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<b>Report To:</b>	<b>Environment and Regeneration Committee</b>	<b>Date:</b>	<b>1 September 2016</b>
<b>Report By:</b>	<b>Corporate Director Environment, Regeneration &amp; Resources</b>	<b>Report No:</b>	<b>ENV/021/16/AF/FM</b>
<b>Contact Officer:</b>	<b>Aubrey Fawcett</b>	<b>Contact No:</b>	<b>01475 712762</b>
<b>Subject:</b>	<b>Greenock Town Centre Charrette and Masterplan Report</b>		

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## **1.0 PURPOSE**

- 1.1 The purpose of this report is to update Committee on the progress relating to the development of a Masterplan Report, as an outcome from the Greenock Town Centre Charrette, and to seek approval in principle of the Greenock Town Centre Masterplan.

## **2.0 SUMMARY**

- 2.1 The Environment and Regeneration Committee on 28 April 2016 was given an update on the progress of the Regeneration Forums and was informed of the Charrette process undertaken for Greenock Town Centre.
- 2.2 A Masterplan, outlining various proposals for future regeneration projects for Greenock Town Centre, has been compiled as an outcome of the Charrette by Austin Smith Lord and Douglas Wheeler Associates.

## **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that Committee:
- Adopts in principle the Greenock Town Centre Masterplan and that it forms the basis to guide future investment within Greenock as funding becomes available;
  - Notes that the Greenock Town Centre Masterplan will be reported back to the various stakeholders that participated in the Charrette;
  - Adopts the priority projects and that these projects are progressed in collaboration with Riverside Inverclyde as funds become available with further reports being brought back for Members' consideration;
  - Notes that the Greenock Town Centre Masterplan will be adopted by the Greenock Town Centre Regeneration Forum as a working tool to steer future projects; and
  - Agrees to redirect any reserves allocated to it by the Policy & Resources Committee/Council to allow the Greenock town centre Priority Projects to progress.

**Aubrey Fawcett**  
**Corporate Director, Environment, Regeneration and Resources**

## 4.0 BACKGROUND

- 4.1 The Greenock Town Centre Regeneration Forum decided at their first meeting on 18 September 2015 that a charrette would be the most favourable option to developing a regeneration strategy and masterplan report for the town centre.
- 4.2 As part of the Scottish Government's Charrette Mainstream Fund, ri was granted part funding to commission Austin Smith Lord to facilitate a charrette and produce a masterplan report for Greenock Town Centre.

## 5.0 REGENERATION STRATEGY

- 5.1 The regeneration strategy has been developed through the Charrette process. The Charrette itself took place in March 2016 with significant involvement from members of the Greenock community, business sector, Council Members and Officers and various other agencies/stakeholders.

The Vision that will lead to transformational opportunities has been determined by the conclusions discussed by the Charrette participants and are as follows:-

- Exploit Greenock's **Riverside Location**;
- Build on Greenock's **Rich Heritage**;
- Promote a **Network of Excellent Open Spaces**;
- Utilise **Arts and Culture**;
- Promote a **Visitor Economy**; and
- **Raise Ambitions** and **Change Perceptions**.

Seven themes were identified from the Charrette which have helped shape the Greenock Town Centre Development Framework and Regeneration Action Plan & will assist in achieving the Vision. These themes are:-

### *Development Framework*

1. Access Traffic and Transport;
2. Priority Buildings and Sites; and
3. Open Space Networks.

### *Regeneration Action Plan*

4. Supporting Growth Orientated Businesses: Promoting Investment;
5. Promoting Visitor Economy: Destination Greenock;
6. Exploiting Creative Industries: Arts & Culture; and
7. Community Focus: Health & Wellbeing & Repopulation.

A Development Framework emerged from ten overarching design principles that evolved through listening and learning workshops, site surveys and observations and design workshops.

The ten principles are:-

- 1) Work with what you have – fine assets (waterfront, buildings and open spaces);
- 2) Maximise the distinctiveness – quality of Cathcart St./West Blackhall St. areas;
- 3) Place-mending – repair the urban fabric, historic desire lines, infill, mixed use areas;
- 4) Always connect, all ways – town to water, West Blackhall St to Cathcart St and beyond;
- 5) Design Streets not Roads – from car dominated to pedestrian/bike friendly;
- 6) Gateways – improve first impressions (public transport/main roads/arrivals);
- 7) Social by design – encourage active, safe places (e.g. Bullring and around Oak Mall);

- 8) Events enliven Greenock – make events a good habit; create a convivial town centre;
- 9) Celebrate Greenock – history, heritage, art and people – pride in place;
- 10) Design Quality – emulate the ambition of Greenock past in Greenock possible.

The Regeneration Action Plan focuses on local, economic and community regeneration projects. The Action Plan provides clear guidance in relation to prioritisation of initiatives, timescale and likely impact, who should lead/support delivery and funding/sources.

## 5.2 Key Moves for Physical Masterplanning

A number of key moves for the physical masterplanning of Greenock Town Centre have been derived from the charrette process and are outlined below:-

- **Increased distinctiveness of West Blackhall Street and Cathcart Street as the principal town centre ‘spine’ routes** – the focal points in the west and east town centre. This should include public realm enhancements. ‘Designing Streets’ shared space layouts and mixed use development reusing underused buildings or infilling gap sites;
- **Enhancement of Oak Mall with new, mixed uses**, better integration with surrounding streets and spaces, longer opening times and residential development of some underused adjoining sites. Improved pedestrian connections east-west and north-south are essential and move from being out of hours, to bringing the constituent parts of Greenock’s town centre together;
- **Significant improvements to connections between the town centre and the waterfront.** The waterfront must be considered part of the town centre requiring significantly better connections across the A8. Greenock can and should have an attractive ‘people friendly’ waterfront town centre;
- **Tame the impact of the A8 and A78 roads.** The legacy of earlier road engineering and outdated traffic management needs to be reversed to create streets, not roads, throughout the town centre. Small scale interventions can reduce severance but more significant reconfiguration should be planned to remove the Bullring and underpasses to fully integrate pedestrian, cycle and vehicular access. Enhanced connections to the waterfront, West Blackhall Street to Cathcart Street, Central Station to Custom House, restore William Street to waterfront, bus station to Tesco and Cinema and George Square to Laird Street;
- **Improve open spaces and connections to the waterfront** focussing efforts on linking existing/emerging set piece spaces to create a hierarchy of interlinked, active urban spaces. Principal connections/spaces should include:
  - Greenock Central Station to Customhouse Quay providing improved gateway/arrival point to east town centre;
  - Cathcart Square to William Street – Maritime Square. Recreating the principal historic axis between Well Park Kirk and the quayside;
  - Clyde Square to Waterfront Leisure Centre via library and bullring;
  - Bus Station to Quayside via West Stewart Street;
  - George Square to Ocean Terminal via Bubbly Jocks Brae, West Blackhall Street and Laird Street – providing high quality arrival/embarkation point and attractive gateway to the town centre at the cruise liner terminal.
- **Increased quality of urban setting throughout central Greenock;** higher ambition for quality design of new buildings, better maintenance and appreciation and interpretations of built and social heritage, enhancements to the fine sequence of existing (but largely underperforming) squares and open spaces;
- **Improved access to a range of quality natural open space;** introducing more urban greenspace providing more people spaces/event spaces, access to nature;
- **Showcase and interpret Greenock’s superb built and industrial heritage, rich**

**social history and emerging arts/creative scene.** Consider extending William Street Concertation Area and seek opportunities to interpret the significance of Greenock's economic history and as a port of emigration, import and export of goods.

## 6.0 PROPOSED PRIORITY PROJECTS

6.1 A range of projects have been identified which are to be considered for early implementation, subject to availability of funds and detailed assessment to determine the extent of costs, which are shown below as indicative very early estimates, and the deliverability thereof.

6.2 Priority projects will be decided upon by the members of the Greenock Town Centre Regeneration Forum. Examples of some of the proposed priority projects are outlined below:-

### 6.3 *Buildings and Opportunities*

- Regent Street/GPO Site:- engage with owners to promote redevelopment of the site and/or demolition of derelict buildings/site clearance for new build mixed use, and/or public realm spaces. Consider provision of financial support to assist redevelopment;
- Former Babylon Nightclub:- engage with owners to promote redevelopment of the site and/or demolition of derelict buildings/site clearance. Consider provision of financial support to assist with demolition in collaboration with ri and Registered Social Landlord as developer;
- Tobacco Warehouse:- engage with owners to promote redevelopment of the historic docklands location;
- King Street Car Park:- engage with the owners to promote wider public usage of the car park.

### 6.4 *Open Spaces*

- Station Avenue:- enhance existing axis & public realm from Greenock Central Station to Custom House and Beacon Arts Centre to provide improved gateway/arrival point to east town centre;
- Dalrymple St:- enhance public realm improvements and town centre economy by providing additional public car park;
- Public Space Wifi:- progress exploratory discussions with service providers to investigate the provision of public space Wi-Fi within the town centre.

### 6.5 *Streetscapes*

- West Blackhall Street & Cathcart Street:- enhance public realm features to increase the distinctiveness of the principal routes through the town centre;
- William Street:- enhance the connection from Clyde Square to the Waterfront recreating the historic axis between Well Park Kirk and the quayside and improving pedestrian crossing points on the A8;
- Laird Street:- enhance the public realm aspect and accessible pedestrian crossings from the proposed new Ocean Terminal Exit on Container Way across Dalrymple Street and Laird Street to West Blackhall Street.

## 7.0 FURTHER ENGAGEMENT

7.1 The Greenock Town Centre Masterplan has been presented and circulated to members of the Greenock Town Centre Regeneration Forum. Following adoption of the Masterplan, ri and the Consultant Team will engage with the various stakeholders who attended the Charrette to inform them of the outcome and final proposals. The Masterplan will also be made available for public view on ri's website.

## 8.0 FUNDING REQUIREMENTS

- 8.1 £78million would be required to undertake all the projects identified in the Masterplan and the private sector would be expected to make a substantial contribution to these costs.
- 8.2 The 10 priority projects identified above will require in excess of £35million (including private sector contributions) to progress. A formal assurance is sought from the Corporate Director Environment, Regeneration and Resources for Committee to endorse the Greenock Town Centre Masterplan by confirming that it would commit any excess Reserves allocated to the Committee by the Policy & Resources Committee/Council to the advancement of the Masterplan priority projects.
- 8.3 Riverside Inverclyde will endeavour to apply for grant funding from external sources to progress the priority projects over the short to medium future.

## 9.0 CONCLUSION

- 9.1 The Charrette process has been received well by stakeholders who participated in workshops. Members of the Greenock Town Centre Regeneration Forum have received a number of progress presentations from the Charrette Team during Regeneration Forum meetings and have fed back positive comments.
- 9.2 An executive summary of the Greenock Town Centre Masterplan is attached in Appendix 1 with the full document available through Fiona Maguire at Riverside Inverclyde.

## 10.0 IMPLICATIONS

### 10.1 Financial Implications

Committee is asked to agree in principle only, the Masterplan and priority projects at this stage and as a result no financial implications are included here. Further reports will be presented to Committee in due course on progression of specific projects and financial implications, including any on going revenue costs, will be identified at that time.

#### One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

#### Annually Recurring Costs / Savings

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if applicable)	Other Comments

### 10.2 Legal

The Head of Legal and Property Services has been consulted on this report.

### 10.3 Human Resources

There are no human resource issues arising from this report.

### 10.4 Equalities

There are no equalities issues arising from this report.

YES (see attached appendix)

NO This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy.

Therefore, no Equality Impact Assessment is required)

#### **10.5 Repopulation**

Future regeneration works undertaken within Greenock Town Centre should contribute to retaining and increasing the population within the area.

