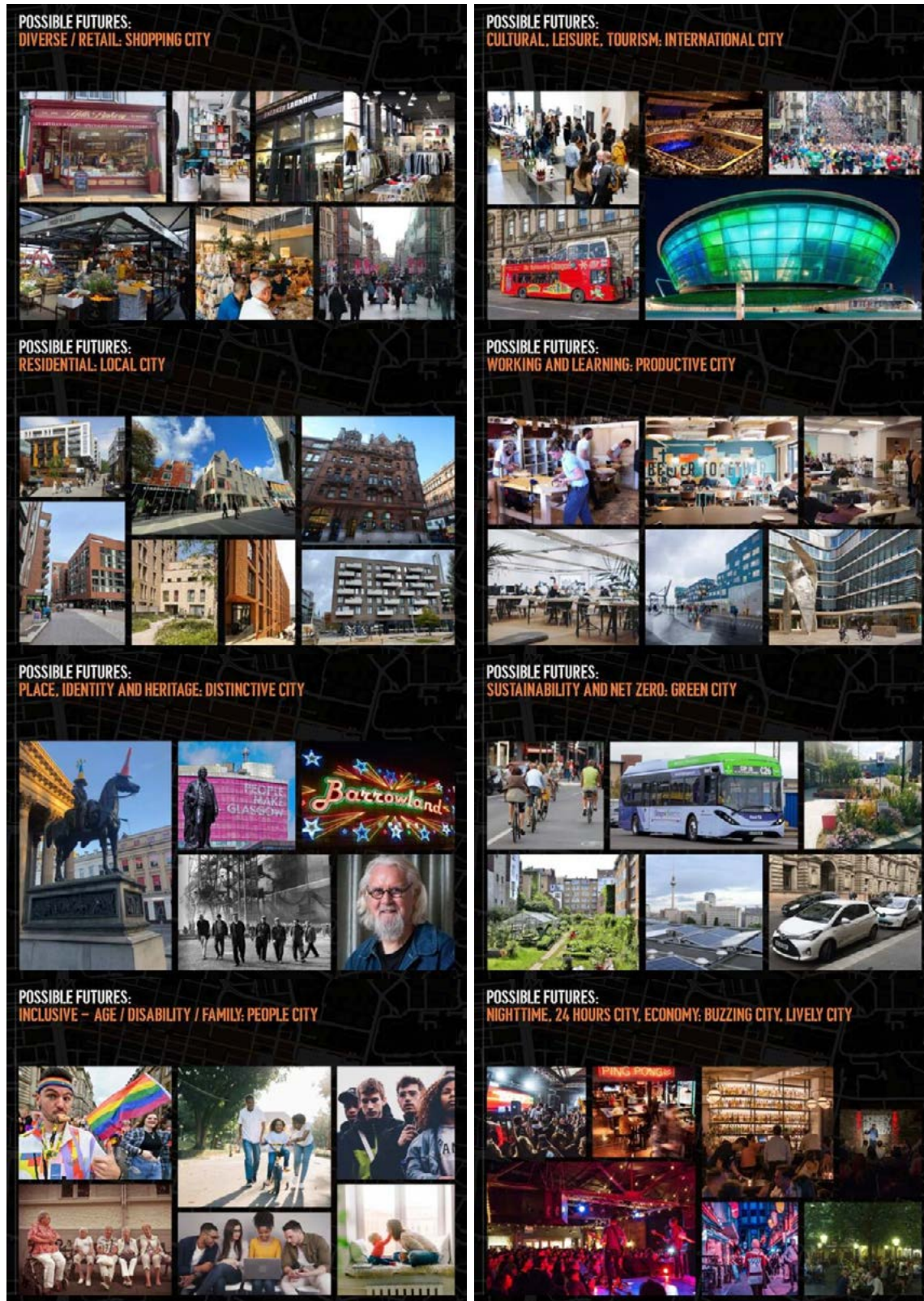
Each table to devise a plausible scenario, using lead theme, looking at 2035

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?



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: FUTURE VISION SCENARIO

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WORKSHOP: PLOTTING SCENARIOS

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



GLASGOW CITY COUNCIL
A VISION AND PLAN FOR THE GOLDEN 'Z'
STAKEHOLDER CONSULTATION EVENT
WEDNESDAY 5TH DECEMBER 2022

WHO WE ARE

Client: Glasgow City Council

Design Team: Stantec, Threesixty Architecture, KMA

WELCOME

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

Kevin Murray
Facilitator

OUTLINE PROGRAMME
(1 NOV 2022 - 31 MARCH 2023)

- 5 Dec 2022: Stakeholders' Vision Workshops 1a & b
- Dec 2022: One-to-one stakeholder interviews
- Mid Jan 2023: Public Drop-in Event (Lighthouse)
- Feb 2023: Stakeholder 'Areas of Focus' Workshops
- End March 2023: Publish Vision

AGENDA

17:30 - 17:45	Arrival Coffee and Tea	
17:45 - 17:55	Welcome and Introduction	GCC and Stantec
17:55 - 18:00	Purpose and Roles	KMA
18:00 - 18:30	Presentation 1 (Trends and Opportunities)	Threesixty Architecture, Stantec
18:30 - 18:40	D&A	
18:40 - 18:50	Briefing about the workshop	KMA
18:50 - 19:00	Comfort break (tea and coffee)	
19:00 - 19:40	Scenario Workshop	
19:40 - 20:00	Feedback and plotting	
20:00 - 20:15	Discussion of implication and Direction	
20:15 - 20:25	Next steps and close	

WHILE PRESENTATIONS ARE ON PLEASE SHARE ON POST-IT NOTES YOUR:

ISSUES / CHALLENGES
IDEAS / ASPIRATIONS

GROUND RULES

- Bring your specialist and city centre knowledge
- Add your external perspectives
- 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

Retail Premises 50m (534 sq.ft)
TO LET SPEIRS GUMLEY
0141 332 2752

Available Shop Lease Due To Relocation 020 7182 2420 CBRE

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Braehead, Glasgow Fort, Glasgow City Centre, Silverburn, Online Retail

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DELIVERABLES & OUTCOMES

OPERATIONS VISION & PLACEMAKING PLAN

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DELIVERABLES & OUTCOMES

DESIGN OPTIONS FOR AREAS OF FOCUS

- Finer Grain Options
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DELIVERABLES & OUTCOMES

A 'joined up' Vision: A coordinated framework following Government guidance

DELIVERABLES & OUTCOMES

Priority: Show where intervention and investment (public and private) has greatest impact, quick wins and meanwhile uses

DELIVERABLES & OUTCOMES

Setting the Bar: Set the level of ambition to the study area

DELIVERABLES & OUTCOMES

Priority: Deliver ambitions on city centre living

DELIVERABLES & OUTCOMES

Reasonable: Meet the net zero carbon ambition and 'green' place ambitions

DELIVERABLES & OUTCOMES

On 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

- Positive Frontage
- Negative Frontage

THE GOLDEN 'Z' TODAY: GREEN SPACE

- Public Green Space
- Active Green Space

THE GOLDEN 'Z' TODAY: ACCESSIBILITY & PUBLIC FACILITIES

- Drinking Water
- WiFi Public Spaces
- Waste Chicanes
- Public Art and Community Facilities
- Public Transport Hubs
- Waste Storage for public use

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


- Both Faces Barrier
- Structural Barrier
- Public Squares
- Primary Routes
- Secondary Routes
- Potential Routes

THE GOLDEN 'Z' TODAY: PUBLIC TRANSPORT & CONNECTIVITY

THE GOLDEN 'Z' TODAY: VEHICLE MOVEMENT & PARKING

- Multi-Storey Parking
- Surface 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
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**WORKSHOP:
GROUP TASK**

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


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- 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
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WORKSHOP: PLOTTING SCENARIOS

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
- Cleanliness

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

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?

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, Kelvingrove, 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

- 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?

.....

.....

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

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?

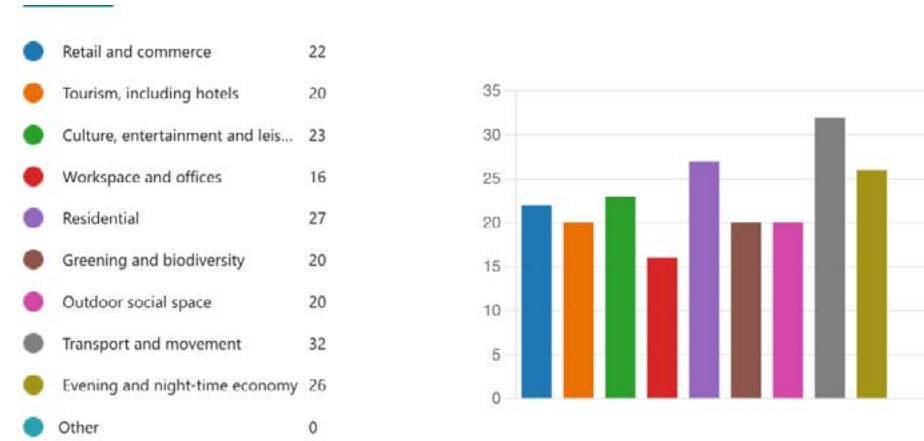
- *Joint public/ private sector*
- *Public transport initiatives, have more integrated public transport*
- *Incentive to repurpose upper floors - tax breaks, BPR*
- *Large e-commerce companies to be a part in funding improvement and the experience*
- *City-led green space and amenities. Paid for by private 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.



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*



A new vision for Glasgow Golden Z Youth Event Report

February 2023

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1 Introduction



In November 2022, Glasgow City Council appointed a Glasgow-based consultant team comprising Stantec, Threesixty Architecture and Kevin Murray Associates (KMA), to work with a range of stakeholders in the production of a new Vision and Plan for Glasgow City Centre's retail core of Buchanan Street, Sauchiehall Street and Argyle Street - currently defined as the 'Golden Z'.

As a part of engaging with the community, Kevin Murray Associates hosted a youth workshop day on the 18th of January 2023, from 1:00 – 3:00 pm at The Lighthouse. The students were from the Enhanced Vocational Inclusion Programme (EVIP), a programme through Glasgow Clyde College that offers young people an alternative to mainstream secondary school education. Glasgow City Council and youth group leaders were also present during this session. This collaboration with EVIP students allowed for a wider scope of understanding about how youth perceive and use the retail core and the wider city centre area.

A certificate of participation was prepared for the student and will be distributed during their event in June.

2 Tasks

Presentation & Feedback

Kevin Murray, Director of KMA, facilitated the event by beginning with a briefing presentation (full presentation in Appendix 1) to give the students background on Glasgow City Centre Golden Z and what our brief entailed. During the presentation, Kevin asked the students *"If Glasgow's Golden Z was a colour, what colour would it be and why?"*

The colours stated were:

- Grey
- Black
- Brown

With their justification being that Glasgow is:

- Dull
- Grungy
- Uncared for
- Dirty



3 Group Session



Similar to the other Golden Z workshops, the students were organised into three groups to discuss their perceptions of Glasgow City Centre, its challenges, and their ideas for the future. From the discussions emerged key themes and suggestions that can be applied to the Golden Z Vision. During the event, students used maps to denote places of arrival (blue), positive places (green), negative places (red), and places for what they would like to see (yellow) in the city centre.



Group 1

Facilitator: Emma Churchyard



Group 1 identified a number of locations for each key theme, which can be seen on their map above. However, in their headline feedback, they stated the following places as the major ones within each theme.

Key arrival sites (blue):

- Sauchiehall Street
- 4 Corners/Argyle Street
- East End/Trongate

Key positive places (green):

- Primark
- Zara
- Bus station
- George Square
- Cineworld
- Princes Square

Key negative places (red):

- Sauchiehall Street
- Clydeside and Clyde bridges
- The GOMA
- Alleyways near Queen Street Station
- Union Street

Group 2

Facilitator: Iain MacPherson



Group 2 identified a number of locations for each key theme, which can be seen on their map above. However, in their feedback, they stated the following places as the major ones within each theme.

Key arrival sites (blue):

- Central Station
- St Enoch bus stops
- Buchanan Bus Station

Key positive places (green):

- St Enoch
- Princes Square
- GOMA
- Ingram Street
- Cinema
- Snooker Hall

Key negative places (red):

- Clydeside and Clyde bridges
- St Enoch
- GOMA
- Trongate
- Glasgow Green
- High Street
- Sauchiehall Street

Group 3

Facilitator: Rim Chouaib



Group 3 identified a number of locations for each key theme, which can be seen on their map above. However, in their feedback, they stated the following places as the major ones within each theme.

Key arrival sites (blue):

- St Enoch Subway Station
- Queen Street Station
- Barras

Key positive places (green):

- Buchanan Street Subway
- University Garden
- Merchant City
- Mural on the stairs

Key negative places (red):

- GOMA
- Car parks
- Barras
- Trongate
- Primark Sauchiehall
- Argyle Street
- Four Corners
- Union Street

4 Group Session Feedback



Following explaining their key place identifiers, the groups were asked to provide their top 5 ideas for Glasgow's future.

Group 1:

- More soft play space
- More accessible transport
- Some interactive leisure & activities (such as Madame Tussaud's, etc.)
- Sheltered spaces from the weather
- Improved and safer streets

Group 2:

- Youth festival in George Square
- Comedy places
- Water park
- Youth sports bar
- Better places that aren't fast food

Group 3:

- Safe place for intro-venous drug use
- More accessible city
- More greenspace
- Safe space for kids to chill
- Free bike rental for longer time



With these ideas presented, Kevin then asked the students to consider the future ideas, and *"if the proposed ideas came to fruition, what colour would Glasgow be?"*

- Turquoise and Magenta
- Green, White, and Blue
- Green, Yellow, and Pink

The colours brought up a discussion around creating a vibrant, young, and inclusive city. One where there is a wide variety of affordable activities for kids and young people, a plethora of street art and murals, consistent events and entertainment, and a safer, cleaner, more beautiful streetscape. The difference in the grey, black, and brown colours associated with the current version of Glasgow at the beginning of the Youth Session and the bright colours associated with the potential future of Glasgow demonstrate that the students are part of a group that want a significant change in not only the physical aspect of the city, but also a change in attitude and perception.

