



GLASGOW CITY COUNCIL

GLASGOW CITY CENTRE STRATEGY

2024
2030

A NEW SHARED VISION FOR THE CITY CENTRE

Over the last generation, Glasgow city centre emerged as one of Europe’s stand-out urban destinations and a master of reinvention following its industrial past.

Through the Covid 19 pandemic it has become clear that Glasgow city centre has been a favoured destination for people who chose to travel in order to work, shop, learn, congress, collaborate, and innovate. However, to build resilience and sustainability, sources of localised internal demand must be unlocked.

This strategy refocuses attention on three thematic pillars designed to enrich the inherited features of Glasgow’s city centre and shape a new cycle of shared opportunity by continuing to enhance its attractiveness at local, metropolitan and international levels; exploiting its unique innovation potential and creating a sustainable place that people want to live in.



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Cllr Angus Millar
City Convener for City Centre Recovery
Glasgow City Council

FOREWORD

Glasgow city centre is at the heart of the city's civic, cultural and economic life, the centre of Scotland's largest city and only metropolitan region. It's home to a third of Glasgow's jobs, numerous of our higher and further education institutions and a vibrant cultural and creative scene. It's also in a process of transition, not least as we continue to recover from the impacts of the pandemic.

The City Centre Strategy 2024-30 sets out how the Council and its partners will work together over the course of this decade to meet the city centre's challenges, harness its successes, and strive towards a better city centre for all.

We know that we must encourage a diverse, vibrant and sustainable mix of economic uses in our city centre, recognising that the footprint required by the brick-and-mortar retail sector has reduced significantly as we have all changed how we shop. We will take forward efforts to support the conversion and repurposing of vacant city centre buildings, and work to proactively seek positive solutions for key city centre sites.

"And we will continue to transform Glasgow city centre into a greener, more walkable and more breathable place, delivering 'people-friendly' streets through our City Centre Transport Plan and rolling out a programme of greening through a new Landscape Action Plan."

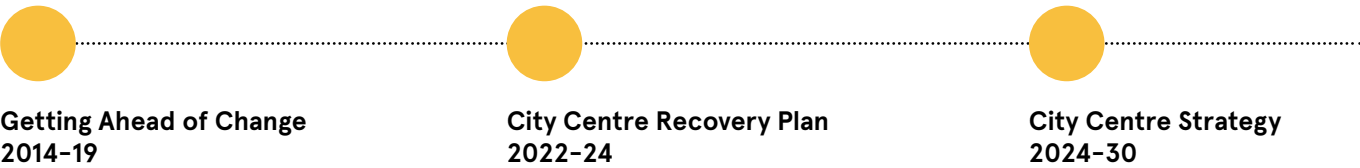
This Strategy will also advance our efforts to double the city centre's residential population, encouraging the growth of new communities in the heart of Glasgow. So too will it harness the city centre's crucial role in the journey to Net Zero carbon, and support its status as a hub for innovation and the digital economy. We will progress local actions and priorities for every part of the city centre, from the "Golden Z" historic retail core, to the established city centre neighbourhoods of Garnethill and Townhead.

And we will seek to address barriers at the traditional 'edges' of the city centre – unlocking the potential of the riverfront at the Clyde to the south. We will continue work to revitalise the historic High Street corridor to the city centre's east, and taking forward the conversation on the future of the city centre stretch of the M8 to the north and west.

The City Centre Strategy presents a shared vision for the future of our city centre – and of how we can support its continued evolution into a more thriving, liveable, well-connected and greener place. I look forward to working with partners and communities across our city centre towards that common goal.

INTRODUCTION

The City Centre Strategy 2024-30 (CCS 2024-30) will continue to support Glasgow’s city centre’s journey towards becoming a sustainable, walkable, connected, liveable, green and vibrant place.



As a continuation of the first City Centre Strategy, *Getting Ahead of Change 2014-19*, and the interim *City Centre Recovery Plan 2022-24*, the CCS 2024-30 is a non statutory planning document focusing on the delivery of a range of actions supporting a more sustainable and greener city centre with more jobs, better transport options, and with a wider range of living opportunities.

Glasgow’s vibrant city centre is intricately defined by three elements: the M8 motorway, High Street, and its historic lifeline, the River Clyde. These features converge to shape the urban landscape, each playing a pivotal role in the city’s dynamic character. For the city centre to thrive, it’s crucial that these boundaries become transparent, fostering a sense of connectivity, permeability, and fluidity, allowing for seamless movement, harmonious integration, and the stitching together of the urban fabric.

Glasgow city centre is the source of the city’s DNA and identity. This calling has endured throughout its recent chapters of reinvention.

A place that had for centuries been synonymous with discovery, commerce and design has become the engine of Glasgow’s business recovery, the flagship for new kinds of inward investment, the primary venue for retail and entertainment, and the setting for Glasgow’s artistic flair and civic character to be celebrated and communicated.

The distinctive nature of Glasgow city centre makes it a unique focal point in Scotland to work, spend and socialise. No other location benefits from such a depth and variety of relationships, nor so many layers of competence and specialisation that sit side-by-side.

Since hosting COP 26 in 2021, the city has an even greater ambition of reducing the scale of climate change and building a climate resilient city in which nature is supported, by decarbonising heat, providing attractive alternatives to private vehicle travel, and addressing the embodied carbon impact of the built environment.

Glasgow holds the prestigious title of being a UNESCO City of Music and the city centre has a vibrant and diverse music scene and rich musical heritage, which significantly contributes to the development and promotion of music at the local, national, and international levels. Similarly Glasgow has become renowned for successfully hosting a range of major international events bringing thousands of visitors each year to the city, including Cop 26, Commonwealth Games and more recently the UCI World Cycling Championships.

Glasgow’s city centre has been a popular location for many film and television productions. The city’s unique architecture, historic buildings, and vibrant urban atmosphere make it an attractive setting for filmmakers. Many notable films and TV shows have been shot in the city centre, showcasing its versatility in representing different settings and time periods.

Glasgow’s city centre stands as a testament to the seamless integration of architectural heritage, contemporary design, and walkability, making it a dynamic and enchanting “City of Architecture” that continues to evolve and captivate the world.

Change is already afoot in the city centre. Since the first CCS 14-19 a number of significant regeneration projects such as the Barclays Campus, the Avenue in Sauchiehall Street and the delivery of a new neighbourhood in Sighthill, have already made a transformative impact.

Several more projects in the pipeline will considerably contribute to the placemaking vision for the city centre, such as the implementation of the Avenues programme, Buchanan Quarter and St Enoch Centre Masterplan, all of which will be delivered in the next five to ten years.

The CCS 2024-30 will support Glasgow’s City Development Plan by identifying key areas with higher potential for change, informed by the recommendations of evidence based reports commissioned by Glasgow City Council in an effort to identify the most effective approach to the post-Covid 19 recovery.

The vision of the CCS 2024-30 revolves around three thematic pillars:

- **Magnetic Experience**
- **Front Door to Innovation**
- **A Place to Live**

The proposals included in this strategy set a programme of activity for the next six years focused upon the three pillars and a number of “Big Moves”, which are further explained later in this document. The Council will work in partnership with businesses, stakeholders and communities to respond to the dynamic environment of the city centre, and to shape its future collaboratively.

GLASGOW'S TRANSFORMATIVE REGENERATION



Getting Ahead of Change, the Glasgow City Centre Strategy and Action Plan 2014–19, supported the start of an intense period of change in the city centre, paused during the Covid 19 pandemic which brought a difficult and abnormal period for investors and businesses.

This section and the diagram on the left will provide an overview of the transformative projects delivered ● and in the pipeline ● across Glasgow since the CCS 2014–19.

The pilot street for the Avenues Programme, was delivered in Sauchiehall Street ● in 2019. The Avenues Programme will illustrate the change of transport hierarchy in the city centre, where people come first, followed by cycling and wheeling, public transport and then private vehicles. Wider pavements, accompanied by segregated cycle lanes and nature based solutions will be delivered in new Avenues. Glasgow's main civic space, George Square, will also be redeveloped as a part of this ambitious programme.

The new look and feel of Sauchiehall Street was a deciding factor in the conversion of the Victorian building now hosting McLellan Works, a dynamic and creative new workspace, supporting a vibrant and innovative entrepreneurial culture in the city centre.

Home to 5,000 staff, the Barclays Campus ● comprises 500,000 sq ft of sustainable office, training and leisure facilities across three new buildings and two renovated listed buildings on the south bank of the River Clyde. Enhanced connectivity through the campus, new cycle lanes, nature based solutions and attractive public realm deliver the vision that will have a lasting impact on the southern banks of the city centre, its people, and the local economy.

A £250 million regeneration is transforming Sighthill ● on the edge of Glasgow city centre, with an area equivalent in size to 60 football fields. The new neighbourhood will welcome 1000 new homes, a new school campus and an iconic pedestrian bridge opened in Spring 2023 – providing improved connections across the M8 to the city centre.

The period following the pandemic has seen private investment return to the city centre with the expansion of the built to rent market, the provision of flatted developments and student accommodation: schemes responding to identified demand.

The Further Education estate is also delivering transformational and aspirational projects, such as the forthcoming reconstruction of Glasgow School of Art's Charles Rennie Mackintosh Building ● and the Climate Neutral District as part of the development of Glasgow City Innovation District ● at University of Strathclyde.

Delivered

Sauchiehall Avenue

Year of completion: 2019
Budget: £7 million

Sauchiehall Avenue has significantly improved the physical environment of this east/west corridor which acts as a gateway to the city centre thanks to high-quality, public realm; enhanced and widened pavements; new (two-way) cycle paths; junction upgrades; 27 new trees; new bus shelters, cycle stands, and seating; intelligent street lighting.

McLellan Artworks

Year of completion: 2021

McLellan Artworks includes a raft of contemporary workspaces, holistically designed with fixed spaces for key anchor tenants, collaborative coworking space and collective shared spaces and facilities for meetings, social events and exhibitions.



Holland Park

Year of completion: 2023

Budget: £125 Million

Converted from the former Strathclyde Police headquarters which has laid vacant since 2013, Holland Park will provide high quality mix of accommodation and shared spaces for a community of nearly 1000 people, with 433 BTR units spread across four buildings.



Sighthill Bridge

Year of completion: 2023
Budget: £19 million

Bridge is 74 metres in length, has a landscaped approach that includes 800 trees, 10,000 plants and a ramp of 210 metres.

The project is a component of the Sighthill TRA being delivered by *Transforming Communities: Glasgow*, which brought transformational development to Sighthill and 100 Acre Hill, with 967 new homes (Mid-Market Rent: 198; For Sale: 628; Social Rented –already built and occupied: 141).



Candleriggs Square

Year of completion: 2024
Budget: £300 million

The development includes mix of residential accommodation, offices, hotels, restaurants, and local amenities, delivering 346 BTR apartments, offices and the Student Hotel, the first of its kind in Scotland.

The development will provide a new public square, attractive landscaping and walkways.



Barclays Campus

Year of completion: 2021

Budget: £330 million
500,000 sq. ft office development which has created space for 5,000 staff, the former brownfield area has been transformed, and comprises of 5 buildings (3 new and 2 restored), and new outdoor green spaces.

Barclays development has created 2,500 new jobs in Glasgow and is working with universities in Glasgow and Edinburgh to develop graduate and apprenticeship opportunities. The campus is also home to the latest Barclays Eagle Lab hosting members of the Glasgow technology start-up community. The lab will focus on supporting and developing skills in new and emerging technologies, innovation, and entrepreneurship



Love Loan

Year of completion: 2023
Budget: £100 million

245 bed Marriott Hotel, 168 unit residence, Restaurants, bars, leisure venues and a private members club. The Avenues project has been extended to incorporate the streets and lane around this development which will deliver both public benefit and increase connectivity between the University of Strathclyde and the Glasgow City Innovation District in the east, and the station to the west.

