

Gloucester City Council

REGENERATION & ECONOMIC DEVELOPMENT STRATEGY 2016-2021



FOREWORD



Gloucester has come a long way over the last decade, with well over £700 million of investment in the city's regeneration, despite the worst recession in sixty years.

The Gloucester Heritage Urban Regeneration Company deserves a great deal of credit for that success. It brought the key players from the private, public and voluntary sectors together round the table, it created investor confidence and it secured the public funding necessary to lever in private capital.

But there is much more to do in order to make Gloucester the city we know it can be. Overall responsibility for regeneration now rests with the City Council, but the task of transforming our city is very much a team game. Working with a range of partners will be crucial to delivering the outcomes we have set for ourselves.

This strategy sets out our ambitions for Gloucester and the way in which we intend to fulfil them. We hope you share our vision and support our plans. We look forward to working with you to turn them into reality.

Councillor Paul James
Leader of the Council and Cabinet Member
for Regeneration and Economy
Gloucester City Council

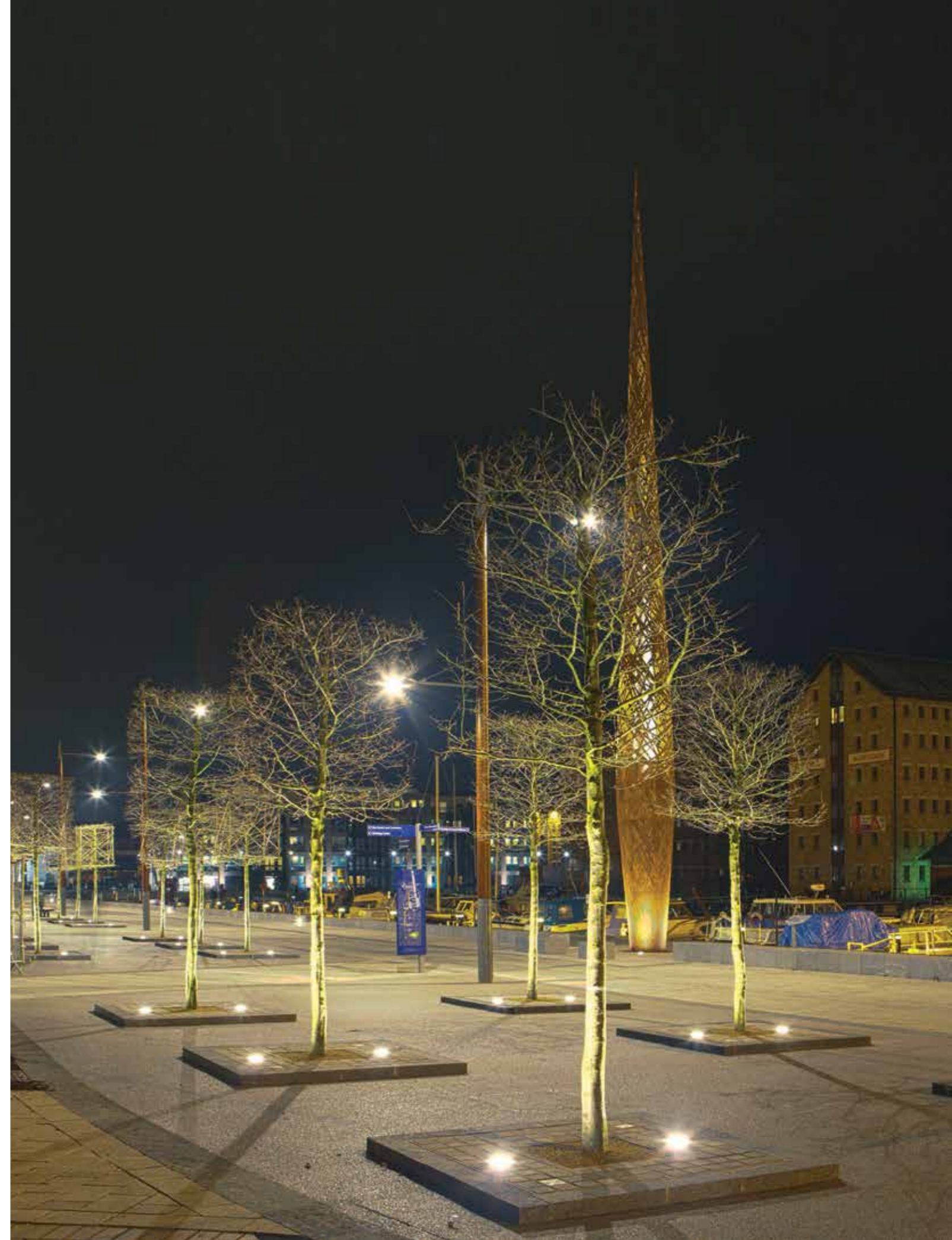


Regeneration takes time and commitment but it can have long lasting impact for civic pride and the common good. Regeneration is worth striving for - together.