#### **11.0 CONSULTATIONS**

11.1 The Head of Regeneration and Planning has been consulted on this report.

11.2 The Chief Financial Officer has been consulted on this report.

11.3 The Head of Environmental and Commercial Services has been consulted on this report.

11.4 Riverside Inverclyde has been consulted on the preparation of this paper.

#### **12.0 BACKGROUND PAPERS**

12.1 None.







## CONTENTS

CHARRETTE CONTEXT	3
GREENOCK TOWN CENTRE: 2026 VISION	4
MASTERPLAN THEMES: ACHIEVING THE VISION	6
EARLY DISCUSSION	7
10 OVERARCHING CHARRETTE DESIGN PRINCIPLES	8
KEY MOVES	9
LANDSCAPE INFRASTRUCTURE	11
<b>DEVELOPMENT FRAMEWORK</b>	
PROGRAMME 1: PRIORITY BUILDINGS AND SITES	12
PROGRAMME 2: OPEN SPACES + STREETS	15
PROGRAMME 3: ACCESS TRAFFIC & TRANSPORT	20
<b>REGENERATION ACTION PLAN</b>	
PROGRAMME 4: SUPPORTING GROWTH ORIENTATED BUSINESSES: PROMOTING INVESTMENT	21
PROGRAMME 5: PROMOTING THE VISITOR ECONOMY: DESTINATION GREENOCK	23
PROGRAMME 6: EXPLOITING CREATIVE INDUSTRIES: ARTS & CULTURE	25
PROGRAMME 7: COMMUNITY FOCUS: HEALTH + WELL-BEING & REPOPULATION	26
MAKING IT HAPPEN	28
RECOMMENDATIONS	29





## PURPOSE OF THIS EXECUTIVE SUMMARY REPORT

This report provides an Executive Summary to the full Greenock Town Centre Masterplan that emerged following the Design Charrette undertaken in March 2016.

This Executive Summary should be read in conjunction with the full report and associated technical appendices.

## CHARRETTE CONTEXT

In late 2015, the Scottish Government selected Greenock town centre for a major locally driven design charrette, through their Charrette Mainstreaming Programme 2015-16. **A charrette is an intensive consultation that engages local people in the design of their community.** The fundamental aim in Greenock was to involve local residents, businesses and stakeholders in planning the future of the town centre.

Riverside Inverclyde & Inverclyde Council sponsored the charrette and a design team led by Austin-Smith: Lord (urban designers & architects) and Douglas Wheeler Associates Ltd (economic regeneration specialists) with Ryden (property consultants), WAVEparticle (artists/ facilitators), Gerry Grams (architect and urban designer) and Transport Planning Ltd was commissioned to facilitate the charrette.

Planning and design workshops were held in the **Saloon at Greenock Town Hall** over a three day period running from **Wednesday 2<sup>nd</sup> to Friday 4<sup>th</sup> March 2016** with a final exhibition in the **Oak Mall on Saturday 5<sup>th</sup>** and a report back session in the Saloon at Greenock Town Hall on **10<sup>th</sup> March**. Over this period the public, designers and specialists worked together, 'hands on', to prepare a shared vision, masterplan, development framework and regeneration action plan for Greenock Town Centre, with local people's ideas translated into plans and drawings.



## RIVERSIDE INVERCLYDE & INVERCLYDE COUNCIL BRIEF & CHARRETTE AIMS

The fundamental aim was to prepare a realistic, feasible masterplan and integrated regeneration strategy with prioritised actions for Greenock Town Centre. This was to establish the priorities for investment in improving facilities, services, access and physical appearance of Greenock Town Centre over the next ten years and ensure the support of local residents, businesses and key stakeholders. The specific Greenock Town Centre Charrette objectives were to:

- Raise the **ambitions and the aspirations** of local communities;
- Build **consensus around a shared vision** for the area through design-led, intensive community and stakeholder engagement;
- Capture **new opportunities and accelerate sustainable growth**;
- Determine a **spatial strategy for the redevelopment of vacant and derelict land**;
- Identify a **strategy and solutions** that will secure strong economic, social and place-making outcomes and offer **realistic, deliverable and viable projects**.



## GREENOCK TOWN CENTRE MASTERPLAN AMBITIONS

The Greenock Town Centre Masterplan that has emerged from the Charrette process sets out the aspirations and a **development framework and action plan** for the public, private and third sectors to continue the regeneration of Greenock Town Centre and its economy. It draws and builds on plans already adopted or under consideration by Riverside Inverclyde/Inverclyde Council, ClydePlan and the Scottish Government.

The Masterplan aims to capture the objectives of a wide range of partners and should act as the spur for a **collective, Inverclyde and town-wide effort** to lead Greenock through another period of transformational investment. Public, private and third sector stakeholders will need to rise to the challenge in terms of **ambition, quality and innovation**. The Greenock Town Centre Masterplan reflects the aspirations of the individuals who attended the Charrette events. The Masterplan provides a Development Framework for **business growth and investment** which will provide jobs, a **high-quality environment** in which to live with **health, social, commercial and cultural facilities** that meet the needs of residents and visitors.

Everyone connected with Greenock has a part to play: the plan identifies priorities including investing in pedestrian and cycle friendly connections, improving the public realm, inward investment opportunities, support for business and improving health and well-being. The **public sector, nationally and locally**, has a leading role to play in mobilising this investment however the **private and third sectors** will be critical partners for success. Employers and developers will take up the opportunities created by this enabling investment by starting and growing businesses and investing in town centre housing and commercial property projects.

In doing so the Greenock Town Centre Masterplan will make a strong contribution to achieving the outcomes set out in the **Inverclyde Alliance Single Outcome Agreement** Community Plan including repopulation to create a *‘competitive and thriving economy, sustainable communities & flexible and skilled workforce’* and help deliver the growth objectives of the Local Development Plan.

## GREENOCK TOWN CENTRE: 2026 VISION

Greenock is **all about community**. Greenockians are **proud of Greenock**; its famous history and increasingly positive future.

People **talk Greenock up** – there is a **renewed confidence** about the place.

Greenock has a convivial, distinctive and **attractive pedestrian and cycle friendly waterfront town centre**, blending wonderful built heritage with high quality new architecture. The town centre **attracts new residents and visitors** to Greenock to enjoy new opportunities to work, do business, access local services, shop and enjoy family friendly amenities and leisure facilities.

Greenock is renowned as the **regional centre for Inverclyde and the wider area**; a gateway to Scotland and to the Firth of Clyde. The waterfront has enjoyed a renaissance with the **new Ocean Terminal** a key catalyst in the town’s transformation.

**Greenock is an active town**. National and international events and festivals regularly enliven the town centre’s historic streets, squares and quaysides. The town centre also has excellent indoor and outdoor facilities for **sport and recreation for all ages and abilities; improved health/social care facilities** all contributing to **wellbeing** and an **increasingly healthy and happy town**.

Greenock is a **creative town for arts and culture**, and a **great place for life-long learning**. The Beacon Arts Centre, McLean Museum and the new College are highly regarded nationally, as are creative industries and artists based in the town.

The town’s **coastal location and excellent public transport links** attracts new residents and businesses to the town centre and encourages folk to visit, and enjoy what Greenock has to offer.

Residents and visitors appreciate the proximity and **access to nature, culture, history**, an increasing self-assurance and **level of ambition**.



## CHARRETTE CONCLUSIONS: TRANSFORMATIONAL OPPORTUNITIES

The vision has been determined by the conclusions from the Charrette and in particular the opportunities that were identified to:

- **Exploit Greenock's tremendous location** - on the Firth, with great views / aspect, access to countryside / Argyll / Islands;
- **Build on the pride that Greenockians have in the place** with its strong community networks, very significant built heritage and intriguing social and economic history. The aim is to celebrate, appreciate and exploit these assets and to **'talk Greenock Up'**;
- **Promote a network of excellent open spaces** (e.g. Cathcart Sq., Custom House Quay, Well Park) - enhance the setting, **make the town centre more pedestrian focussed** and using events to enliven the town centre;
- Use arts and culture to **capitalise on the dynamic, locally based and talented creative industries** and build on the Inverclyde Place Partnership: Arts + Creative Strategy;
- **Promote the visitor economy** including to maximise on the benefit from cruise traffic, heritage, events and arts;
- **Raise ambitions and change perceptions** in Greenock as a place to work, live, visit and invest and to narrow inequalities.



## MASTERPLAN THEMES: ACHIEVING THE VISION

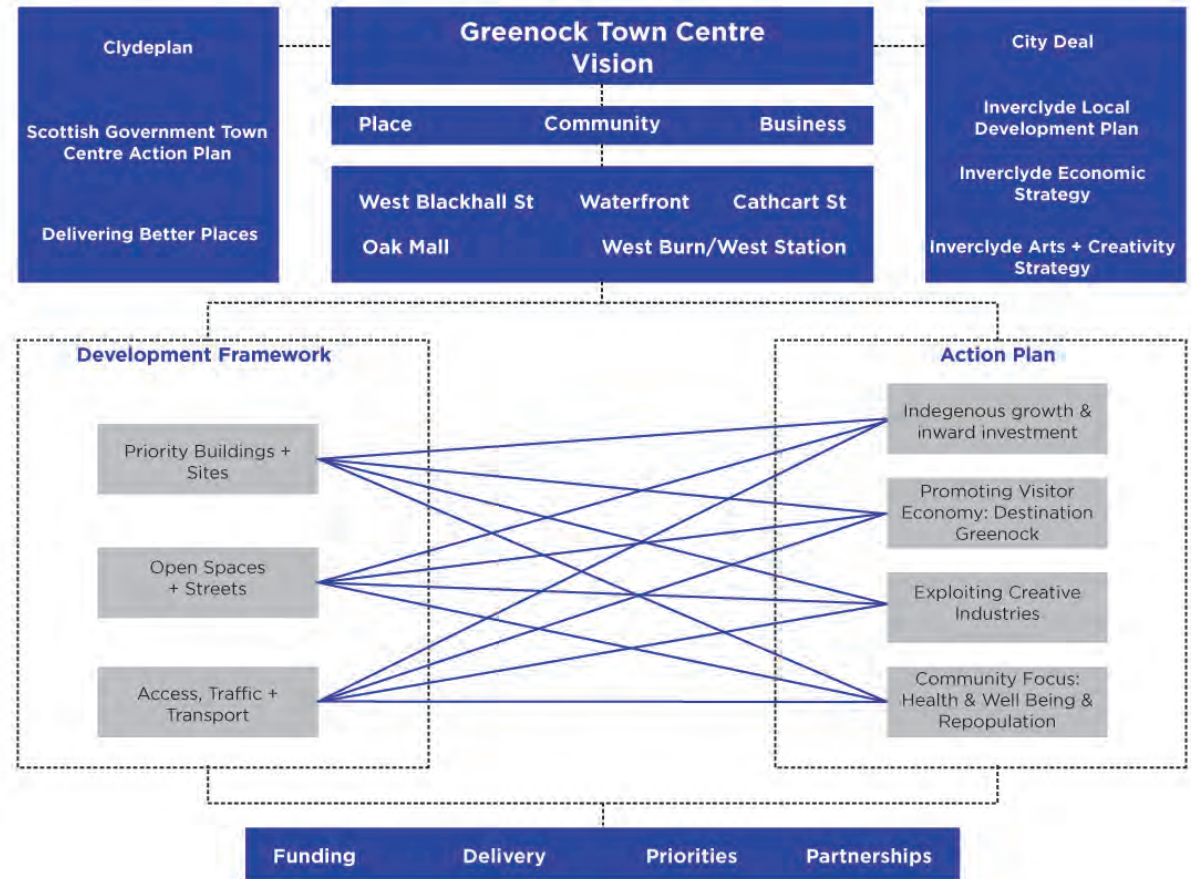
As a result of the vision, seven themes have been identified from the Charrette, the place, policy and economic reviews and consultations which have helped to drive and shape the Greenock Town Centre Development Framework and Regeneration Action Plan and the moves to the 2026 vision. The seven interrelated themes are:

### Development Framework

- Programme 1: Priority Buildings & Sites
- Programme 2: Open Space + Streets
- Programme 3: Access Traffic & Transport

### Regeneration Action Plan

- Programme 4: Supporting Growth Orientated Businesses: Promoting Investment
- Programme 5: Promoting Visitor Economy: Destination Greenock
- Programme 6: Exploiting Creative Industries: Arts & Culture
- Programme 7: Community Focus : Health & Well-Being & Repopulation





## EARLY DISCUSSION

During the early stages of the charrette there were numerous recurring issues and topics that participants raised including;

**The Waterfront** is a great asset – celebrate the Clyde!

**Economic Development:** new and established industry/supporting enterprise = **jobs!**

**'It's about the people** as well as the place'.

**Depopulation** is a big issue – positive message outwards AND inwards is vital. Talk Greenock UP!

**Better connections** vital / the A8 corridor. Calm traffic and restore historic desire lines.

**Where is the Centre?** Cathcart Sq. / Clyde Sq.? Oak Mall? West Blackhall St. Is it important?

**West Blackhall Street** has declined, and so has the Oak Mall – ideas to rejuvenate.

**The Bullring** – feels unsafe (the 'tunnels'). Negative impression.

**Proud Greenockians: community and amazing social history** – celebrate, appreciate and maximise these assets.

**Level of Ambition** – what are we aiming for?

**Tackling Inequalities** – longstanding social, economic and health issues.

**Oak Mall** - barrier when closed – 'out of hours' / dislocates the town.

**Excellent transport links** – especially mainline trains.

**Access + Location of Facilities / Services** – ongoing discussions.

Array of **potentially excellent open spaces** (eg. Cathcart Sq., Custom House Quay, Well Park) – enhance setting, pedestrian focussed – events / enliven.

Greenock has a **great location** – on the Firth, great views / aspects, access to countryside / Argyll / Islands.

**Visitor Economy** – maximise benefit from cruise traffic, heritage, events, arts.

**Arts + Culture** – capitalise on dynamic, locally based + talented creative industries. Inverclyde Place Partnership > Arts + Creative Strategy.

**Market Failure** – change continuing / intervention required.

**Severance + Dislocation** – town centre car dominated. Difficult pedestrian connections to key destinations (eg. Waterfront). Townscape dislocated by roads.

**Vacant Property** + Derelict Sites.

**Hosting Events** – Tall Ships, PowerBoat Grand Prix, others.

**Assets + Opportunities** – Transport Links, City Deal, Waterfront, College, NHS.

**Flooding** – issues with culverted West Burn?

**Parking** – mixed reaction to new parking system. Perception + reality of provision.

**Apathy** – folk need to engage.





## 10 OVERARCHING CHARRETTE DESIGN PRINCIPLES

Emerging from the Listening + Learning workshops, site survey and observations and design workshops the following overarching principles for the Development Framework emerged, namely;

- 1) Work with what you have** – fine assets (waterfront, buildings + open spaces).
- 2) Maximise the Distinctiveness** – quality of Cathcart St. / West Blackhall St. areas.
- 3) Place-mending** – repair the urban fabric; historic desire-lines, infill, mixed uses.
- 4) Always Connect, All Ways** – town to water, Blackhall Street to Cathcart Street + beyond.
- 5) Design Streets not Roads** – from car dominated to pedestrian / bike friendly.
- 6) Gateways** – improve 1<sup>st</sup> Impressions (public transport / main roads / arrivals).
- 7) Social By Design** – encourage active, safe spaces (eg. Bullring, around Oak Mall).
- 8) Events Enliven Greenock** – make events a good habit; create a convivial town centre.
- 9) Celebrate Greenock** – history, heritage, art + people – pride in place.
- 10) Design Quality** – emulate the ambition of Greenock past in Greenock possible.



## KEY MOVES

The key moves for physical masterplanning of Greenock town centre emerging from the design charrette include;

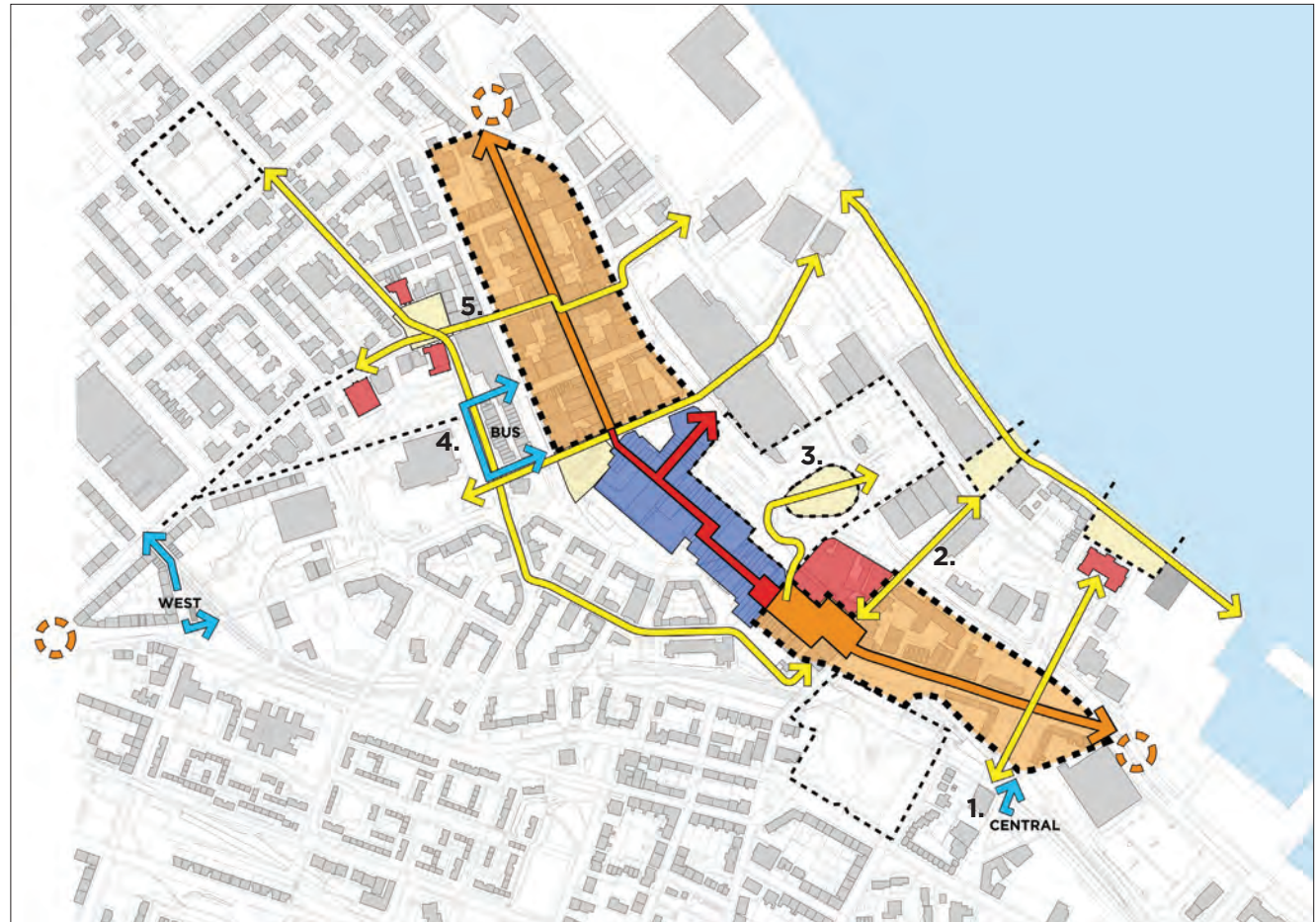
- **increased distinctiveness of West Blackhall Street and Cathcart Street as the principal town centre 'spine' routes** – the focal points in the west and east town centre. This should include public realm enhancements, 'Designing Streets' shared space layouts and mixed use development reusing underused buildings or infilling gaps sites.

- **Enhancement of Oak Mall with new, mixed uses**, better integration with surrounding streets and spaces, longer opening times and residential development of some underused adjoining sites (See Project 4.2 in final report). Improved pedestrian connections east-west and north-south are essential and move from being a barrier out-of-hours, to bringing the constituent parts of Greenock's town centre together.

- **Significant improvements to connections between the town centre and the waterfront.** The waterfront must be considered part of the town centre requiring significantly better connections across the A8. Greenock can and should have an attractive 'people friendly' waterfront **town centre**.

- **Tame the impact of the A8 and A78 roads:** the legacy of earlier road engineering and outdated traffic management needs to be reversed to create streets, not roads, throughout the town centre. Small scale interventions can reduce severance but more significant reconfiguration should be planned to remove the 'Bullring' and underpasses to fully integrate pedestrian, cycle and vehicular access.

## ENHANCED CONNECTIONS



1. Central Station to Custom House (Arrival/View)
2. Restore William Street Connection
3. Improve pedestrian friendly 'Bullring'
4. Bus Station - Tesco- Cinema
5. George Square to Laird Street

### Enhanced Connection

- To Waterfront
- West Blackhall Street to Cathcart Street



- **improve open spaces and connections to the waterfront** focussing effort on linking existing / emerging set piece spaces to create a hierarchy of interlinked, active urban space. Principal connections / spaces should include;

▸ **Greenock Central Station to Custom House Quay** (encompassing Custom House and Beacon Arts Centre) providing improved gateway / arrival point to east town centre.

▸ **Cathcart Square - William Street - Maritime Square** Recreating the principal historic axis between Well Park Kirk and the quayside. (Refer to Final Report for details).