Pipeline



1



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2



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- Buchanan Galleries:** Office, Retail, Leisure, Hotel & Residential, approx £800 million;
- George Square:** Re-development of the civic Square and around 2.5 kilometres of the surrounding streets
- GSA MacIntosh Building:** £60 million approx; re-instatement of the fire damaged MacIntosh building and public realm upgrades.
- St Enoch:** Mixed use re-development including office, retail, leisure, hotel & residential
- Collegelands, Good Yard Site, Meat Market and Calton Village:** mixed use developments on vacant sites to create over 1,500 residential units, over 700 student rooms and over 10,000 square metres for office, retail and leisure uses in phased delivery
- King Street Car Park:** Erection of a mixed-development that could see residential flats, offices, shops, a hotel, restaurant and public house, and leisure facilities built on the site.
- Ingram Street:** 109 sustainable apartments and ground floor commercial space, publicly accessible landscaped garden courtyard filled with trees, flower boxes, raised beds for growing vegetables and seating areas.
- Gallowgate Car park:** 34 new homes for mid-market rent by Wheatley Group.
- Climate Neutral Innovation District:** University of Strathclyde; a 100 percent renewable, climate neutral and climate resilient area within Glasgow City Innovation District
- Met Tower:** £60 Million investment; Met Tower and the new, adjacent building are being transformed into a world-class commercial hub for tech and digital businesses of all sizes to co-locate and benefit from being part of an innovative, collaborative tech cluster.
- Briggait:** £1.6 million investment to create a vibrant and engaging frontage to the River Clyde, providing a flexible, sustainable creative hub, and bringing a market space to the under used space inside.
- Hielanman's Umbrella:** Environmental upgrades including new shop-fronts, lighting, installation of contemporary art and elements of greenery. £300K.



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WHERE ARE WE NOW?

Glasgow is Scotland’s largest city and its economic powerhouse, accounting for 34% of Scotland’s jobs ([CBRE](#), June 2023).



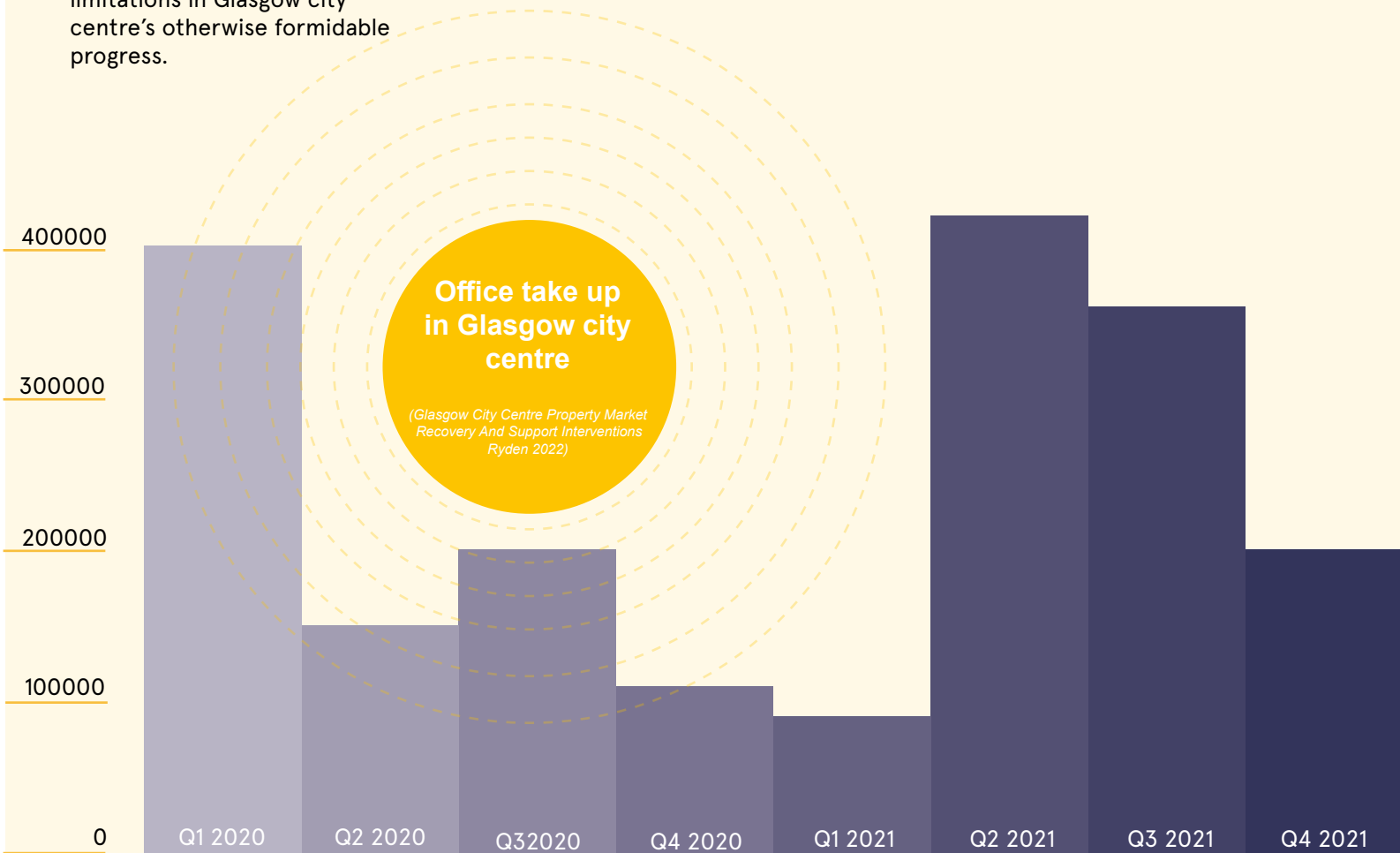
Glasgow scored **third** in the *Top UK Residential Investment Cities, H1 2023*, topping the **Property** indicator thanks to solid house price growth over the past five years and the highest rental yields across the 20 cities analysed. The city also has favourable affordability and EPC credentials.

Glasgow has seen improvements in several indicators such as employment prospects and broadband connectivity.

The pandemic and the accelerations it has brought in virtual working, online retail, distance learning, changes in consumer and investor behaviour/preferences, hybrid conferences, and localisation of entertainment near to where people live, have exposed limitations in Glasgow city centre’s otherwise formidable progress.

To enhance the magnetism of the city centre, the **size of the city centre population base** will have to increase, together with the growth of locally-owned city centre-based innovative **smaller firms**, the **character, quality and efficiency** of the local experience.

The **CCS 2024–30** looks forward to entering a new chapter with a new sense of **urgency** and **possibility** – and a revised set of expectations and demands for what a city centre must deliver for the millions of people who **work, live, study, meet, trade, visit, enjoy** and **rely** on it.



Well over half of Glasgow’s population is educated to degree level or above, and a third of the working population is engaged in professional, tech or associated services, with large corporates including Scottish Power, Virgin Money and BAe systems.

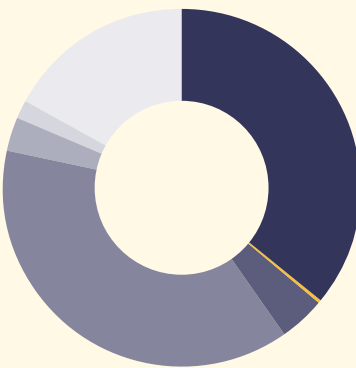


Office
8.6% increase in office employment expected over the next decade ([CBRE](#), June 2023)

Life Sciences
14.9% increase in Life Sciences employment expected over the next decade ([CBRE](#), June 2023)



Tourism Conventions
Glasgow hosts more international delegates than any other city outside London, with £2.2billion GVA from visitor spend and £100m economic benefit annually from delegate spend.



- Employment in the Creative Industries**
(BRES, 2021)
- Motion Picture, Video and Television Programme
 - Sound and music recording
 - Radio broadcasting
 - Performing arts
 - Support activities to performing arts
 - Artistic creation
 - Operation of arts facilities

Creative Industries
In Glasgow city centre the Creative Industries make up 1,185 jobs, 90 businesses, and generated almost £320m worth of GVA in 2021 (47% increase over last 6 years).

Compared to the UK, there are greater concentrations of employment and businesses in the Arts, TV and Motion Picture development in Glasgow city centre.

The office take-up pattern across 2020 and 2021 illustrates that demand for the best **new office space** in the city centre has bounced back with a clear signal that occupiers are seeking to provide an exceptional ESG-focused (Environmental, Social, and Governance) working environment to attract staff back to the workplace post-pandemic.

Market engagement suggests the post Covid offices are less densely occupied, and must provide collaborative spaces as well as quiet areas for concentration and online meetings .



Glasgow city centre is an integral part of the national economy.

Although only covering a small area, Glasgow city centre makes up 47.4% of the total GVA and more than one-third of the total jobs within Glasgow City, pulling in high paying jobs and high profile firms from around Scotland in emerging sectors like Financial Technology (Fintech) and Net Zero (Source: GCR Intelligence Hub).