Appendix 1 – Presentation

5 Conclusion

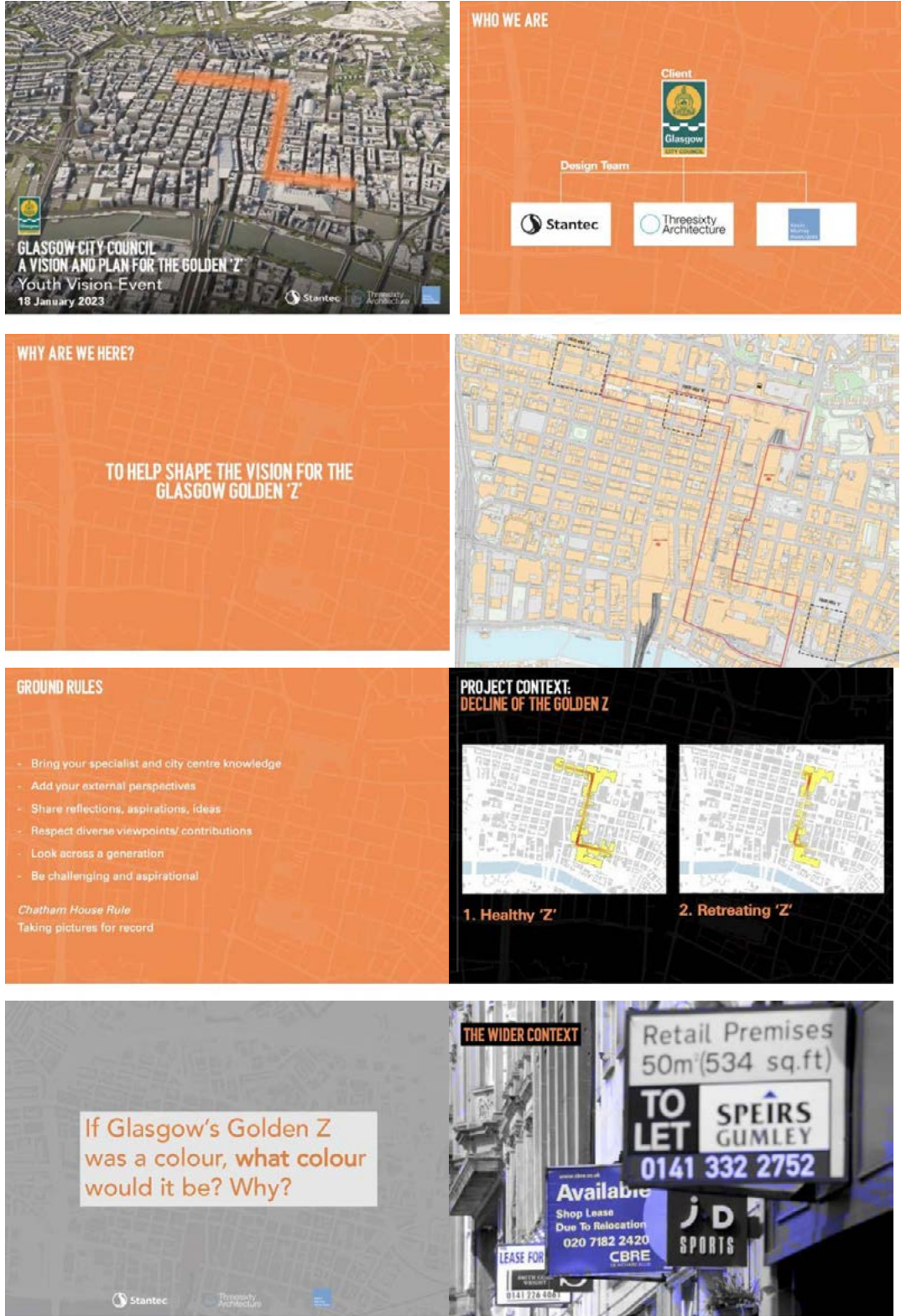
The feedback from the students highlights the need for a future Vision of the Golden Z as it is currently seen as an unwelcoming, unsafe, unclean place with little for young people to do and few ways for them to get around the city easily. Much of their complaints surrounded their perception of the city, as many said they avoid coming into the centre altogether and prefer going to Silverburn or Braehead shopping centres as it is easier to get to and has shelter from poor weather.

The students made it clear through the presentation of their ideas that Glasgow’s vision should include more affordable and accessible activities and events for people of all ages to partake in. Their biggest desire to bring out-of-town youth into the city was to create more leisure that can be fun, affordable, and available no matter the weather/climate. However, it was also made clear throughout discussions with them that there are too many vacant areas prone to antisocial behaviour and there could be improvements made in the beautification of the city, including art, murals, a use of better street materials, and greenspace.

The priority of spaces to change include better public realm design around:

- Clydeside – particularly around the bridges and in the amphitheatre space, creating a stronger link to the river as a whole and making it a safe place to be at night
- GOMA – improvements with greening and making the space feel greener and more welcoming, as it is viewed as a key spot for antisocial behaviour
- Sauchiehall Street – Improvements on streetscape and safety at night
- Queen Street Station and George Square – particularly the alleys and lanes surrounding the area, which are dark and are places for drug and alcohol abuse during the day and at night

Lastly, the students had a desire for transport to be better, more frequent, and completely accessible. As many of them don’t live within the city, the current state of public transport limited their ability to get in and out of the city, only making trips to the centre for essentials.





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



QUESTIONS?

Current use of City Centre Golden Z

1. Where do you **arrive** into the centre?
2. What are the **positive** places? Where you like to visit
3. What are the **negative** places? Where you avoid, unsafe, etc

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

Future Use of City Centre Golden Z

4. What's missing? What would you like to see added to the city centre? Where?
5. How do you make it a place for:
 - Families
 - Older people
 - Disabled people
 - Young people

In your future vision, what colour would Glasgow's Golden Z be?

Thank you



A new vision for Glasgow Golden Z Ideas Day report

January 2023

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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.

To facilitate wider community interest in the project, KMA hosted an in-person engagement with the wider public in the form of a staffed drop-in public 'Ideas Day'. The pre-advertised event took place on the 24th January 2022 at The Lighthouse. It gave a wider opportunity for diverse stakeholders to drop in and contribute their ideas on the future of the Golden Z. Visitors were able to view maps and diagrams displaying some of the issues and early ideas suggested and add their own views. The full panel display can be seen in Appendix 1.

At the event attendees were asked to provide their issues and ideas through post-it notes on the wall, or were directed to fill the questionnaire that was available both in paper and online. Just under 100 attendees dropped in and fed their ideas directly and 21 respondents filled in the online questionnaire.

Publicity

The January exhibition event was publicised after Christmas through a combination of direct invitations from the Council, social media, the press (radio and Glasgow based newspapers) and flyers.



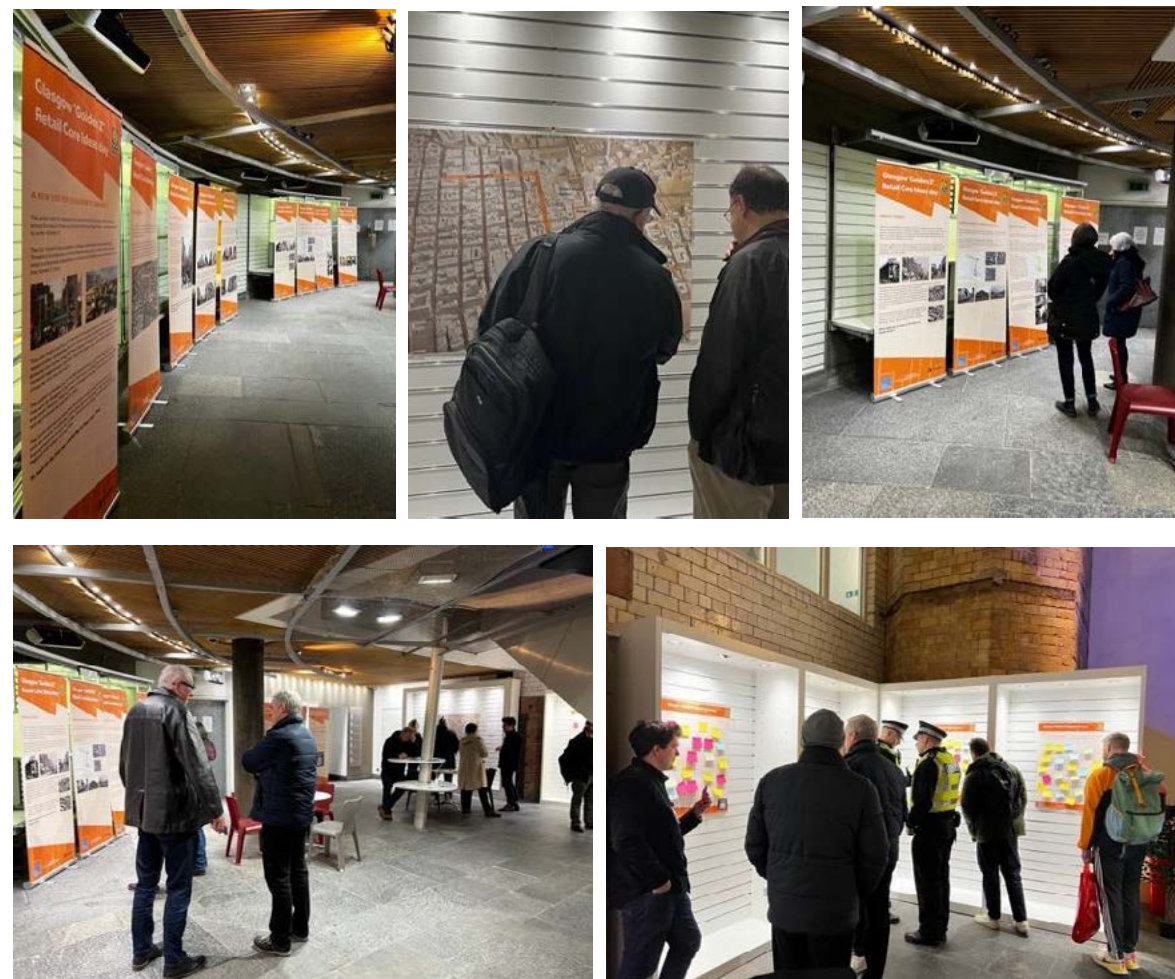
The Golden Z Flyer (left), an article on Glasgow Live (middle), through social media (Twitter) (right)

Each social media post reached over a 1,000 viewers.

It was known that on an inclement day in January the footfall in the city centre may be low but, within the timeframe of the project, it was important to seek a wider set of views beyond the core stakeholder interests.



Attendance at the drop-in Ideas Day varied in age, background, and type of interest in the Golden Z.



The drop-in exhibition venue was in The Lighthouse ground floor, in Mitchell Lane, off Buchanan Street.

2 Feedback analysis

During the Ideas Day event, attendees were asked to identify what they considered the key issues and challenges for the Golden Z now, and to give any ideas or suggestions they might consider relative to help improve the Golden Z in the future. The questionnaire, which can be found in Appendix 2, followed a similar format to the wall mounted prompts at the exhibition.



The wall mounted questions at the end of the Golden Z explanatory exhibition.

The responses to the questions on the panels and in the questionnaires were analysed and aggregated into the core themes. They are provided in the following sections.

1 Issues

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

- **Safety** – A number of attendees felt that the area was unsafe. The police presence feels more limited at night than in the past. An increase in homelessness and vacant shops were other factors that contributed to the perception it is unsafe.
- **Identity** – there is a perceived lack of identity in the area.
- **Public Realm and Public Space** – the public realm was described by several as dirty, poorly maintained, and uninviting, with a lack of green in the city centre (SuDS and trees) and general pedestrian places. There was a demand for more indoor public spaces that are free and where people can socialise and spend time. These could also be indoor markets and event spaces. An associated issue raised was the privatisation of public spaces resulting in lack of public space (especially indoors and green space). This is considered hugely exclusionary for segments of Glasgow's population and does not promote an inclusive economy or society.
- **Public Transport** – the current provision of public transport was seen as unreliable, expensive, infrequent and lacking dis-integrated, with a limited offering at night-time to encourage footfall. A suggestion was made to reopen the city's union train line and to bring back trams.
- **Cycle routes** – There is also a lack of continuous cycle routes/networks.
- **Retail offer** – it was felt that there is a lack diversity in the retail offer and a lack of unique independent shops such as green-monger, bakeries, butcher.
- **City centre living** – there is need to bring back people to live in the city centre especially in affordable and social housing. There is also a need for housing to tackle homelessness in the city. Another suggestion is to convert Victorian/ Edwardian commercial office buildings to high spec apartments. The idea is that more residents could increase footfall and a level of 'local shop' in the city.
- **Amenities and leisure** - Lack of reasons or variety to visit and dwell.
- **Footfall** – lack of footfall due to people working from home. It was noted that the council, being one of the largest employers in the city centre should encourage their employee to come to the office.
- **Parking** – lack of affordable or free car parking spaces, makes it very exclusionary
- **Community wealth building approach** – there is a lack of community wealth building approach to redevelopment.
- **Looking at the street from a human perspective** – not retailing - nor (necessarily) about spending money, but more about spending time in a human-scaled and welcoming environment. As footfall collapses, the question is - how do we get folk to spend more quality time in our town/city centres and high streets. What more do they/ can they offer up rather than just the usual homogenised retail experience and the opportunity to spend money.
- **Commodified public space** – Buchanan Street is peppered with some of the city's best buildings but the public realm become commodified and cluttered with cordons and a seeming 'arms race' of tents, heaters and other urban clutter.

2 Challenges

What challenges, if any, do you see as critical to resolve to aid rejuvenation and future success of the Z?

- **Status of current building stock in the city centre** – the current stock of buildings in the city centre is in decay and deteriorating further. There should be encouragement to refurbish and part redevelop existing buildings, to keep character, instead of demolishing them.
- **Uses in empty units** – What to fill the empty shops with and not only shops. What uses should be attracted to the centre more generally.
- **v**
- **City centre living policy** - There is a challenge around the policy to double the City Centre population from 20k to 40k. Although, doubling the population sounds ambitious it needs to be thought further. Perhaps the city needs to really look at whether the 'z' is still actually a resilient aggregation- what if any are the distinct offerings? There is a need to increase housing stock in the city centre and make flat living more appealing through council tax cuts.
- **Schools** – there is a lack of schools primary and secondary to attract family living in the city centre.
- **Changing behaviours and perceptions** of the city centre these includes safety, cleanliness, public transport. Lack of city centre residential and perception of city centre as a place to live - where's the green space, the calm areas, the local businesses, local cafes, community services and spaces that make a place attractive.
- **Public transport** – there is a need for effective and affordable public transport.
- **Pedestrianisation** – restrict private car access to the area, widening the footpath and encourage pedestrianisation.
- **Greening** – lack of green infrastructure in the city centre
- **Public realm and its maintenance** – need to clean the street and make sure that the bins are empty regularly. Need for street furniture, appropriate tree planting and landscaping with robust maintenance plans and inclusive accessibility.
- **Closed indoor public spaces:** The city needs a proper, centrally located fresh food hall/ market to increase the 'food culture' offering and to pull folk away from the peripheral big box centres with their free parking but largely homogenous offering. Think of the Markthal in Rotterdam - a really innovative typology of flattened development and market - this is the kind of thinking we need to apply to the city centre. Or the St Miguel market in Madrid. Critically for a place like Glasgow and its wet/windy, climate these places can offer an alternative to the indoor mall spaces which are now being disaggregated and replaced with more granular developments. Also, the typology of the arcade should be promoted - there used to be many more than just the Argyle Arcade. There are certainly some opportunities to re-introduce them e.g., at Argyle St Station and @Savoy Centre. There is a proposal to re-open the Queen Arcade at a redeveloped Marks and Spencer's on Sauchiehall Street but the designs fail to understand how the typology of arcades actually work.
- **Planning system and licensing** – Lack of funding, slow planning and licensing departments dissuade investment. Issue around licensing structures that was deemed regressive. Hard to get food truck licenses and extortionate sex shops license.
- **Governance** – there is a need to raise awareness of issues and solutions within communities.
- **Development** – Control the quality of developments to stop cheap identity. How to encourage active frontages at ground level.
- **Tall buildings** – Demolition and rebuilding above around 8 storeys should be discouraged.
- **The process of change is slow** – That affects confidence and sense of place.
- **Commercial viability** – challenge around external investment underpinned by extractive economic models supporting decision making.

3 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?

