the Clyde Waterfront Regeneration plan

Historic opportunity for Scotland’s Clyde

Opportunity to create 33,000 jobs

£1.67 billion public sector investment plan

A partnership approach
The Clyde.
A river whose name is known all over the world.
A river that holds a special place in Scotland’s heart.
A river that shaped a city and a nation.
A river synonymous with shipbuilding and engineering prowess. A river which spawned the phrase ‘Clyde-built’. A river where thousands of Scots began their journey to the New World.

Today, the Clyde is no longer the economic powerhouse it once was. But the Clyde remains one of Scotland’s enduring assets.

Significant progress has been made over the last 20 years in revitalising parts of this historic river. But much more can and needs to be done.

This document presents a vision of a new Clyde: of a thriving river city and a string of interlinked, vibrant river communities that will be new engines of growth and prosperity for greater Glasgow and Scotland.

The Clyde Waterfront Working Group (CWWG) was formed in November 2001 to consider the regeneration of the Clyde from Glasgow Green to the Erskine Bridge. This is our regeneration plan to transform the Clyde into a world class waterfront which attracts business and commerce - but with people and communities at its heart.

The plan builds upon the commitment, momentum and effort of both the public and private sectors which have invested in the Clyde over a number of years. In the next 15 years, this plan can secure over 33,000 jobs and establish the Clyde once again as an economic powerhouse and an international symbol of success.

Through a revitalised Clyde, metropolitan greater Glasgow can once again play a full role in a flourishing Scotland. Through a revitalised Clyde, Scotland can compete better on a national and international stage.

The Clyde is Scotland’s single most significant urban development opportunity. It used to be said that Glasgow made the Clyde and the Clyde made Glasgow. It’s time for a new Clyde to be at the centre of Scotland’s economic future.
The CWWG was established following intervention by the Minister for Enterprise and Lifelong Learning. Ministers tasked the CWWG in June 2002 to:

• Prepare a vision for the Clyde Waterfront.
• Prepare a strategic action plan to realise the vision.
• Propose how such an action plan would be managed and delivered.

The group consists of all the main public sector bodies in greater Glasgow - Glasgow City Council, Renfrewshire Council, West Dunbartonshire Council, Glasgow and Clyde Valley Joint Structure Plan Committee, Communities Scotland, Scottish Enterprise (including SE Dunbartonshire, SE Glasgow and SE Renfrewshire) and the Scottish Executive.

We all believe that dynamic regeneration of the Clyde Waterfront can deliver large scale and long term benefits to Scotland - accommodating over 33,000 jobs, of which more than 23,000 will be new to Scotland.

In making this vision a reality, we will seek the full involvement and support of the private sector and a broad range of organisations and communities.

The renewed Clyde Waterfront will not rely on one or two sectors or initiatives. It will be a diverse and attractive mix of business, housing, tourism, leisure and world leading transport solutions. It will deliver significant benefits - social, environmental and economic - for the Glasgow city region and Scotland as a whole.

And the way we deliver this will underline Scotland’s international ambition and social commitment.

Our mandate

This document builds on the development priorities identified by the Clyde Waterfront Working Group in our initial report Clyde Rebuilt published in June 2002. This is our regeneration plan for the Clyde Waterfront.
Over the next decade, the Clyde represents Scotland's best opportunity to develop new places for business growth and new learning and living in sustainable communities.

In revitalising the Clyde, we can revitalise Scotland.

The Clyde matters because its renewal will take place at the heart of Scotland's biggest city region. The river is currently surrounded by a concentration of Scotland's most deprived communities - areas blighted by exclusion, low economic activity, physical dereliction and decay.

In parts of our biggest urban area, derelict tracts of land have lain untouched by redevelopment. For a generation, peoples’ lives have been affected by poverty and exclusion.

The rebirth of the Clyde can dramatically alter this. Recent research by the UK Government’s Office of the Deputy Prime Minister has shown that successful urban regeneration works best by focusing on strengths and opportunities rather than weaknesses and threats.

The Clyde Waterfront has a formidable set of advantages:

- Its location between an international city and the global gateway that is Glasgow International Airport.
- A major centre of population - we know that people are the key driver of economic growth. An attractive regenerated Clyde will assist in attracting talent and businesses, will help retain and grow Scotland’s existing talent pool and reverse a declining population trend.
- Renowned academic institutions with international reputations in their fields.
- Glasgow city centre is the UK’s second biggest retail centre after London.