CITY CENTRE KEY STATISTICS

23,794

Total Population

151,690

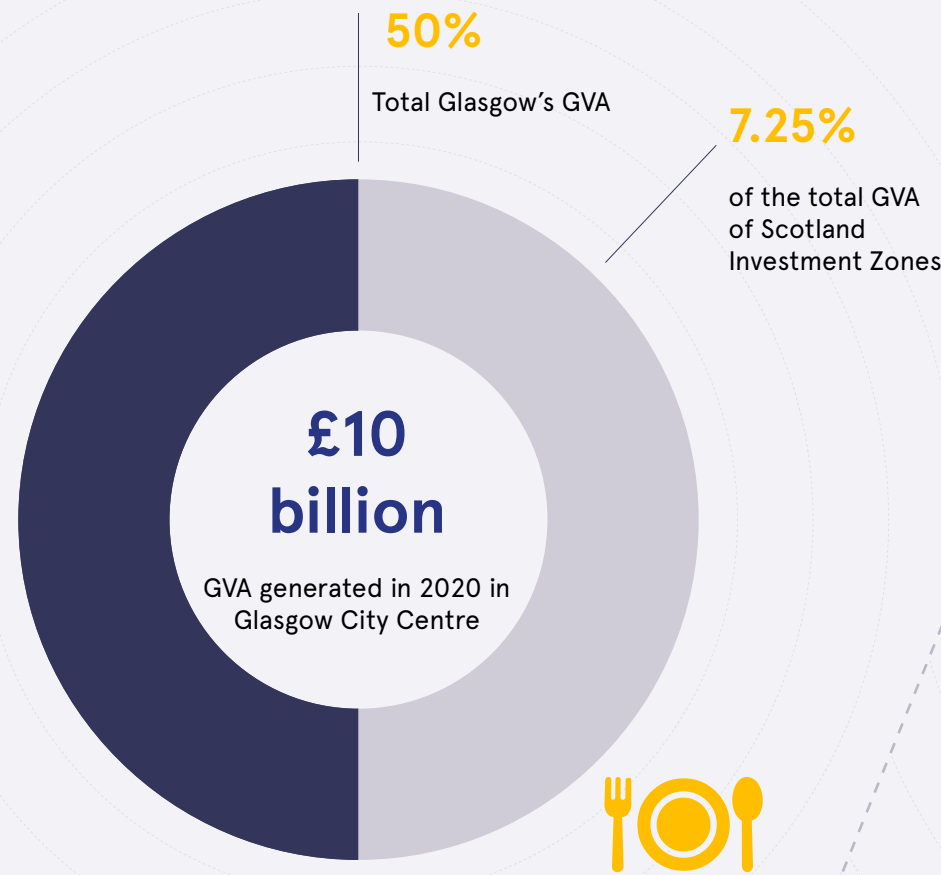
Total Jobs

4,075

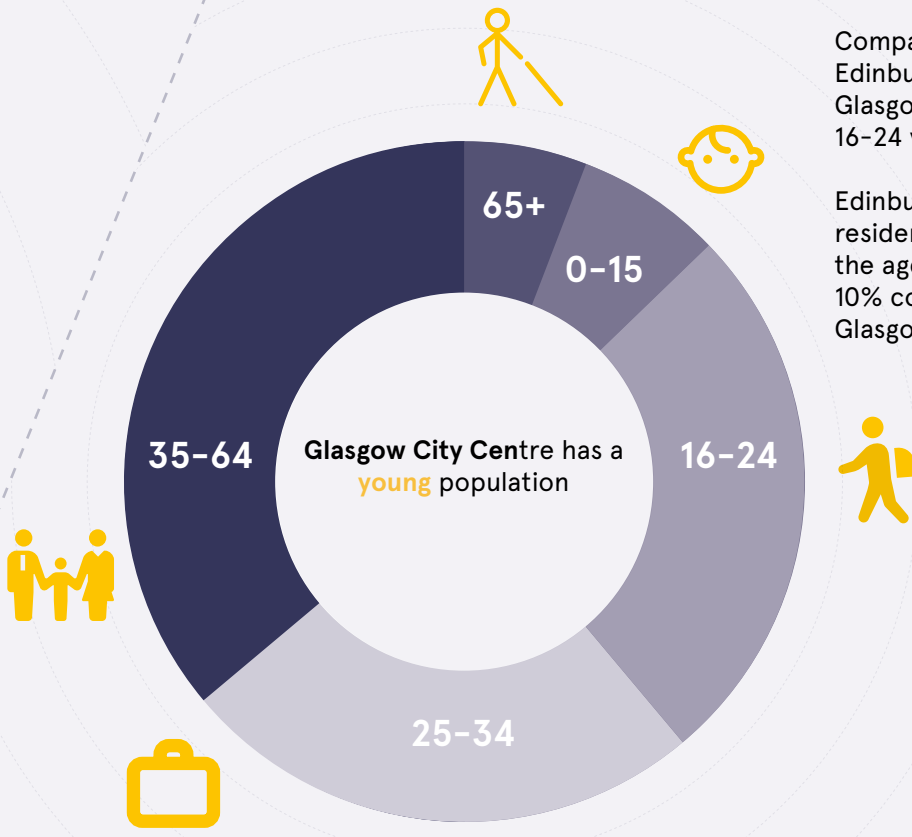
Total Businesses

£9,792

Total GVA (£m)



Glasgow City has seen the highest levels of foreign investment on record in 2022, and forecasts show strong expansion demand in several of the key sectors within the city centre such as **Accommodation and Food**, **Professional, Scientific and Technical activities** are also the industries that are projected to grow.

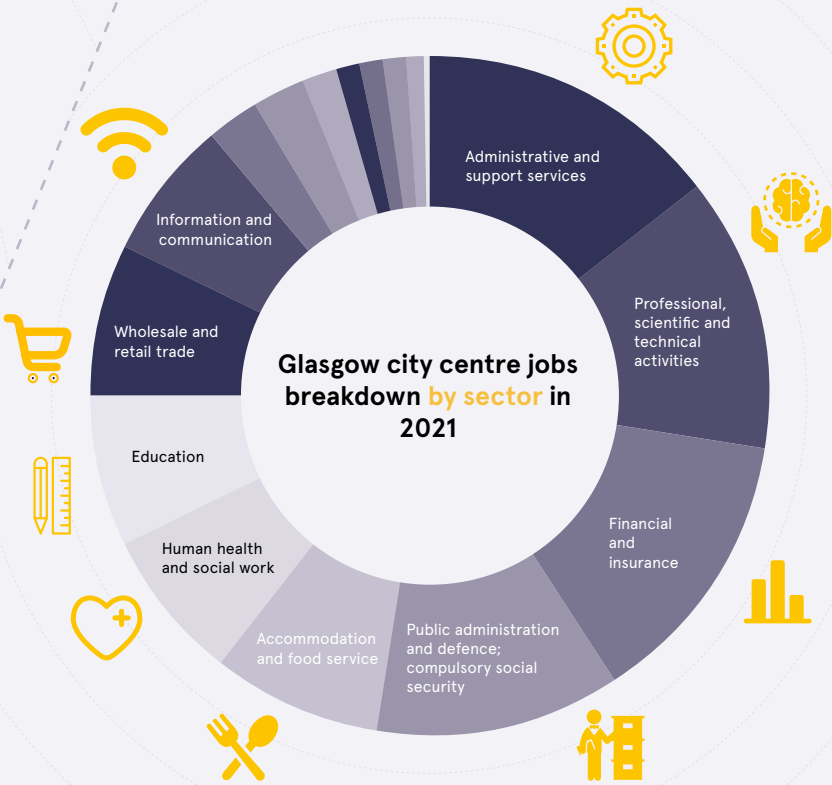


City centre Living is a crucial policy area for the future of local economic development.

Glasgow city centre has **more affordable housing** compared to Edinburgh city centre.

Compared to Edinburgh city centre, Glasgow has more 16-24 year olds.

Edinburgh has more residents over the age of 65 with 10% compared to Glasgow's 6%.



The **main sectors of employment** in Glasgow city centre continue to be:

- Administrative & Support services (22,000 jobs)
- Professional, Scientific & Technical Activities (20,000)
- Financial & Insurance activities (20,000 jobs).

Science and Tech

51%

The last two years saw high levels of investment in the life sciences, and average levels of graduates in aligned subjects staying within the Region to work (Source: GCR Intelligence Hub).

of Glasgow's graduates stay on to work in the city.

Glasgow is home to globally renowned universities, which help provide skilled workers, business owners, and innovators.

£3.4bn

The value of the Glasgow City Region's **Tech Ecosystem** is estimated to be at £3.4bn, rising by 89% since 2018.



The market sectors that have seen the highest growth over the last decade in the Region were **Edtech** and **HealthTech** - supported by the various Glasgow City Region innovation locations and anchor partners.



Software and IT services was the top sector that accounted for more than one-fifth of projects, whilst also generating the highest number of total jobs.

£199m

Total investment from 2008 to 2022 in **Health and Life Sciences Lab space conversion** offers an opportunity to capitalise on this market and to address the growing issue of empty office space within the city centre.

PLAN OF PLANS

The **City Centre Strategy 2024–30** brings together the “**big moves**” that will transform Glasgow’s city centre in the short to medium term and creates a unified vision supported by the transformative actions to be delivered by 2030.

The **Glasgow Strategic Plan 2022–2027** sets four Grand Challenges which draw together the Council’s approach for the next five years. The specific strategies and policies developed by services across the Council strive to meet the four Grand Challenges, and achieve the commitments needed to make progress against each Mission set by the Glasgow Strategic Plan.

The **City Centre Strategic Development Framework** contains complementary actions to deliver place transformation of the city centre which will be progressed in parallel to the **City Centre Strategy 2024–30**

The City Centre will strive to become increasingly more sustainable thanks to the **Climate Plan**, and will economically thrive through the recommendations of the **Economic Strategy 2022–2030**.

Placemaking, inclusivity and connectivity will continue to be at the heart of the built environment, supported by the **City Development Plan**, **Housing Strategy** and the **Glasgow Transport Strategy**. There is an opportunity to coordinate connectivity challenges and opportunities with the **Clyde Metro** project and for modal shift.

Advancements in **Innovation** and **Digital** will continue to improve the attractiveness of the city centre for investors and workforce alike.

Glasgow Strategic Plan 2022–2027

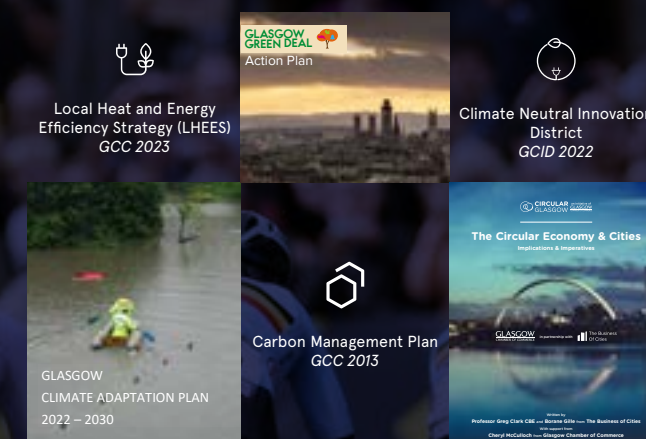
City Centre Strategy



City Development Plan



Climate Plan 2030



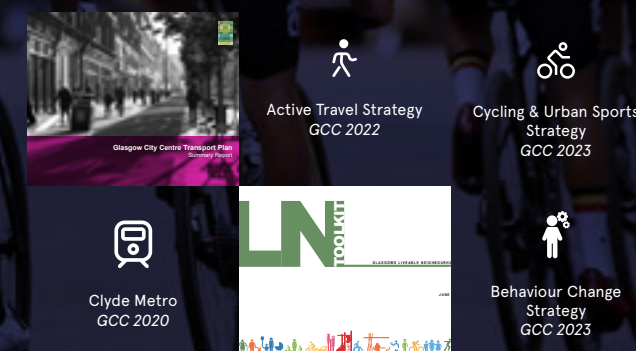
Housing Strategy



Economic Strategy



Glasgow Transport Strategy



PILLARS

The **City Centre Strategy 2024–30** sets out the basis for a shared narrative for Glasgow's city centre in the post pandemic period. It is based around **three pillars** which will enrich the inherited features of Glasgow's City Centre and shape a new cycle of shared opportunity:



Magnetic Experience

Front Door for Innovation

A Place to Live

The **three pillars** encompass a number of **BIG MOVES**: calls to action to unleash the full potential of all the sectors (public, private, communities and institutions) to respond to the current challenges of Glasgow's city centre to fully exploit possible opportunities.

The **BIG MOVES** required to deliver the **VISION** for the city centre have been informed by:

- The **"Plan of Plans"**, mapping existing policies, strategies, documents and aspirations for the city centre, in consultation with internal and external stakeholders
- Newly commissioned evidence based research:
 - Golden Z
 - Retail Capacity Study
 - Property Repurposing Action Plan
 - City Centre Living (SCA)
 - Strategic Development Frameworks
 - District Regeneration Frameworks
 - City Centre Living Strategy
 - Business of Cities

MAGNETIC EXPERIENCE

Development of more compelling reasons to visit, shop and enjoy the city centre which should have the power to surprise and inspire visitors

BIG MOVES

RIVER
BUSINESS ECONOMY
CONNECTED & GREEN PLACES
CREATIVE & CULTURAL

FRONT DOOR TO INNOVATION

Welcome digital, health tech, climate science and creative industries into a mix that converges with arts, engineering and business

BIG MOVES

INNOVATION & DIGITAL
PROPERTY
WELL BEING ECONOMY

A PLACE TO LIVE

Responsible to planet and people
Inclusive, balanced & connected
Where people feel at home

BIG MOVES

CITY CENTRE LIVING
NET ZERO

The City Centre's material problems require system-wide transformation across all sectors, and involve partnerships between different stakeholders to deliver the aspirations outlined in this section.

The city centre will double its residential population by 2035.

Districts will have affordable and quality homes, better access to schools and training, and a greater range of employment opportunities.



Glasgow City Centre as a place at the forefront of the low carbon transition.

A carbon conscious city centre that makes best use of its existing built and natural heritage guided by a place-led approach enhancing the diversity of the natural world.

A city centre which enables its citizens to make healthy environmentally friendly choices about how they live, work, play and interact with others.