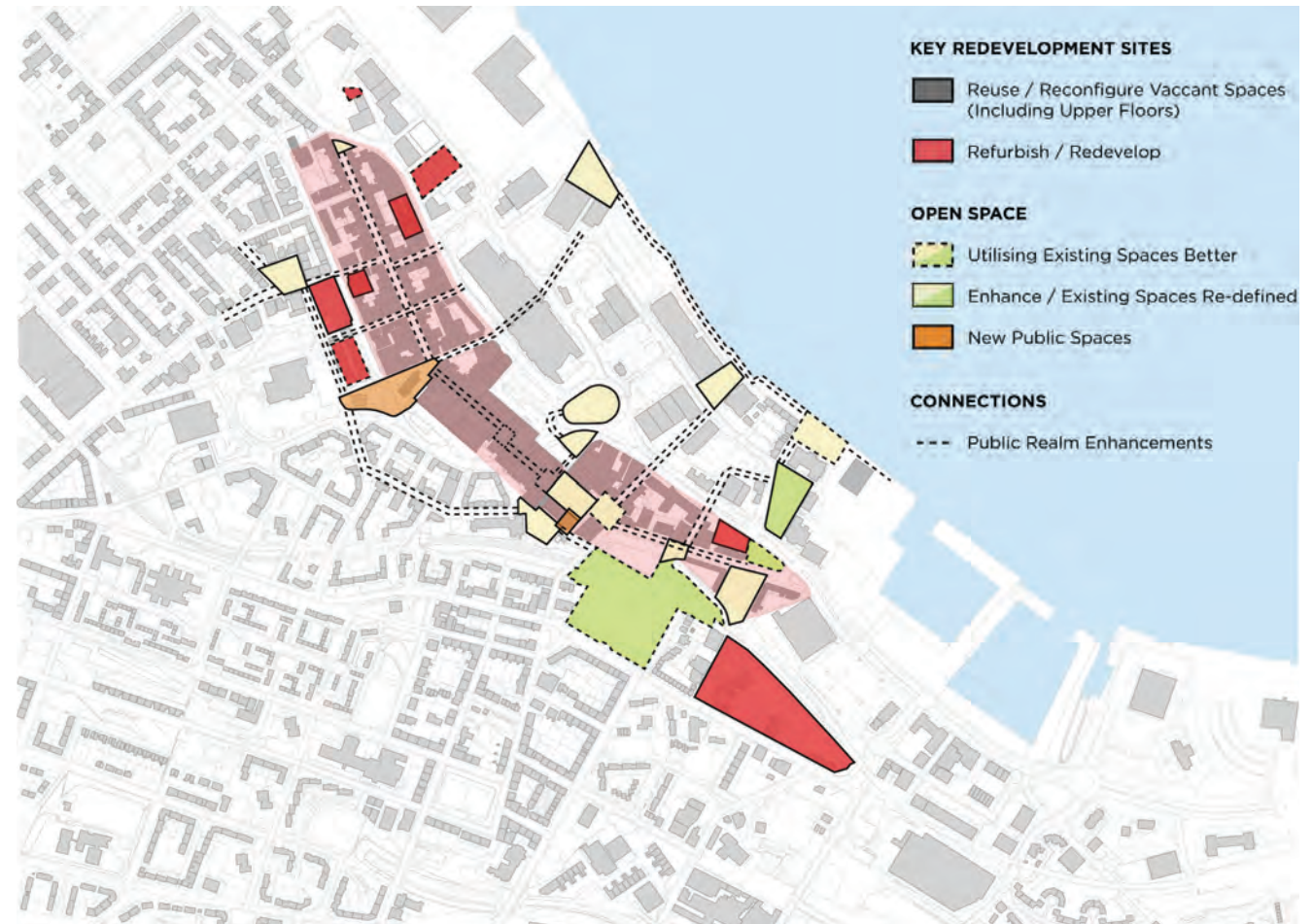
▸ **Clyde Square to Waterfront Leisure Centre** via Library Square and Bullring.

▸ **Bus Station to Quayside** via West Stewart Street.

▸ **George Square to Ocean Terminal** via Bubbly Jock's Brae, West Blackhall Street and Laird Street providing high quality arrival / embarkation point and attractive gateway to the town centre at the cruise liner terminal.

- **increased quality of urban setting throughout central Greenock**; higher ambition for quality design of new buildings, better maintenance and appreciation and interpretation of built and social heritage, enhancements to the fine sequence of existing (but largely underperforming) squares and open spaces. (Refer to Final Report for details).

## KEY DEVELOPMENT SITES



- **improved access to a range of quality natural open space**; introducing more urban greenspace (to augment the enhanced Well Park) providing more people spaces / events spaces, access to nature (greenspace / water).

- **showcase and interpret Greenock's superb built and industrial heritage, rich social history and emerging arts / creative scene**. Consider extending William Street Conservation Area, (Historic Square Mile: see Projects 2.1 & 2.3 in final report) and seek opportunities to interpret the significance of Greenock's economic history and as a port of emigration, import and export of goods.

## LANDSCAPE INFRASTRUCTURE

Despite its name there is little greenspace in central Greenock. Apart from Well Park and Ardgowan Square there is no significant greenspace. It is a very hard, urban environment. The majority of soft landscape within the core of the town centre is restricted to verges and margins on roads and car parks.

Aside from the Well Park the most accessible greenspace is available at the waterfront which commands wonderful panoramic views across the Firth of Clyde.

Many participants in the charrette commented on the lack of greenspace and also the limited opportunities to relax and enjoy nature.

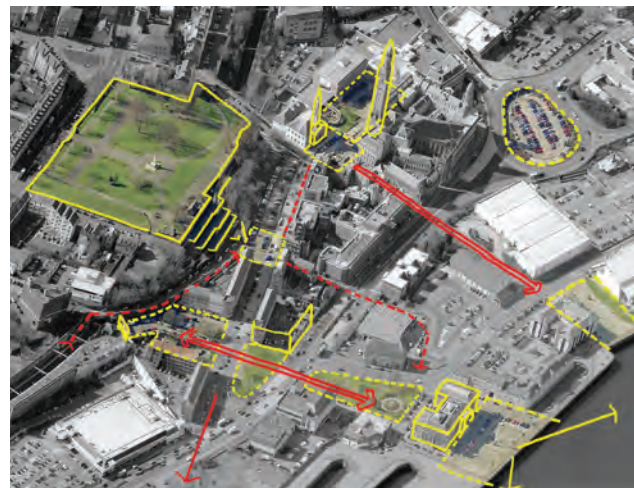
One of the principal proposals emerging from the charrette is the suggestion that a network of landscape infrastructure be established over time. This green network should tie the town centre in to the neighbourhoods up the hill, and east and west of the core area.

The introduction of street trees, pocket parks and parklets and enhanced connections to the waterfront should all combine to enhance the natural setting of Greenock town centre.

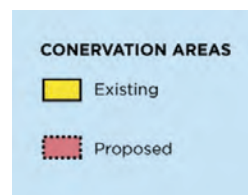
Green spaces can greatly enhance people's perception and first impressions, provide improved air quality, encourage street activity and deliver environmental and ecological benefit to urban spaces. Developing Greenock's green network is vital to ensure a sustainable and attractive town centre. It is therefore suggested that a **green landscape infrastructure framework** be taken forward and prepared to help deliver the benefits of green urbanism.



Reinforcing Green Connections



Cathcart Street - Repairing Links



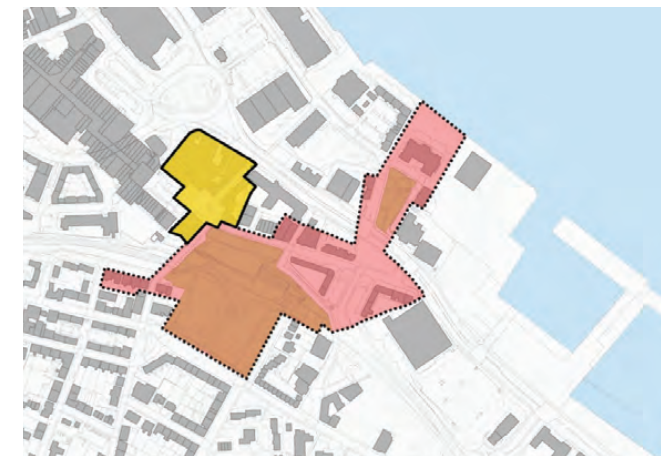
## PLACE-MENDING - EAST TOWN CENTRE / CATHCART STREET

The areas of East (and West) Greenock Town Centre have distinctive characteristics that should be optimised as part of town centre regeneration.

East Town Centre - Cathcart Street sits beneath the escarpment / raised beach of Well Park, on a shallow sloped ground down to the quayside. Reference to historic maps would indicate that much of the land north of the A8 will have been reclaimed.

The area retains many historic building, several of very high standard. There was discussion at the charrette that the collection of urban built heritage warrants undertaking a Conservation Area Appraisal with a view to extending the William Street Conservation Area.

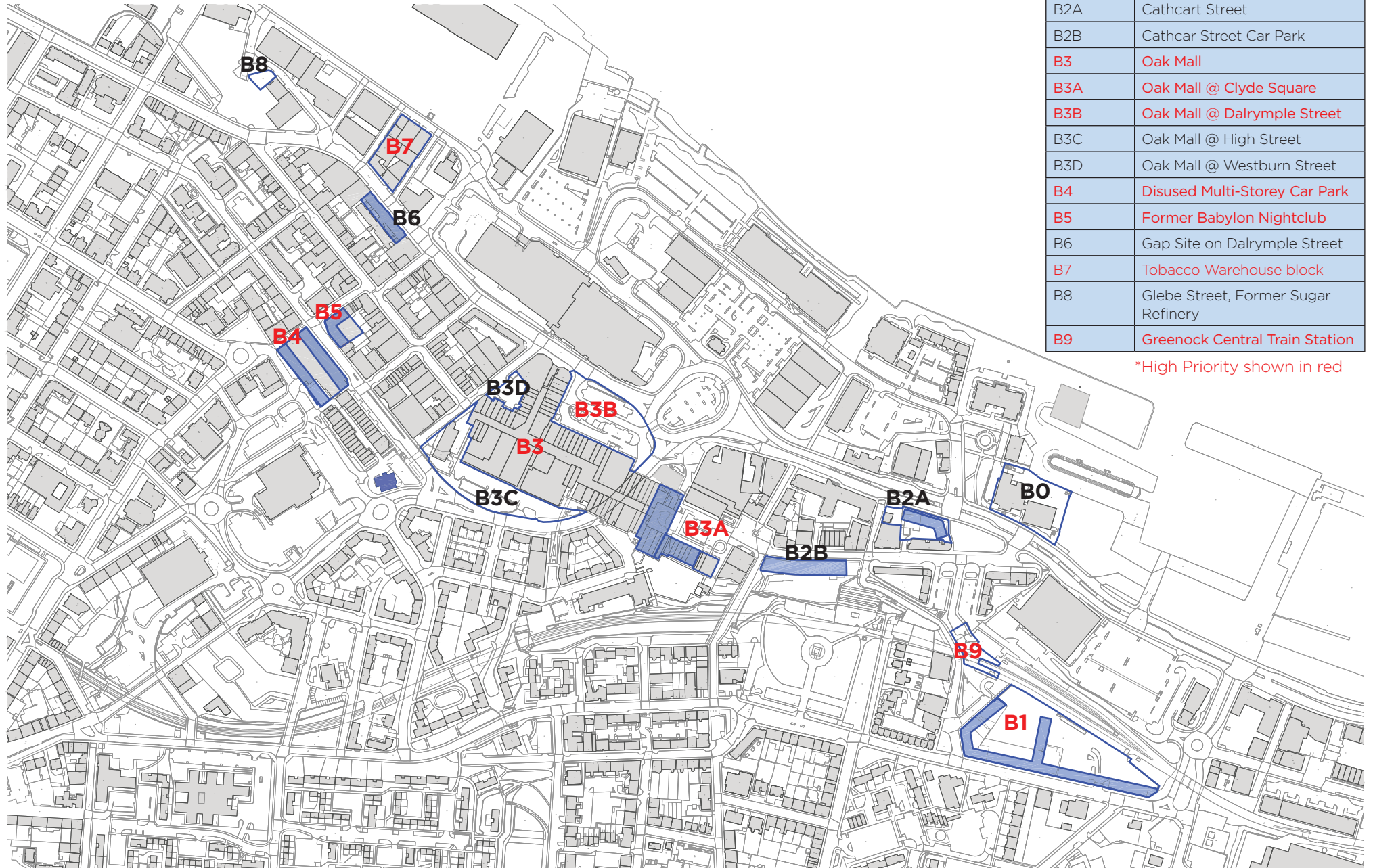
The emerging Development Framework considers scope to enhance public realm and insert urban infill to instigate 'place-mending' - repair of the urban fabric of the old centre of Greenock. Enhancements listed in the project schedules include improvements to Clyde Square and the reinstatement of William Street and Custom House axis as principal routes to the waterfront.