I am pleased to partner with the City Council through the work of the Regeneration Advisory Board. We are there to encourage, to challenge and to call to action all those who can and should work in partnership to achieve a better future. I am particularly grateful to our key developers and investors who are prepared to come together and seek this vision.

The cathedral is at the heart of the city and tells its most enduring story. The vision of those who built this icon was greater than anything we hope for today but we should tune into that commitment and sacrificial example in order to achieve a future for all that lasts and has a deep rooted integrity. We can do this and we should do this as a kind of 'coalition of the committed to Gloucester.'

The Very Revd Stephen Lake, Dean of Gloucester
Chair, Gloucester Regeneration Advisory Board



VISION

“Gloucester will be a flourishing, modern and ambitious city, which all residents can enjoy” (City Vision 2012 – 2022)

Gloucester’s City Vision was adopted in 2012 after a comprehensive consultation exercise involving over 1,100 people responding with a further 620 people attending various events to discuss and develop the vision.

A central part of that Vision is to deliver:

- **A flourishing economy and city centre**
- **A vibrant evening economy**
- **A city which improves through regeneration and development**

The City Council’s role will be to create the conditions for growth to deliver our shared vision. This will be achieved through:

1 Clearly identified objectives within this strategy including:

- a The delivery of major investment sites complemented with smaller scale opportunities
- b Creating a vibrant city centre area
- c Delivering jobs and growth
- d Influencing growth beyond our boundaries

- 2 Ensuring a positive planning environment
- 3 Encouraging investors and developers to work together in a complementary way to deliver our overall vision
- 4 Using our heritage assets to deliver growth, including delivering more activity around our waterways and our historic city centre streets
- 5 Using public sector assets, influence and expertise to encourage development
- 6 Working within an engaged and informed political landscape
- 7 Strong cross-party political support
- 8 Setting ambitious targets to deliver a stronger future for Gloucester

The City Council will work with partners, both public, voluntary and private, to deliver the necessary support network, whether through infrastructure, training and skills, to ensure our city, its population and businesses flourish and become prosperous through increased wellbeing and wealth.

Our key message to our communities and private sector partners is that Gloucester is a more confident city than ever. This document shows that we know where we want to go and how we will get there.



© Nick Eaketts Maximo Park



KEY FACTS ABOUT GLOUCESTER

HISTORY

- Gloucester has been variously described as "The Gateway to the West" and "The Crossroads of England"
- It is the city and county town of Gloucestershire, located in the South West of England. The city lies close to the Welsh border, and is on the River Severn, approximately 32 miles (51 km) north-east of Bristol, and 45 miles (72 km) south-southwest of Birmingham
- In 1827 Gloucester became a port city following the completion of the Gloucester and Sharpness canal. On completion it was then the longest, deepest and widest ship canal in Britain. The Docks contains fifteen Victorian warehouses which make up what is Britain's most inland port and are now a major tourist attraction
- Gloucester was home to iconic manufacturing firms including the Gloster Aircraft Company and Fielding & Platt
- The city contains 707 listed buildings including 37 Grade I's
- The city is the birth place of Robert Raikes, the founder of the Sunday School Movement, and John Stafford Smith, who composed the American National Anthem
- The historic Roman streets, magnificent Norman Cathedral and Victorian Docks have been used for various films and TV productions including Harry Potter and Doctor Who. Disney also shot scenes from the sequel to Alice in Wonderland at the Docks.

DEMOGRAPHICS

- The city has a population of 123,439 (ONS Mid-Year Population Estimates 2012). It is the most populated conurbation within the county of Gloucestershire and has the highest population density.
- Gloucester will experience the greatest population growth of all county districts, expected to increase by 20.1% or 23,800 people between 2010 and 2035
- Gloucester is a relatively young city with 25% of the population aged 19 and under (highest in the South West) and 39% under 30. The city is expected to experience the greatest increase of Gloucestershire's districts in the number of children and young people between 2010 and 2035, with an increase of 16.4%
- It is a diverse city, the black and minority ethnic population (BME) stands at 9.8% with approximately 100 languages and dialects spoken



ECONOMY

- Gloucester is home to world leading advanced engineering companies providing cutting edge technical products and services e.g. Prima Dental
- Gloucester has a strong finance and insurance cluster including being the location for the HQ of the specialist insurance company Ecclesiastical Insurance Group
- The city supports a growing cluster of information security, web hosting, CAD/CAM development, defence communications and security, ICT infrastructure development and IT content management businesses
- The creative community has grown rapidly in recent years with the Blackfriars and Westgate Street areas having established themselves as a hub for creative businesses. The city has also hosted some cutting edge arts festivals including JOLT, Crucible and Paint Jam, and other festivals including Tall Ships and Quays events
- The city has a strong independent retail and leisure sector with over 100 independent city centre shops

- Gloucester attracts 5.9 million visitor trips each year. Annually, visitor spend is £207 million
- To date the city has secured over £700 million of private sector investment, weathering the economic recession and now building on the recovery
- Gloucester is a place for business, recognised by external commentators

Duport Business Confidence Report shows:

- 448 new companies set up between January and June 2013 - more than any other half year on record and a 10% rise on the same period in 2012
- 2011 and 2012 were record years for company registrations in Gloucester when compared to any year in history