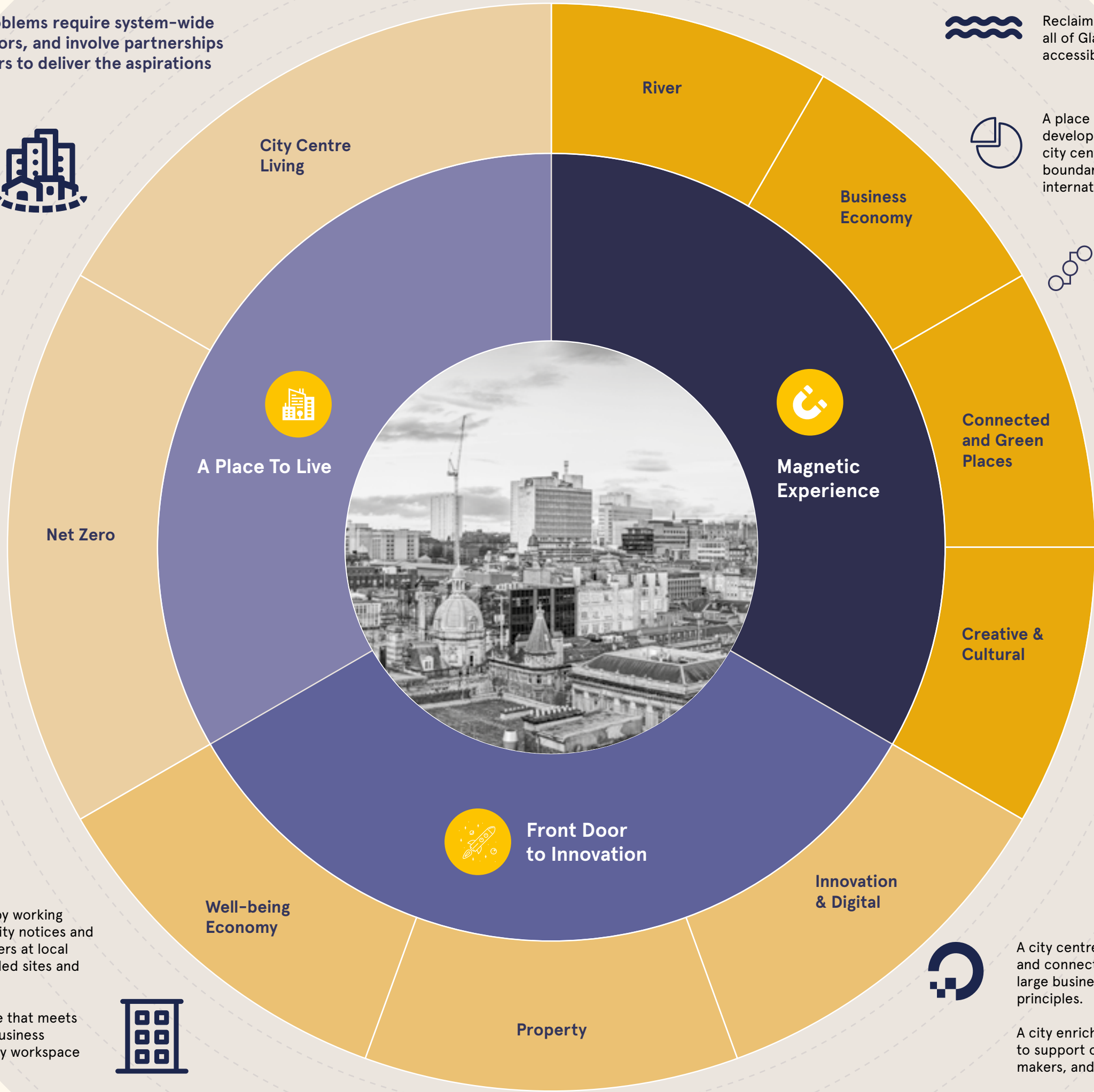


A city centre where no one is left behind, with access to jobs, training, housing and healthcare being available to all in the community.

Glasgow's city centre growth and transformation will be felt by all communities across the city.

Remove blight from the city centre by working with property owners, utilising amenity notices and exploring options for additional powers at local level, meanwhile uses, to unlock stalled sites and promote sustainable development.

A buoyant and responsive city centre that meets the evolving property needs for all business sectors within a supply of high quality workspace formats.



Reclaim the River Clyde Corridor as place for all of Glasgow's citizens, by making it more accessible, greener and vibrant.



A place where fresh investment and development are dispersed across Glasgow city centre, reaching beyond its current boundary, making it both a nationally and internationally competitive destination.



A city centre distinguished by attractive and green districts with high quality open spaces for relaxation or play, that are intimately connected by active travel routes and attractive streets.

A safe city centre where everyone can choose to walk, wheel or cycle, and offers reliable/affordable sustainable mobility options over private vehicle when getting to work, shops, entertainment and community facilities.

A city centre connected to its edges, continuing the place-led discussion on the future of the M8 motorway and its impact on local communities.

A city centre that builds on culture, creativity, innovation, and diversity in order to continue to contribute to Glasgow's post-industrial renaissance history.

Each District will communicate its unique narrative of people, identity, history, and context.



A city centre which is a hub for innovation and connects start ups, small, medium, and large businesses, embracing circular economy principles.

A city enriched with resources and opportunities to support our youth in becoming leaders, makers, and creatives .

MAGNETIC EXPERIENCE

RIVER

The River Clyde is the beating heart of Glasgow's history and identity.

We need to experience the River in a different way, without the barriers to the water that exist today.

The future of the River corridor is of a vibrant, sustainable, connected, green and resilient environment, to be enjoyed and accessed by all.

The delivery of the River Park and repair of the quay walls will kick-start the regeneration activity necessary to unlock the full potential of the Clyde.

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The length of the River Clyde within the city centre is approximately 10 kilometers

CONNECTED & GREEN PLACES

The public realm and open spaces in Glasgow's city centre are assets that can reinforce a sense of place and identity, improve health and wellbeing, boost environmental resilience and create a vibrant and sustainable city centre which prioritises people's needs.

A network of connected high quality places and green spaces will support economic vitality, improve health outcomes, provide opportunities for play, support low carbon movement, build resilience to climate change, support ecological networks and encourage community cohesion.

Night transport provision remains a concern. However, recent analysis by the UBDC in 2023 indicates that across the UK Glasgow has fared relatively well with reductions in night time transport with only moderate reductions compared to many other urban centres.

Alongside the City Centre Avenues programme, under the Landscape Action Plan, we will look to deliver pocket parks, small-scale urban parks and gardens, strategically located to provide areas of respite and recreation whilst contributing to biodiversity, air quality improvement, and overall well-being.

As plans for the Clyde Metro progress and the key objectives from the City Centre Transport Plan are delivered, vehicular presence will be visibly reduced. Areas will be more people focused with on street parking reassessed and replaced with active travel and placemaking opportunities.

These transformative changes will help to tie together the international, metropolitan and everyday functions that our city centre provides (Place Commission 2022), and will have a positive impact on all three Pillars.

CREATIVE & CULTURAL

Glasgow city centre will continue to leverage the power of culture to drive economic growth, social development, and urban renewal.

The city centre offers an incredibly rich architectural heritage, from medieval examples like Glasgow Cathedral, the variety of Victorian buildings, to contemporary masterpieces, like the Riverside Museum.

The Golden Z Report (GCC, 2023) recommends that the cultural organisations and institutions which coalesce around the Sauchiehall Street corridor and Merchant City create the perfect environment for the creation of a Creative and Cultural quarter, fostering mutual improvement and positive celebration of the local cultural offer.



BUSINESS ECONOMY

This strategy will continue to support the Business Economy in Glasgow's city centre by improving the magnetic attraction of its public spaces, enhancing connectivity and fostering collaboration between existing and future businesses.

A new Development Team in GCC will target blight, sites and buildings as a matter of priority.

We will increase the value of tourism to Glasgow's economy by enhancing the experiences that we offer in our vibrant city centre.

We will deliver tourism in a sustainable and inclusive way, to create value for all the people of Glasgow.

FRONT DOOR TO INNOVATION

INNOVATION & DIGITAL

Glasgow will continue to work with, and support, Glasgow City Innovation District (GCID) to accelerate its developments, and work to help secure investment, by delivering on current policy priorities. Through the work of the Innovation Partnership, the city will continue to encourage increased spend in research and development to help drive innovation in the city centre.

And to support the ambition of being net-carbon zero by 2030, support for the city’s innovation districts to become net-zero and climate resilient will take place, alongside the feasibility of a Climate Innovation Cluster and associated accelerator programme to support growth in the green economy. There will be greater encouragement of mixed use development within the Innovation Districts to support the respective business ecosystems and sector specialisms.

Key stakeholders, including the Scottish National Investment Bank (SNIB) and UK Infrastructure Bank, will continue to support mission-led, patient capital investment to businesses, projects, and communities.



Innovation



Digital



Net-carbon zero



LHEES

The strategy will support the provision of a firm foundation for the growing digital economy by pro-actively engaging with the digital infrastructure industry to ensure a robust connectivity foundation that enables both resilience and competition.

Working with key stakeholders (digital infrastructure industry, housing sector, public sector partners and investors) digital inclusion will be supported by increasing the availability of affordable and fit-for-purpose connectivity options. Social, civic and economic benefits will be realised by providing digital skills training for those who require it.

Over the next 5 years we aim to increase the number of people employed in the city with digital skills, with a focus on anyone who finds the traditional training pathways inaccessible. Digital master planning policies will also be developed to further inform the Local Heat And Energy Efficiency Strategy (LHEES) and the City Development Plan, to exploit opportunities in all capital projects to support access, affordability and competition in provision of connectivity for all. Digital inclusion will be supported by working with these key stakeholders by increasing the availability of affordable and fit-for-purpose connectivity options.



PROPERTY

Glasgow will tackle the issue of vacant and empty properties head-on. Glasgow City Council will work with property owners to bring these properties back into use or repurpose them for community benefit, contributing to the overall vitality of the city centre.

This will ensure that resources and efforts are concentrated on areas that can have the most significant positive impact on the city centre. Glasgow City Council will seek Scottish Government support for devolving additional powers to local authorities. GCC will also actively explore the possibility of using powers such as Amenity Notices, which could help to reduce blight and lead to improving the visual amenity of some of the city centre’s most problematic and derelict sites.

By encouraging meanwhile use, such as pop-up shops, community spaces, and art installations, vacant properties can be given a new lease of life while awaiting more comprehensive redevelopment.

Stalled developments can significantly hinder progress, leading to blight and disrepair in the urban landscape.

The city will take proactive steps to identify such projects and work collaboratively with developers to revive them or, if necessary, facilitate alternative development plans to prevent stagnation. Property owners who neglect their responsibilities to maintain their buildings and contribute to blight will be held accountable.

The city will implement measures to challenge and enforce compliance with property maintenance regulations, encouraging a regular approach to building upkeep.

The CCS will establish a dedicated Development Support Team to proactively target long term vacant properties in high footfall areas in the first instance.



Empty Properties



Additional Powers



Meanwhile Use



Development Support Team

WELLBEING ECONOMY

A wellbeing economy is one that delivers good quality of life, works in harmony with the environment, and puts people and the planet at the centre. A successful wellbeing economy is measured not only on traditional economic indicators, but also includes environmental, social and health related measurements as well as reducing inequality.

The city centre’s economy is shifting towards a model that prioritizes the overall wellbeing and quality of life of its residents, rather than focusing solely on economic growth and GDP. This approach recognises that economic indicators alone do not capture the full picture of a community’s prosperity and aims to create a more holistic, sustainable economy. This strategy will focus on supporting local businesses, cooperatives, and social enterprises. It will aim to create a diverse and inclusive economy that provides fair wages, decent work conditions, and opportunities for all residents.

The Wellbeing Economy initiative encourages collaboration and participation from various stakeholders, including local government, businesses, community organisations, and residents. It seeks to involve the community in decision-making processes and foster partnerships for sustainable development. The ultimate goal of the Wellbeing Economy initiative in Glasgow is to create a more equitable, resilient, and sustainable city where the wellbeing of its residents is at the forefront of economic planning and development.

Community wealth building will be a key enabler of a more resilient and inclusive economy. By using the assets, power and wealth of anchor organisations to help redress our inequality problem, the approach will help make the city and the region more productive, and more sustainable.

A PLACE TO LIVE

CITY CENTRE LIVING

Glasgow city centre will be a sustainable and healthy place for people and nature to inhabit. Forward thinking planning and repurposing will enable more people and families of all ages to live in the city centre.