Extended William Street Conservation Area



## PROGRAMME 1: PRIORITY BUILDINGS AND SITES



Reference	Name/ Site
B0	Police Station
B1	Regent Street
B2A	Cathcart Street
B2B	Cathcar Street Car Park
B3	Oak Mall
B3A	Oak Mall @ Clyde Square
B3B	Oak Mall @ Dalrymple Street
B3C	Oak Mall @ High Street
B3D	Oak Mall @ Westburn Street
B4	Disused Multi-Storey Car Park
B5	Former Babylon Nightclub
B6	Gap Site on Dalrymple Street
B7	Tobacco Warehouse block
B8	Glebe Street, Former Sugar Refinery
B9	Greenock Central Train Station

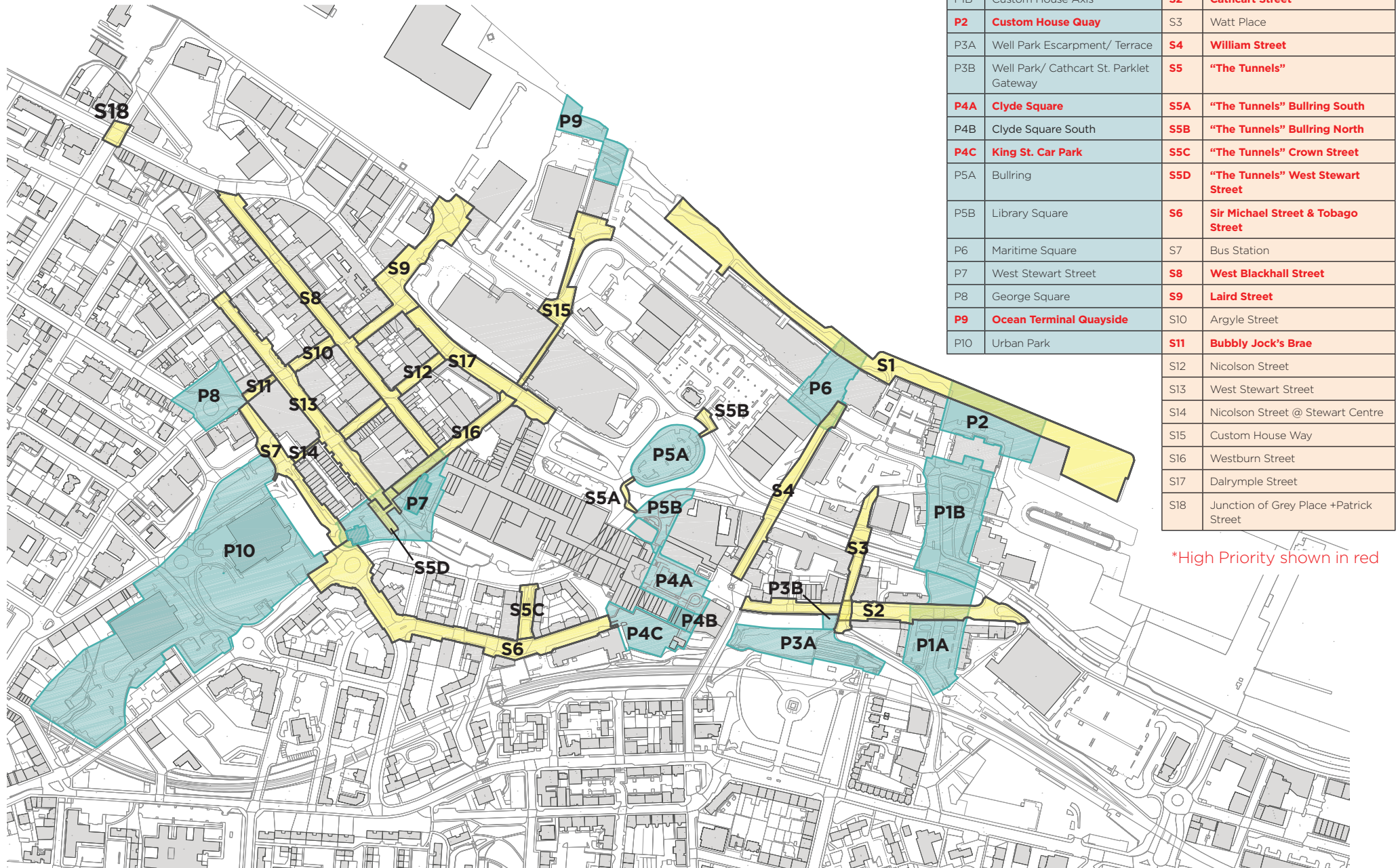
\*High Priority shown in red



Reference	Name/Site	Masterplan Proposal	Priority / Timescale / Impact
B0	Police Station	<p>If redeveloped this site should accommodate a building that frames and complements the setting of the listed Custom House, has a positive presence on the A8 corridor and enhances the pedestrian routes between town and the River Clyde. In combination with existing buildings on Cathcart Street (and adjacent new development) it should form a 'gateway' announcing the eastern extent of the core town centre. It should also relate, and help integrate, the Beacon Art Centre into the waterfront redevelopment.</p> <p>It could be anticipated that redevelopment would be of a similar 3-4 storey scale as the existing police station. The site presents an opportunity for development to integrate with level changes between A8 and quayside.</p>	Low Priority Long Term High Impact
<b>B1</b>	<b>Regent Street</b>	<p>Site redevelopment. Important to provide street frontage on Regent Street. Scope to maximise views to Firth of Clyde. Ensure good links to / from rail station.</p> <p>Based on charrette discussions scope for significant mixed use development comprising residential, commercial (retail), office provision and potentially community / civic / education functions.</p>	<b>High Priority Long Term High Impact</b>
B2A	Cathcart Street	Infill development, to same height as existing block on Cathcart Street. Important to provide frontage / screen the 'backlands' of Cathcart Street. Opportunity for mixed use with business / retail / leisure at ground floor (facing public realm) with office or residential above.	Medium Priority Long Term High Impact
B2B	Cathcart Street Car Park	<p>Whilst the car park seems to be well used if these spaces could be relocated this site could be redeveloped and transform Cathcart Street, repairing the urban fabric of the area. Any redevelopment should be to a high standard 21st C design to complement the quality of adjacent buildings.</p> <p>Infill development at this location would naturally reinstate a (modern) tenement form with non-residential commercial / businesses uses with walk up flats in a four storey building. Access to and views from Well Park would have to be maintained.</p>	Low Priority Long Term High Impact
<b>B3</b>	<b>Oak Mall</b>	Charrette findings encourage scope to redefine the role and purpose of the Oak Mall in Greenock. Vital to retain Greenock's role as a regional retail centre but scope to introduce leisure / community / business functions. Also opportunities to provide residential and other non-retail uses within the Oak Mall area to increase local town centre population and mix of uses.	<b>High Priority Short - Long Term High Impact</b>
<b>B3A</b>	<b>Oak Mall @ Clyde Square</b>	Scope to rearrange eastern end of Mall to provide better frontage on to Clyde Square and provide natural extension of principal pedestrian route between Clyde Square and West Blackhall Street. Reconfiguration would present the opportunity to have retail units fronting Clyde Square and / or leisure activity to animate the Square.	<b>High Priority Long Term High Impact</b>
<b>B3B</b>	<b>Oak Mall @ Dalrymple Street</b>	<p>Short Term - public realm improvements to improve first impressions of town centre / Oak Mall from main thoroughfares and to improve pedestrian connections / feeling of safety.</p> <p>Medium / Longer Term - scope to redevelop site. Redevelopment needs to provide frontage to A8 / A78. Scope for increased mix of uses that complement the existing Oak Mall including leisure (with evening activities), and potentially residential.</p>	<b>High Priority Short - Long Term High Impact</b>

Reference	Name/Site	Masterplan Proposal	Priority / Timescale / Impact
B3C	Oak Mall @ High Street	Short Term – public realm / boundary improvements to improve first impressions of town centre / Oak Mall from main thoroughfares and to improve pedestrian connections / feeling of safety.  Medium / Longer Term – scope to redevelop site. Redevelopment needs to provide frontage to A78. Scope for increased mix of uses that complement the existing Oak Mall including leisure (with evening activities), and potentially residential.	Medium Priority Short to Long Term High Impact
B3D	Oak Mall @ Westburn Street	Improve the quality / setting of Westburn Street. Public Realm / Boundary Wall enhancement. Service yard is discreet and compact so presuming limited scope for redevelopment (unlike B3A and B3C)	Medium Priority Medium to Long Term Medium Impact
<b>B4</b>	<b>Disused Multi-Storey Car Park</b>	Full site clearance and redevelopment. Reprovision of retail for full site extents (with frontage on West Stewart Street. Scope for 'car free' / low car ownership residential above. Other uses (eg offices) if market demand.	<b>High Priority Medium to Long Term High Impact</b>
<b>B5</b>	<b>Former Babylon Nightclub</b>	Demolish / clear site and high quality urban infill development – tenemental flatted development over retail / leisure functions.	<b>High Priority Short to Medium Term High Impact</b>
B6	Gap Site on Dalrymple Street	Requirement to provide infill development to maintain building line and definition to street frontage along Dalrymple Street. Opportunity for commercial office or residential in this location.	Medium Priority Short to Medium Term High Impact
<b>B7</b>	<b>Tobacco Warehouse block</b>	Possibility to bolster the rich mix of business / entrepreneurial / creative activity in this 'docklands' location to act as an catalyst for extending regeneration toward the live docks / Ocean Terminal site.	<b>High Priority Short to Medium Term High Impact</b>
B8	Glebe Street, Former Sugar Refinery	In tandem with B7 scope to enliven 'docklands' regeneration with reuse of existing block. Scope for cost effective, robust and contemporary remodelling of heritage building to enable compliant vertical access / access.	Medium Priority Short to Medium Term High Impact
<b>B9</b>	<b>Greenock Central Train Station</b>	Opportunities to attract increased patronage of trains with phased station enhancements. Whilst Greenock West is currently more heavily used neighbouring redevelopment near Central is liable to increase foot fall / local demand. Station facilities should anticipate this shift and improve the passenger experience.  Proposals could include - more and better quality passenger shelter, station lighting, ticketing and waiting facilities - improved overbridge arrangements with lifts to all levels. - better signage to assist orientation - designed station canopy to enhance passenger comfort and enhance first impressions / sense of arrival.	<b>High Priority Short to Long Term High Impact</b>

**PROGRAMME 2: OPEN SPACES + STREETS**



Reference codes refer to map on page 15.

Reference	Name/Site	Masterplan Proposal	Priority / Timescale / Impact
<b>P1A</b>	<b>Station Avenue</b>	Opportunity to remodel / reconfigure station forecourt, integrating step free access to and from station, drop-off, car parking and visitor interpretation / orientation.	<b>High Priority Medium Term High Impact</b>
P1B	Custom House Axis	In tandem with P1A and recent investment with gateway public realm on Cathcart Street (Ginger the Horse) scope to create high quality public realm to create set-piece civic space from station to Custom House. Enhance connections across A8 (see access projects list in main report)	High Priority Medium Term High Impact
<b>P2</b>	<b>Custom House Quay</b>	High quality riverside public realm with reduced car parking and increased public space for events / festivals. Plaza in front of Custom House and Beacon Arts Centre.	<b>High Priority Medium Term High Impact</b>
P3A	Well Park Escarpment/ Terrace	In tandem with improvements to Cathcart Street and Well Park opportunity to enhance the quality of the public realm / finishes / railing and steps (and lighting) to improve links to / from Greenock's principal green space. Improve compliance with disabled accessibility and quality / sense of safety. Create vantage points / interpretation points showing Greenock's rich heritage.	Medium Priority Medium Term Medium Impact
P3B	Well Park/ Cathcart St. Parklet Gateway	Opportunity to introduce greenspace / 'front door' to Well Park at Cathcart Street level. Possibility of 'trial' prototype parklet to test the idea of greenspace reappropriating a discreet area of car parking leading to Well Park and Terraces (P3A)	Medium Priority Short Term High Impact
<b>P4A</b>	<b>Clyde Square</b>	Full reconfiguration (potentially in tandem with B3B East Oak Mall reconfigure) of public square to create high quality contemporary square befitting setting of Municipal Buildings. Capitalise on the investment made at Cathcart Square.	<b>High Priority Medium Term High Impact</b>
P4B	Clyde Square South	Removal / demolition of single storey building (as part of wider reconfiguration of building on Clyde Square) to extend Square south to link to enhanced pedestrian route south of Oak Mall on Tobago Street (via King Street car park)	Medium Priority Medium Term Medium Impact
<b>P4C</b>	<b>King St. Car Park</b>	Reconfiguration / facelift of car park to define pedestrian route through to Clyde Square (especially via Tobago Street as part of alternative southern route for pedestrians around Oak Mall)	<b>High Priority Short to Medium Term Medium Impact</b>
P5A	Bullring	Short Term - environmental / public realm enhancement for pedestrian routes (lighting / planting). Scope for major engineering / reconfiguration of road junction. Refer to Access projects table for further details. Opportunities for creation of 'Winter Garden' within existing Bullring (covered space - climate or non-climate controlled). Access and management issues to consider further.	Medium Priority Medium to Long Term High Impact
P5B	Library Square	In tandem with P5A adjustments to public realm to adjust (Short Term) or overhaul (Longer Term) pedestrian access / public realm interface between significant public civic buildings and desire-lines / destinations.	Medium Priority Short to Long Term Medium Impact