Most of all, the waterfront provides room for businesses to grow - in a sustainable manner. It offers available land which can be developed and serviced and the opportunity to enhance existing infrastructure through aligned investment from the public and private sector.

The Clyde offers Scotland a chance to link the needs of its residents and wider communities to the significant economic opportunity its location affords.

By concentrating on the Clyde’s attributes and opportunities, we can accelerate the rejuvenation of the whole city region.
Clydeside’s regeneration provides a unique opportunity to balance the current economic strength of Edinburgh and build on Glasgow’s recent successes to create an internationally competitive central Scotland destination, ‘The Central Belt’, for business investment, employment, living and tourism.

It will help to achieve one of the Scottish Executive’s main aims in its Framework for Economic Development - establishing a single region of economic dynamism.

The recent OECD report *Urban Renaissance Glasgow: Lessons for Innovation and Implementation* recognised the River Clyde as the greatest challenge and opportunity in greater Glasgow - and as an under utilised asset of national importance, at the heart of metropolitan Glasgow.

Regeneration of the Clyde Waterfront links with the Executive’s commitment to reduce inequality and address social exclusion. There are nine Social Inclusion Partnership (SIP) locations included in or close to the Clyde Waterfront. Poverty and low income households exist in many areas along the waterfront outwith the SIPs.

Many of the envisaged benefits support ‘A Smart, Successful Scotland’. The Executive’s economic development strategy can in part be delivered through the successful implementation of this plan.

• A priority objective of the Clyde Waterfront regeneration is to connect disadvantaged communities to new economic opportunities.

• Physical renewal will create attractive neighbourhoods for living and working and locations for business that have global appeal. These new location opportunities will also help retain talented people by attracting the jobs they desire.

• Allied to physical regeneration, the plans will deliver thousands of new job and training opportunities for local people.

• The regeneration of the Clyde will drive forward the growth and development of modern industry in key sectors such as digital media, biotechnology and financial services. Long standing industries on the Clyde such as shipbuilding and engineering will also remain of critical importance and they can be re-energised through a vibrant Clyde Waterfront.

The regeneration plan proposes a series of sustainable transport links - another key Executive goal. This transport infrastructure will be at the heart of the Clyde’s rebirth. The waterfront will be connected in transport terms to the city region, to the rest of Scotland and to places further afield.

The Working Group’s aims and objectives accord well with the Executive’s recently published *Cities Review, the Glasgow & Clyde Valley Joint Structure Plan* and the Glasgow Economic Forum’s draft local economic development strategy. All of which have informed the Glasgow City Region Vision.
The vision

Our vision for the Clyde Waterfront is of a river reborn. A 21st century Clyde which draws on all the qualities of its proud past - ingenuity, skills, spirit and enterprise - to reinvent itself as a new, vibrant location.
This will transform the Clyde from a place that in parts is uncompetitive, blighted and excluded into a competitive knowledge-age location characterised by dynamism, innovation, learning and connectedness.

In short we see the Clyde Waterfront becoming a driver for economic growth in the west and a key force in the wider Scottish economy while at the same time addressing local needs in existing waterfront communities.

Our strategic framework and action plan is built on a number of cornerstones:

• The Clyde should be a corridor of economic, social and environmental excellence which benefits Scotland, the Glasgow city region and local communities.

• It should be a vibrant and active river and waterfront with a mix of different land uses which attracts and retains new talent and skills.

• Sustainable links should be created between neighbouring communities - including links across the river - to ensure that the regeneration benefits are accessible and shared.

• High quality design - in both buildings and public realm works.

How will this look in reality?

On the ground, our 2020 vision is of a series of ‘riverside communities’ fusing existing communities with new areas of development on the waterfront. Communities will once again be linked by a number of new bridges across the river.

New development areas will penetrate back from the river frontage into existing communities. Tradeston, for example, will become a thriving destination for city centre living and spending leisure time, at the heart of the city region’s transport network. From there downstream to Erskine Bridge, private and public investment will have transformed the waterfront into an asset for local residents and international visitors alike. Half a dozen new business locations will have emerged on the waterfront suitable for major international occupiers, their growth underpinned by enhanced access to the river and across it.
Creating and building this thriving 21st century waterfront will require significant interventions by the public sector over the next 15 years - over and above the private sector’s current development plans.