By enabling large-scale residential development that include a mix of affordable housing and build-to-rent developments, retrofitted homes and offices, quality public realm, green networks and clean infrastructure, we are making our city centre a place that more people can call home, where they feel welcome, and where many more will thrive in future.

483

Residential planning applications submitted in 2022

37%

Emission Reductions

Double the city centre residential population by

2035

300

New EV stations

Increase the average tree canopy cover in urban Glasgow to

20%

by 2030

Converting underused floor space, including vacant upper floors, into housing, and overlooked green spaces into biodiverse and civic capital, are at the heart of this transition and already reflected in the Local Housing Strategy 2023-28 Delivery Plan.

More people living in the city centre will create the customer base to support future amenities, a thriving cafe and food culture, local markets, services and innovation, and make the best and most responsible use of existing infrastructure and assets. This will ultimately produce an effectively enlarged city centre that will be more integrated as part of a larger whole.

Glasgow's Universities and Colleges are key strategic assets for Glasgow's city centre and its future development, and its ability to continue to attract students, resources, and quality staff in a highly competitive global market.

An important element of this relates to the city's residential offer, which has to be able to meet the expectations of students from home and abroad in facilities, close to the universities and beyond.

The City Centre Living Strategy Vision 2035 (CCLS) has already started the journey to deliver a sustainable, inclusive and diverse city centre population, by establishing six key objectives that will double the current population of around 20,000 by 2035. As this City Centre Strategy moves towards completion in 2030, substantial progress should be achieved in terms of a growing population.

Preparatory work for the new City Development Plan will include an Infrastructure Audit which will inform the city centre Social Infrastructure Plan.

NET ZERO

Glasgow's city centre has a critical role to play in support of the local and national drive for Net Zero, climate change mitigation and adaptation measures. As a major economic centre of production and consumption, a large proportion of the city's carbon emissions come from infrastructure that is within its boundary.

The delivery of a Net Zero city centre will increase its attractiveness to investors and citizens alike. The city centre also features concentrated and complex infrastructure systems involving multiple stakeholders.

The new CCS will support the development of a system approach to plan holistically for sustainable and resilient services, in collaboration with local stakeholders and institutions.

In the next 5 years the city centre's potential as a heat source will be fully explored through the Local Heat And Energy Efficiency Strategy (LHEES). Glasgow City Council will partner with heat operators to explore delivery options for a state of the art district heating system, which would recover heat from the River Clyde and redistribute it across the city centre.

Green roofs, nature based solutions, climate sensitive building design, retrofit-first, new targets for biodiversity, and a new Carbon Management Plan will transform the city centre into a resilient place which is adapting to the climate challenges, whilst supporting the construction's industry contribution towards the achievement of Glasgow's Net Zero Targets in the city centre.



The **CCS 2024-30 Action Plan** will deliver the recommendations of the following reports, either **directly** or through **coordinated** action:

- District Regeneration Frameworks
- Golden Z Report
- Property Repurposing Action Plan
- Increasing Residential Capacity Outcomes in city centre
- Retail & Commercial Leisure Capacity study



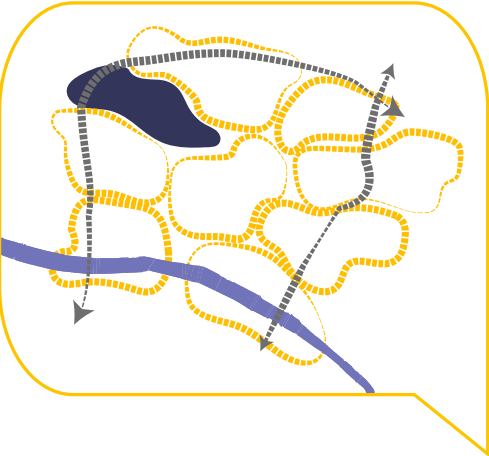
PRIORITY ACTIONS

The Priority Actions detailed below relate to the city centre-wide projects to be delivered over the timeframe of the CCS 2024-30. These actions comprise the major priorities from all strategies with a regeneration focus on the city centre (Plan of Plans) and each may contain a number of sub-projects which will aid the delivery of the **“Big Moves”** highlighted in the **Pillars Section**.

The following section provides more detail on district-specific opportunities, challenges and actions.

- | | |
|--|--|
|  Avenues Programme
<i>Complete Delivery</i> |  Innovation and Digital
<i>Support Innovation Districts and Digital Strategy</i> |
|  George Square Redevelopment
<i>Completion January 2028</i> |  Creative and Cultural Area Strategy
<i>Develop cultural/creative assets</i> |
|  DRFs programme
<i>Priority Actions</i> |  Evening & Night-Time Economy
<i>Post pandemic SWOT analysis</i> |
|  Greening the Districts
<i>Landscape Action Plan</i> |  Infrastructure Plans
<i>Social and Hard Infrastructure</i> |
|  River Corridor
<i>Custom House Quay/River Park</i> |  Development Support Team
<i>Focus on blighted sites</i> |
|  Repurposing Action Plan
<i>Priority Actions</i> |  Local Community Projects
<i>Locally identified priorities and small-scale interventions</i> |
|  Visitor Marketing, Tourism and Events
<i>Tourism, Events, Conventions</i> |  Retail Capacity Study
<i>Respond to recommendations</i> |
|  City Centre Living
<i>Increase Opportunities</i> |  Wellbeing Economy
<i>Embed local benefits across the city centre</i> |
|  People Friendly City Centre
<i>Rebalancing Space Allocation</i> |  Local Heat and Energy Efficiency Strategy (LHEES)
<i>District Heating</i> |

SAUCHIEHALL AND GARNETHILL



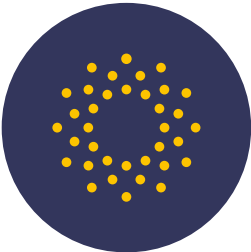
The Garnethill and Sauchiehall District is a place to live, learn, work, and enjoy the local thriving evening and night-time economy.

Sauchiehall Street has over many years maintained its reputation as an entertainment destination. The area is in close proximity to some of the city’s big green areas such as Kelvingrove Park and Blythswood Square.

This district also hosts a significant cluster of arts and cultural institutions, together with a rich history with a number of fine historic buildings.



OPPORTUNITIES



CULTURE



PEOPLE



CONNECTED



CHALLENGES

Sauchiehall Street was historically a popular retail destination. Over time many large brands moved to its close neighbour Buchanan Street, and Sauchiehall Street is now being reimagined as a creative and cultural hub to fully capitalise on existing assets. Vacancy levels have become an increasing issue with the structural shifts in the retail sector.

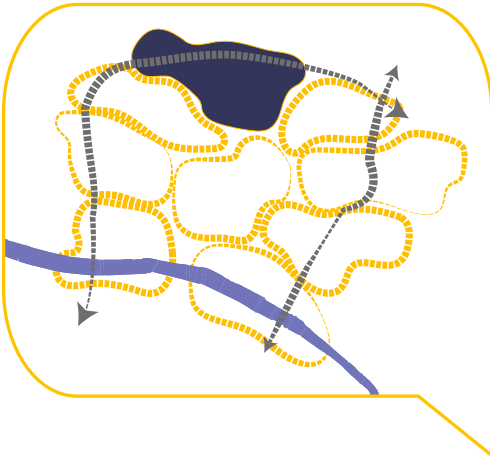
The M8 corridor cuts through the District and creates both an actual and perceived divide between the Sauchiehall District and the West End of the city.

The strong night-time economy is also associated with issues of noise and disruption, and perceived lack of safety.

ACTIONS

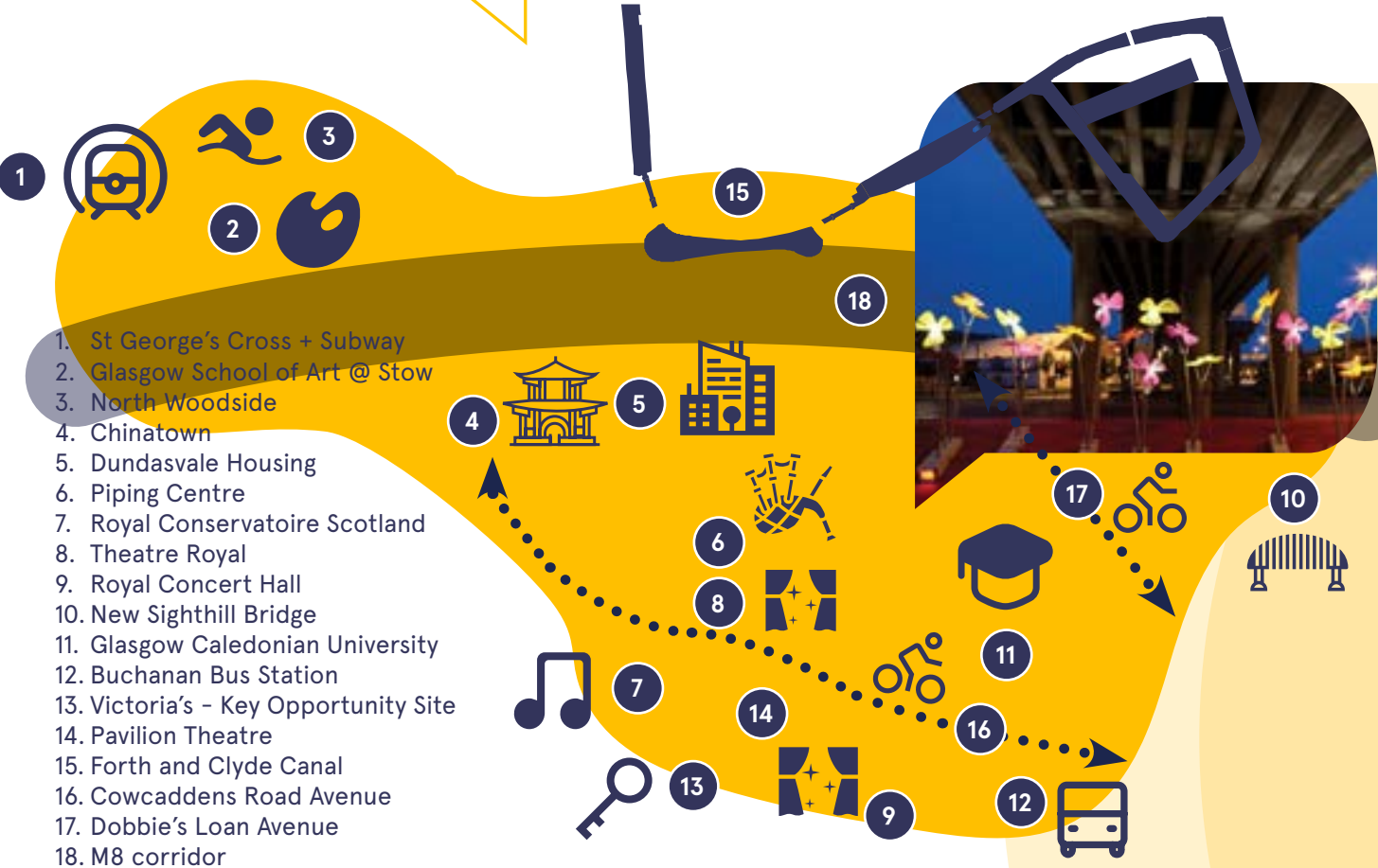


COWCADDENS

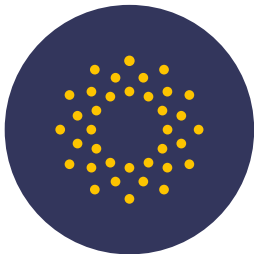


Cowcaddens has the potential to develop a distinct identity and has an important role to contribute to the local economy and the repopulation of the city centre, building on an existing local community. Cowcaddens has space for change, and the local talent, ingenuity and creativity to make it happen.

Cowcaddens’ existing communities, under-occupied buildings and land, its array of cultural and educational institutions and the proximity of the M8 motorway, provide tantalising clues for its future.