UK Competitiveness Index 2013 shows Gloucester is ranked:

- 19th in the index ahead of locations such as Nottingham, Birmingham, Cardiff and Newcastle-Upon-Tyne

Experian (2012):

- Gloucester is ranked 11th out of 324 local authorities for growing its business base between 2010 and 2012, the biggest growth in the South West region

Santander Town and City Index 2012:

- Gloucester is a leading destination for business by ranking the city 18th out of 74 UK cities for business

Centre for Cities 2014: the city is making large improvements:

- 6th (out of 64 cities) for having the highest number of patents approved (up from 10th in Centre for Cities report 2013)
- 2nd (out of 64 cities) for having the highest employment rate with 77.8% between Jul 2012 and Jun 2013 (up from 12th in Centre for Cities report 2013)
- 2nd (out of 63 cities) for the highest housing stock growth. Among the top-placed cities, only five (Swindon, Milton Keynes, Gloucester, London, Peterborough) have experienced housing supply growth in accordance to their population growth rate
- Gloucester is in the top-ten cities where small businesses are investing in high growth strategies.



EDUCATION

- The city boasts high performing schools and over 17,000 college and university students
- Boasts top education providers including further and higher education campuses for the University of Gloucestershire, the University of the West of England and Gloucestershire College
- Over 30% of Gloucester's working age population has achieved NVQ4 or higher



SPORT

- The city is home to Gloucester Rugby, officially supported by the most passionate fans in the English Premiership
- Oxstalls Tennis Centre was voted 2011 Tennis Club of the Year by the Lawn Tennis Association
- Gloucester Rowing Club is one of the oldest established rowing clubs in Great Britain and has secured £1.5 million funding for a new canalside boathouse
- Outline planning consent has been given for a new Gloucester City Football Club stadium
- Major refurbishment of the Blackbridge Jubilee Athletics Track creating an all-weather floodlit synthetic track
- Gloucester was a host city for the 2015 Rugby World Cup



GLOUCESTER HAS MUCH TO OFFER

Supportive local authority	Large catchment
Strong growth prospects	Affluent hinterland
A diverse offer through the city centre, Gloucester Quays and the Docks	A rich rugby union heritage, including the best supported Premiership team in England
Young population profile	Highly skilled and flexible workforce
Attractive rents	Excellent education including further and higher education and training opportunities
Excellent location and transport infrastructure	High quality regeneration schemes
Varied portfolio of investment and development opportunities	Active voluntary and community sector

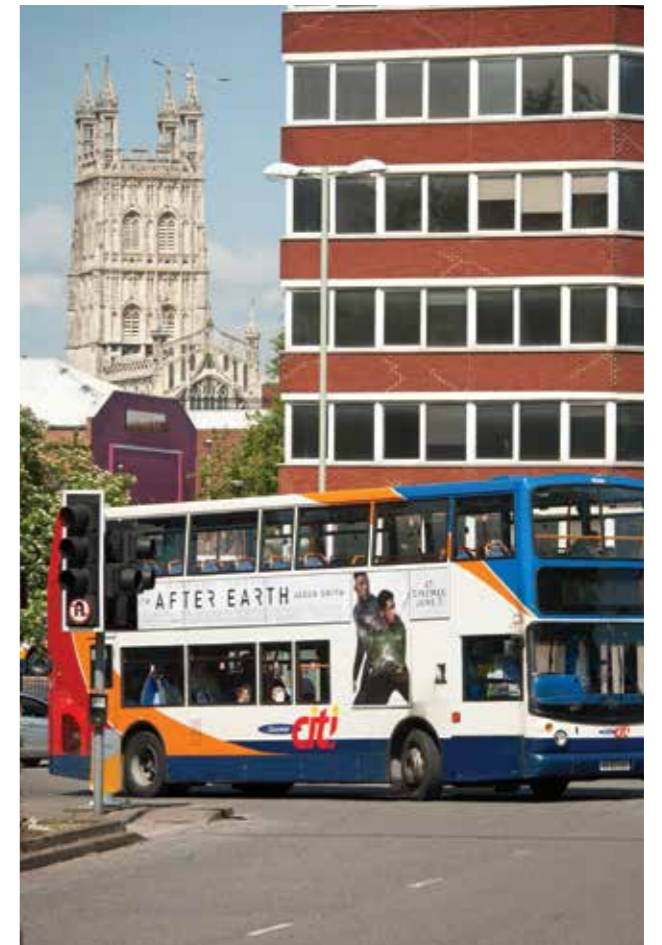


WHY DOES GLOUCESTER NEED REGENERATING?

Gloucester has experienced its share of challenges over the decades. The demise in traditional manufacturing, which was a key component of the city's employment, required a reinvention of the city's economy. Gloucester is still working to tackle its industrial past through the reclamation of brownfield sites and obsolete infrastructure.

The city, through its desire for innovation, is now dealing with the legacy of unsympathetic 1960's and 70's architecture which had a heavy reliance on the use of concrete. This resulted in the loss of some of our heritage assets and the construction of buildings which have not stood the test of time.