• **Integrated:** Development activities must fit and complement the vision for the whole Clyde Waterfront. They need to be delivered in an integrated way so that the full benefits of public sector investment are realised - economic, social and environmental.

• **Connected:** There is little value in new office accommodation which becomes a bottleneck for workers trying to get to and from work. Edinburgh Park has learned this lesson the hard way and proper transport infrastructure is only now being put in place. The Clyde must be a connected waterfront.

• **Communities:** The regeneration of London Docklands in the 1980s proved that unless communities (such as those in the Isle of Dogs) are properly involved, the investment benefits will not be felt locally. The detail of the Clyde’s redevelopment must be informed by existing residents and workforces through committed and co-ordinated engagement strategies - this approach is already progressing in Clydebank. For those out of work, there needs to be investment in skills to enable people to train for jobs that may soon arrive on their doorstep.

• **Engineering & infrastructure:** Investors must have confidence that the locations they commit to will be properly protected against flood and serviced by modern infrastructure (telecoms, transport, river engineering, power, water and sewerage). Existing investment in the city centre, at the SECC and Braehead also needs this protection - the river must be managed.

For these four key reasons, development activity on the Clyde Waterfront’s key action themes must be progressed strategically and in a coordinated way.

---

**Clyde Waterfront interventions**

We need to ensure that a wide range of public sector interventions make a difference and contribute to the strategic goals of the Clyde Waterfront regeneration plan.
**Action themes**

We will progress the Clyde’s regeneration under a number of key action themes:

- **New economic development sites**

A series of key development sites along the waterfront will help drive the economic and social renaissance of the Clyde. Selective public sector investment in a number of these key sites such as Pacific Quay, Broomielaw, SECC, Renfrew Riverside and Clydebank will make a major impact. We will create a world class financial centre, an innovative digital media and creative industries campus and quality business districts, with a learning campus and medi-park.

- **Reclamation of vacant and derelict land**

In total, along the Clyde Waterfront corridor some 306 hectares of land appear on the vacant and derelict land register.

Significant investment will be required to remediate and regenerate this land. As the development progresses more sites will have to be reclaimed as uses along the river expand and contract.

As public money is brought to bear on such sites it will be concentrated on areas of strategic importance, working with market demand and private sector interest.

- **Community regeneration**

Sustainable regeneration of the Clyde Waterfront will not be meaningful unless the change process includes and benefits communities and creates new opportunity for people who are living with the existing degraded river environment.

We have identified seven streams of community regeneration action totalling in excess of £100 million over 15 years.

This activity will ensure that communities are engaged in the regeneration process, it will link existing communities to new opportunities and co-ordinate investment in the skills of local people in order that they can take advantage of these opportunities.

We will invest in housing to meet local needs. The Clyde Waterfront regeneration is expected to create over 15,000 new residential units. It is critical that they are integrated with existing neighbourhoods to ensure urban quality and cohesion. In Glasgow this has been achieved to a high quality in the past through, for example, the Crown Street initiative in the Gorbals.

The regeneration of the Clyde Waterfront also needs to take advantage of historic buildings and assets, using them imaginatively where possible to benefit the community.

Importantly, the Clyde needs to be clean, safe and welcoming.
• Modern high quality public transport

Public transport, including a high quality Light Rapid Transit system (LRT) and quality bus corridors, will play a vital role in the regeneration of the waterfront.

The levels of certainty and quality associated with fixed track systems are known to influence personal travel choice and the location criteria of commercial enterprises.

Such systems will be woven into the urban fabric and will as such become central to peoples’ perceptions of the way the city region functions.

The cost of the LRT system for the Clyde Waterfront is currently estimated at £300 million. Evidence from other UK and European cities demonstrates the value of such investment. For example, in Helsinki the city authority developed a new metro stop as a key early action in its redevelopment of a former industrial and warehousing district. The development is now nearing completion and incorporates 9,000 residential units and a major commercial development. Total investment from the City Authority was in excess of $800 million.

Other examples, closer to home, include London Docklands Light Rail and Manchester Trams.

Investment in the heavy rail link to Glasgow Airport and the Crossrail project is also important if we are to achieve our vision.