- **Maintenance of public realm** – garbage and litter pick-up. Create a campaign to encourage cleanliness of the street. Maintain the public realm to high standards.
- **Mix of shops**
 - create designated areas for independent shops.
 - Expanding and improving outdoor café/bar culture.
 - Permanent high- quality market
 - Have shops open past 6:00pm
 - Encourage food trucks in the city centre
 - Small micro restaurant area for starting business e.g., Drunkard Alley Tokyo
 - Farmers market on river front on Sunday e.g., Newcastle riverfront
- **Retail website** – Create a retail website where shops big and small could join to promote their stock. The added bonus is that you can visit the shop and try the items.
- **Meanwhile use of vacant shops:** Using the empty shop space as a place where homeless people can be helped until the space is rented by shops.
- **Leisure and amenities** – create free activities for young people. Encourage more cultural offerings. Address the problem of street buskers. More late-night food options to sit in not just drinking. Better café culture. More play spaces and playpark for kids.
- Introduce the idea of **urban village**
- **Housing** – Affordable housing in the city centre
- **Greening and sustainability** – introduction of green roofs
- **Clyde river usage** – introduce water taxis and boat tours of the Clyde. Use of river for transport and training clubs e.g. Yachting training, paddleboards
- **Public space** – introduce semi-permanent covered outdoor seating as in common cities such as Paris. Create creative inspiring places that are comfortable and enjoyable to spend time in such as seating areas with covers and greenspace.
- **Identify different nodes** with existing infrastructure suitable to different offerings along the whole mile. Ingram and Bath Streets should be more than just limited crossings but should be destinations or leisure/stopping attractions offering attractive onward locations to be considered.
- **Integrated public transport** – There should be an integrated transport system covering buses and subway with various transport "hubs" throughout the city centre. It should be affordable and flexible and might include one ticket for all option.
- **Governance** – Community wealth building. Community ownership of mixed use development e.g., Dumfries high street. Explore more models for community Empowerment, Land Reform and Sustainable Economic Growth to be applied in the city centre.
- **Policy themes:**
 - Introduce **Class 3 Uses on Buchanan Street** to aid animation and vitality
 - Scheme to help support independent businesses to be able to lease in the city centre through a **matched funding grant for investment** in new properties. This could work by if an independent business invests 100k for example in a new site then this 100k would be match funded by the council. There could be qualification criteria around the size of a company and its subsidiaries (e.g. less than 50 employees) in order to qualify for such matched funding grants
 - Proper **ground floor/plinth policy in relation that first 3 metres of frontage and view cone** that the human eye perceives at the street level. Are we creating /facilitating safe, attractive streets with active fronts - and what is the quality of that

activation - how many doors/ windows ? How can we encourage creative shopfronts and how can we make more 'granular' plots as we deconstcut from the model of large floor plates of the larger retailers towards smaller, more boutique and perhaps more local businesses. The lower halves of Miller Street and Virginia Street are great examples of how we have neglected this crucial interface with the street - blank frontages / service zones and large service vehicles and the corollary poor quality public realm.

- Housing costs – **introduce land and property taxes to reduce costs of housing** and reduces land cost. This would act against property speculation.

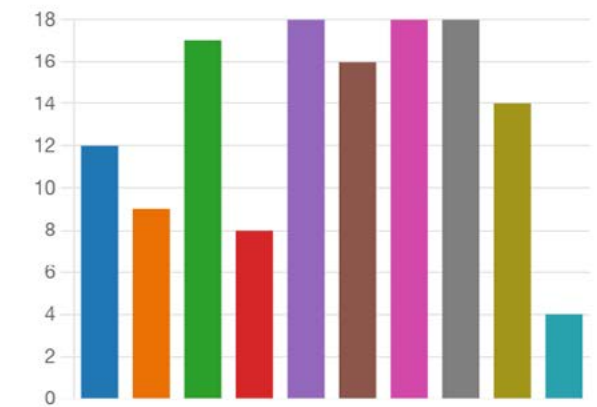


Evidence of the study of issues and contribution of responses by attendees of the Ideas Day exhibition.

4 Key themes

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

Retail and commerce	12
Tourism, including hotels	9
Culture, entertainment, and leis...	17
Workspace and offices	8
Residential	18
Greening and biodiversity	16
Outdoor social space	18
Transport and movement	18
Evening and night-time economy	14
Other	4



The leading themes were Transport and Movement, Outdoor Social Space and Residential, closely followed by Culture, Entertainment and Leisure.

Other comments made were:

- *All of the above, a good mix so that there is something for everyone.*
- *I would like to understand more about how older/mobility impaired / visually impaired feel about the centre of town. If we can design for these folk, then inevitably everyone benefits*
- *Sports facilities, EV charging, Cycling routes*



The Police provided important inputs and local intelligence about the Golden Z and City Centre.

5 Other suggestions

Do you have any other suggestions for the area or advice for the City Council's consultant team in preparing the Vision and Plan for Glasgow's 'Golden Z'? if yes, please provide here

- **Schools** – there is a need for a new primary and secondary school in the area to support city centre living. Consider working with the universities to create the secondary school.
- **Public transport** – integrated transport system. There is a need for a new subway entrance. Suggestion to have public owned transport system. Better public transport from Finnieston to Southside.
- **Better mix of workspace** – in terms of size, type and cost
- **Encourage café culture** – instead of pub culture
- **Reconsider use of term 'Golden Z'** – not hugely helpful or positive, or localised enough
- **Leisure offering** – have an open air concert venue. Create Christmas and Hogmanay events. More outdoor entertainment such as e-sport arena, skate park.
- **Community dividend** – for the local residential community in case of big public events
- **Sustainability** – assess each proposal to see if it delivers a sustainable culture and future. Work with developers, SEPA and Scottish Water to promote best practice SuDS to green the areas, reduce flooding and improve water quality of the River Clyde
- **Public realm and its maintenance** – have daily, early morning street cleaning. Make the area greener, more water feature. Crackdown on graffiti and littering. Make it easy for residents to dispose of bulk waste, the current system for flats does not work where residents just dump stuff in bin rooms instead of calling council to collect. What will the status of the new public realm be? Will it be privately- owned, publicly accessible as in London/ Manchester or as in Buchanan Wharf - will there be stipulations on behaviour?
- **Superblocks** – should be encouraged in Blythswood Hill to manage traffic and create people friendly areas, with safe, sheltered stopping places within the third of a square mile wider area.
- **Lanes strategy** – Use the lanes to guide pedestrians who are passing through. Anchor being the most obvious.
- **Safety** – There should be a greater police presence in the area to deter crime.
- **Amenities** – Provide shopping lockers in key locations to encourage people to stay for other activities without carrying bags around. Create more community gardens. Introduce more public toilets.
- **Holistic approach** – In order to have successful regeneration the problem within the area should be tackled holistically. There should be strategies that tackle the problems of planning, licensing, transportation, safety, cleanliness, lack of housing that people want to live in.
- **Suggestion for Sauchiehall Street** – Transform Sauchiehall Street into a 'garden boulevard' with the demolition of one side of the street creating a "Princes Street Edinburgh " look.
- **Policy and tax** – Progressive (both in terms of big owner but also in terms of timespan) taxation of land and unused properties. The longer it is empty, the greater the taxation.

3 Conclusion

The Ideas Day on 28th January was a useful adjunct to the other areas of research and consultation. It brought in almost 100 additional people with backgrounds as residents, workers, businesses (both traders and new start-ups), visitors, academics (both lecturers and students), and specialists in urbanism (heritage, planning, urban design) as well as public services, such as police (below). Importantly this also broadened the demographic of consultees.

The aggregate feedback from the Ideas Day attendees reinforced the need for an aspirational future Vision of the Golden Z, as it was currently seen as an unwelcoming, rundown core of the city centre with vacant shops and a lack of greenery and community living.

There was not a singular view, but a range of recurring themes. These were around:

- The need for a safe, clean **high quality public realm** with green open spaces was stressed, alongside a need for indoor public spaces.
- Bringing back people to the city centre for **a variety of reasons** – leisure, work and specialist retail was advocated.
- A major theme was the need for an **integrated public transport system** that is reliable, with extended service hours. Encouraging cycling and walking was another theme through a **network of segregated cycle lanes**.
- **More living in the city centre** was widely supported with the need of a mix of residential accommodation including social housing. To **attract such city centre residents**, amenities such as schools (primary and secondary), GP practices, nurseries, playparks would need to be in place. If the city centre becomes more residential it was felt this would **increase vibrancy and footfall**, encourage independent shops to open, and limit anti-social behaviour through passive surveillance.
- Connecting to an **activated Clyde Waterfront** for leisure and tourism, was seen as an important factor in the Z's role as city orientation/navigation route.
- Finally, **community wealth building** and **placing the community at the heart** of the city centre were raised by those looking for a Golden vision that is much more than either just retail or development.

Several contributors advised that governance and policy are key to achieving these ambitions – governance as integrative and co-ordinated, and policy that is proactive and flexible, encouraging positive change and re-use of the Golden Z.

Kevin Murray Associates
v2 22 February 2023


Appendix 1 – Display Pop up banners

Glasgow 'Golden Z' Retail Core Ideas day

A NEW LIFE FOR GLASGOW'S 'GOLDEN Z'

This project aims to reimagine the future of the City Centre's retail core in and around Buchanan Street, Sauchiehall Street and Argyle Street – sometimes referred to as the 'Golden Z'.

The City Council have appointed a Glasgow-based team comprising Stantec, Threesixty Architecture and Kevin Murray Associates, to work with community, retail and business stakeholders to produce an ambitious new Vision and Plan for the 'Golden Z' area.



This new Vision and Plan will respond to the post pandemic challenges and opportunities confronting the City Centre, such as changing retail and leisure trends, growing City Centre living and repurposing of vacant sites. It aims to establish a renewed regeneration direction that will support the recovery and resilience of our shopping core into the future.

The project is funded by the Scottish Government's City Centre Recovery Fund, 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 vision will be produced by end March 2023.

The Vision will aim to anticipate the future needs of all who live, work in and visit the centre. It will look to stimulate future investment in the city centre's improvement to ensure it is a safe, attractive and vibrant environment for all local, regional and visitor communities.

To help us do this we would like to hear your ideas.

Glasgow 'Golden Z' Retail Core Ideas day

A CITY CENTRE FOR ALL

Glasgow 'Golden Z' caters for a wide variety of users, whether older, younger, disabled or from many cultural backgrounds. It also performs at various scales, described by Glasgow Place Commission as:


International City
The City Centre and Golden Z serve as the front door of an outward looking city with global reach.







Metropolitan City
The City Centre is the connected heart of its city region of 1.8million people, with a further 1.2million within 1 hour's travel time, and it generates a third of the national economic output.

Everyday City
The City Centre and the Golden Z provide the focus of daily experience for a vast number of residents, traders, workers, students, and other visitors.

People Make Places is a report co-produced by the Glasgow Place Commission. It was undertaken as a participatory process, with lots of involvement including a major international event focused on the climate emergency.

What ideas do you have that help Glasgow to cater for a wide variety of users, whether older, younger, disabled or from many cultural backgrounds?














Glasgow 'Golden Z' Retail Core Ideas day

THE 'GOLDEN Z'

The 'Z' is traditionally the name given to define the main central retail streets and routes of Sauchiehall Street, Argyle Street and Buchanan Street. This retail core is supported by a number of adjoining and parallel streets and lanes that also host many shops, bars and restaurants.

Glasgow's city centre has evolved over many decades from the 1800s and what we now know as the Golden Z has changed too. Previously Sauchiehall Street held a concentration of high-end retail with many department stores, while Renfield Street/Union Street was the dominant north/south route. From the 1980's onwards, Buchanan Street became the more iconic and popular central shopping axis of the city.



Glasgow 'Golden Z' Retail Core Ideas day

SAUCHIEHALL STREET

Historically, Sauchiehall Street had several high-end department stores, such as the Pettigrew & Stephens which was demolished in the early 1970's to make way for the Sauchiehall Centre. Others, including the Watt Brothers and Marks & Spencer which closed in 2020 and 2022 respectively. Adjacent to Marks and Spencer, the Savoy Centre which has been consolidated to ground floor only and the office tower has been refurbished and transformed into a successful co-working venue.

Another department store, Trerons was located beneath the McLellan Galleries. With the closure of Trerons in the 1980s, the other department stores, Littlewoods and C&A became the main retail 'anchors'. However, C&A closed in 1999, BHS in 2015, Dunnes in 2017, followed by the loss of M&S in early 2022. These have all signalled a major decline in the retail function of Sauchiehall Street.




A number of convenience food retailers, including the Co-op, Sainsbury's & Tesco moved into the street in the mid 2000's but following the recent Covid pandemic and the general decline of footfall only Tesco remains.

The catastrophic fires at the Glasgow School of Art and the loss of the Victoria's nightclub building have negatively impacted the street.



What ideas do you have for the future of Sauchiehall Street?





Glasgow 'Golden Z' Retail Core Ideas day



BUCHANAN STREET

Now considered the jewel in Glasgow's retail crown, Buchanan Street has been reported to be the second busiest shopping street in the UK after London's Oxford Street. However, it was not always the retail 'spine' of the city. Originally a 2-way traffic street, the southern section was pedestrianised in 1972, then due to its success was extended to the full length of the street in 1978.

The street dates from 1780 with mainly merchant's villas and workshops. In 1827, the Argyle Arcade was inserted, Scotland's first ever indoor shopping mall. At the southern end, the House of Fraser Department Store started off in 1849 as a small drapery shop. Princes Square was the next major retail intervention with the covering of an open court to create a five-storey shopping centre.



At the northern end, the Glasgow Royal Concert Hall opened in 1990 followed by the Buchanan Galleries in 1998, moving the centre of gravity within the Z towards the top end of Buchanan Street.

Today the south-central section of Buchanan Street is still well occupied however, the three shopping centres are struggling with an increasing number of vacant units. Both Buchanan Galleries and The St Enoch Centre have now announced their plans to redevelop their assets into mixed use schemes with open streets and spaces.



What ideas do you have for the future of Buchanan Street?



Glasgow 'Golden Z' Retail Core Ideas day



ARGYLE STREET

The now part-pedestrianised Argyle Street was originally known as Westergait and re-named in honour of the Duke of Argyll in 1751. Historically, retail extended further eastward along the Trongate, anchored by both Goldbergs Department Store on Candleriggs and a large C&A unit. The retail offer near these stores was more specialist and discount in nature.

The retail Z began to contract after the construction of the St. Enoch Centre in the late 1980's and the closure of Goldberg's, from which the Trongate never fully recovered. The main retailer in the south east Z became M&S, opposite Argyle Street low level train station.



Owners of the St. Enoch Centre have submitted a proposal to the Council to redevelop the centre to create an open mixed-use development that will consist of retail and leisure, and up to 1700 homes, with new streets, improving linkages from the riverfront, Merchant City and Glasgow Green into the city centre. Included within this are proposals to convert the former Lewis's /Debenhams department store into mix of uses.

Other development projects include Candleriggs Square which is currently under construction to provide a vibrant mixed-use quarter consisting of new retail, food & beverage, homes, offices, hotels and local amenities.

What ideas do you have for the future of Argyle Street?



Glasgow 'Golden Z' Retail Core Ideas day



DRIVERS OF CHANGE

There are a number of trends that have combined to impact on Glasgow's city centre, just as it has on many others across the UK and beyond.

Consumer trends
Changes in consumer behaviour, with reducing demand for retail floor space, as well as growing online shopping and competition from out-of-town retail has had a cumulative impact on all traditional 'high streets' across the country. The COVID-19 pandemic has both accelerated the demise of retail pre-eminence and increased our appreciation of quality open space and social interaction.

Other impacts
The COVID-19 pandemic has also drastically altered the traditional 5 day working week pattern that brought so many people into the city centre. Technology has enabled an increasing number of companies to offer flexible home working. This in turn continues to have an effect on the daytime economy of the city centre, reducing much needed footfall and vibrancy, needed to support the retail / food and beverage / leisure and cultural offers.