A lack of investment in the city centre and a failure to achieve a broad consensus for our regeneration agenda meant Gloucester had, for a number of years, not moved forward in investment and regeneration. We now have strong cross party support for our regeneration programme and are well on the way to address these legacy issues.



WHAT WE WANT TO ACHIEVE?

We are an ambitious city and our sights are set clearly on achieving the following:

A vibrant city centre

Development of brownfield sites

More people living in the city centre

More and higher-skilled jobs

Better transport facilities, especially new bus station and improved railway station

More prosperous and engaged communities

Improved retail and leisure facilities

Improved public spaces

New uses for heritage buildings

Improved cultural facilities

Enhanced tourist visitor numbers

Putting Gloucester on the map

THE JOURNEY SO FAR

Much has already been achieved in delivering urban regeneration activity for the city over the last decade. The success of “Team Gloucester” include:

 **Over £700 million** of investment secured

 **700 new homes** in central Gloucester

 **1,000** new jobs

 **Completion** of the Inner Ring Road and the South West Bypass

SIGNIFICANT PROJECTS THAT HAVE BEEN SUCCESSFULLY DELIVERED INCLUDE:

ST OSWALDS PARK

A mixed use scheme by Hammerson plc on the site of Gloucester’s former Cattle Market, including a Tesco supermarket, restaurants, retail warehouse units including B&Q and residential elements including an Extra Care Village.



BLACKFRIARS PRIORY

Originally founded in 1239 and being one of the most complete surviving Dominican Blackfriars in England, and is now an impressive cultural venue.



GLOUCESTER DOCKS

The regeneration of the Docks has achieved a satisfying degree of maturity. The Docks regeneration project was effectively started by the Council’s pioneering 1980s move, which saved four of the historic warehouses. A combination of new build and the repair / refurbishment of many of the historic docks warehouses, typically for apartments with active commercial uses on the ground floor, have breathed new life into the docks.

There has also been considerable investment in the public realm which has set a quality benchmark that befits this unique heritage site which, along with the Cathedral, is one of the city’s most visited tourist destinations.

GREYFRIARS

Following the move of Gloucestershire College to its purpose built new facility at Gloucester Docks, the vacant site is now being regenerated into a significant new residential development in the heart of the city.



RAILWAY TRIANGLE / CORRIDOR

Is a key arterial route into the city and had sat in an unused derelict condition for many years. The solution to the site was not easy to find. There were many constraints. However a solution was found and delivered by the developer LXB to build a Morrison’s supermarket (completed) and a range of employment units (underway).



GLOUCESTER QUAYS

The Quays has become shorthand for the Outlet Centre operated by Peel Holdings. The Gloucester Quays scheme is much more substantial than the outlet centre and covers some 25 hectares of brownfield land and includes Gloucestershire College, Sainsbury’s, Travelodge and new cinema and successful restaurant area. It represents a significant investment by the Peel Group and has made a major contribution to the regeneration of Gloucester.



OUR NEXT GENERATION OF PROJECTS

The journey continues with the City Council and its partners driving forward the next generation of schemes.

KINGS QUARTER

The City Council, through its determination to deliver this scheme, has acquired the majority of the required land. Having also secured £7 million of grant funding, this will enable the construction of a new, state of the art bus station and transport hub in 2016. The remainder of this mixed use scheme will follow on after completion of the bus station.



BAKERS QUAY

The developer Rokeby Developments in joint venture with Merchant Place Developments has acquired this final crucial part of the Quays and plans to deliver an exciting and good quality mixed use regeneration scheme. This will bring back into use the final two vacant Victorian Warehouses in the Quays.



BLACKFRIARS

Both the City and County Councils, are working together with private sector developer City and Country, who are the owners of the former HMP Gloucester, to regenerate this important and exciting part of the city centre. Working with gfirst LEP this scheme has successfully secured £4.1 million of Local Growth Deal grant to facilitate delivery.



THE BIG PICTURE

This Regeneration and Economic Development Strategy is consistent with other key documents, such as the City Vision, and the City Council's Corporate Plan.

It will also reflect and accord with the priorities as set out in the statutory planning documents that are emerging for Gloucester City and the surrounding area, the Joint Core Strategy (JCS) with Cheltenham and Tewkesbury Councils and our own City Plan. It will also reflect and build upon the Strategic Economic Plan (SEP) as prepared by the Local Enterprise Partnership gFirst.

- 34,000 jobs created
- 2,100 jobs protected
- 3,200 new houses
- 6,100 qualifications and 540 apprenticeships

The City Council, and adjoining authorities are developing the JCS. The core components that are contained in the JCS and the emerging City Plan are identified as:

- 7,793 new homes of which 1,080 are in and around the city centre and Gloucester Quays
- Regeneration of the Blackfriars Quarter of the city centre
- Additional new employment land in the city centre (St Oswalds Road and the Docks) and at other strategic sites across the city including Eastern Avenue and land east of Waterwells Business Park
- 41,957 sqm additional comparison goods retail floorspace
- Delivery of the Kings Quarter scheme including the development of a new Gloucester Transport Hub

Our ambitions for growth will have enshrined sustainability as a key objective. By sustainability we mean achieving growth that meets the needs of our neighbourhoods and the local community in a way that enhances the quality of life and sense of well-being, without damaging the natural environment or compromising the prospects of other neighbourhoods, now and in the future.