OPPORTUNITIES



CULTURE



CANAL



RESIDENTIAL



CHALLENGES

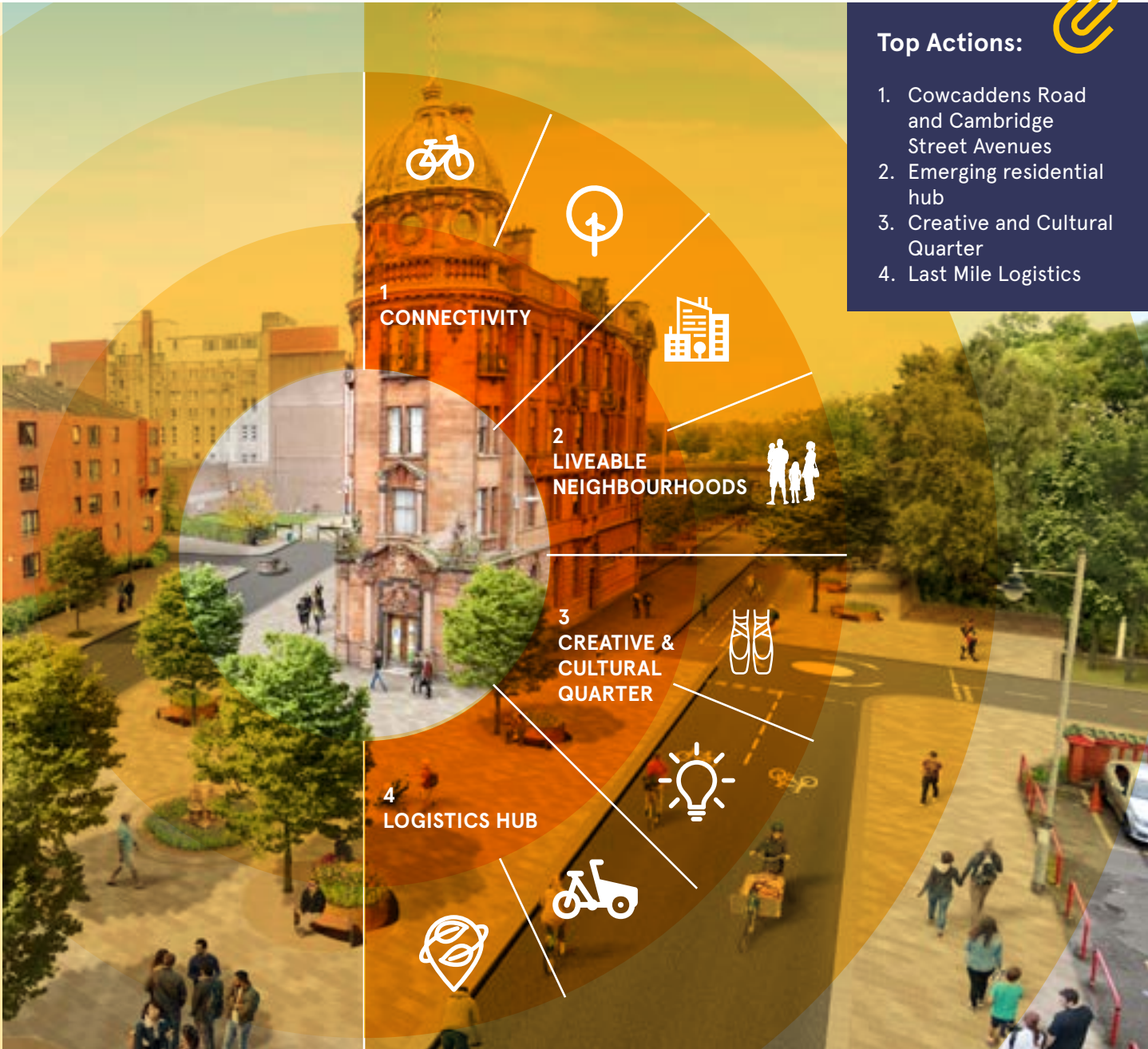
Poor housing quality, diversity and options (including retrofit upgrades, mixed tenures, types - families, elderly, students).

Poor quality of living at local level and lack of diverse economic development with focus on local production, logistics and cultural /creative economy.

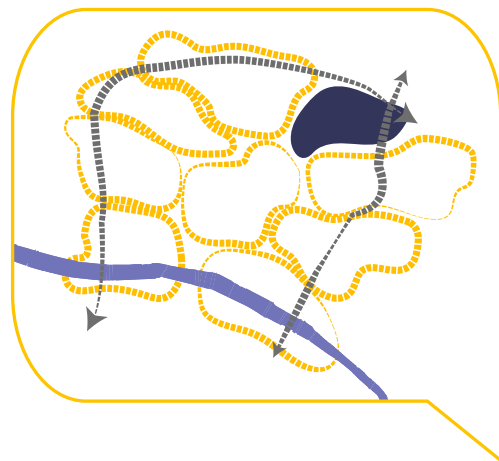
Lacking a central “heart”.

Cowcaddens is a gateway to the city centre, but connectivity could be improved.

ACTIONS



TOWNHEAD



A residential area at heart, Townhead has long been home to many city centre residents. This district features a high proportion of green space with established tree cover and green spaces in between residential blocks.

Further and higher education campuses, and the proximity to the adjacent Technology & Innovation Centre, attract very high footfall throughout the year, particularly at peak times. Two of the city’s main transport hubs, Buchanan Bus Station and Glasgow Queen Street Station, are within walking distance.

1. City of Glasgow College
2. Residential Community
3. Lister Street Bowling Green
4. Sighthill Bridge
5. Townhead Village Hall
6. Power League Pitches
7. Martyrs’ Public School, Charles Rennie Mackintosh
8. High Street
9. Townhead Triangle
10. Parliamentary Path



OPPORTUNITIES



INNOVATION



PEOPLE



NATURE

CHALLENGES



Townhead is perceived as being on the edge of the city centre because of physical barriers, and poor connections to all surrounding neighbourhoods, including campuses.

Existing communities rarely interact or collaborate with students or higher and further education institutions.

The sustainability performance of the district requires to be upgraded with a focus on energy/biodiversity/water/community/circular economy and housing retrofit.

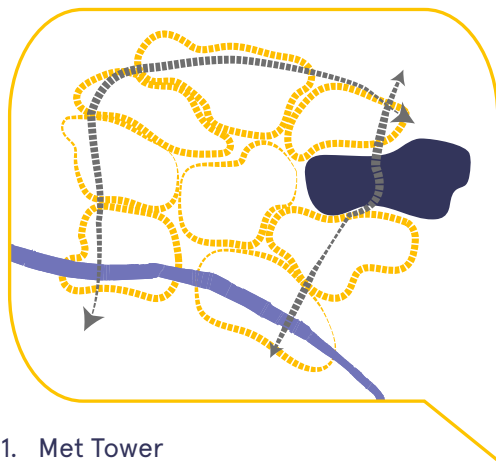
ACTIONS



Top Actions:

1. Safe and improved routes for walking, wheeling and cycling; Parliamentary Path
2. Quality Open Space & Parks
3. Housing Retrofit
4. Liveable Neighbourhood

LEARNING QUARTER



- 1. Met Tower
- 2. Glasgow Caledonian University
- 3. City of Glasgow College
- 4. Rottenrow Gardens
- 5. University of Strathclyde Campus
- 6. High Street
- 7. Cathedral Precinct, St Mungo's Museum
- 8. Glasgow Royal Infirmary
- 9. Necropolis
- 10. Tennent Caledonian Breweries
- 11. Meatmarket Development Site

The identity of the Learning Quarter is defined by the cluster of cultural and built heritage, centred on Strathclyde University campus, innovation institutions and the historic High Street area. This dual character offers clear starting points from which to strengthen its position as an inspiring, historic innovation hub.

This area has the potential to inspire; it brings people back to Glasgow's historic past while signposting its future. Local project focus on the High Street Area will continue to be supported.



OPPORTUNITIES



HERITAGE



INNOVATION



STUDENTS



CHALLENGES

Retain and attract residents with improved quality of living on local level, with great public amenities/facilities. Enable partnership working between Universities, College, Glasgow Royal Infirmary and other public institutions within a network of alliances to drive innovation economy.

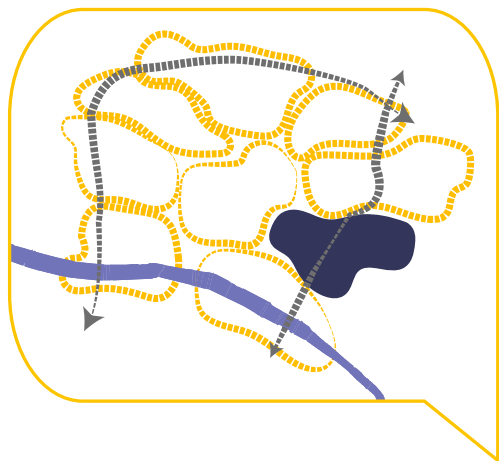
Open up enclosed spaces, create inviting frontages and attractive public destinations, improve connectivity, active travel and public transport networks, and reducing traffic (specifically on High Street / Castle Street).

Enhance the setting of historic landmarks and monuments. Boost Climate Neutral Innovation District Initiative.

ACTIONS

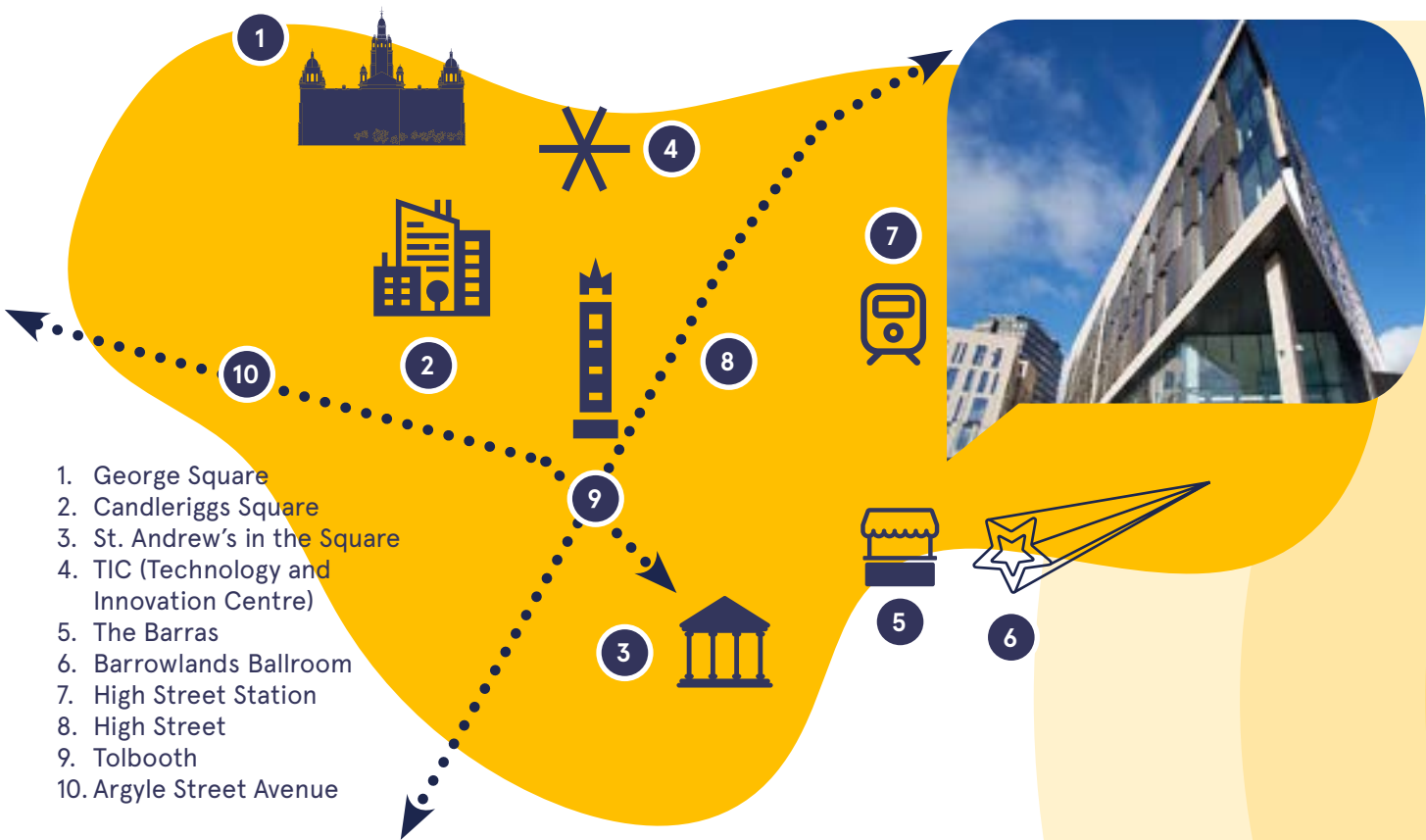


MERCHANT CITY



This district is a gateway between the city centre and the East End: a great local neighbourhood of international renown that is well connected to the future River Park and Glasgow Green.