The 'Golden Z' has therefore contracted as a 'retail spine', especially on Sauchiehall Street and Argyle Street, where there is a concentration of vacancies and 'under-lets', partly linked to the successive failures of national chains and department stores over time.

In addition fewer people using public transport and lack of leisure offer has further impacted the vibrancy of the Z.

Similarly to proposals to redevelop the St Enoch Centre, Landsec are formulating proposals for the redevelopment of Buchanan Galleries.



Glasgow 'Golden Z' Retail Core Ideas day



AREAS IN NEED OF PARTICULAR FOCUS

There are three 'areas of focus' suffering from acute environmental stress including vacant land and buildings which presents opportunities for transformation. These are:

- (A) area around the Art School/ABC on Sauchiehall Street
- (B) area around the former BHS unit and the 'Victoria's Nightclub' gap site on Sauchiehall Street
- (C) area around TJ Hughes (previously C&A) on the Trongate



Glasgow 'Golden Z' Retail Core Ideas day



INITIAL STAKEHOLDER FEEDBACK

1. Challenges

Many challenges facing the Golden Z were highlighted during stakeholder workshops held in December 2022. The key recurring points, some applying to the wider city centre, were:

- **Footfall and patronage** are both key to Glasgow's recovery and successful future – visitor numbers and spend in the Golden Z are both essential.
- A greater living population in the city centre is important for long term activity – but new homes need a **range of housing types, tenures and affordability** to cater for a diverse demographic (young adults, families, elderly, student) - not just expensive private rental.
- While new development is needed, it cannot be the only driving issue as there needs more emphasis on the **re-use and repurposing of existing buildings** in the city centre along the Z.
- **Tall buildings** are welcomed by some in key locations, but they are a worry for others, particularly the effect they may have on the city skyline, light/shade at street level and other impacts associated with buildings above a certain height.
- Many of the Glasgow's key visitor attractions and cultural **venues are situated outside of the city centre and Z** (such as Kelvingrove, Science Centre, SECC, Hydro) – do we need key attractions in centre or better links to existing?
- Many of the **legal, financial and physical factors** affecting retail (and also residential) development are important issues to address.
- Many highlighted that Glasgow's city centre, including the Z, has become **dirty and unhygienic, also noting a reduced sense of safety**. These conditions need to be addressed with urgency to ensure that the condition of the current city centre asset does not worsen.



Glasgow 'Golden Z' Retail Core Ideas day



INITIAL STAKEHOLDER FEEDBACK

2 Ideas

There was a wide range of ideas discussed during the December stakeholder workshops. Again, some were applicable to the wider city centre as well as the Z. They included:

- Importance of the **regional and (inter)national role** of Glasgow for retail & leisure, tourism, major events.
- **Importance of public transport** particularly in terms of comfort, reliability, safety, experience, and efficiency to access the Z. Many proposed that an integrated smart ticketing system would allow people to easily access the city centre and reinforce it as the retail 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, especially the core Z.
- **Experiential retail and leisure** advocated by some as an alternative to online shopping.
- Creating a **welcome/inviting 24 hour 'breakfast to post-club' culture** to bring people back to the city centre safely, with a full offer throughout the day that caters for different types of people (e.g. families to nights out).
- Night-time activity could be **concentrated in places** such as the Sauchiehall Quarter and Merchant City, which would make it easier to manage relationships with residential uses.



Glasgow 'Golden Z' Retail Core Ideas day



INITIAL STAKEHOLDER FEEDBACK

2. Ideas

- **Basic sense of place, safety, cleanliness, care, and positive identity** were rated as high priorities by visitors, businesses and local residents alike in the Z and beyond. The city centre needs to be protected and these are viewed as basic essentials.
- **Inclusion and comfort/amenity for all** to create a strong base of users, especially younger, older, and disabled people. This includes making specific provisions such as public toilets, changing places, lifts, etc in and around the Z.
- **Effective building conservation and re-use of the fabric.** The urban grain of Glasgow city centre, around a strong Z, is an identifiable reason for people using the city. Additionally, reusing the existing building stock is an important ingredient in terms of the city's circular economy and net zero carbon agenda.
- **Rooftops** present opportunities for green roofs, urban cooling, amenity value, shared space, etc
- **Greening and pocket parks** were highlighted as spaces that can be used as accessible public spaces. Currently there is next to no meaningful green space across the Golden Z.
- There need to be some **financial/fiscal investment products** to help stimulate investment in both the built environment and in uses.



Glasgow 'Golden Z' Retail Core Ideas day



NEXT STEPS

Your ideas and comments will help to influence the vision and plan for the future development of the Golden Z.

The consultant team will collate all the feedback which will help shape the preparation of the vision over the next couple of months until end March.

The next stages in the process includes:

- Generate ideas - assess responses
- Develop vision and plan – design stage
- Consideration of delivery issues
- Produced vision and plan

Your feedback

Thank you for taking the time to attend the 'ideas session'. We would welcome your feedback on any issues and ideas you have for the 'Golden Z'.

Please feel free to scan the QR code to complete the online questionnaire or visit the Glasgow Council Website: www.glasgow.gov.uk/goldenz



Appendix 2 – Questionnaire

A NEW LIFE FOR GLASGOW'S FUTURE GOLDEN Z



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 and future success of the Z?

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?

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



A NEW LIFE FOR GLASGOW'S FUTURE GOLDEN Z



5 Other suggestions

Do you have any **other suggestions** for the area or advice for the City Council's Consultant team in preparing 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 on Friday 17th February**, either online by scanning the **QR code below** or via email rim@kevinmurrayassociates.com after which the questionnaire responses will close to allow for analysis.

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

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.





A new vision for Glasgow Golden Z Area of Focus Workshop Report

February 2023

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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, 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.

Following an initial research stage, the programme for the second stage design process is to advance the production of the vision, and to look in greater detail at redevelopment/reconfiguration options for buildings and spaces across the Golden Z, including three 'Areas of Focus' that are suffering particular stress/decline, namely:

- the former ABC site/Glasgow school of Art on Sauchiehall Street;
- the former BHS / vacant former Victoria's site on Sauchiehall Street, and
- the environs of the former TJ Hughes on Argyle Street/Trongate.

Two invited stakeholder consultation workshops, based largely around these Areas of Focus, took place at The Lighthouse on 2nd February 2023. These sessions were intended to be smaller and focussed as engaging with those with more particular interest.

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 42 participants registered for the morning session and 37 participants for the afternoon. In terms of actual attendees, 26 attended the morning session and 29 the afternoon one, plus Council officers managing the project and the consultant team. Among the attendees were a wide range of city centre stakeholder interests, including: retailer, business managers, investors, developers, universities, community council representatives, public sector agencies, MSP, Councillors, Police and transport bodies. A full list of the attendees is provided in Appendix 1.

Format

Each workshop of the day followed the same format:

- Welcome by Council and Consultant team
- Explanation and briefing presentation on the project and areas of focus by Consultant team
- Four different group discussions, three around a particular geographic area of focus, and one more general

- Feedback and discussion of implications

Feedback Recording

Participants were free to join any topic group/table. Each table had a designer and a planner/note taker from the consultant team. The content generated through this group workshop discussion was fed back through verbal presentations and via the notes of the rapporteurs. The below areas of focus notes are drawn from each group rapporteur supplemented with flip charts notes from the day.



Morning and afternoon workshop sessions during the Briefing Presentation

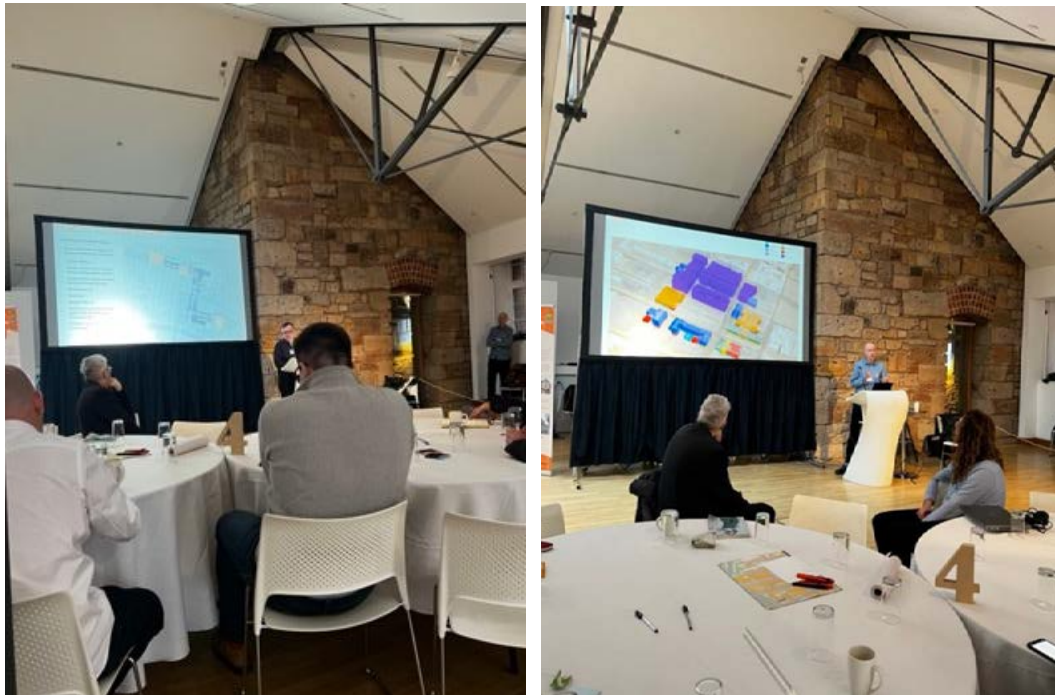
2 The stakeholder workshops

The two Golden Z Stakeholder Workshops followed the same basic format. The agenda for both workshops is provided at Appendix 2 and the full presentation in Appendix 3.

Briefing presentation

Both sessions started with a welcome from Kevin Murray of KMA, then he introduced the consultant team, the agenda and explained the outline programme of the project. He then gave a quick summary of the thematic key outcomes of the initial sessions. Then, Alan Anthony of 360 architecture gave an introductory presentation of the wider context and defined the study area. He followed on with maps of the study area that illustrated the ground floor uses, the built heritage, the frontages, green spaces, pedestrian movement and civic space, public transport and connectivity, GCC ownerships and interests. Then, he spoke about the positive moves in the City Centre such as the avenues project and the recent and current projects.

Anthony Hubbert of 360 architecture continued with an overview of the 3 areas of focus. He started with Glasgow School Of Art / Abc / Sauchiehall Street, then the Bhs / Victorias / Sauchiehall Street and finally Trongate south. For each, he explained the urban context, the massing and materiality, the current uses and finally the connectivity and permeability.



3 Headline feedback on Areas of Focus

Area 1 Around former ABC site/Glasgow school of Art on Sauchiehall Street

1.1 Current Issues

- (Reduced) footfall, particularly during the day.
- Lack of green spaces.
- Ownership problems/complexities - including of aspiration/commitment.
- Community concerns that the area becomes saturated with a particular type of accommodation/population. They want to maintain a mix of people in the area as there are many mutual benefits which would be lost if the population was only one demographic.
- Sauchiehall Street night-time economy – there are so many licensed premises that the daytime uses are now fewer than needed.

1.2 Future Aspirations and Ideas

- Population – support existing and draw on what's happening in the area already, as an approach to growing the population further. Embrace the role of tourists and students – the identity this gives the area and foster it.
- Partnership and engagement – key for delivery between GCC and investors, Garnethill and Cowcaddens communities, Culture and Learning Institutions.
- Branding of the area – e.g., transforming the area to become a 'culture quarter'.
- Leverage key sites – McLellan Galleries could be a key catalyst. Think 4 sides of the blocks, lots of fronts, add greenspace.
- Community power – local place plans, lessons from Garnethill multicultural centre, all opportunities to make powerful changes at the local level.
- Facilities – Doctors' surgery, nursery, green space, amenity – are all needed in the city centre.
- **Surrounding streets and spaces: influence on public realm**
 - Movement and access infrastructure: particular needs in this part of the Golden Z (residential, big events) so account for that.
 - Wayfinding, legibility and cohesion – part of placemaking for a strong north cultural quarter.
 - Public realm and green space – quality of the local environment is very important, feeds from first point about legibility and cohesiveness of the place, a way of creating orientation. Also facilitates quality of life for residents, and campus and events for cultural institutions.
 - Active Sauchiehall Street – active ground floor uses that relate to the area's character and culture.
- **Accessibility & Inclusivity**
 - Public space needed in the area – e.g., Scott Street Steps – create a pedestrian space for the GSA that links down to CCA and Sauchiehall Street.
- **Policy / Control: Licensing / Lighting / Safety / Wayfinding**

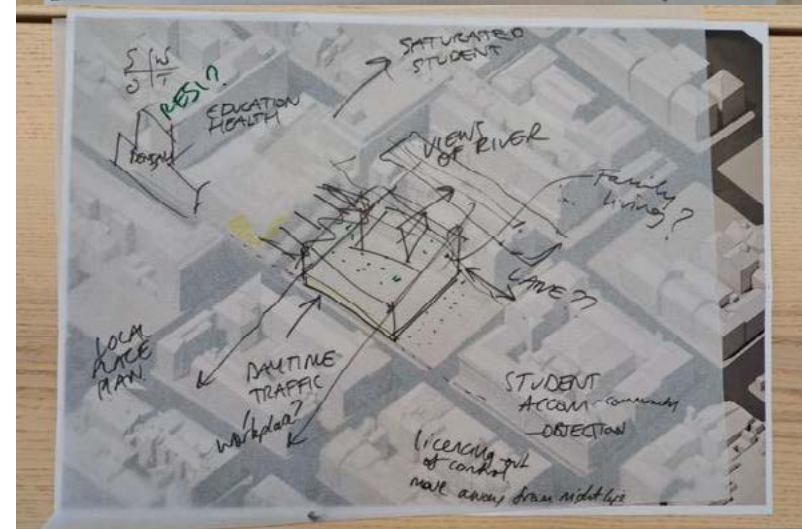
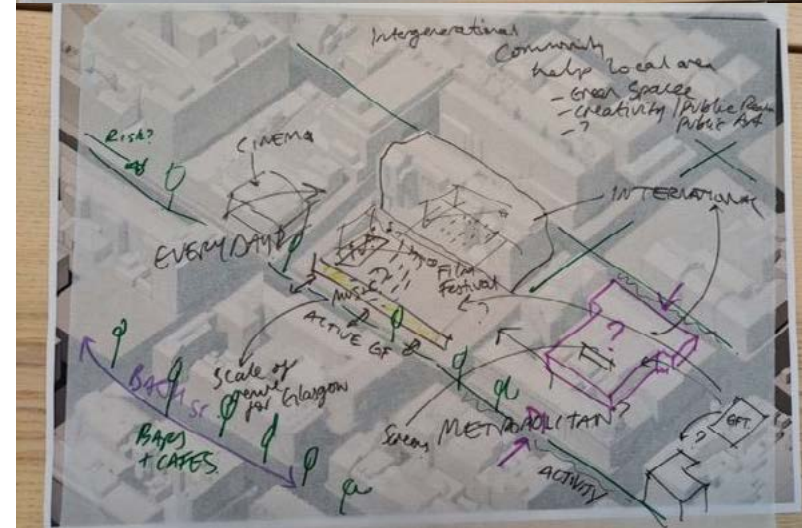
- Policy review – what are the potential outcomes, objectives and a non-political vision when it comes to long term vision of sites and uses.
- Delivery – national level project. Commercial improvement scheme – provide a budget for buildings to spend. Not much change without direct subsidy. Change CPO process and give ability to use that as a tool.
- Lessons from Garnethill Multicultural Centre purchase – the community can do similar again.