THE ROLE OF HERITAGE

Our Urban Regeneration Company was the only “heritage” URC in the country, reflecting Gloucester’s status as one of England’s most historic cities.

Our regeneration to date has been largely heritage-led, with the restoration of, and new uses for, many historic building including:

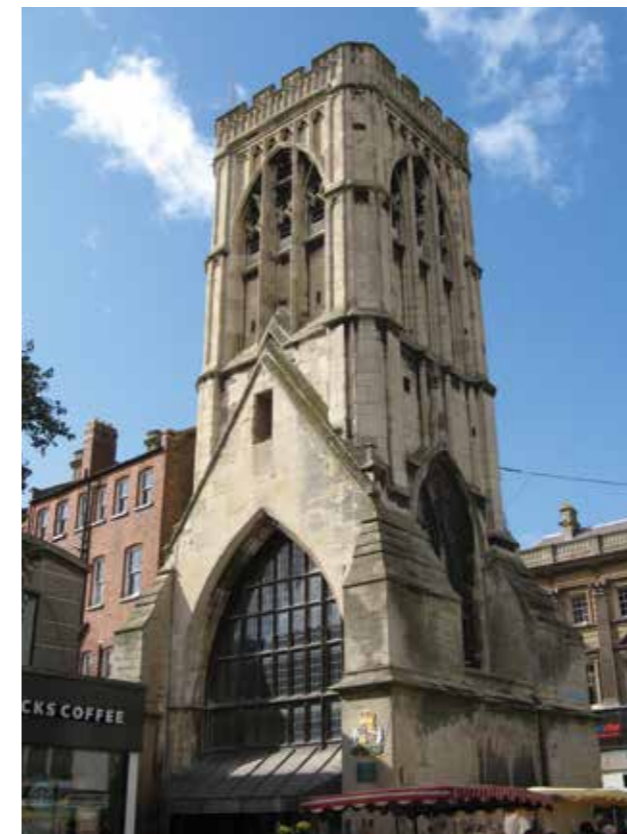
DOCKS WAREHOUSES



BUILDINGS AT THE QUAYS



ST MICHAEL'S TOWER



ROBERT RAIKES' HOUSE

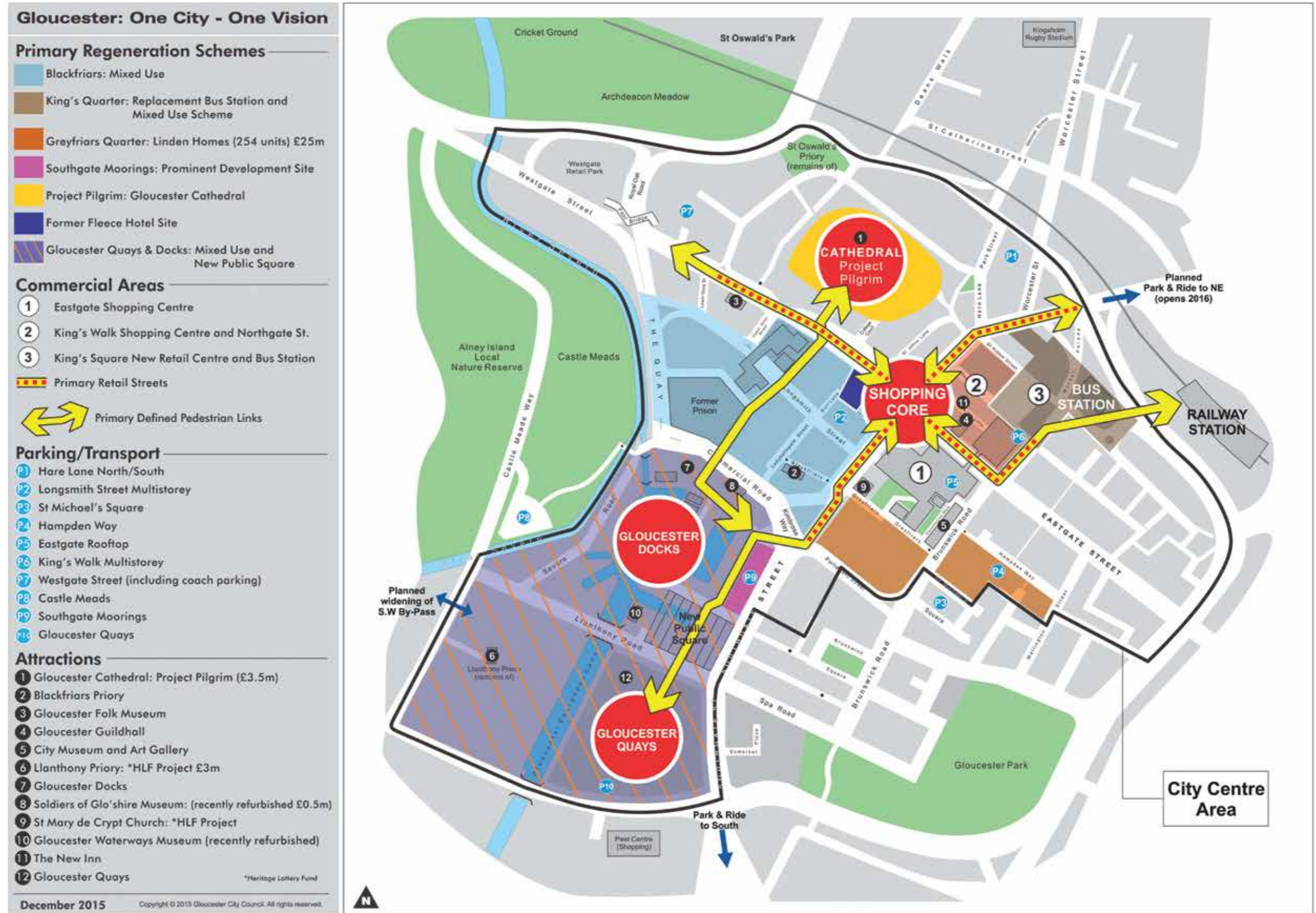


66 WESTGATE STREET



Heritage can often be seen as a constraint or an additional cost burden. In Gloucester we view it as an opportunity – to encourage visitors for business, tourism and leisure, and to give the city its unique character.

Gloucester's city centre area is diverse and dynamic, from the Quays to the Docks, Cathedral and our shopping core, we have so much to offer for investors, businesses and everyday life for our people.



THE STRATEGY

OBJECTIVE 1 DELIVERING MAJOR DEVELOPMENT SITES

- i Kings Quarter Regeneration scheme: delivering the “step change” in the city centre, to include retail and leisure components that reflect the aspirations of a modern city
- ii Blackfriars Project, including the former Fleece Hotel – regenerating this large brownfield site to provide vibrant mixed use of employment, residential, leisure, open space and parking development, thereby creating a seamless linkage between the historic docks and the city centre, including the regeneration of the historic Fleece Hotel site
- iii Gloucester Quays and Gloucester Docks: working with partners to complete this important regeneration scheme including the development of a water-based regeneration programme and the redevelopment of the remaining historic warehouses. Within the defined area, deliver a programme of sites, which cumulatively will make a major impact, to include:
 - Baker's Quay – mixed use scheme
 - Llanthony Priory – a potential Heritage Lottery Funded scheme
 - 27/29 Commercial Road – buildings owned by the City Council
 - Orchard Square – the delivery of an exciting new public square
 - West Quay – promoted by the Canal & River Trust
- iv Canal Corridor – define and deliver a clear vision for this strategically important employment/ housing corridor
- v Railway Triangle and Corridor – exploration of options for delivery of local housing and employment on the linked corridor sites

These schemes will make a significant impact to the on-going renaissance of the city. They are regarded by the City Council as the key interventions and drivers for growth.