• Appropriate roads infrastructure

It is clear that to achieve the required connectivity and movement of vehicles along and across the Clyde Waterfront a number of key roads require to be upgraded or developed. Key stretches of roads infrastructure include:

• The Clydeside Expressway which allows the development of Glasgow Harbour, SECC and Finnieston to be realised.

• The Renfrew north airport link which would provide a vital second vehicular link into the airport which will play a significant role in the economic development of the Clyde Waterfront.

• The Yoker relief road which would provide a viable alternative to Dumbarton Road and have obvious regenerative benefits for those immediate communities and Clydebank.

Other cities such as Gothenburg and Baltimore have invested significantly in roads infrastructure. In the former case this involved constructing a major road tunnel to remove traffic from and improve the environment of the riverfront.

The M74 extension is also of considerable importance to the development of the waterfront providing an east west alternative to the M8 which currently has capacity issues. Completion of the extension will be crucial to avoid choking business and investment potential, particularly around the airport which alongside the city centre is one of two key economic drivers for the waterfront.
• Six additional crossing points

True river cities such as London, Paris and Florence are characterised by the usability of their river and a new series of crossing points at regular intervals is essential for the economic and social rebirth of the Clyde.

We propose a number of bridging points each bringing different benefits to the Clyde Waterfront.

A series of footbridges is fundamental if we are to create cross river activity and accessibility at Glasgow Green, Finnieston and Glasgow Harbour.

An iconic or ‘living bridge’ between the Broomielaw and Tradeston will raise the waterfront’s profile within the City, nationally and internationally. The benefits of such bridging structures in, for example, Newcastle with the £26 million Millennium Bridge are far reaching. It will provide profile, confidence and focus for the entire Clyde Waterfront.

Road bridges at Finnieston and longer term at Renfrew North/Yoker are also vital and provide an opportunity for private traffic, public transport and pedestrians to cross the river.

• Riverbank engineering and flood prevention works

Within the Clyde Waterfront there is a flood risk. It is essential that the solution is rooted in the reality of such flood risk.

We anticipate that the most effective solution for flood protection within the River Clyde catchment is likely to comprise a combination of defence mechanisms including upgrading quay walls, attenuation and/or the construction of an iconic barrier or barrage downstream of the Kelvin.

The cost of such work is significant. We estimate it could be in excess of £600 million. However, similar river engineering schemes in Rotterdam, London and Belfast protect vast assets from flood risk and create a secure environment in which to invest, develop, work and live.

• Public realm and urban design investment

High quality public realm works need to be driven by the character desired for each area along the Clyde Waterfront. A series of projects working from the city centre through to Renfrew and Clydebank need to be implemented to ensure that quality thresholds and private sector investments are achieved.

Public access and development of new and existing green space is also essential. In the past, proposals for linear parks have been put forward. In addition to these new public spaces running along the length of the river it is important that there is a series of ‘green fingers’ that link back from the river and into existing communities.
These have been selected after detailed analysis against a number of criteria, including:

- commitment of public and private sector partners
- early impact
- potential to drive economic growth
- achieving social justice in local communities and city region
- accessibility
- environmental improvement

The six priority areas are:

- **Glasgow City Centre** - the central waterfront
- **Pacific Quay and the SECC** - the global waterfront
- **Greater Govan and Glasgow Harbour** - living, learning, earning
- **Renfrew Riverside and Scotstoun** - north and south reunited
- **Clydebank** - recapturing the 'Clyde-built' spirit
- **Erskine and Old Kilpatrick** - riverside towns

Specific proposals have been developed for each of these areas.
12 a River Reborn

Proposed/potential river crossings

Potential/existing centres of activity

**Erskine and Old Kilpatrick** - riverside towns

**Clydebank** - recapturing the ‘Clyde-built’ spirit

**Renfrew Riverside and Scotstoun** - north and south reunited

LRT route

Proposed/potential river crossings

Potential/existing centres of activity
**Glasgow City Centre - the city’s waterfront**

The Broomielaw-Tradeston area can be the main driver for the city waterfront's renaissance. In this area, we have a real opportunity to make early progress and raise the profile of the city centre waterfront nationally and internationally. This can be achieved through the following actions:

- Creating a new ‘living bridge’ between the Broomielaw and Tradeston through an international design competition that will focus the eyes of the world on the Clyde.
- Developing the Tradeston area as a vital and vibrant area of cafes, bars, restaurants, galleries, artists’ workshops and street activity.
- Encouraging activity on the river - boats for living in, floating hotels, restaurants and other venues.