• **Potential Uses**

- Cultural Quarter – reignite the Renfrew Street Avenue of the Arts idea, but add to this with considerations for how all of this feeds down onto “front doors” of Sauchiehall Street and connects with venues such as The Willows Tea Room Trust and CCA.
 - Event space for film festival.
 - Retaining community access and for Garnethill Multicultural Centre.
 - Access for groups, coaches, service access etc.
- Diversity of residential population: long term approach to the area, not just saturate with single type of homes. Facilities to support this. Recognise the benefits of the mix – a liveable community so don’t go too far with one type.
- Potential Green space on the Jumping Jack site.

1.3 Site and area specific ideas:

- Future of **McLellan Galleries** – this is a key site, owned by GCC. Could it be a major catalyst?
- Opportunity for art/culture **consumption and production** in this area. Need for more active uses – at both ground and upper floor level.
- **International visitor opportunity** around the GSA / Conservatoire / Opera House.



Reanimation of Sauchiehall Street proposal, using the ABC and McLellan Galleries as key catalysts – illustrated across short, medium and long term.



Area 2 Around the former BHS / vacant former Victoria's on Sauchiehall Street

2.1 Current Issues

- Poor environmental quality.
- Low quality shop fronts.
- A lack of green space.

2.2 Future Aspiration and Ideas

- **Surrounding streets and spaces: influence on public realm**
 - Potential green space or a pocket park or an urban park (Dear Green Place).
 - Reinstate and improve Sauchiehall Lane and internal courtyard.
 - Public artwork from Willow Tea Rooms Trust.
 - Creation of an external performance area.
- **Massing considerations, particularly heights**
 - BHS building could take more height but not a 'fully high-rise' building.
- **Accessibility & Inclusivity**
 - Increase accessibility for the visually impaired.
- **Potential Uses** - a strong mix of use between housing and retail and leisure to reactivate the centre:
 - Creative spaces: Funky, cheap.
 - Residential: upper floor.
 - Student accommodation.
 - Part of the wider art strategy.
 - International cultural centre.
- **Temporary uses**
 - Food hall in the BHS building.
 - Community asset.
 - Use the gap on the Victoria's for light/projection art shows.
 - Keep Victoria's site open as a pocket park with shelter from the rain.
 - Skatepark on the BHS Site.

2.3 Site and area specific ideas

- Need to create a **strong public realm** and enhance safety.
- **Victoria's site** – part of the wider art strategy.
 - Active frontage and spill out on all sides.
 - Upper floor residential overlooking the pocket park.
 - Victoria's site could be used as a pocket green space.
- **BHS Site – Retain**
 - Develop a mix between student accommodation and residential.
 - Museum.
 - Create a roof terrace/garden.
 - Urban market and farm opportunities.
 - Cultural/art centre.

- Botanic/atrium centre in BHS (Berlin example).
- BHS building would be difficult to repurpose. Could this be used as a temporary create hub until redevelopment.
- BHS building could be redeveloped into residential or student accommodation, with productive ground floor uses and/or community uses.



Area 3 Around the environs of the former TJ Hughes on Argyle Street/Trongate

3.1 Current Issues

- On King Street there are lots of underlets.
- Maintenance of listed building most of them are in decay.
- Safety and anti-social behaviour.
- Lack of schools in the area to attract families living in the city centre.
- Lack of amenities such as GP.
- No park and ride in the city centre, concern over the lack of parking spaces for private use as the current public transport is not efficient. Also concern around its impact on the night economy if people cannot reach the city centre with their car.
- Lack of green spaces in the area.
- People avoid passing through this area.
- Issue with sewage network that cannot cope with the future residential demand.
- Underutilised riverside.

3.2 Future Aspiration and Ideas

- Phasing of the work is important to keep attracting people to the city centre and not transform it into a massive construction site.
- Transform the area to have a neighbourhood vibe and link it to the river, Candleriggs development and WASPs.
- Re-activate the river with barges, a water taxi and cafes.
- Re-use TJ Hughes.
- Transform the area to become creative led neighbourhood with a predominantly residential use.
- **Surrounding streets and spaces: influence on public realm**
 - Increase permeability through the block.
 - Create a park in the middle.
 - Active frontage.
 - Activate the Old Wynde Lane and New Wynde Lane through uses, lighting and create entrance into the blocks to make it more attractive for pedestrians.
 - Re-enforce the East/West link.
 - Maximise Argyle Street Station, create a more attractive entrance toward the station.
- **Heritage**
 - Existing heritage should be celebrated.
- **Massing considerations, particularly heights**
 - Consistent street height with the nearby block usually 5 to 6 story.
 - Potentially to go Higher to the middle of the block.
 - Repairing the streetscape.
- **Policy / Control: Licensing / Lighting / Safety / Wayfinding**
 - How to incentivise owners to maintain their building.
 - Allow flexibility in the policy for future development.

- Introduce a reduction of fee for meanwhile uses to encourage people to use existing building.
- Urban greening policy: create a policy that require development to have a minimum percentage of green space (refer to the London policy).
- Live/work policy.
- Car parking policy and its impact on the night economy.

• Potential Uses

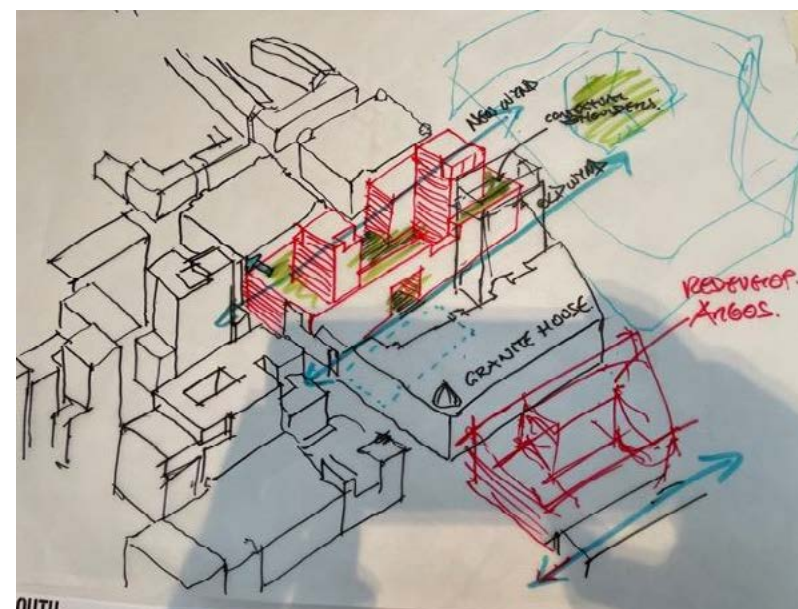
- Mix of tenure in terms of residential: PRS, build to rent, mix of bedroom offer for families, student accommodation.
- Offices and studio spaces: quirky spaces, attract the creative industries.
- Parisian Style school option.
- Creative businesses/ Art quarter: make the area a destination.
- Studios for filming or dance academy.
- Have car parking.

• Temporary Uses

- Social enterprise.
- Creative uses, attract the creative industries.
- Food hall or food market.
- Pop-up and vintage market at TJ Hughes.
- Prefab pods that can be placed inside the structure as temporary accommodation such as YMCA or social bite.

3.3 Building and area specific ideas

- Potential access to the Panopticon from the neighbouring building through a bridge.
- A combination of densification, mix of uses, meanwhile uses and City Centre living.
- This requires improved access (east/west) across the site, linking to the new King Street redevelopment.



South Trongate: connecting Candleriggs with King Street. Re-use of the two lanes (Old Wynde Lane and New Wynde Lane). In terms of massing, maintain a datum line / strata along Osbourne Street as at least a shoulder of development. Create public space in the middle.

4 Overall view of the Golden Z

The participants in these workshop groups were asked to look at the whole Glasgow Golden Z area instead of looking at one particular location. They generated a range of views on current situation and future potential. This combined commentary is summarised below.

4.1 Current Issues

In terms of the current position, stakeholder groups considered:

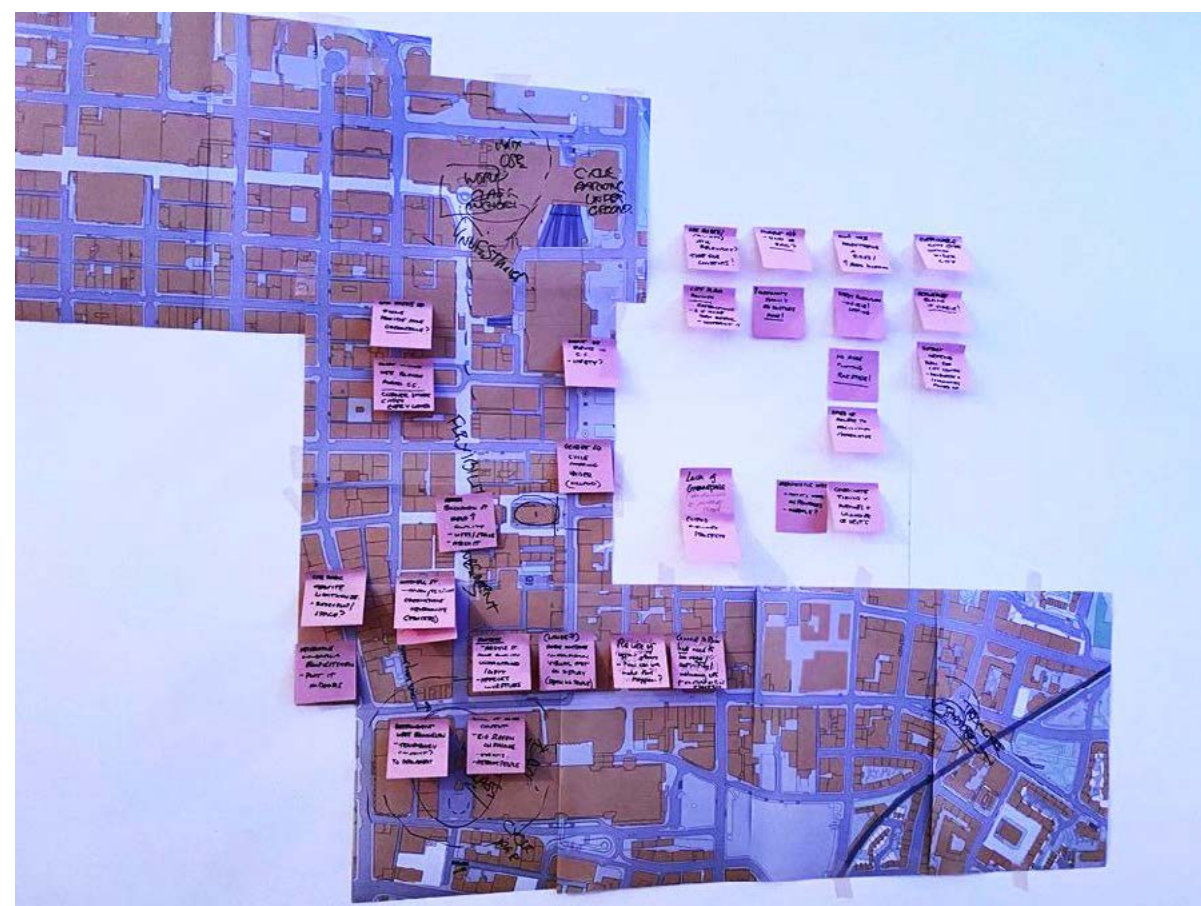
- The Golden Z's role has most recently been predicated on retail, which has been significantly impacted by the consequences and changes in consumer behaviour, both pre- and post COVID-19. This has resulted in a diminished retail offer, particularly at the edges, hence the reason the 'Z' is contracting towards an 'I'.
- Issues within the study area extend beyond built / physical form. Main issues are around City Centre management and service provision (GCC institutional issues at play).
- Accessibility, affordability, and reliability of public transport is critical to attracting and sustaining footfall in the City Centre.
- Opportunity to improve linkages between the Golden Z and Hope Street, the main bus gateway from the Southside, and Renfield Street to the north. (However, there was concern that the latter has become a congested 'linear on-street bus station').
- Concern around the disproportionate volume of student accommodation being built, as compared to the more conventional residential within and around the city centre.
- Lack of greenspace within the city centre.
- Issues surrounding the Lanes, such as crime and as unpleasant dirty parts of the city. Old and New Wynd in Merchant city were seen as being some of the worst spots for crime in the city.

4.2 Future Aspirations and Ideas

In terms of looking to the future, stakeholder groups considered:

- The Golden Z vision should take into consideration the redevelopment of both Buchanan Galleries and St. Enoch's Centre.
- Golden Z needs to be the driver of wider activity and stimulate production, not just consumption of retail and experiences, by building on education partnerships.
- Mixed uses are needed to improve vibrancy, alongside a need to attract more City Centre living along with community infrastructure provision.
- Designated cycling routes are needed along the Golden Z, as well as cycling infrastructure and storage. Potentially having bike storage under George Square was advocated.
- Could free inter-city / City Centre public transport (bus travel) be explored, like other cities (e.g., Portland, OR and Perth, WA)
- Could an option for a City Centre Housing Association be explored to address the need/demand for social/affordable housing, and more diverse occupancy.
 - Housing Association(s) could deliver upper floor residential (which is unattractive to the private sector).

- Is there an option for a City Centre housing delivery pilot scheme (demonstrator).
- The requirement for 25% affordable housing is considered unrealistic in the City Centre, particularly given land values and attractiveness to investors (land values actively work against greater social / affordable housing delivery in centre).
- View that there is a need to deliver homes and bedrooms, not units.
- Tree line concern owing to policing/CCTV surveillance.
 - Could taller trees be more open and less obstructive.
 - Could low level planting be a solution (or would this make the ground level more obstructive).
- Consensus that there needs to be more trees and greenspace (including the use of roof gardens and green walls). Green pockets should be explored (perhaps as meanwhile uses). Currently, green space is predominantly delivered by educational institutes (e.g., Rottenrow).
- Activating the Lanes with double-facing units or art. to create activity around these corridors.



4.3 Policy

There were a number of suggestions made with respect to policy and planning practice:

- High planning fees are off-putting to some prospective investor/developers. It was therefore welcomed that fees for meanwhile uses applications had been reduced.
- The current policy regime is considered restrictive and off-putting to potential investors / developers. Policy must change if the City Centre is to see implementation of major

(re)developments and the various regeneration/development frameworks that are in place.

- Policy needs to be reflective of the future ambitions for the City Centre – working with forward-looking market interests (within reason).
- Need to rethink policy to encourage the re-purposing of vacant and derelict land and buildings.
- Could GCC make better use of existing policy, and in particular any deliverability levers (e.g., improving planning efficiency in the study area, simplified planning, etc).
- Policy shifts in transport (most notably away from private vehicle access and parking in the city centre) – were considered by several attendees to be seriously limiting the attraction of people/customers back into the City Centre, especially from the wider regional catchment.
- Need to create Local Place Plans within the Golden Z and the surrounding communities.
- Need to consider how this new Vision & Plan fits within the context of the existing GCC District Regeneration Frameworks.
- The option to re-establish one or more BIDS in the city centre should be explored.
- City Centre Conservation Area policy can be seen as restrictive by some, and potentially an impediment to investment and redevelopment.
- Student accommodation policy and its impact on design quality and area character, is problematic and consideration focused on how to mitigate.