OBJECTIVE 2 A VIBRANT CITY CENTRE

- i The diversification of the centre to include securing Purple Flag status, delivering innovative housing, a quality hotel offer, enhanced leisure use, encouraging our independent retail and food offer, that draws citizens into the core area
- ii Deliver heritage projects based around our museums and other attractions, including consolidating the expected impact of Project Pilgrim at Gloucester Cathedral
- iii Promote sustainable alternative uses including the development and delivery of an office accommodation strategy
- iv Underpin and promote our cultural offer including our museums and festivals. Investigate further the provision of a new multi-use cultural venue
- v Enhance our markets offer, both indoor and outdoor, to generate further footfall into the city
- vi Create an environment for prosperity through a programme of public realm renewal and city centre enhancements including addressing unattractive facades, a new Tourist Information Centre, car park improvements and links to the Quays from the city centre
- vii Undertake active management, including supporting the potential implementation of a Business Improvement District, bringing a coordinated, effective response to the challenges faced by users, to create a dynamic and well looked after city that creates a sense of pride and ownership
- viii Secure Purple Flag status for management of the evening night time economy

City centres are changing as are the habits and requirements of those who use them. With on-line retailing creating new opportunities and threats retailers are having to adapt, as are successful centres. The City Council, with its partners, will support and promote initiatives that underpin and strengthen the city centre, including providing an improved network of open spaces and parks within our regeneration projects.

THE STRATEGY

OBJECTIVE 3 SMALL SITES

- i Develop and continually review a priority list of sites and buildings which will be targeted for action, working with the property owners, to assist them to regenerate those properties using all the tools at their disposal

The major projects are important to the success of the city. However the full potential of the city can only be realised through addressing all its challenges which includes those smaller sites and buildings which don't positively contribute to the prosperity or environment of the city in their current state.