These actions will stimulate the whole Clyde Waterfront venture and give Glasgow a distinct identity as a waterfront city.

**Pacific Quay and the SECC - the global waterfront**

Pacific Quay and the SECC should be part of the city centre but are currently ‘divorced’ from it by the areas in between. There is no desire to walk to these areas along the river and this should be addressed.

There are several 'big bang' attractors in this area in the shape of Pacific Quay, the Science Centre and the SECC, including the Armadillo. However, more engagement with surrounding communities, better links with the city centre and higher density of development on these city sites is required. Proposed actions will include:

- Improved public transport, including a Light Rapid Transit rail system and waterborne transport.
- A new bridge between Graving Docks and Pacific Quay.
- Existing landmark buildings to be better integrated into surrounding communities.
- Development of a £100 million national digital media campus anchored by BBC Scotland headquarters.
- Development of a £58 million arena to build upon the international appeal of the SECC.
Greater Govan and Glasgow Harbour - living, learning, earning

The £500 million Glasgow Harbour is a world class regeneration project and will drive the revitalisation of the river in this sector. A first phase development of 600 residential units is already on site and a scheme to ensure construction jobs for local people is in place.

Proposals include further residential development, more than one million sq ft of commercial development and a retail/leisure scheme.

A key challenge for the partners is to ensure that Glasgow Harbour benefits adjacent communities - including Govan - and is appropriately linked to the city centre. The following proposed actions will help to achieve this:

• A new bridge between Glasgow Harbour and Govan enabling people from the south side to take advantage of employment and leisure opportunities.

• Linking Govan and Govan Subway across the river to Glasgow Harbour and Partick Interchange - the 5th busiest interchange in Scotland.

• Building on Glasgow Harbour Employment Team approach, linking the success of Glasgow Harbour to the Govan community and more widely.

• Removing the blight of dereliction and maximising potential high quality environments in and around Govan, Partick and Elder Park.

• Promoting landmark buildings in the area, like the new transport museum, and potentially introducing a higher education facility.

• Working with Glasgow Harbour to complete major strategic infrastructure projects such as the Clydeside Expressway.

Renfrew Riverside and Scotstoun - north and south reunited

Much has already been developed in north Renfrew which is a major economic driver for the area. The principal investment of over £350 million by Capital Shopping Centres in Braehead shopping centre has been a significant success. New phases of development will deliver not just retailing but business, residential and leisure uses and will better connect Braehead to the surrounding areas, particularly Renfrew.

This can be achieved through the following actions:

• Creating a new link between Braehead and the airport, better connecting the two key economic drivers in the area to Renfrew.

• Developing an improved environment around Braehead shopping centre with landmarks on approaches and distinct public spaces at the riverside.

• Encouraging the ‘knitting together’ of Renfrew town centre and Braehead as one successful destination, avoiding competition to the detriment of Renfrew.

• Regenerating and decontaminating key sites at Renfrew Harbour, helping to create a vibrant quarter on the river.

• The development of a Light Rapid Transport link from the city centre. This is of vital importance to the quality and density of development delivered throughout Renfrew Riverside.

• Linking across the river to allow the success of the south bank to benefit the communities on the north bank.
Clydebank - recapturing the 'Clyde-built' spirit
A new organisation - Clydebank re-Built - has been established to drive forward the town’s regeneration. Clydebank’s waterfront sites have a major advantage of being south facing and enjoying attractive views over the river to the greenbelt. Key proposals include:
• A new mixed use development at Queens Quay, linked to the town centre by high quality public realm works. Reconnecting the town centre to the waterfront will revive Clydebank as a place to live, encouraging high quality services and facilities.
• The development of a medi-park linked to the Golden Jubilee Hospital (formerly HCI) and a new learning campus.
• Improvements to the railway and the development of the Yoker relief road will open up Clydebank to a new mix of housing, leisure and employment opportunities.

Erskine and Old Kilpatrick - riverside towns
Both Erskine, which does not have such pressing need as other locations on the Clyde, and Old Kilpatrick have superb riverside locations with attractive views. In the longer term an opportunity exists to create a new town centre for Erskine, incorporating existing buildings into a stronger network of streets and spaces.