Reference	Name/Site	Masterplan Proposal	Priority / Timescale / Impact
P6	Maritime Square	Given its waterfront location at the end of one of the principal north-south routes (William Street) linking the town centre to the waterfront this space should be enhanced to encourage increased activity. In tandem with improvements to William Street to improve connections Maritime Square could have new uses (permanent or temporary) to create a destination/ draw to activate the space and waterfront. Consider adjustments to the public realm to encourage people to stop and spend time in one of three 'destination' spaces on the waterfront (alongside Custom House Quay and Ocean Terminal).	Medium Priority Short to Medium Term Medium Impact
P7	West Stewart Street	Provision of improved public realm, including improved pedestrian access between the Bus Station and Oak Mall. Could involve replacement of pedestrian underpass. Scope and ambition of work will depend on the extent of remodelling of buildings in the area.	Medium Priority Medium to Long Term High Impact
P8	George Square	George Sq. should be one of Greenock's best urban spaces. Options to re-provide parking in the vicinity to create a people-friendly urban square. Removal of intrusive car parking and signage would enable the redesign of the public space with high quality, natural stone paving, street trees and attractive, well situated street furniture. A 'Designing Streets' approach should be applied - which could involve creating a 'shared space' environment.	Medium Priority Medium Term High Impact
P9	Ocean Terminal Quay-side	This space should be one of 3 principal quayside 'destination' spaces - alongside Custom House Quay and Maritime Square. With the advent of the adjacent Ocean Terminal redevelopment this space should become a key destination to view departing / arriving ships and to create a gateway to Greenock. Reconfiguration (or redevelopment) of the bingo hall and cinema to create active frontage uses that encourage greater visual and physical connections between adjacent building functions and public open space. As with other principal quayside 'destination' spaces this location would benefit from trialling events / temporary uses to create a leisure draw at this location (in conjunction with the cinema and bingo hall). Thereafter reconfiguration of the public realm to provide a more attractive and higher quality environment should be considered, once the business case has been established.	Medium Priority Medium Term Medium Impact
P10	Urban Park	Proposed as a 'big move' the charrette considered the opportunity to create a large urban park at this location. It could be delivered in phases over a period of time. Scope to create a series of terraced park spaces in the valley space between A78 and Nicolson Street. Relocation of retail sheds, adjusted road network layout and revised traffic management would enable new landscaping and help to reduce pedestrian severance, especially east-west. The creation of a park in this location would also enable the provision of a sustainable urban drainage system (SUDs) and could involve the deculverting of the West Burn to mitigate flood risk and create a focus to a new green space in Greenock.	Medium Priority Long Term High Impact



Reference	Name/Site	Masterplan Proposal	Priority / Specification
S1	Quayside	Quayside has been enhanced in recent past. Scope for further enhancements, especially at interface with Custom House Quay, Maritime Square and Ocean Terminal.	Medium Priority Intermediate Specification
<b>S2</b>	<b>Cathcart Street</b>	Scope for high specification public realm enhancements as part of regeneration of Cathcart Street area regeneration. Historic street that could be the principal street of extended Conservation Area.	<b>High Priority High Specification</b>
S3	Watt Place	Secondary, side street that could be improved as part of wider Cathcart Street area renewal.	Medium Priority Intermediate Specification
<b>S4</b>	<b>William Street</b>	Critical and historic street linking the historic heart of the town with the quayside. Currently in the core Conservation Area and with possibility for vastly improved links across the A8 to waterfront as part of high specification streetscape.	<b>High Priority High Specification</b>
<b>S5A</b>	<b>'The Tunnels' Bullring South</b>	One of several underpass routes through the Bullring that charrette participants flagged up as unsafe and unwelcoming. Scope to investigate small (cheap) and larger (more expensive) interventions to improve the environment.	<b>High Priority Lower Specification</b>
<b>S5B</b>	<b>'The Tunnels' Bullring North</b>	As 5A	<b>High Priority Lower Specification</b>
<b>S5C</b>	<b>"The Tunnels" Crown Street</b>	As 5A	<b>High Priority Lower Specification</b>
<b>S5D</b>	<b>'The Tunnels' West Stewart Street</b>	As 5A	<b>High Priority Intermediate Specification</b>
<b>S6</b>	<b>Sir Michael Street &amp; Tobago Street</b>	Possible alternative pedestrian around Oak Mall, to the south. Requires significant enhancement (lighting, paving, wayfinding signage) to provide attractive and safe / welcoming environment to provide alternative route 'out of hours'.	<b>High Priority Intermediate Specification</b>
S7	Bus Station	Potential to augment recent investment with better pedestrian environment providing an enhanced first impression of Greenock and better footpath links to key destinations.	Medium Priority Lower Specification
<b>S8</b>	<b>West Blackhall Street</b>	Highest priority for streetscape improvements. Most charrette participants highlighted West Blackhall Street as the main town centre streets and raised concerns that it requires investment to improve its streetscape, alongside shop front improvements and other initiatives.	<b>High Priority Higher Specification</b>

Reference	Name/Site	Masterplan Proposal	Priority / Specification
<b>S9</b>	<b>Laird Street</b>	Very high priority project to redefine the point of access from the proposed new Ocean Terminal I to central Greenock. Vital that the environment gives a positive, high quality first impression and provides a safe and welcoming environment. Important that Laird Street links to West Blackhall Street and beyond.	<b>High Priority Intermediate Specification</b>
S10	Argyle Street	Extending west from Laird Street improvements to Argyle Street would provide better linkages to West Greenock from the town centre.	Low Priority Lower Specification
<b>S11</b>	<b>Bubbly Jock's Brae</b>	Convenient, though very unappealing stepped pend route up to George Square and West Greenock from the Town Centre. Warrants significant improvement with better lighting, street furniture and public realm to create a far more inviting and safe environment that would complete the route from Ocean Terminal to West Greenock and attraction there.	<b>High Priority Lower Specification</b>
S12	Nicolson Street	Linking street within the West Blackhall area that would benefit from enhancements as part of a coherent upgrade of public realm through the western end of the Town Centre.	Low Priority Lower Specification
S13	West Stewart Street	Running parallel with West Blackhall Street West Stewart Street would benefit from traffic calming and reconfiguration to enable better pedestrian crossing between the Bus Station and West Blackhall Street.	Medium Priority Intermediate Specification
S14	Nicolson Street at Stewart Centre	In line with S11 Bubbly Jock's Brae scope to vastly improve a pend route from the Town Centre to the Bus Station. Better lighting, signage and surfacing.	Medium Priority Lower Specification
S15	Custom House Way	Opportunity, with increased footfall at Ocean Terminal, to provide environmental improvements to define streets and enhance paths to / from the Cinema / Bingo Hall.	Medium Priority Lower Specification
S16	Westburn Street	Side street from West Blackhall / Oak Mall to Tesco / Dalrymple Street. Also scope for potential 'out of hours' route around Oak Mall. Requires enhancement alongside public realm enhancements in the wider area.	Medium Priority Lower Specification
S17	Dalrymple Street	Heavily trafficked A770. High visual profile and route for vehicles to / from Ocean Terminal. Requires robust enhancements to provide more appealing first / passing impression of Greenock Town Centre.	Medium Priority Lower Specification
S18	Junction of Grey Place & Patrick Street	As S18	Medium Priority Intermediate Specification

## PROGRAMME 3: ACCESS TRAFFIC & TRANSPORT

In relation to Traffic and Transport, the charrette identified a series of possible measures around the area of the town centre. A traffic and transport 'walk and talk' led by Transport Planning Ltd helped advise these inputs.

Measures that were discussed at the event were grouped into 'short, 'medium' and 'long' term and these area summarised on the next page.

### A8

- Permanent traffic counter data available;
- Peak time traffic at A8 counter = AM Peak Hour Flow 2148 - PM Peak Hour Flow 2488;
- Urban all purpose class 3 (UAP3) 2 lane dual carriageway peak hourly flow capacity = 5200 vehicles;
- Can the A8 be reimaged?
- Can the Bullring be adjusted to a different, more favourable, layout?

### Transport Issues - Summary

- Connectivity - from Central Station and Cathcart Square to Foreshore and from west of town to east of town both sides of the Bullring;
- From Container Way southwards towards TESCO and bus station;
- Between Core Path links;
- Link of West Blackhall Street / Oak Mall / Cathcart Street now interrupted by Oak Mall;
- Town Centre one way system - fit for purpose?
- Definition of town centre;
- A8 / A78 as a modern road corridor.

### Crossing the A8 / A78

*"The separation of residents from facilities and services they use within their community caused by new or improved roads or by changes in traffic flows."*

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*"Severance" (DMRB Vol 11 section 3).*

### Short term

- Review operation of one way system - the town centre one way system appears to have developed historically in patches. A review is required with respect to current Policy (especially Designing Streets) and particularly in the West Blackhall Street area.
- Accessibility Audit. The event revealed some accessibility issues e.g. missing dropped kerbs. It would be useful for an audit to be arranged - perhaps using the charrette contact list as a basis for invitees - and the audit should be carried out including local access groups. It should encompass the entire town centre in the first instance and extend thereafter in consultation with those with impaired mobility or sensory impairments. Alternative east / west routes around the central area (Oak Mall) should be assessed for e.g. lighting / safety / underfoot quality etc. to determine the suitability of such alternative routes when the Oak Mall is closed.
- A signage review is required to review directional signage for those on foot, parking locations (drivers and also pedestrians returning to parking), rail station connectivity, signface continuity, West Blackhall Street, Clyde Square, the Waterfront etc. Signage would usefully include distances and approximate walking times.
- Streetscape business case - Part of West Blackhall Street has had (now aged) works carried out and a business case could now be developed to examine further works in and around West Blackhall Street. Creation of shared space area to connect this zone with the Oak Mall should form the focus of the case.
- A8 reimaged - a strong focus in the event was the scale and role of the Bullring roundabout. A workshop with officers of Inverclyde Council and Transport Scotland and perhaps SPT should

discuss this location with a view to - n the longer term - seeking alterations to this junction to reduce its scale and townscape impact which is disproportionate at present.

### Medium term

- Streetscape works - the works that could be implemented following the development of the business case discussed under 'short term' actions above.
- Creation / patching of 'missing links'. The A8 obstructs linkages between Wellpark Mid Kirk and the Waterfront. The linkage between the railway station and the Waterfront can also be better defined. A scheme of works to develop linkages from Mid Kirk to the foreshore across the A8 could be pursued and implemented in the medium term.
- Review operation of the bus station together with surrounding accessibility. Bus station crossing points are confusing and accessibility of the bus station is convoluted particularly the existing stepped access from West Blackhall Street.
- Review quality of railway stations. The two stations represent important but poor gateways to the town and improvements to the arrival experience at both would enhance the aspect of the town particularly for visitors.