OBJECTIVE 4 LOCAL COMMUNITIES AND URBAN REGENERATION

- i Develop and implement an Asset Based Community Development programme that gives our citizens the confidence and opportunities, particularly in areas suffering from persistent deprivation, to find solutions that will enable them as individuals and communities to benefit from the city's growth
- ii Develop and implement an estate based regeneration programme that will contribute towards a better standard of living in areas that have not realised their full potential
- iii Promote recruit local policies and employment and training plans, connecting people and communities to economic opportunity. Work with partners to ensure new work opportunities target those in disadvantaged communities who have the support to ensure they are well placed to benefit from such opportunities
- iv Work with employers and skills providers to ensure there is a direct correlation between skills supply and demand
- v Work with our communities and other agencies including the Voluntary and Community Sector; to improve health and address issues of deprivation. Seek to secure funding opportunities, and to pool resources, including Big Local, to give local people the opportunity to positively impact upon the economic prosperity of their area
- vi Develop our grant and business support programmes that supports entrepreneurs that are co-ordinated through activity such as the Star People funding and Business Support grants, contributing towards self-employment and social enterprise.

We will provide a context that empowers our communities to position themselves to create directly, and benefit from, employment opportunities.

OBJECTIVE 5 JOBS AND GROWTH

- i Working closely with the University of Gloucestershire's Growth Hub and Business School , targeting high growth key sector companies through targeted inward investment campaigns to reach over 5,000 potential investors, including developing appropriate marketing materials and channels
- ii Develop our business engagement programme which establishes working relationships with our primary and small businesses who will become our main employers of tomorrow, opening communications and collaborative working
- iii Identifying key issues impacting on our businesses, such as broadband, and work constructively to find solutions and deliver growth
- iv Deliver business grants to assist new start-ups, expanding businesses and those businesses looking to relocate to the city. Extend business start-up / business support provision for small-medium sized businesses (SMEs) through Gloucestershire Enterprise Ltd, Gloucestershire Adult Education, The Prince's Trust and other partners
- v Work towards the delivery of mechanisms supporting growth including identifying an appropriate location for, and delivery of, a locally defined Enterprise Zone, supporting the establishment of a Business Improvement District.

We will promote and support business formation and growth and target high growth companies in key sectors to grow our business base.

THE STRATEGY

OBJECTIVE 6

PROVIDE A NETWORK OF PUBLIC SPACES WITHIN THE CITY

- i Improve existing open spaces within the city.
- ii Develop a network of quality open spaces through the integration of existing spaces such as Gloucester Park, and Kings Square with new and emerging schemes at Orchard Square, Greyfriars Square, Greater Blackfriars and the Cathedral's Project Pilgrim.
- iii Improved routes between the Docks, Cathedral and River Severn as part of Blackfriars regeneration project.

We will work to consolidate our existing parks and open spaces to provide enjoyable and safe areas for our citizens. We will complement this with expanding public spaces through new development to create quality urban parks. These will be used not only for relaxation and enjoyment, but to support and act as a venue for our culture and events programmes.

OBJECTIVE 7

RECOGNISE AND IMPROVE THE CITY'S CULTURAL OFFER, HAND IN HAND WITH THE SUCCESSFUL REGENERATION OF THE CITY

- i Use our cultural venues to support and improve the cultural offer within Gloucester.
- ii Support a programme of cultural events including the Strike a Light, Jolt and street art festivals.
- iii Develop a programme of events including Tall Ships, Sportbeat, Resident's Weekend, and Gloucester Carnival to support regeneration and growth.

We recognise the important role culture and a comprehensive events programme has on the growth and well being of the city, as illustrated by the establishment of an interim culture board and the preparation of a dedicated cultural strategy. We will work with partners to deliver a comprehensive package and work towards a state of the art new cultural events hub for the city.

OBJECTIVE 8

WORK IN PARTNERSHIP WITH GFIRST AND ADJOINING LOCAL AUTHORITIES TO INFLUENCE AND ACHIEVE OPPORTUNITIES FOR GROWTH BEYOND OUR BOUNDARIES

- i Support the delivery of strategic housing and employment sites outside of the city's boundary
- ii Actively support and promote the delivery of Joint Core Strategy sites allocated outside of the city's administrative boundary but which can play a role in the growth and prosperity of Gloucester.

As Gloucester grows its opportunities to accommodate that growth will become increasingly restricted through the availability of sites for sustainable housing and employment development. As a consequence the City Council will explore opportunities to deliver growth opportunities identified through the Joint Core Strategy by working collaboratively with other impacted local authorities and the Local Enterprise Partnership gfirst.

DELIVERING OUR REGENERATION AND ECONOMIC DEVELOPMENT STRATEGY

The City Council's Role

The City Council will play a lead role in the delivery of this strategy, through direct action or supporting and assisting others in the delivery of their priorities. The City Council will proactively co-ordinate partners, establishing Gloucester as a leading regenerator within the sub region, underpinning the role of the city as the County Town of Gloucestershire.