Erskine provides an important residential location along the corridor and this should be enhanced to ensure its long term popularity.

The north bank near Old Kilpatrick has been identified for residential development and business use and significant opportunities exist to promote the green quality of the area.

The following actions are being proposed:
• Creating new links to the waterside on both banks of the river, using the waterfront asset to benefit the quality of the location for residents and business.
• Long term potential to develop a new riverside centre in Erskine, with a stronger network of streets, avenues and spaces, creating a strong identity.
Experience has shown that some riverfront regeneration initiatives have bypassed the very communities they were meant to assist. We must not make this mistake on the Clyde. The Clyde Waterfront regeneration can work, locally, regionally and nationally.

- **Locally**... by reconnecting individual communities to the river and securing redevelopment of vacant and derelict waterfront sites. By turning the river and its banks from a neglected liability into an asset and workplace for local communities.

- **Regionally**... for the metropolitan area of greater Glasgow, by capitalising on the waterfront’s location between two economic drivers of regional importance - Glasgow city centre and Glasgow International Airport. This will create a new focus of economic activity that is accessible to the whole conurbation.

- **Nationally**... by taking advantage of the opportunity offered by the Clyde Waterfront to build on Glasgow’s recent economic progress and balance Edinburgh’s economic buoyancy at the other end of the Central Belt. This win-win situation will reduce inefficiencies of over development and congestion in the Edinburgh city region, and attract development to a location where it can take advantage of capacity in the labour market and underused land. The regeneration of the Clyde creates a conurbation in central Scotland which will compete better on the international stage.

Detailed work has been undertaken to validate the headline benefits identified in the initial Clyde Rebuilt study. The results of this work are shown below. Successful delivery will require the commitment of all partners to the full programme of strategic intervention. Anything less ambitious will fail to achieve the transformation of the waterfront that was outlined to Ministers in June 2002.

The appraisal is based on a total scale of development of:

- **400,000m² offices**
- **75,000m² retail**
- **15,000 residential units**
- **94,000m² leisure**
- **130,000m² other uses (including industry and education).**

This will result in the creation of:

- **Over 33,000 gross direct jobs, and**
- **7,700 construction jobs**

Implementation of the full regeneration plan will also deliver significant additional spin-off benefits:

- Increased competitiveness of the city region and Scotland
- Greater retention of talented people, leading to an enhanced skills base
- Increased labour market accessibility, movement and integration
- A reduction in unemployment and economic inactivity
- Increased social cohesion and inclusion, particularly in neighbouring communities
- Improved mobility in the waterfront area and in adjoining communities
- Re-use of significant areas of derelict land
- Contribute to the Executive Social Justice priorities
- Creation of a vibrant tourism destination

**Economic benefits**

The Clyde Waterfront’s regeneration will deliver a range of benefits - to local communities, to the greater Glasgow metropolitan area and to Scotland as a whole.
Scottish Enterprise

Scottish Enterprise (SE) is already spending money on the Clyde Waterfront through place activity, skills and inclusion investment and in support of local businesses.

SE has invested in the Clyde over a long period of time with key expenditure of over £14 million delivering the Science Centre and IMAX. Expenditure by the Network during 02/03 and 03/04 will amount to £12 million across a variety of projects including Pacific Quay, Shipbuilding Task Force and Clydebank re-Built.

The SE Board is due to consider detailed proposals for the regeneration of the Clyde in autumn 2003. These proposals will focus on the priority areas identified in this plan and will present for approval an investment plan for the next 5 – 7 years. Subject to the view of the Board the investment is likely to be in the region of £100 million.

Glasgow City Council

The City Council has allocated more than £80 million towards the regeneration of the River Clyde including the section of the river covered by the CWWG. Such funding is broken down into ongoing and future projects as detailed in their annual report on the Clyde Waterfront regeneration 2003.

Renfrewshire Council

Renfrewshire council is committed to the regeneration of Renfrew Riverside, the part this can play in the wider effort to regenerate the Clyde Waterfront, and particularly in optimising the benefits of regeneration to the existing community of Renfrew by achieving a positive relationship between the riverside and the town centre. The Council’s proposed capital funding aims to achieve this.