The Merchant City District is a vibrant part of the city with a network of entrepreneurs, creatives and innovators based here. The district’s location and amenities make it a popular location for residents to live in with a mix of families, students and elderly residents calling it home. There are over 7,000 people living in the district.



OPPORTUNITIES



HISTORICAL



RESIDENTIAL



ENTREPRENEURIAL



CHALLENGES

Improve connectivity to all surrounding neighbourhoods (active travel networks, key transport corridors and public transport) and with the River Clyde.

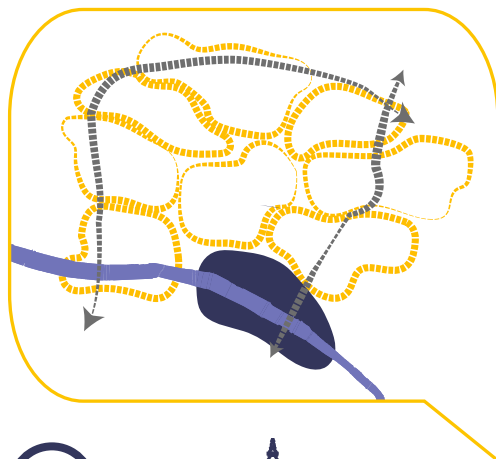
Enhance public space and access to green spaces.
Enhance and reinterpret the complex historic character of the District.
Support economic development (entrepreneurship, innovation, creative economy, (craft) food and drink, experiential retail).

Space to live, including updated diversity of housing options, tenure, house types and providing better access to local services/community infrastructure.

ACTIONS

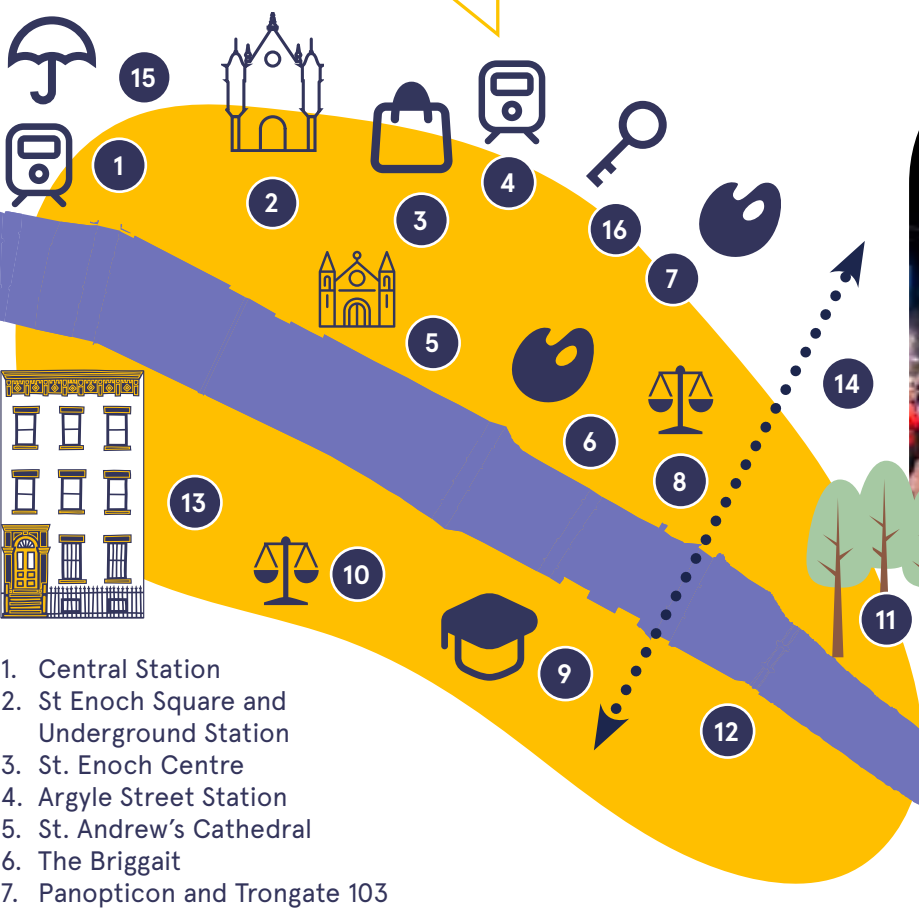


ST ENOCH



St Enoch district acts as a connector between the central area, Merchant City, Glasgow Green and the river. Custom House Quay and Carlton Place gardens are crucial sites for the aspired River Park, overall future adaptation of the City Centre and connections to local communities.

This is a mixed-use district, where people live, work and shop. St Enoch's Shopping Centre is located here along with the Argyle Street train station. The creative sector has a strong presence, very well integrated with Glasgow City Innovation District.



- 8. High Court
- 9. City of Glasgow College
- 10. Sheriff Court
- 11. Glasgow Green
- 12. River Clyde
- 13. Carlton Place
- 14. High Street
- 15. Hiellanman's Umbrella
- 16. Key Opportunity Site

OPPORTUNITIES



DYNAMIC



CONNECTED



CREATIVE



CHALLENGES

Reinstate urban grid and improve permeability around St Enoch Centre.

Greening the District and reducing the dominance of cars; redesign/repurpose car parks to enable placemaking outcomes.

Improving the riverside promenade and improving access to the south of the district. South of the river, the Gorbals has received significant regeneration, however the benefits have not yet flowed through the southern St Enoch district.

The area is very well connected to public transport, however it is a car-dominated district where public spaces and the connection to the river can be improved.

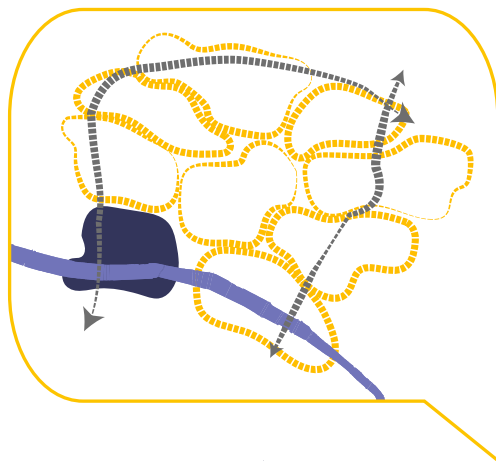
ACTIONS



Top Actions:

1. Argyle street Avenue; St Enoch Centre Masterplan. Clyde Street and Stockwell Street Avenues
2. Support local creative industries.
3. Improve arrival points; deliver Hiellanman's Umbrella project design
4. Custom House Quay; Carlton Place; River Park; consolidate quay walls

BROOMIELAW



This easily accessible district is traversed by the River Clyde and is an important gateway into the city centre, providing a first impression for visitors arriving by train into Central Station or from the M8 motorway, and investors in the International Financial Services District (IFSD).

Residential and student housing developments are flourishing West of the Kingston Bridge. Its busy public realm animates this stretch of the river with people enjoying lunch breaks, running, cycling or wheeling.

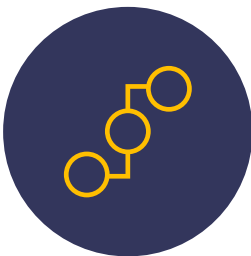
1. Anderston Station
2. M8 Corridor
3. Kingston Bridge
4. Springfield Quay
5. IFSD
6. Broomielaw Public Realm
7. River Clyde
8. Barclays Campus
9. Residential Community
10. Residential and Student Housing developments
11. Active travel connections



OPPORTUNITIES



FINANCE



CONNECTED



RIVER ACCESS

CHALLENGES



The area is currently dominated by busy car traffic, and presents a number of vacant sites and investment opportunities.

The lack of mixed-use in the area means that public life decreases after office hours making it a less attractive and safe place to be when offices are closed.

The area is severed by the M8 which dominates the landscape creating a barrier.

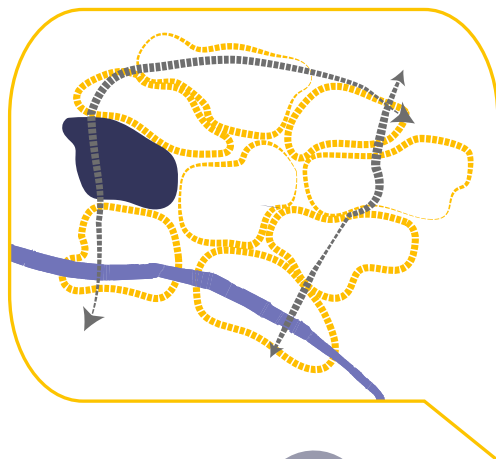
ACTIONS



Top Actions:

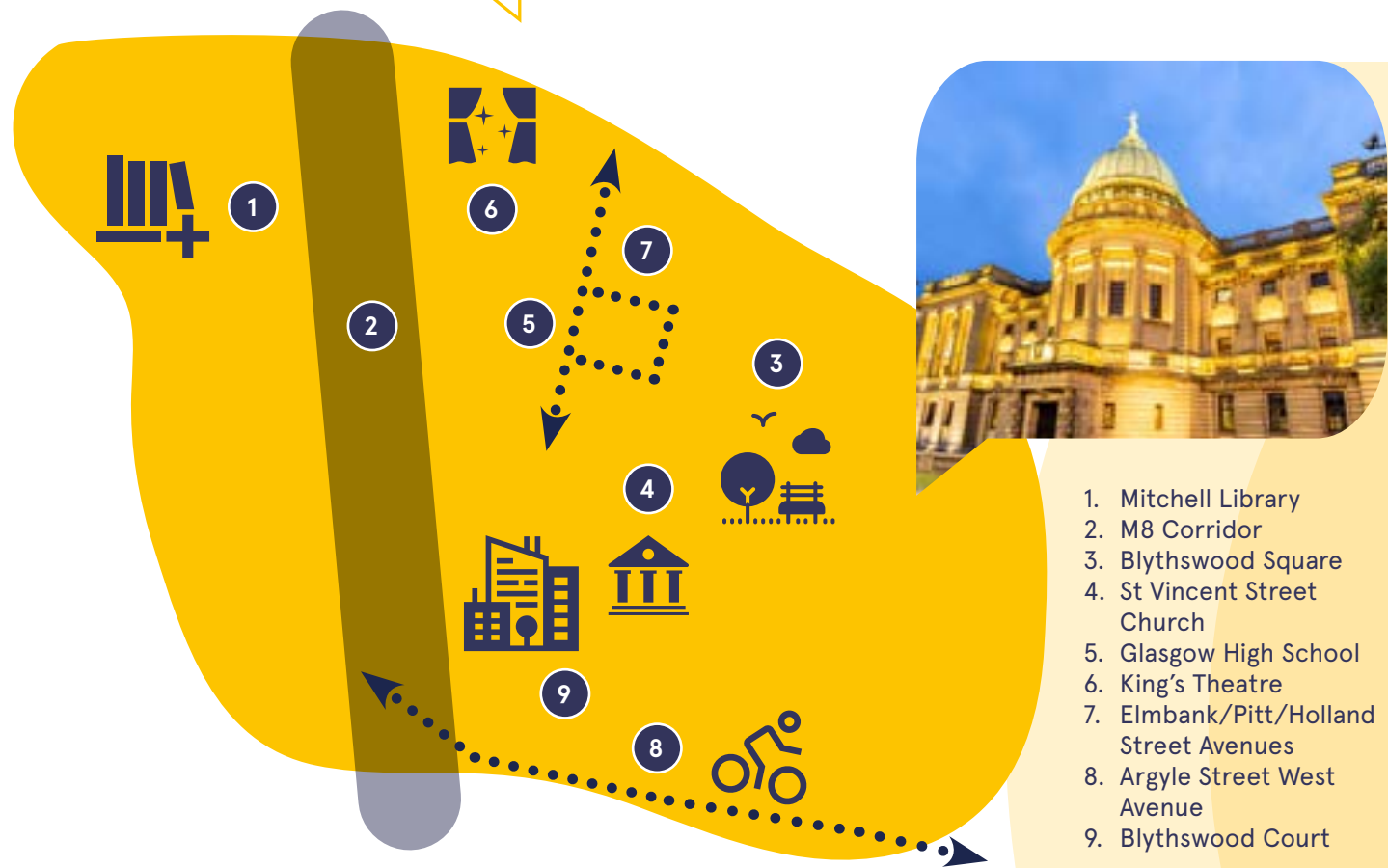
1. Broomielaw Masterplan
2. Future of the M8; Animate motorway undercroft
3. Anderston Station; connections to Argyle Street Avenue
4. Broomielaw Avenue River Park; activate river corridor; consolidate quay walls