3 Conclusion

The stakeholder workshop on 2 February 2023 looked in more detail at the three 'Areas of Focus' that are suffering particular stress, namely:

- the former ABC site/Glasgow school of Art on Sauchiehall Street;
- the former BHS / vacant former Victoria's on Sauchiehall Street, and
- Around the environs of the former TJ Hughes on Argyle Street/ Trongate

One group in each session also looked at the whole of Glasgow's Golden Z area.

Although each site had specific challenges at the periphery of the Golden Z, there were also some aspirational ambitions expressed by the various workshop groups.

There was no expectation of a simplistic return to a retail. Participants understood the economic and behavioural dynamics that were being grappled with.

Rather there was a more general consensus of the need for a wide mix of development and investment to bring people back to the city centre for a variety of reasons, including some retail. These suggested activities included leisure, cultural, working and residential, as well as creation, study and research. The focus was not only on development in these areas. Particularly emphasis was placed on high quality public space and greening, which can be in some areas in the form of pocket park and could include temporary uses and events.

In terms of more specific site aspirations:

- For the former ABC site/Glasgow School of Art on Sauchiehall Street, the emphasis was around transforming the area to **become a 'culture quarter'**
- For the former BHS / Victoria's on Sauchiehall Street, a **strong mix of housing and retail and leisure** was advocated to reactivate this part of the city centre
- For the environs of the former TJ Hughes on Argyle Street/Trongate, the aim was to transform the area to have **a neighbourhood identity, linking it to the river, Candleriggs development and WASPs** for a cultural

In addition, various suggestions were made around planning policy and related planning practice (such as transport, conservation and Business Improvement Districts) that encouraged investment, promotion to visitors, and much greater diversification of use and activities.

Appendix 1 – Registration List

Morning Session registration list

Name	Organisation
Ailsa Mackenzie	Chair Pyramid, Rock Archive Panopticon
Alastair Wood	Savills
Aman Khandelwal	University Of Glasgow
Andy Waddell	GCC
Campbell Ure	The Alternative Board
Charlotte Young	Orinsen
Chirsty Hamilton	Blythswood And Broomielaw Community Council
Chloe Van Grieken	Hoskins Architects
Chris Miller	Avison Young
Christine Brown	Q-Park
David Macleod	Dram Communications
David Ross	Dram Communications
ELEANOR MAGENNIS	GSA
Emma Lawrence	Landsec
Fergie Mccullough	Ediston
George Gillespie	GCC
Heather Yearwood	Community Land Scotland
Hugh Anderson	Individual
Ian Robertson	GCC
Irene Loudon	Blythswood And Broomielaw Community Council
Irene Loudon	Blythswood And Broomielaw Community Council
Jane Laiolo	GCC
Jean Sinclair	Willow Tearooms Trust
Jonathan Watters	Police Scotland
Kate Donald	Turley
Kevin Kane	Strathclyde University
Kirstin Taylor	LDA Design
Martin Clancy	GSA
Pamela Grant	Scottish Futures Trust
Paola Pasino	GCC
Rich Rothwell	Landsec
Sara Lamb	Iceni Projects
Sarah Shaw	GCC
Stephen Mccann	GCC
Tam Coyle	Chair Blythswood And Broomielaw Community Council
Alison Maguire	Turley
Mattew Elgey	Sovereign Centros
Sean Kelly	GCC
James Patterson	Urban Pulse

Afternoon Session registration list

Name	Organisation
Ailsa Nazir	CCA Glasgow
Alex Mitchell	Zander Planning
Alex Fraser	JLL
Andrew Outram	
Andy Waddell	GCC
Audrey Carlin	WASPS Studios
Ben Barclay	Frasers Group
Carol Connolly	GCC
David Macleod	Dram Communications
David Laing	Glasgow Life
Deirdre Craddock	GCC
Donna Downie	Network Rail
Dylan Short	
Eddie White	WASP Studios
George Gillespie	GCC
Grant F Kidd	Britannia Panopticon
Gillian Martin	
Ian Elder	
Ian Robertson	GCC
Achirsty Hamilton	Blythswood And Broomielaw Community Council
James Haworth	The Ambassadors
James Trolland	Sustainable Drumchapel
Jessica Taylor	CCA
Joseph Harvey	GCC
Judith Bowers	Britannia Panopticon
Katherine Sneedden	Jigsaw Planning
Lynn Scott	Marks And Spencer
Michael Bradley	Michael Bradley Associates
N Short	
Niall Murphy	Glasgow Heritage
Noe Jol	
Paul Flynn	Ocean Outdoor
Robert Greenhorn	Network Rail
Ross Watson	
Rowan Evenstar	Blythswood And Broomielaw CC
Scott Parsons	GSA
Shahid Ali	Ryden
Simon Malone	JLL
Steven Campbell	Glasgow Pawn-Broking
Stewart Leighton	GCC
Yvonne Milne	RNIB
Carol Connolly	
David Gibson	GCC
Rebecca Hill	GCC

Nick Vangonker	Hoskins Architects
John Duffy	Coliers International
Alexander Short	

Appendix 2 – Agenda

Glasgow Golden Z – Workshop 2

Thursday 2nd February 2022

Agenda

8:45 – 9:00	Arrival Coffee and Tea	
9:00 – 9:05	Welcome and Purpose	5min 9:20
9:05 – 9:10	Golden Z project Film	5min
9:10 – 9:20	Presentation on wider context / analysis	10min 9:30
9:20 – 9:30	Focus Areas: Introduction to 3 focus area sites	10min
9:30 – 9:45	Q&A	15min
9:45 – 11:00	Workshop Consider / develop proposals for each of the focus areas	75min
11:00 – 11:50	Reporting Outcomes and discussion	50min
11:50 – 12:00	Conclusion & Next Steps	10min

Glasgow Golden Z – Workshop 2

Thursday 2nd February 2022

Agenda

1:45 – 2:00	Arrival Coffee and Tea
2:00 – 2:05	Welcome and Purpose
2:05 – 2:10	Golden Z project Film
2:10 – 2:20	Presentation on wider context / analysis
2:20 – 2:30	Focus Areas: Introduction to 3 focus area sites
2:30 – 2:45	Q&A
2:45 – 4:00	Workshop Consider / develop proposals for each of the focus areas
4:00 – 4:50	Reporting Outcomes and discussion
4:50 – 5:00	Conclusion & Next Steps

Appendix 3 – Presentation

AM Presentation

WHO WE ARE

Client: Glasgow City Council

Design Team: Stantec, Threesixty Architecture, Kevin Murray Associates

AGENDA

- 9:45 – 9:50 Arrival Coffee and Tea
- 9:50 – 9:55 Welcome and Purpose
- 9:55 – 9:10 Golden Z project Film
- 9:10 – 9:20 Presentation on wider context / analysis
- 9:20 – 9:30 Focus Areas: Introduction to 3 focus area sites
- 9:30 – 9:45 Q&A
- 9:45 – 11:00 Workshop: Consider / develop proposals for each of the focus areas
- 11:00 – 11:50 Reporting Outcomes and discussion
- 11:50 – 12:00 Conclusion & Next Steps

STAKEHOLDER ENGAGEMENT: KEY OUTCOMES OF INITIAL SESSIONS

Headline Challenges	Headline Ideas
Planning and Delivery Visibility Funding Programmed ownership	Public Space Soft, well lit environment Create walkway along Golden Z with features on key building More green spaces to encourage active living
Environment Greening Green city living	Environment Greening Green city living
Demographic and Public Realm Negative footpaths Interaction with the river Clyde Control of public realm Place visual experience	Culture and Leisure Major Museum for Scotland Boulton Park Live food and beverage cafe culture
Health Lack of health Overdensity and change in retail	Equity Incentive landlords to re-purpose buildings and activate not seen corners
Flexibility Affordability Encourage families Safety and security	Transport and Infrastructure Have the subway run for 24 hours Incentivise bike approach More accessibility to encourage active living
Quality Focus on the opportunities / potentials	Subsidised Add height to existing building to add redevelopment Create high quality senior living apartments, investment creation Re-purpose envelopes for small incubators
Quality Strengthen Glasgow as a tourist destination	Quality Victorian site as a park similar to Foley park NYC Have extensive CCTV coverage and ensure it is not obscured by trees

WHY ARE WE HERE?

TO HELP SHAPE THE VISION FOR THE IDENTIFIED AREAS OF FOCUS WITHIN THE GLASGOW GOLDEN Z:

- GSA / ABC / Sauchiehall Street
- BHS / Victoria's / Sauchiehall Street
- Trongate South



OVER SUPPLY OF SPACE & CHANGING RETAIL PATTERNS

- The Contraction of the Department Store
- The Retreat / Consolidation of National Chains
- The Relentless Growth of Online Retail, exacerbated by Covid-19 Pandemic
- 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 22 v Summer 19:

- Footfall down 19% (Summer 2022)
- Weekend / evening footfall 98% and 93%
- Sales 20% higher
- Hotel occupancy 80%
- Record levels new office lettings (first 9 mo '22)
- 50 retail/leisure lettings (250,000sqft) (first 9 mo '22)
- Ingram St higher footfall than pre-pandemic

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 Argyll St.

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

Areas of Focus

- Anchor & Reinforce legs of the Z

A GSA / ABC / Sauchiehall St

B BHS / Victorias / 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 / Argyll Street to Royal Exchange Square
4. George Square
5. Riverside
6. Rennie Street
7. West End Sauchiehall Street (from CCA, Scott Street to Charing Cross)
8. Trongate / King Street / Candlemas Green

DELIVERABLES & OUTCOMES

A 'joined up' Approach: a co-ordinated framework following the Government guidance

Resilient: support the successful evolution and resilience over next 10-20 years and beyond

Relevant: be the 'what' that fits current and emerging strategy on place

Prioritised: identify priorities for intervention and investment

Immersive: a spatial and physical vision that engages and creates ambassadors

Open for Business: project confidence and support and attract investment

Populate the Golden Z: help deliver city living

Responsible: help meet the net zero and green space ambition

A GOLDEN 'Z' FOR EVERYONE: STRENGTHENING CONNECTIONS WITH SURROUNDING COMMUNITIES

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: PEDESTRIAN MOVEMENT & CIVIC SPACE

- Improving Permeability
- Connecting to River

THE GOLDEN 'Z' TODAY: PUBLIC TRANSPORT & CONNECTIVITY

THE GOLDEN 'Z' TODAY: GCC OWNERSHIPS & INTEREST

THE GOLDEN 'Z' TODAY: A STRONG CULTURAL OFFER

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: THE AVENUES PROJECT

- Pilot phase has transformed Sauchiehall Street from Charing Cross to Rose Street

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: THE AVENUES PROJECT

- Next phase extends from Cambridge Street and Sauchiehall Street to West Nile Street - on site Q3 2023

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: THE AVENUES PROJECT

- Argyle Street / Trongate improvements on site Q2 2024

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: RECENT & CURRENT PROJECTS

Project Name	Location	Phase
Argyle Street / Trongate Improvements	Argyle Street / Trongate	Phase 1
St. Enoch Centre Redevelopment	St. Enoch Centre	Phase 2
Buchanan Galleries Redevelopment	Buchanan Galleries	Phase 3
Workplace	Workplace	Phase 4
Glasgow School of Art / ABC / Sauchiehall Street	Glasgow School of Art / ABC / Sauchiehall Street	Phase 5
Hotel & Leisure	Hotel & Leisure	Phase 6

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: CANDLERIGGS SQUARE

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: BUCHANAN GALLERIES REDEVELOPMENT

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: ST. ENOCH CENTRE REDEVELOPMENT

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: WORKPLACE

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: HOTEL & LEISURE

GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
URBAN CONTEXT

AREAS OF FOCUS:
A. GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET

GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
URBAN CONTEXT

GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
MASSING & MATERIALITY

GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
USES

GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
EDUCATION / CULTURE / NIGHT TIME


GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
PUBLIC REALM, CONNECTIVITY & PERMEABILITY



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 B BHS / Victoria's / Sauchiehall Street
 C Trongate South



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- Ingram Street
- Gordon Street / Union Street (incorporating 'Boots Corner')
- Queen Street (Argyle Street to Royal Exchange Square)
- George Square
- Riverside
- Renfrew Street
- West End Sauchiehall Street (from CCA, Scott Street to Charing Cross)
- Trongate / King Street / Canalwharf



DELIVERABLES & OUTCOMES

A 'joined up' Approach: a co-ordinated framework following the Government guidance

Resilient: support the successful evolution and resilience over next 10-20 years and beyond

Relevant: be the 'glue' that ties current and emerging strategy on place

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- 3 Dimensional



THE GOLDEN 'Z' TODAY: BUILT HERITAGE



THE GOLDEN 'Z' TODAY: FRONTAGES



THE GOLDEN 'Z' TODAY: GREEN SPACE



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

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- Connecting to River




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THE GOLDEN 'Z' TODAY: GCC OWNERSHIPS & INTEREST



THE GOLDEN 'Z' TODAY: A STRONG CULTURAL OFFER



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THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: THE AVENUES PROJECT

• Argyle Street / Trongate Improvements on site Q2 2024

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: CANDLERIGGS SQUARE

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: ST. ENOCH CENTRE REDEVELOPMENT

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: HOTEL & LEISURE

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: RECENT & CURRENT PROJECTS

Project Name	Location	Start Date	End Date	Status
Argyle Street / Trongate Improvements	Argyle Street / Trongate	Q2 2024	Q2 2024	Completed
Candleriggs Square	Candleriggs Square	2018	2022	Completed
St. Enoch Centre Redevelopment	St. Enoch Centre	2019	2023	Completed
Buchanan Galleries Redevelopment	Buchanan Galleries	2020	2024	In Progress
Workplace	Workplace	2021	2024	In Progress
Hotel & Leisure	Hotel & Leisure	2022	2025	In Progress

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: BUCHANAN GALLERIES REDEVELOPMENT

THE GOLDEN 'Z' TODAY:
POSITIVE MOVES: WORKPLACE

AREAS OF FOCUS:
A. GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET

GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
MASSING & MATERIALITY

GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
EDUCATION / CULTURE / NIGHT TIME

AREAS OF FOCUS:
B. BHS / VICTORIAS / SAUCHIEHALL STREET

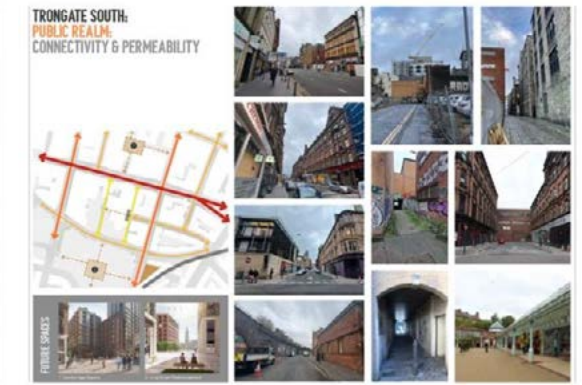
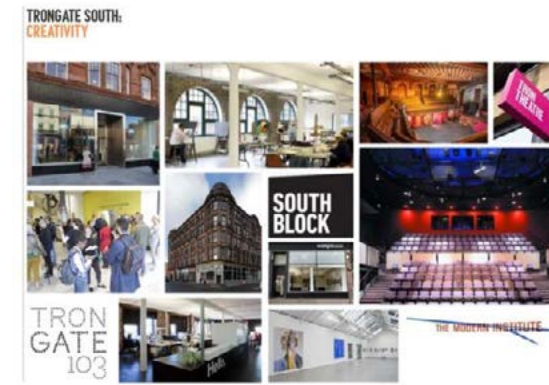
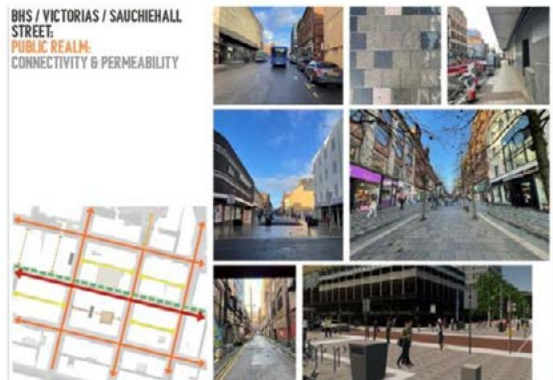
GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
URBAN CONTEXT

GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
USES

Color	Use
Yellow	Education
Blue	Culture
Green	Leisure
Red	Workplace
Purple	Hotel & Leisure

GLASGOW SCHOOL OF ART / ABC / SAUCHIEHALL STREET:
PUBLIC REALM: CONNECTIVITY & PERMEABILITY

BHS / VICTORIAS / SAUCHIEHALL STREET:
URBAN CONTEXT





potential upper-floor residential conversion study

Upper floor residential opportunities:
trongate



Existing Residential:



1. 190 Trongate



2. Candelriggs Development, Drum Property (Currently on-site)

POTENTIAL TO
PROVIDE
45
NEW HOMES



159-163 Trongate
3 Upper storeys over retail

Listing: Grade B

Current Use: Vacant

Upper floor access
available from street: Yes

Potential number
of Residential Units: 11



151-157 Trongate
2 Upper storeys over retail

Listing: Grade B

Current Use: Vacant

Upper floor access
available from street: No

Potential number
of Residential Units: 8



137-149 Trongate
1-3 Upper storeys over retail

Listing: Part Grade B

Current Use: Vacant

Existing Upper floor
access from street: No

Potential number
of Residential Units: 10



10 Hutcheson Street
3 Upper storeys over retail

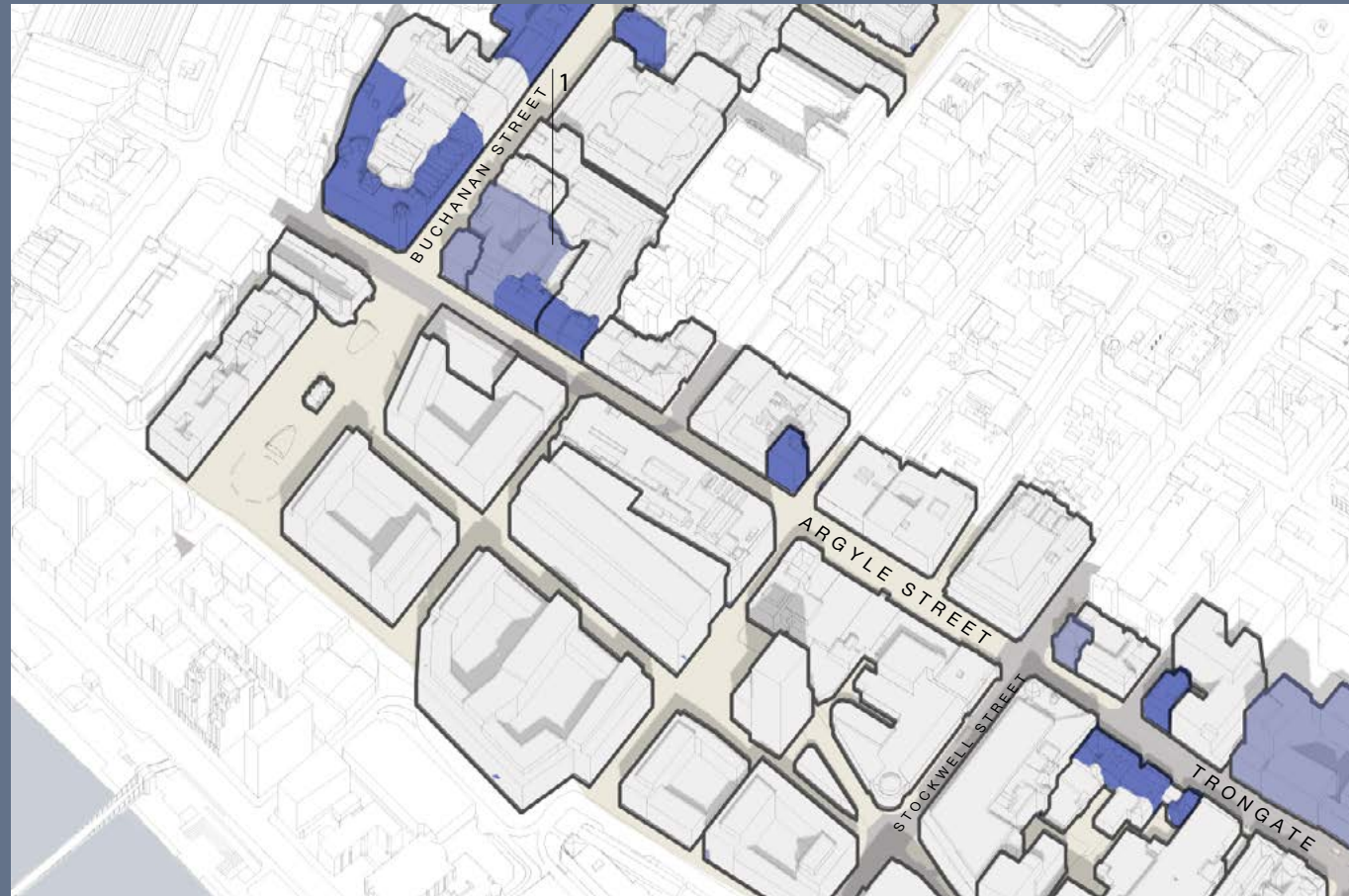
Listing: Grade B

Current Use: Vacant

Upper floor access
available from street: Yes

Potential number
of Residential Units: 16

Upper floor residential opportunities:
Argyle Street



Existing Residential:



1. 116-132 Argyle Street



134-156 Argyle Street
5 Upper storeys over retail

Listing: Grade B
Current Use: Retail / Office
Upper floor access available from street: Yes
Potential number of Residential Units: 35



104-114 Argyle Street
4 Upper storeys over retail

Listing: Grade B
Current Use: Retail / Store Office
Upper floor access available from street: No
Potential number of Residential Units: 10



98-102 Argyle Street
3 Upper storeys over retail

Listing: Grade B
Current Use: Retail / Office
Upper floor access available from street: No
Potential number of Residential Units: 6

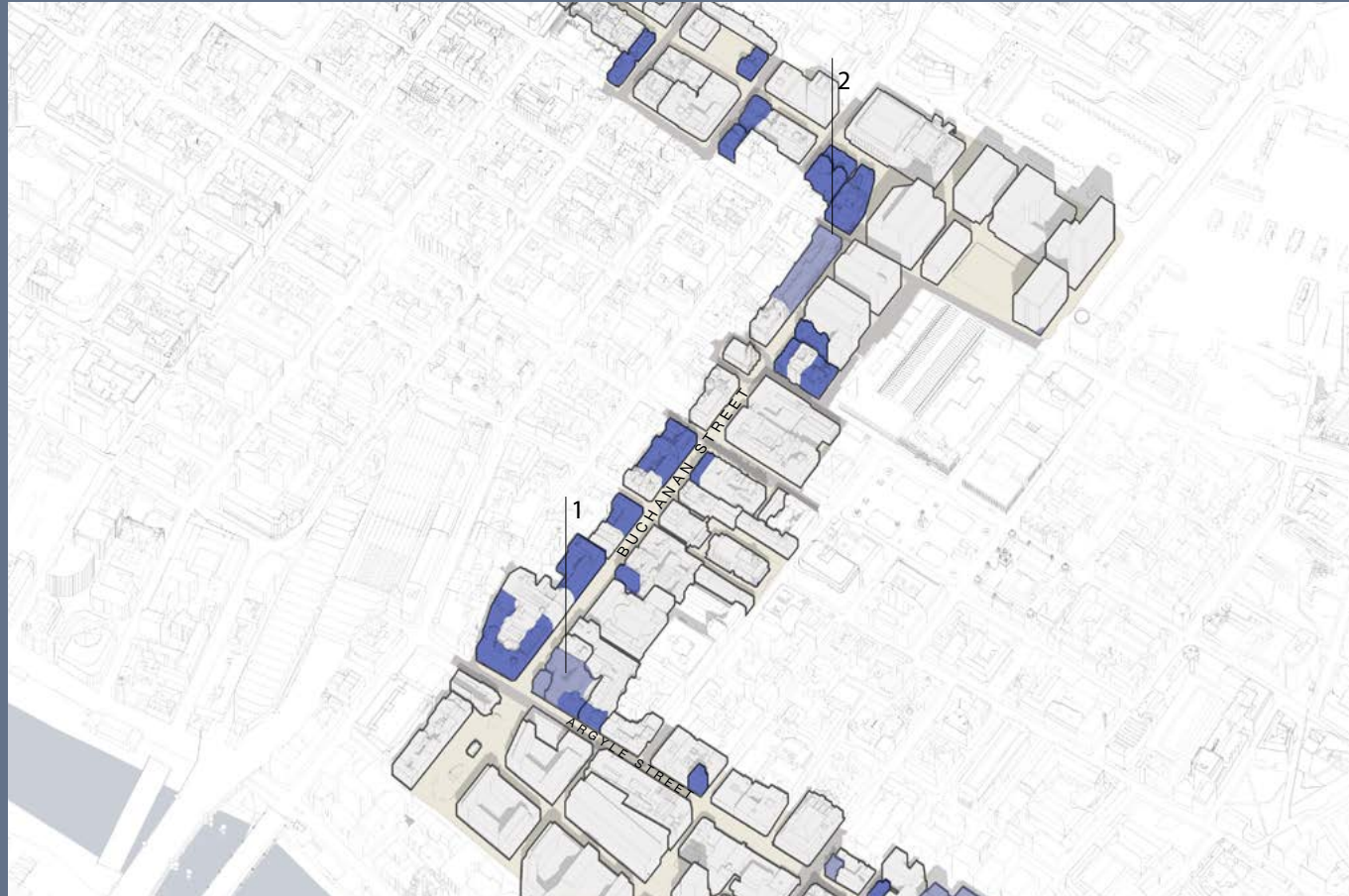


50 Argyle Street
7 Upper storeys over retail

Listing: Grade B
Current Use: Vacant
Upper floor access available from street: Yes
Potential number of Residential Units: 21

POTENTIAL TO PROVIDE
72
NEW HOMES

Upper floor residential opportunities:
Buchanan Street



Existing Residential:



1. 2-14 Buchanan Street



2. Buchanan Quarter 185- 221 Buchanan Street



21-45 Buchanan Street
4 Upper storeys over retail

Listing: Grade A
Current Use: Retail
Upper floor access available from street: No
Potential number of Residential Units: 28



61-79 Buchanan Street
3 Upper storeys over retail

Listing: Grade B
Current Use: Office
Upper floor access available from street: Yes
Potential number of Residential Units: 30



8-28 Mitchell Lane
5 Upper storeys over retail

Listing: Grade A
Current Use: Retail
Upper floor access available from street: Yes
Potential number of Residential Units: 30



55-59 Buchanan Street
4 Upper storeys over retail

Listing: Grade B
Current Use: Retail Store / Office
Upper floor access available from street: No
Potential number of Residential Units: 12



60-62 Buchanan Street
2-5 Upper storeys over retail

Listing: Grade A
Current Use: Office
Upper floor access available from street: Yes
Potential number of Residential Units: 14



71-79 Buchanan Street
3 Upper storeys over retail

Listing: Grade B
Current Use: Vacant
Upper floor access available from street: No
Potential number of Residential Units: 6

Upper floor residential opportunities:
Buchanan Street

POTENTIAL TO
PROVIDE
313
NEW HOMES



101-111 Buchanan Street
3 Upper storeys over retail

Listing: Grade B

Current Use: Vacant

Upper floor access
available from street: Yes

Potential number
of Residential Units: 12



116-128 Buchanan Street
5 Upper storeys over retail

Listing: Grade B

Current Use: Office

Upper floor access
available from street: Yes

Potential number
of Residential Units: 20



123-129 Buchanan Street
3 Upper storeys over retail

Listing: Grade B

Current Use: Office

Upper floor access
available from street: Yes

Potential number
of Residential Units: 15



131-137 Buchanan Street
3 Upper storeys over retail

Listing: Grade B

Current Use: Office

Upper floor access
available from street: Yes

Potential number
of Residential Units: 21



57-65 St. Vincent Street
3 Upper storeys over retail

Listing: Grade B

Current Use: Office

Upper floor access
available from street: Yes

Potential number
of Residential Units: 21



156-164 Buchanan Street
3 Upper storeys over retail

Listing: Grade B

Current Use: Office

Upper floor access
available from street: Yes

Potential number
of Residential Units: 12



34-38 West George Street
2 Upper storeys over retail

Listing: Grade B

Current Use: Vacant

Upper floor access
available from street: Yes

Potential number
of Residential Units: 26



164-168 Buchanan Street
6 Upper storeys over retail

Listing: Grade A

Current Use: Office

Upper floor access
available from street: Yes

Potential number
of Residential Units: 36



229 Buchanan Street
2 Upper storeys over retail

Listing: Grade C

Current Use: Vacant

Upper floor access
available from street: Yes

Potential number
of Residential Units: 6



235-249 Buchanan Street
3 Upper storeys over retail

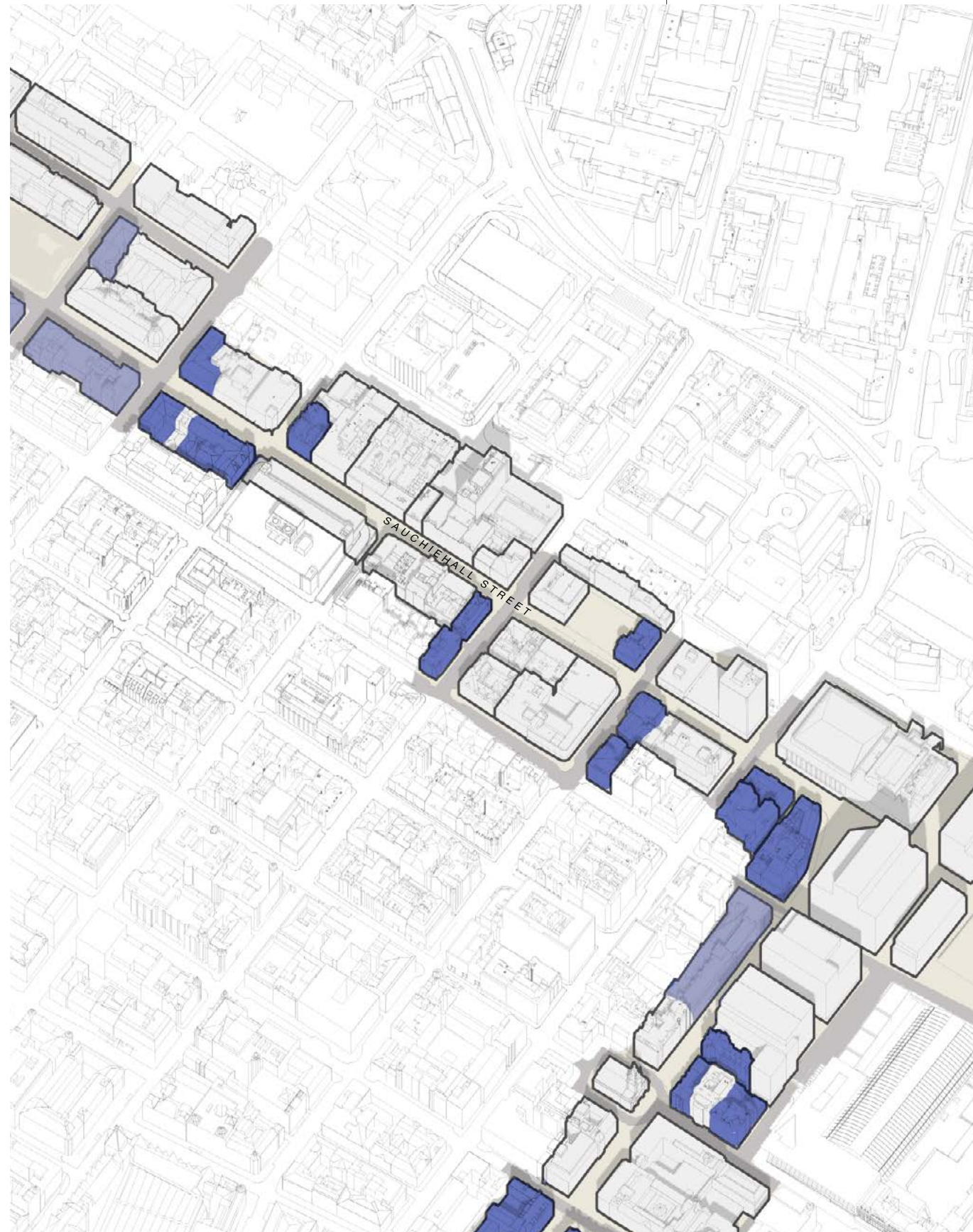
Listing: Grade B

Current Use: Vacant

Upper floor access
available from street: Yes

Potential number
of Residential Units: 24

Upper floor residential opportunities:
Sauchiehall Street



9-23 Sauchiehall Street
2 Upper storeys over retail

Listing: No
Current Use: Retail / Office
Upper floor access available from street: Yes
Potential number of Residential Units: 12