The Council expenditure of circa £6 million between 2003 and 2006 is expected to be successful in levering substantial amounts of additional funding from project partners into Renfrew over the next few years. For example:

• The regeneration of Renfrew Riverside will involve substantial private sector investment in residential, leisure and business land uses as well as infrastructure.

• Renfrew’s two secondary schools will both be refurbished through PPP projects to create modern and progressive educational facilities.

• The overall package for the proposed Moorcroft Recreation Centre and King George V playing fields and sports pitches includes £1m of national lottery funding.

• The total cost of the flood prevention scheme is estimated at £5m including Scottish Executive grant and other funding.
West Dunbartonshire Council

Together with partners, notably Scottish Enterprise Dunbartonshire, the Council has established and funds the operation of Clydebank re-Built, a company charged with the responsibility of regenerating Clydebank, particularly the riverside areas. This year Clydebank re-Built will invest over £2 million in property development and environmental and infrastructure projects.

The Council along with a private sector partner have recently completed the investment of over £20 million in the first phase of refurbishment of the Clydebank Shopping Centre.

The Council recognises that a long term commitment will be required to secure the implementation of riverside regeneration strategies and seeks the support of relevant funding bodies to assist in achieving the high aspirations which have been set.

Communities Scotland

Communities Scotland is committed to the regeneration of the communities that sit along the Clyde Waterfront. Integrating and synchronising housing investment in these existing communities with wider development activity.

Communities Scotland invests in the Clyde Waterfront in two key areas:

Channelling regeneration funding to nine Social Inclusion Partnerships adjacent to the river to support community and area development. In 2003/04 funding to these SIP areas will total over £1.2m.

Through the agency’s mainstream housing investment programme, and working through its network of Registered Social Landlords, Communities Scotland will spend in the region of £30m during 02/03 operating within a range of neighbourhoods adjacent or close to the Clyde. It is anticipated that this level of funding will be maintained over the next two years and beyond.

Maintaining the momentum

Despite this significant investment by partners the strategic infrastructure needed to release the full potential will require an allocation of new public funding. Such funding will underpin the partner investment plans outlined above.

This is required to deliver the managed river we seek - to secure greater private sector investment and put in place the necessary transport infrastructure to make the waterfront a well connected place where companies want to locate.

As a working group we are seeking this investment from the Executive to build upon our commitment. The peak funding year is 2008 which falls in the timescale for the ending of the current European programmes. Investment over the next five years can be bolstered by resources from the European Union.
What happens if we don’t act - what will the market deliver?
The Working Group has examined what would happen without concerted public sector action. Based on professional property market appraisal it is possible to project a pattern of development on the Clyde that might emerge without the proposed regeneration plan or with parts of it being implemented in a piecemeal way.

- The Clyde Waterfront would see a pattern of isolated and generally undistinguished development.
- The most contaminated or ‘problem sites’ might remain largely undeveloped or developed below their full potential and would remain an eyesore. Housing development would dominate - luxury flats at Glasgow Harbour and Lancefield Quay will run the risk of becoming high income ghettos with limited amenity value.
- Business development will continue at the Broomielaw as the city’s business district extends south and west, but progress south of the river in Tradeston will be slow. The BBC will be established at Pacific Quay, but the planned creative and media industries campus may have given way to low quality general office space or nothing at all.
- Elements of Renfrew Riverside will be complete, with employment uses confined mostly to logistics and leisure. Piecemeal development at Clydebank will have undermined the integrity of the development framework, with retail parks and medium density housing close to the town centre.
- No high quality public transport system would be provided leaving many communities and development sites disconnected and disadvantaged.
- Piecemeal flood prevention measures would be implemented which would detract from the overall investment confidence and could in the end simply delay the inevitable investment required. Worse than this it may result in even greater expenditure in the long term.

In this situation the potential for the Clyde to be an engine for renewal of the metropolitan economy is lost.

Our approach

The Working Group’s proposed approach outlined in this plan seeks to ensure the delivery of a waterfront which competes with other European cities such as Helsinki, Gothenburg or Dublin.

Our approach will allow the waterfront to sufficiently differentiate itself. It will be a waterfront that can make an international impact as an attractor of people and investment, create significant jobs and help us retain talented people. The Clyde will be a distinctive and exciting place.
The regeneration of the Clyde Waterfront will not be delivered by a single existing organisation or a single, simple project.