The City Council will provide strong community leadership acting as a voice for Gloucester. It will ensure all communities have access to opportunity and that the strengths of the city are fully realised. It will provide financial support within the context of limited resources. It has already made a significant contribution towards the delivery of the new bus and coach station as part of the Kings Quarter scheme. The City Council was instrumental in the acquisition and demolition of the local landmark building, the Golden Egg, which had become a major blot on the city's streetscape. The city also purchased the former Regional Development Agency assets and land from Aviva with a view to taking forward complex sites and bringing them back into active use.

The City Council will also use all its assets to deliver growth. Whether this be the use of its land, to use its professional expertise to draw in significant grant funding, or as a proactive local planning authority, it will work tirelessly to deliver this ambitious programme.

The City Council will foster a culture and deliver values that are pro-business, pro-growth and will work to find solutions that benefit our communities.

Our Partners

The City Council is committed to working with our partners in a positive and yet challenging way. We already enjoy strong working relationships with our major investors including:



(lxb) retail properties plc



BLOOR HOMES



Rokeby



**Merchant Place
Developments**



Hammerson plc



We also enjoy and will work hard to secure the success of a large number of smaller investors.

The City Council will also work with all public bodies, and the Voluntary and Community Sector, engaged in services and the delivery of growth and prosperity to all our citizens, including addressing areas of deprivation. This includes:

Gloucestershire County Council
Homes & Communities Agency
gfirst LEP
Gloucester Civic Trust

**Gloucester Chamber
of Commerce**
Gloucester Federation
of Small Businesses
Gloucestershire Constabulary

The Voluntary Sector
Gloucester City Homes
Canal and River Trust

And most importantly, the businesses and people of Gloucester – who are as enthusiastic about our city's regeneration as we are.



Resources

This strategy has been prepared on the basis that there will be limited funding required from the local authority. The objective is that the programme is self-financing or resourced through alternative funding programmes. The delivery of the strategy's development projects, particularly those that relate to local authority owned land, and the re-investment of income generated is, therefore, crucial to the success of the overall Strategy and achieving the vision.

Governance

Within the City Council, a Regeneration and Economic Development Team has been established. This brings together a number of disciplines to deliver major regeneration and economic development projects and programmes.

The Gloucester Regeneration Advisory Board, made up of key experts across many aspects of regeneration, will offer the council advice and guidance on delivering regeneration activity, challenging the council and contributing towards solutions.

Programme

This strategy is defined over a 5 year period although a key objective is to deliver a significant amount of activity within the first 3 years. It will be continually assessed against the following milestones to ensure progress is made to deliver the on-going regeneration of Gloucester:

Priority Projects 1 - 3 years	1 to 3 years			3 to 5 years			onwards
	2016	2017	2018	2019	2020	2021	
A	OBJECTIVE 1 DELIVERING MAJOR DEVELOPMENTS SITES						
A1	Kings Quarter Regeneration Scheme						
1a	Bus Station						
1b	Retail and Leisure Scheme						
A2	Blackfriars						
2a	Reclamation and Servicing						
2b	Investment and Delivery						
A3	Gloucester Quays and Docks						
3a	Bakers Quay						
3b	Llanthony Priory						
3c	27/29 Commercial Road						
3d	Orchard Square						
3e	West Quay						
A4	Canal Corridor						
A5	Railway Triangle and Corridor						
B	OBJECTIVE 2 A VIBRANT CITY CENTRE						
B1	Deliver 1,000 new city centre homes						
B2	Achieve 90% city centre occupancy levels						
B3	Improved Heritage attractions inc. City Museum						
B4	Deliver an Office Accommodation Strategy						
B5	Enhanced Market Offers						
B6	Cladding of unattractive facades						
B7	Public Realm Strategy						
B8	Improved Public Realm						
B9	Car Park Improvements						
B10	New Tourist Information Centre						
B11	Support a Business Improvement District						
C	OBJECTIVE 3 SMALLER SITES						
C1	Deliver improvements to 20 Identified Small Sites						
D	OBJECTIVE 4 LOCAL COMMUNITIES AND URBAN REGENERATION						
D1	Development and Implement an Asset Based Community Development Programme						
D2	Promote Recruit Local Policies and Opportunities						
D3	Align skills development with employment opportunities						
D4	Develop and deliver a grants programme that supports entrepreneurs						
E	OBJECTIVE 5 JOBS AND GROWTH						
E1	Target over 5,000 key growth sector companies						
E2	Develop a business engagement programme						
E3	Implement a dynamic business grants programme						

Monitoring and Review

The successful regeneration of the city needs a long term plan. The Gloucester Regeneration and Economic Development Strategy aims to drive forward regeneration activity for the period 2016 – 2021. It will also look beyond that period to ensure that the momentum is retained. We will monitor activity on an on-going basis against the Strategic Objectives and Key Actions and carry out a formal review annually. These reviews will also examine the local, regional, national and international environments to make sure that the Vision and Strategic Objectives remain valid. However, we recognise that regeneration and development is a long-term business and that certainty is a crucial condition for investment.

Gloucester City Council
REGENERATION &
ECONOMIC DEVELOPMENT
STRATEGY 2016-2021

Gloucester
City Council
Transforming Your City