136-146 West Nile Street
4 Upper storeys over retail

Listing: No
Current Use: Vacant
Upper floor access available from street: Yes
Potential number of Residential Units: 12



130-134 St. West Nile Street
3 Upper storeys over retail

Listing: Grade C
Current Use: Retail
Upper floor access available from street: Yes
Potential number of Residential Units: 13



104-112 Renfield Street
2 Upper storeys over retail

Listing: No
Current Use: Office
Upper floor access available from street: Yes
Potential number of Residential Units: 12

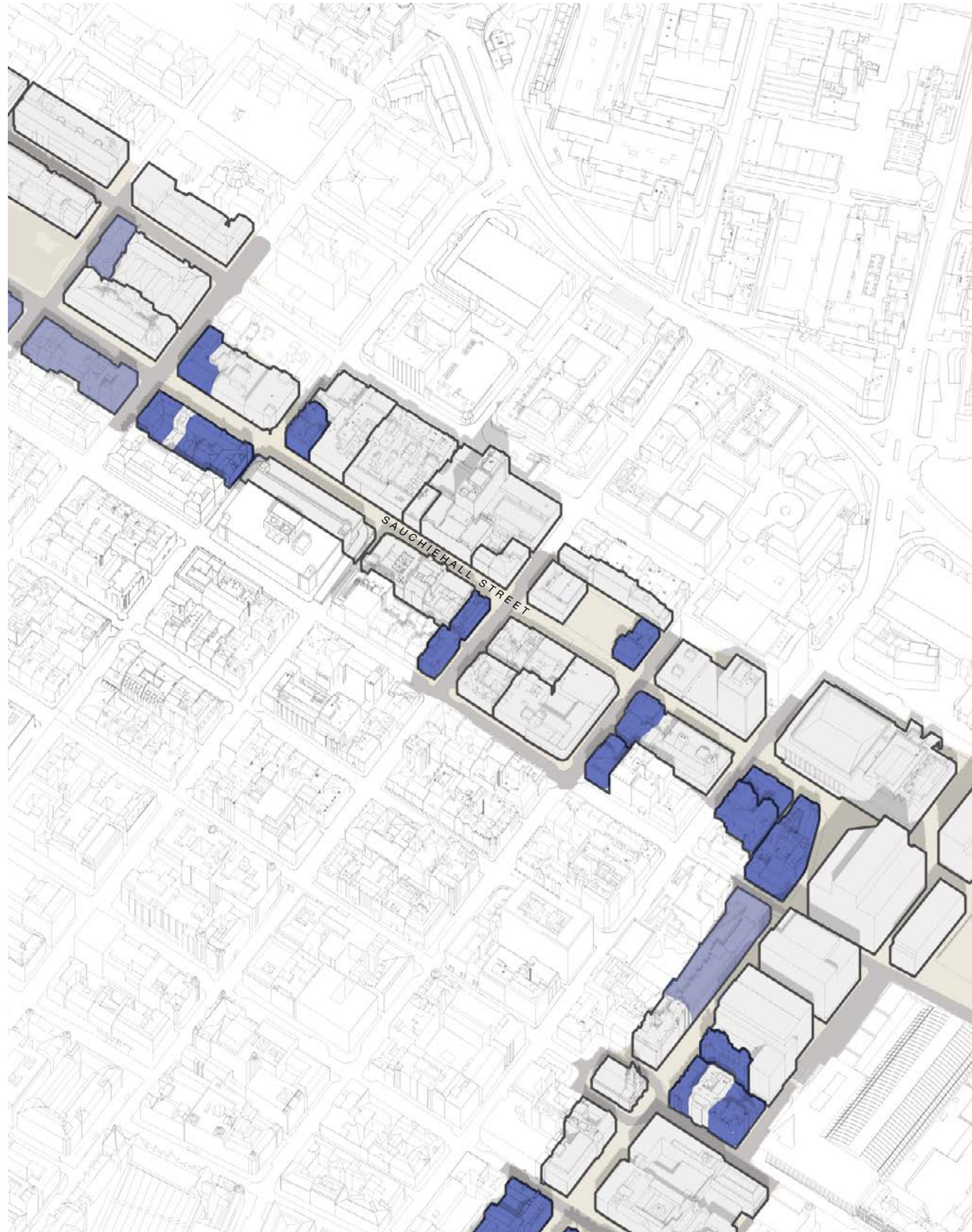


92-98 Renfield Street
4-6 Upper storeys over retail

Listing: No
Current Use: Office
Upper floor access available from street: Yes
Potential number of Residential Units: 43

POTENTIAL TO PROVIDE
92
NEW HOMES

Upper floor residential opportunities:
Sauchiehall Street



76-82 Sauchiehall Street
3 Upper storeys over retail

Listing: Grade B
Current Use: Vacant
Upper floor access available from street: Yes
Potential number of Residential Units: 12



202-212 Sauchiehall Street
3 Upper storeys over retail

Listing: Grade B
Current Use: Retail / Office
Upper floor access available from street: Yes
Potential number of Residential Units: 20



199-211 Sauchiehall Street
4 Upper storeys over retail

Listing: Grade B
Current Use: Office
Upper floor access available from street: No
Potential number of Residential Units: 16



229-233 Sauchiehall Street
3 Upper storeys over retail

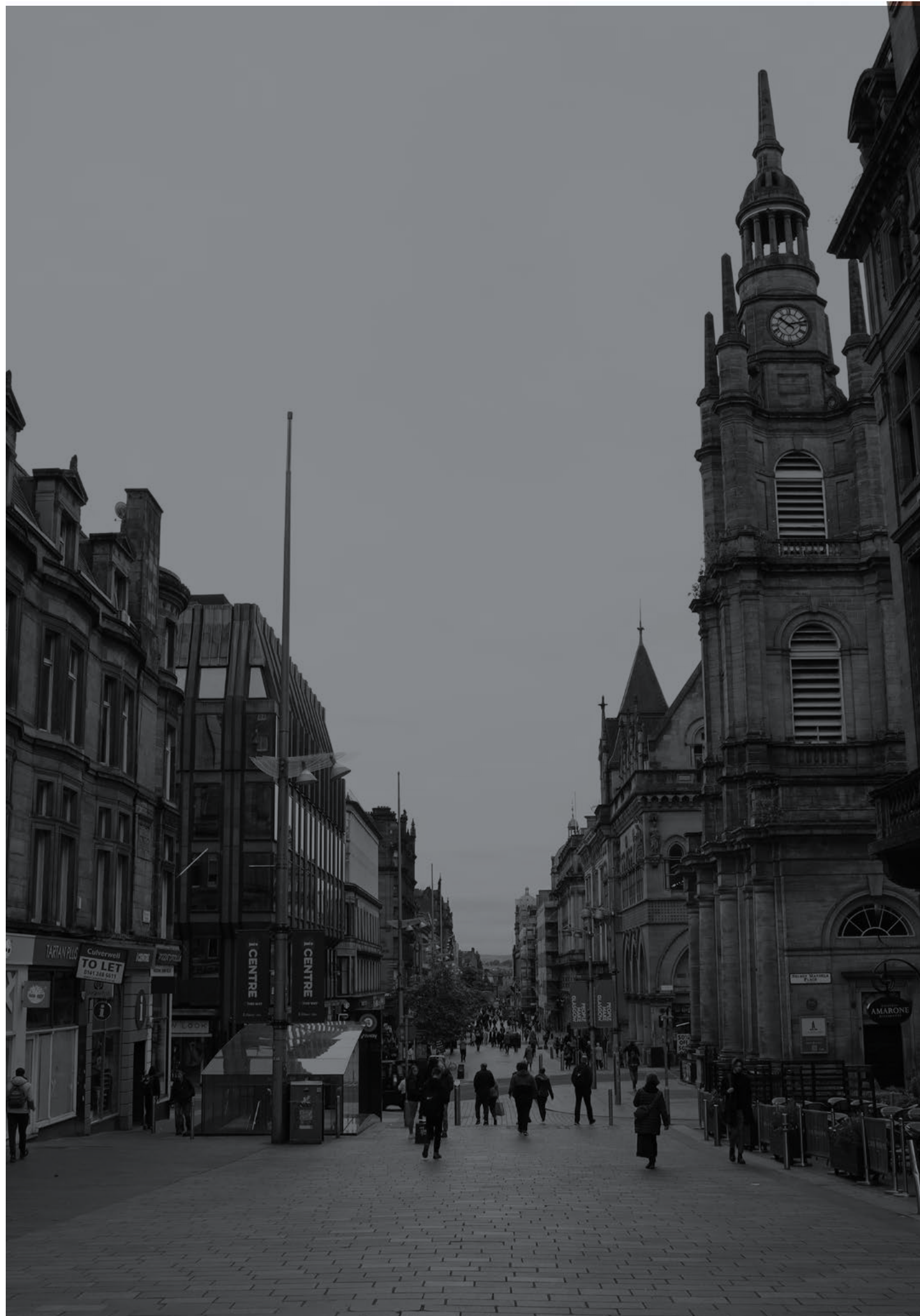
Listing: Grade B
Current Use: Office
Upper floor access available from street: Yes
Potential number of Residential Units: 18



250 Sauchiehall St / 6 Rose St.
3 Upper storeys over retail

Listing: Grade B
Current Use: Retail / Office
Upper floor access available from street: Yes
Potential number of Residential Units: 18

POTENTIAL TO PROVIDE
84
NEW HOMES



street section analysis

A Civic Responsibility Ensuring Quality and Enclosure

We have established throughout this study that the Golden Z plays a key role in our communities' shared memory and identity and as the face of our nation to visitors.

These three great streets are the spine of our city and the quality and enclosure of sections of Buchanan Street, the West side of St Enoch Square and St Vincent place set the datum at street level (a plinth) and in overall height that demonstrates the civic quality and presence that best defines the Golden Z.

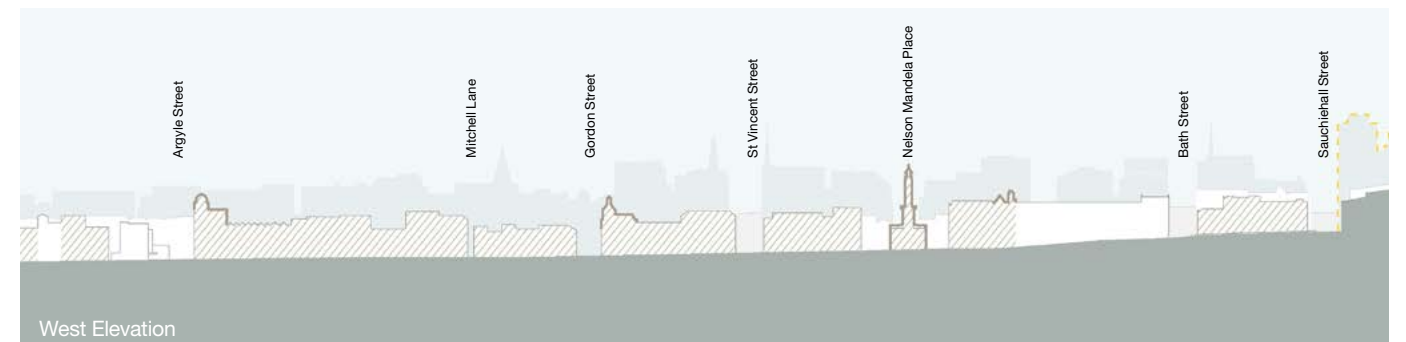
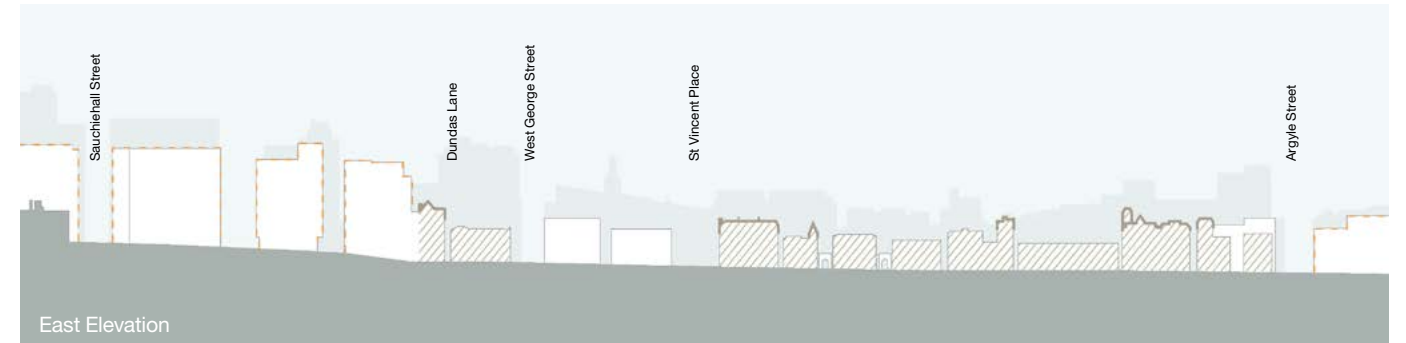
However, there are sections of the streetscape where this quality is lost and the density is just too low for the city centre (e.g. the west corner of Argyle St and Queen St and the Argos and adjacent retail on the

corner of Argyle St and Stockwell Street). Conversely, there are examples of buildings on and around the Golden Z that are much higher than their context (e.g. the dental hospital and St Andrews House on Sauchiehall St and the Apex hotel on Bath Street) and, for some, these are seen as having a brutal impact on the streetscape.



Lack of height to street
Gap site on street
Notable roofscape feature

Existing element of scale
Existing heritage asset
Proposed / potential element of significant scale



Buchanan Street

Argyle Street