- If the partners act independently the result will be poorer in quality.
- Investment will be less effective as it will not be aligned.
- The ability to market and promote the Clyde Waterfront internationally will be undermined.
- The Clyde Waterfront project will be heard in less of the places that matter.

We are committed to find the best means for working together to deliver.

A new delivery mechanism

As a working group, we are in receipt of a report which makes a number of recommendations as to how best we deliver the Clyde Waterfront project.

Those recommendations are clear that:

- The mandate to form any further partnership body should come from the Working Group partners.
- Some form of partnership body is necessary given the scale and complexity of the project and its long term nature.
- The partnership body in whatever form should have a dedicated executive team. This team’s extent and role will be dictated by the form of partnership chosen.
- The partnership body should focus on strategic and development area (or cross boundary) issues.
- The core role for any partnership body would be as promoter or co-ordinator, not developer.
- Five broad potential partnership models were identified; market led, working group, strategic partnership, incorporated partnership or Special Delivery Vehicle (SDV) and Urban Development Corporation (UDC).

A combination of the need for major infrastructure and market conditions mean that the public sector have a key role to play in delivering this project. Therefore the market led approach was discounted.

It was also difficult to see how continuing with a working group would overcome the problems of fragmentation or could engage effectively with the private sector on what is arguably the greatest regeneration challenge facing Scotland.

Initial analysis of the UDC model shows that it has been effective to varying degrees elsewhere, however it was discounted by the partners because:

- It would require enabling legislation which would have a major implication on timescales.
- Previous UDC models have lacked accountability and have created significant relationship difficulties between partner agencies.
- UDCs need significant landholdings to deliver change, such scale of landholding is not currently held by the public bodies on the Clyde.

This left two options which were put forward for more detailed consideration.

Working together to deliver - a Scottish team

Significant changes can happen if we work together as a Scottish team delivering for Greater Glasgow.
Option 1 - an incorporated partnership or SDV for the entire Clyde Waterfront

It was clear from discussions at the Working Group that there was no consensus of support for the need to create an incorporated partnership or SDV for the entire Clyde Waterfront. It was felt by all partners that given the scale of the Clyde Waterfront such an organisation would be overly cumbersome. It would take time to pull together. Its remit given limited public ownership of land and property would be restricted and it would be a complex process to broker detailed roles and responsibilities with partners.

We agreed however that we needed assurance that certain strategic or cross boundary issues will be co-ordinated and delivered. Such strategic issues allow the full potential of the Clyde Waterfront to be unlocked.

The preferred alternative is Option 2.

Option 2 - a strategic partnership board for the Clyde Waterfront with area SDV’s as necessary

We therefore would wish to form a senior strategic partnership board, supported by a small dedicated executive team to carry out and be responsible for the following functions:

- Facilitating strategic infrastructure investment - river engineering and public transport.
- Promoting and championing the vision and action plan.
- National and international place marketing of the Clyde Waterfront, consistent with and in the context of overall national and international marketing plans.
- Influencing policy makers and stakeholders to stimulate investment.
- Monitoring and evaluation of the whole project.

More detail on the membership and role of the strategic partnership board and executive team (option 2) is currently being developed.
Dynamic regeneration of this world renowned waterfront is an opportunity to put the Clyde back on the international map and generate significant employment and wealth at national and regional levels.

To realise this vision Scotland needs to invest in the Clyde. The benefits will not arise through the goodwill of private sector developers alone.

Agencies, Councils and the Executive need to play their full part in aligning investment to ensure that the potential offered by the Clyde Waterfront is unlocked.

The rebuilding programme detailed in this regeneration plan will transform the River Clyde from a reminder of all that Clydeside has lost to an asset in which Scotland, the city region and Clyde communities can take pride.

The River Clyde created the urban form and character of modern Glasgow. It was the location of Scotland’s industrial engine that sustained our people throughout the 20th Century.

The ‘Clyde-built’ spirit defines Scotland in the global mind and is remembered worldwide as a mark of quality in industrial activity.

The key to this future is a joint action that creates the waterfront we all imagine to be possible. The action necessary is detailed in the Clyde regeneration plan.
Acknowledgements

The Group would like to thank all the partners for their commitment and expertise over the past year which has been invaluable in preparing this detailed regeneration plan for the Clyde Waterfront.