BLYTHSWOOD



The urban grid of Blythswood Hill was Glasgow’s first suburb, a handsome residential development of Georgian townhouses laid out west of the medieval heart of Glasgow. As Glasgow prospered the area became the commercial heart of the city.

More recently, the area has been undergoing further change with significant new office, hotel and residential developments starting to redefine the area and repurpose historic buildings.



OPPORTUNITIES



FINANCE



CONNECTED



RIVER ACCESS



CHALLENGES

The M8 Bothwell Street off-ramp and Waterloo Street on-ramps create an abrupt interface between city and motorway.

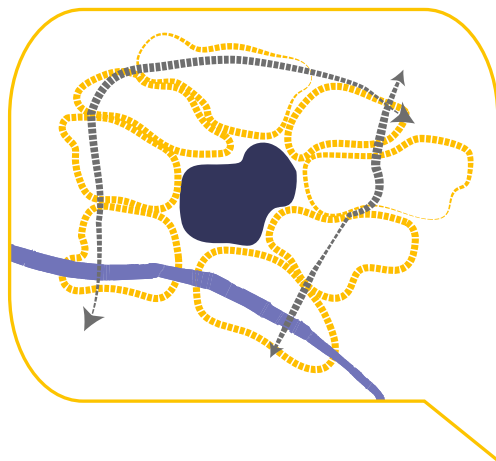
The tentacles of Junction 19 and the Clydeside Expressway compound the severance caused by the M8.

Empty converted offices in the area are often of a lower grade and not as desirable as the newer grade A office space being offered in other locations across the city centre.

ACTIONS



CENTRAL

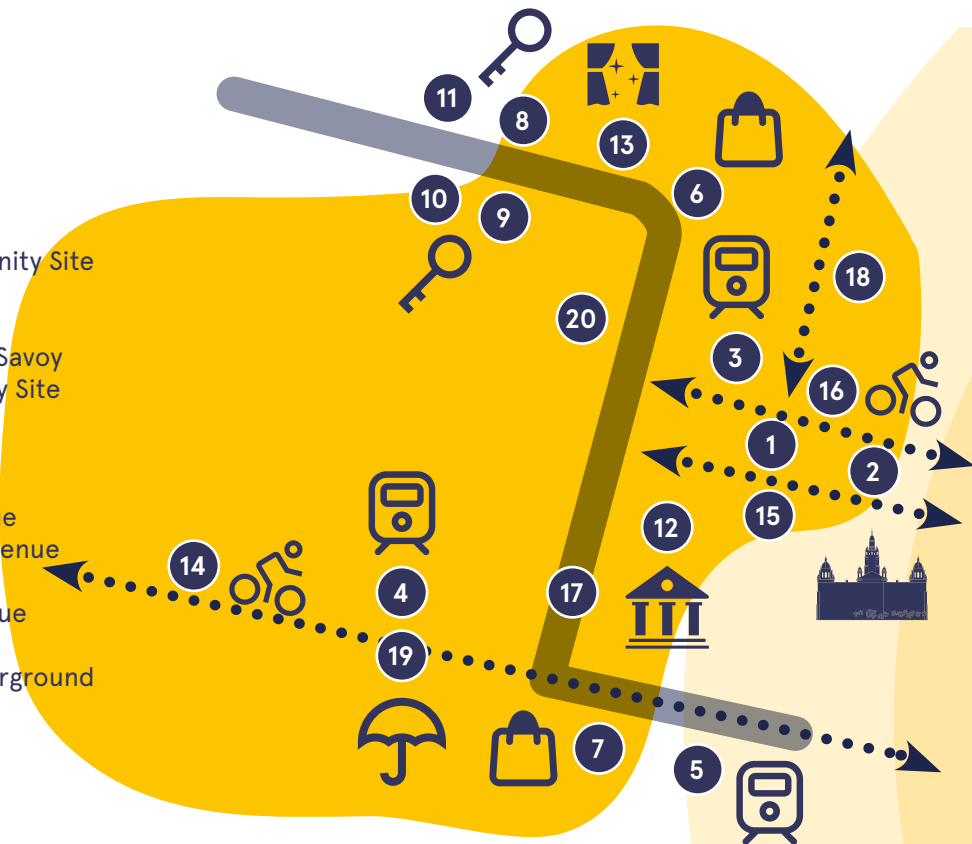


The Central District is at the heart of the city and the wider city region and includes a strongly defined urban street grid, two major terminus rail stations, the city's principal retail area and its most prominent civic space, George Square.

The Golden Z is centred around Sauchiehall, Buchanan and Argyle Streets, all well established for their variety of shops, bars and restaurants.

This part of the city centre is critical to the city's economic, cultural, social and civic health and future prosperity.

- 1. George Square
- 2. City Chambers
- 3. Queen Street Station
- 4. Central Station
- 5. Argyle Street Station
- 6. Buchanan Galleries
- 7. St Enoch Centre
- 8. Victoria's Key Opportunity Site
- 9. Key Opportunity Site
- 10. Key Opportunity Site
- 11. Royal Conservatoire & Savoy Market Key Opportunity Site
- 12. GOMA
- 13. Royal Concert Hall
- 14. Argyle Street Avenue
- 15. St Vincent Place Avenue
- 16. West George Street Avenue
- 17. Golden Z
- 18. North Hanover S. Avenue
- 19. Hielanman's Umbrella
- 20. Buchanan Street Underground



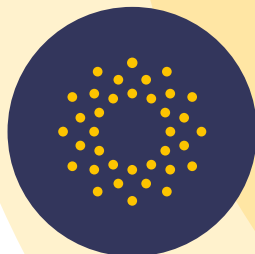
OPPORTUNITIES



RETAIL & NIGHT-LIFE



TOURISM



CULTURE

CHALLENGES



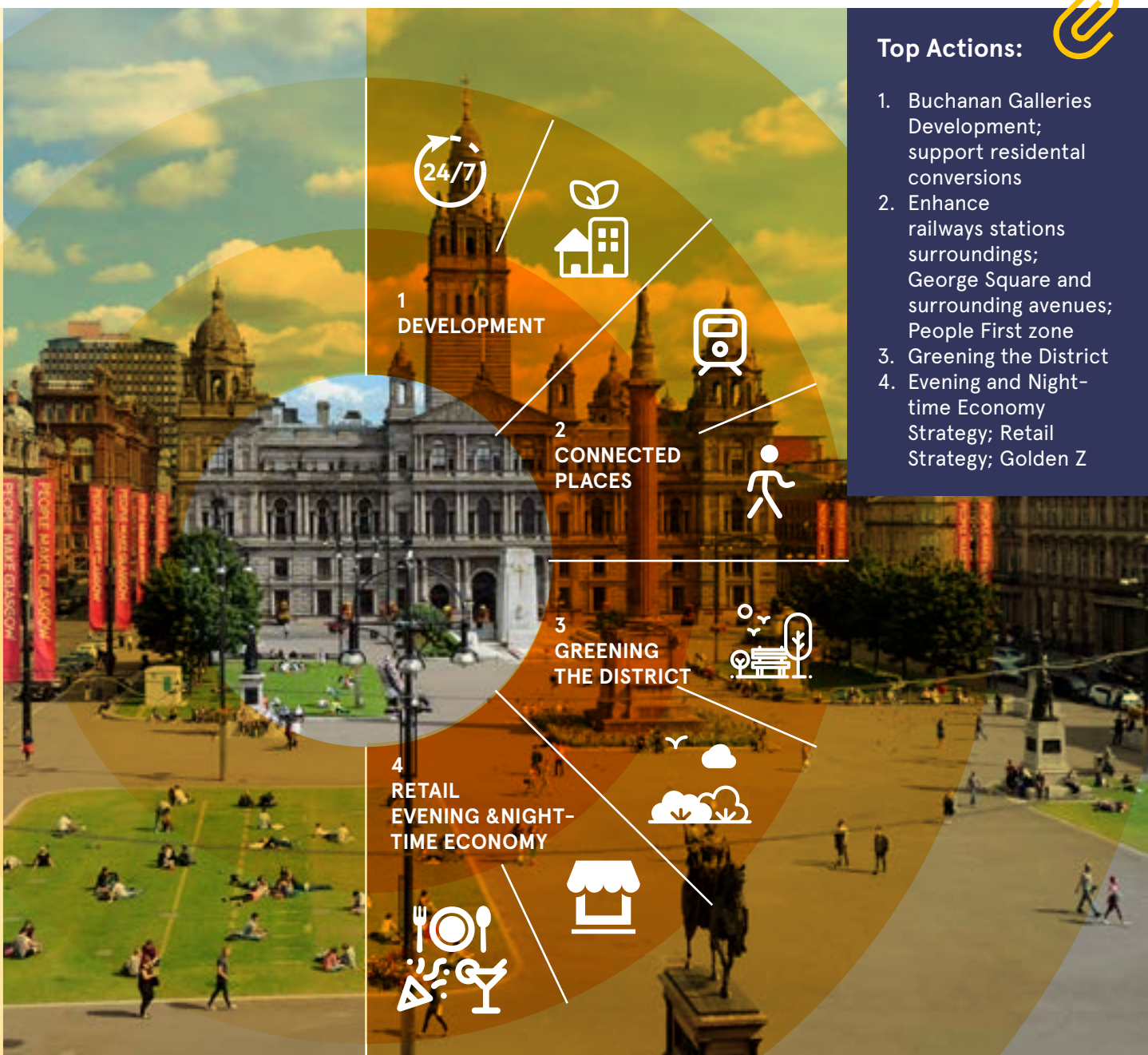
Vehicular traffic is heavy throughout the central district and the compact street grid and dense building layout means there is limited green space available for public use.

The points of arrival are not considered welcoming and there is a disconnect between the main travel points which are Glasgow Central, Queen Street Station and Buchanan Bus Station.

Lack of mixed-use development; change in office and retail trends.

Increase residential offer prioritising repurposing opportunities.

ACTIONS



Top Actions:

- 1. Buchanan Galleries Development; support residential conversions
- 2. Enhance railways stations surroundings; George Square and surrounding avenues; People First zone
- 3. Greening the District
- 4. Evening and Night-time Economy Strategy; Retail Strategy; Golden Z



CONTACT US

If you have any questions, comments, or would like further information on the City Centre Strategy 2024-2030, please contact:

citycentrestrategy@glasgow.gov.uk





**PEOPLE
MAKE
GLASGOW**