### Long term

- Pedestrian crossing enhancements on Container Way and Dalrymple Street are required. There are poor crossing opportunities on Container Way and the existing crossing on Dalrymple Street is wide and existing crossing times result in traffic tailbacks towards the Bullring. It is possible that these items could be considered as part of any changes at the Bullring.

## PROGRAMME 4: SUPPORTING GROWTH ORIENTATED BUSINESSES: PROMOTING INVESTMENT

Project	Actions	Lead Agency/ Key Partners	Timescale/ Priority Impact	Next Steps
<b>1.1 Focus On Supporting Growth Orientated Businesses</b>	<ul style="list-style-type: none"> <li>-Target support to &amp; strengthen local business supply chains to drive economic and business growth</li> <li>-Focus on higher value jobs: logistics, renewables, specialist manufacturing, high value tourism and &amp; creative digital</li> <li>-Develop a clearly articulated 'office/work space' inward investment offer for high growth potential sectors, including logistics, renewables, health &amp; social care and tourism</li> <li>- Provide the right working conditions, office accommodation and infrastructure to support logistics and renewables supply chain &amp; sub-contractors off site accommodation requirements</li> <li>-Target 'footloose' digital &amp; creative enterprises</li> <li>-Encourage innovation and enterprise with the growth and development of new start-up companies: Support business planning by new business entrants</li> </ul>	<p>Riverside Inverclyde</p> <p>Inverclyde Council</p> <p>Clydeport &amp; Peel Properties</p> <p>West College Scotland</p> <p>Business Gateway</p>	<p>Medium term: 5 years</p> <p><b>High Priority</b></p>	<p>Agree principles with key partners</p>
<b>1.2 Enterprise Centre Incubator: Housed In Existing Vacant Space</b>	<p>Explore how to establish a visible town centre enterprise incubator aiming to enthuse, motivate, educate, support and above all raise enterprise aspirations in Greenock. The <b>'enterprise incubator'</b> would provide ready-to-move-into space in an existing vacant unit in Greenock town centre. The aim would be to offer opportunities to a 3/4 retail/service businesses for up to a twelve-month period as an opportunity for start-up businesses to test-trade their business idea in a supportive environment with appropriate mentoring.</p> <p>The project would build on Inverclyde Council's successful 'recruit programme' &amp; link to enterprise education and enhance the potential for entrepreneurship in Greenock town centre and encourage new innovative entrants to the retail/service mix. Explore possible links to Carnegie Trust/SCDI 'town growth initiative'.</p>	<p>Riverside Inverclyde</p> <p>Inverclyde Council</p> <p>Community Planning Partnership</p> <p>Business Gateway</p> <p>West College Scotland</p> <p>Notre Dame High School</p> <p>Inverclyde &amp; Clydeview Academies</p> <p>SG Regeneration Capital Grant Fund</p>	<p>Medium Term</p> <p><b>High Priority</b></p>	<p>Work up a project plan with key agencies; identify potential sites/ building.</p>
<b>1.3 Invest In Greenock: 'One Stop Shop'</b>	<p>As part of the Repopulation Plan the virtual web based and PT (ri Business Investment &amp; Operations) resourced 'one stop shop' will focus on:</p> <ul style="list-style-type: none"> <li>- strengthening the commitment of existing companies to Greenock</li> <li>- encouraging and supporting plans for expansion and reinvestment</li> <li>- a targeted business winning effort to attract inward investment to Greeock.</li> </ul>	<p>Riverside Inverclyde</p> <p>Inverclyde Council</p> <p>Business Gateway</p> <p>West College Scotland</p>	<p>Short Term</p> <p><b>High Priority</b></p>	

Project	Actions	Lead Agency/ Key Partners	Timescale/ Priority Impact	Next Steps
<b>1.4 'Can Do Greenock': Proactive Planning Initiative</b>	<p>In Greenock Town Centre this could involve:</p> <ul style="list-style-type: none"> <li>- Contacting landowners and encouraging them to bring their property back into use</li> <li>- Helping them to source grants/loans and to navigate through the consents that they need, particularly for historic buildings.</li> <li>- If landlords and leaseholders do not behave responsibly, using statutory powers such as Planning Section 179 notices, the Power to Advance Well-Being, repairs notices and Compulsory Purchase Orders.</li> <li>- An 'enforcement action list' of high priority owners should be drawn up.</li> <li>- Inverclyde Council can also submit planning applications for key sites to gain planning consents for speculative proposals which can then be used to market sites.</li> <li>- As part of the review of the Local Development Plan to actively identify additional areas/land for housing development and start negotiations with land owners to release sites. e.g. A-S:L to highlight Development Framework sites like 'Oak Mall Car Park'</li> <li>- As an 'events' destination identify and approve 'green tape' locations suitable for local/regional events (see Programme 2)</li> </ul>	<p>Community Planning Partnership</p> <p>Inverclyde Council</p> <p>Private Owners</p>	<p>Short Term</p> <p>Medium Priority</p>	<p>Agree principles</p>
<b>1.5 Greenock App Connecting Business with the Consumer: Greenock Business Website &amp; Digital Ambassador</b>	<p>The <b>app and Greenock Business Website</b> will enable businesses In Greenock to promote everything that is going on in Greenock and make this digital content available through as many channels as possible to increase consumer participation and in turn deliver increased footfall.</p> <p>Project includes a combination of:</p> <ul style="list-style-type: none"> <li>- Technology.</li> <li>- Digital Promotion of Content.</li> <li>- Business Engagement.</li> <li>- Consumer Marketing.</li> </ul> <p>Businesses could be set up on a platform to login whenever they have a new message (promotions, events and information) to communicate. Businesses can add a message, which is then promoted via a free Smartphone app for iPhone and Android, Website, Facebook, Twitter, and Push Notifications to local residents and visitors.</p> <p>Dynamic content ensures consumers can easily find out what is going on within local businesses rather than just where and what they are.</p> <p>Proactive engagement with businesses on an ongoing basis will ensure that the content is up to date. Many retail businesses still do not have e-mail contacts or websites. Therefore it will be important to recruit a local <b>digital ambassador</b> to train, equip and manage a local resource that will visit Greenock businesses to find keep updated on their businesses.</p>	<p>Community Planning Partnership</p> <p>Business Gateway</p> <p>Chamber of Commerce</p> <p>Riverside Inverclyde</p> <p>Inverclyde Council</p> <p>Retail &amp; service businesses</p>	<p>Medium Term</p> <p><b>High Priority</b></p>	<p>Agree principles</p>



## PROGRAMME 5: PROMOTING THE VISITOR ECONOMY: DESTINATION GREENOCK

Project	Actions	Lead Agency/ Key Partners	Timescale/ Priority Impact	Next Steps
<p><b>2.1 Townscape Heritage &amp;/or Conservation Area Regeneration Scheme: Cathcart Street/ William Street Conservation Area</b></p> <p><b>'Greenock's Historic Square Mile'</b></p>	<p>Aim to explore the opportunity to establish a Conservation Area Regeneration Scheme (CARS) and/or Heritage Lottery funded Townscape Heritage (TH) project to fund:</p> <ul style="list-style-type: none"> <li>- A repairs programme for priority projects and to bring vacant space back into use</li> <li>- A small grants scheme for property owners</li> <li>- Community engagement through providing through education and training opportunities in traditional skills</li> <li>- Innovative interpretation programmes &amp; projects</li> <li>- Training opportunities for traditional craftsmen</li> <li>- Public realm conservation and restoration</li> <li>- Appointment of a dedicated project officer</li> </ul>	<p>Inverclyde Council Inverclyde Development Trust Inverclyde Tourist Group Historic Environment Scotland Heritage Lottery Fund</p>	<p>Medium Term <b>High Priority</b></p>	<p>An initial appraisal of the Conservation Area and review of boundaries with exploratory discussions with HES &amp; HLF.</p>
<p><b>2.2. Invest in Skills &amp; WorldHost™ Programme: Businesses in Retail, Hospitality, Leisure &amp; Transport</b></p>	<p>Aim is to help businesses gain an even more competitive edge: Skills Development Scotland/ Visit Scotland is working in close partnership with People 1st to provide WorldHost customer service training in Scotland.</p> <p>Funding is available to individual businesses/employees from Flexible Training Opportunities and ILA Scotland.</p> <p>Aim for Greenock businesses to be WorldHost™ accredited.</p> <p>WorldHost™ recognised business status is awarded to businesses which have trained 50% or more of their front-line staff using any of the WorldHost training programmes and signed a commitment to delivering excellent customer service.</p>	<p>West College Scotland Skills Development Scotland Inverclyde Council Discover Inverclyde VisitScotland Business Gateway Chamber of Commerce</p>	<p>Medium Term Medium Priority</p>	<p>Assess initial interest</p> <p>Initiate discussions with West College Scotland</p>

Project	Actions	Lead Agency/ Key Partners	Timescale/ Priority Impact	Next Steps
<p><b>2.3 Greenock Festivals &amp; Events: Strategic Development &amp; Coordination</b></p>	<p>Work to unlock support to establish a stronger festivals co-ordinating 'organisation' to lead on joint strategic development, <b>jointly develop existing and new experiences</b>, longer term corporate sponsorship and maintain the festivals/events (like Galoshans, Fire, Music, mass participation cycling, open water swimming from Waterfont) competitive edge. Key objectives would include to:</p> <ul style="list-style-type: none"> <li>- Act on behalf of and represent the collective strengths of the different events/festivals</li> <li>- Explore the possibilities for longer term corporate sponsorship and more secure funding</li> <li>- Develop and deliver collaborative projects and initiatives which support creative industries growth, evening economy, product development, leadership and audiences</li> <li>- Help sustain events/festivals in Greenock and its role as an 'events' destination in identified and approved 'green tape' locations</li> <li>- Improve the evening/night economy: encouraging a wider choice of bars and restaurants.</li> </ul>	<p>Inverclyde Council Riverside Inverclyde Inverclyde Place Partnership Beacon Arts Centre RIG Arts EventsScotland VisitScotland Creative Scotland Discover Inverclyde Inverclyde Tourist Group Chamber of Commerce</p>	<p>Short Term <b>High Priority</b></p>	<p>Agree principles, priorities and business case</p>
<p><b>2.4 Investing Collectively: Developing &amp; Delivering Inverclyde/ Greenock Business Improvement District</b></p>	<p>The BID would deliver:</p> <ul style="list-style-type: none"> <li>- Increase town centre footfall</li> <li>- Increase visitor numbers</li> <li>- Increase length of stay</li> <li>- Increase visitor spend</li> <li>- Help sustainability of tourism businesses</li> <li>- Create jobs</li> <li>- Improve the visitor experience</li> </ul> <p>BID would be coordinated, developed and managed by businesses to provide additional services activities and projects to make Greenock/Inverclyde more of year round destination and to benefit the local economy. Projects could include destination development, marketing, branding and promotion would be partly funded through a compulsory levy. Levy calculated on non-domestic rates or agreed fee.</p>	<p>In 2017/18 Establish BID Steering Group</p> <p>Discover Inverclyde</p> <p>BIDS Scotland</p> <p>Businesses</p> <p>Inverclyde Council</p> <p>VisitScotland</p>	<p>Medium Term <b>High Priority</b></p>	<p>Businesses would vote to invest collectively in local improvement.</p> <p>BID voting governed by legislation: can go ahead:</p> <ul style="list-style-type: none"> <li>- if minimum turnout of 25% of eligible voters</li> <li>-more than 50% of businesses vote in favour</li> <li>-must represent more than 50% of the rateable value of businesses that vote.</li> </ul>

## PROGRAMME 6: EXPLOITING CREATIVE INDUSTRIES: ARTS & CULTURE

Project	Actions	Lead Agency/ Key Partners	Timescale/ Priority Impact	Next Steps
<b>3.1: Creative Workspace &amp; Informal Uses In Vacant &amp; Underused Space</b>	<p>Exhibition, gallery and workspace targeted at the creative industries to include low rentals, fast broadband/WiFi, flexible rental terms, supportive shared services, rooms with good natural light.</p> <p>A model that could also be explored is <b>Art Village Scotland</b> in Shawlands Arcade in Glasgow. The project showcases the best local, Scottish and International contemporary artists, designers and makers. Art Village present visual art in the broadest sense possible and the galleries are always family friendly, exciting and accessible for young people and the local community. The focus is on artistic excellence, education &amp; community engagement.</p> <p><a href="http://www.artvillagescotland.com/">http://www.artvillagescotland.com/</a></p>	<p>Community Planning Partnership Property agents /private property owners West College Scotland Oak Mall RIG Arts Discover Inverclyde College or similar to ART Village to explore the possibilities of a partnership to deliver a network of affordable space to support artists in Greenock. Private owners</p>	<p>Short Term Moderate</p>	<p>Confirm potential buildings &amp; spaces in Greenock town centre.</p>
<b>3.2 Joint &amp; Coordinated Development &amp; Promotion: Attractions &amp; Arts/Culture &amp; Creative Industries Offer: Cultural Destination Initiative</b>	<p>- Co-ordinated initiative delivered locally to strengthen Greenock's arts/ culture, creative industries and heritage offer involving Mclean Museum, Beacon Arts Centre, Albany and early initiatives could include:</p> <p>- Confirm existing investment &amp; activity: capital &amp; revenue implications - Identify added value of joint investment: economic &amp; community benefits - Development of 'creative industries' as a key added value employment sector in Greenock &amp; with business start-up opportunities - Provide specialist coordinated business planning &amp; support - Provide skills development by linking creative businesses &amp; higher education - Promote and facilitate more coordinated creative industries events (link to heritage and cultural offer) - Coordinator to actively promote heritage, creative industries/cultural assets, events as part of the 'Greenock cultural destination marketing'.</p>	<p>Beacon Arts Centre McLean Museum &amp; Art Gallery Inverclyde Development Trust Creative Scotland VisitScotland</p>	<p>Short/ Medium Term  <b>High Priority</b></p>	<p>Initiate discussions to establish principles</p>
<b>3.3 Promote Greenock &amp; Inverclyde's 'Film-Friendly' Reputation</b>	<p>Ensure a network of co-operation and support to facilitate location filming in the area and take advantage of the impressive variety of interior and exterior locations that are available. This could be done in conjunction with the Glasgow Film Office.</p>	<p>Riverside Inverclyde Inverclyde Council Glasgow Film Office.</p>	<p>Short Term  <b>High Priority</b></p>	<p>Initiate discussions to establish principles</p>



## PROGRAMME 7: COMMUNITY FOCUS: HEALTH + WELL-BEING & REPOPULATION

Project	Principles & Justification	Funding & Enabling Agencies	Timescale Likely Impact	Next Steps
<p><b>4.1 Health &amp; Wellbeing: Key Component Of Greenock's Economic Growth: Walking/ cycling Network Improvements</b></p>	<p>Health and well-being are fundamental components in a competitive Greenock economic growth offer for existing and new business, residents and visitors.</p> <p>Actions include:</p> <ul style="list-style-type: none"> <li>- Using arts &amp; sports development to promote pathways &amp; hubs</li> <li>- Promote successful health and wellbeing outcomes including increasing physical activity levels to increase life expectancy and decreasing health inequalities</li> <li>- Support further investment and improved facilities at for example: Well Park</li> <li>- The Development Framework includes proposals to improve the networks if cycling and walking routes with north -south and 'gap' improvements to connect NCR 75 &amp; NCR 753 and the Coastal Route.</li> </ul> <p>As well as the walking/cycling network improvements there is an opportunity to pilot mass participation cycling events.</p>	<p>Community Planning Partnership HSCP Inverclyde Council Sustrans Community Organisations</p>	<p>Medium Term</p> <p>High Priority</p>	<p>Agree principles</p>
<p><b>4.2 Town Centre Living : More Choice Residential</b></p>	<p>Part of the challenge in Greenock Town Centre is to offer more housing choice. Initial assessments identify a continued demand for quality affordable properties that could include:</p> <ul style="list-style-type: none"> <li>- Mid market rent: young professionals</li> <li>- Student accommodation</li> <li>- Self build &amp; custom build</li> <li>- Local builders: small/micro sites</li> <li>- Older people's accommodation: and 'downsizers' who would prefer a town centre location close to community and other facilities.</li> </ul>	<p>Riverside Inverclyde Inverclyde Council Housebuilders Housing Associations Owners Private Sector</p>	<p>Short Term</p> <p>High Priority</p>	<p>Actively market sites &amp; buildings.</p> <p>Use 'ghost planning permissions' for speculative proposals: see Project 1.4 below.</p> <p>Approach potential developers and look to secure partnership arrangements.</p>

Project	Principles & Justification	Funding & Enabling Agencies	Timescale Likely Impact	Next Steps
<b>4.3. Arts &amp; Heritage: Social Enterprises &amp; Third Sector Opportunities</b>	<p>Promote establishing social economy organisations and increase the level of social entrepreneurship in Greenock and support individuals to adopt an enterprising approach to social opportunities.</p> <p>E.g. Childcare: bicycle hire/maintenance: locally sourced food: energy reduction/ tackling fuel poverty.</p> <p>The initiative could include the following components:</p> <ul style="list-style-type: none"> <li>- Interpretation: signage &amp; trails</li> <li>- Activities events &amp; festivals;</li> <li>- Digital infrastructure to make industrial/cultural heritage more accessible</li> <li>- Greenock Cut: hydro infrastructure: medium term</li> <li>- Activities to ensure wider community involvement &amp; engagement and more volunteering.</li> </ul>	<p>Inverclyde Council Inverclyde Development Trust Community Organisations SG Strengthening Communities Programme BLF Investing in Communities Just Enterprise</p>	<p>Medium Term  Medium Priority</p>	<p>Identify specific opportunities</p> <p>Provide start-up and business support advice through the SG Just Enterprise initiative with potential to access Enterprise Growth Fund</p> <p>Aim to retain income and spending in the very local economy</p>
<b>4.4 Dementia Friendly Town Centre</b>	<p>Implementation of the Inverclyde Dementia Strategy led by the HSCP includes a community initiative, with a community development worker piloting an approach within the Gourock area. Based on this experience and lessons learned the approach could be extended to include Greenock Town centre.</p>	<p>HSCP Inverclyde Council Oak Mall Riverside Inverclyde Sustrans</p>	<p>Medium Term Medium Priority</p>	<p>Reflect on the Gourock experience and lessons learned and identify priority actions.</p>

## MAKING IT HAPPEN

The Greenock Town Centre Masterplan that has emerged from the Design Charrette aims to capture the objectives of a wide range of partners and should act as the spur for a **collective, Inverclyde and town-wide effort** to lead Greenock through another period of transformational investment. Public, private and third sector stakeholders will need to rise to the challenge in terms of **ambition, quality and innovation**. The Greenock Town Centre Masterplan Plan reflects the aspirations of the individuals who attended the Charrette events. The Masterplan provides a Development Framework for **business growth and investment** which will provide jobs, a **high-quality environment** in which to live with **health, social, commercial and cultural facilities** that meet their needs of residents and visitors.

The Masterplan: **Development Framework and Action Plan** is for all public, private and third sector stakeholders and not just the public sector. Inverclyde Council, along with the rest of the public sector in Scotland, is facing up to a **very tough financial climate**. Inverclyde Council budgets are likely to continue to reduce over next few years. Costs are rising while funding is reducing, making it harder to balance Council budgets and protect services.

In this context **targeting alternative sources of funding** like those outlined in Table 7.2 (in Full Report) will be essential. The funds are particularly ‘outcomes driven’ and therefore it will be essential to ‘bend’ project outcomes to meet the specific funding criteria and set this within the Development Framework and Action Plan that has resulted from the Design Charrette. The Development Framework and Action Plan projects are also categorised into short, medium and long term objectives.

Clearly it is essential that the Client Group move quickly and decisively so as to keep up the momentum that has been built up over the Charrette period and drive forward implementation. A **transparent approach that builds trust, with a real focus on delivering agreed priority projects** will all be essential and there is a clear requirement **for action based on strong leadership and on a consensus on priorities**. Experience elsewhere has shown the importance of a respected ‘neutral forum’ to discuss emerging opportunities, reconfirm priorities, challenge the status quo, provide leadership and act as a proactive partnership vehicle to co-ordinate investment. Greenock is also fortunate in that Inverclyde Council/Riverside Inverclyde has already established the **Greenock Town Centre Regeneration Forum with a dedicated Riverside Inverclyde regeneration officer**. In these circumstances the following delivery component is recommended:

### **Extended Regeneration Forum: ‘Short Life’ Delivery Group**

In the short term a ‘light touch’ **extended Regeneration Forum**, with a clear commitment to delivery of the Design Charrette outcomes and the Development Framework and Action Plan priorities should be established. This would comprise an additional individual project ‘ambassadors’ who emerged during the Charrette and additional representatives from partner agencies, dependent and appropriate to specific actions. The 4/5 individual ‘ambassadors’ embraced the charrette approach, gave short presentations at key events and used the charrette to progress particular priority proposals. Examples include:

- Local cycling advocate
- Inverclyde Place Partnership
- Inverclyde Tourist Group
- Inverclyde Development Trust

The ‘ambassadors’ will be the project champions and provide the fresh energy required to bring about positive change and challenge apathy. The extended Regeneration Forum can also maintain communication across different community groups, public and private sectors as well as provide community capacity building and a much more ‘joined up’ approach that looks to develop links between projects and a clear consensus on priorities. Additional support for wider involvement could be available from Inverclyde Council/Riverside Inverclyde.

The extended Greenock Town Centre Regeneration Forum can also play a crucial role by providing tangible evidence in support of funding bids. The group would look to have an independent chair and monitor progress on delivering Development Framework and Action Plan projects and continue to build consensus around strategic programmes and projects.



## RECOMMENDATIONS

Riverside Inverclyde/Inverclyde Council is invited to endorse the **Greenock Town Centre Masterplan: Development Framework and Action Plan**: longer term vision, objectives, strategic programmes and projects as the basis for wider consultation so as to guide future investment decisions in Greenock over the next ten years.

## NEXT STEPS

The immediate next steps are as follows:

- Inverclyde Council/Riverside Inverclyde and partners commit to establishing an extended Greenock Town Centre Regeneration forum as a short life group with a clear commitment to delivery of the Development Framework and Action Plan and convene an early meeting.
- Riverside Inverclyde/Inverclyde Council to formally endorse the Development and Action Plan: vision, objectives, strategic programmes and projects as the basis for wider consultation, so as to guide future investment decisions in Greenock over the next ten years.
- Inverclyde Council/Riverside Inverclyde to undertake wider business and community dissemination of the Development Framework and Action Plan and publish an on line Executive Summary.
- Inverclyde Council to acknowledge the 'fit' between the Development Framework and Action Plan and the emerging Inverclyde Local Development Plan 2, on which work is already underway, and to identify sites in Greenock for Supplementary Planning Guidance.
- Inverclyde Council/Riverside Inverclyde and partners to review progress on delivery of the Development Framework and Action Plan at an annual event to encourage public, private and third sector partners to review progress and discuss new ways of responding to emerging challenges and opportunities in Greenock.



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