

NEILSTON RENAISSANCE

TOWN CHARTER

JUNE 2009

COVER IMAGE

**A vision for Main Street,
Neilston. By Richard Carman
for Urban Design Skills.**

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NEILSTON RENAISSANCE TOWN CHARTER

JUNE 2009

We, the undersigned, subscribe to the aims and principles set out in this charter.

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FOREWORD

BY CHAIR OF TOWN TEAM COUNCILLOR TONY BUCHANAN

The Scottish Renaissance Towns initiative has truly captured the power of place. The Neilston vision draws from our village's collective memory and beginnings as an agricultural and weaving settlement, our natural assets and our creative population.

The people of Neilston have embraced the concept of re-designing their town by combining the history and heritage of the village with a vision of modernisation and sustainable economic growth.

Ultimately the success of this process has been the resulting collaboration and support of the local community in discussing our collective future.

This vision for Neilston draws from the spirit of our village. This charter is not a fixed text, but instead a living document that will grow and develop in accordance with future generation's wants and needs. Our work to date has opened our eyes to what a community can accomplish and represents a link to national government initiatives of sustainable economic growth and partnership-based working.

The future success of Scottish towns and villages depends on the communities that work and live in them. Neilston's town charter is a step towards this goal.

I would like to thank everyone who has informed this process and given substantial time to the creation of this charter. Ultimately our success is dependant on our commitment to the creation of a healthier, wealthier, safer, fairer and smarter Neilston.

AN INTRODUCTION

Towns form a vital part of Scotland's landscape. Approximately two million people live in Scotland's Towns ranging between 1,000 and 20,000 in population. The challenges of changing employment, shopping, and travel to work patterns have been significant over the past fifty years, but as the *Small Towns Report* noted in 2006, "There is a great deal of pride of place in Scotland's towns and there is a strong will to...maintain and enhance them".

Now, the opportunity exists to find ways to harness this local pride, knowledge, skill and enthusiasm in order to improve the overall social, economic and physical environment within these settlements.

The Renaissance Towns¹ initiative seeks to help bring about a revival. At the heart of the renaissance of these towns is the fundamental belief in the value of local empowerment. A need is recognised to more fully engage and empower local communities in order to release their latent skills,

1. Scotland's Renaissance Towns has its beginnings in The Urban Renaissance work at the Re-Making Cities Institute Carnegie Mellon University, Pittsburgh, PA, (Lewis and Simpson) and the subsequent Yorkshire (UK) Renaissance Towns project (Simpson et al.).

The program was initiated in Scotland by The Glasgow Urban Laboratory at the Mackintosh School of Architecture, The Lighthouse – Scotland's Centre for Architecture, and the Development Trusts Association Scotland.

knowledge and desire to improve their towns as places to live, invest in and visit.

The residents of Scotland's small towns are ready to work for the improvement of their communities, but the initiative needs also to gather support from local and national government. Towns and cities must be seen as part of a national planning and economic framework in which the Renaissance Towns initiative is embedded.

The cornerstone of urban renaissance is the regeneration of our cities and towns, enhancing their economic performance by increasing investor confidence, and making our urban centres more attractive – beautiful. To achieve higher standards we must invest in quality – quality of design in new buildings, the restoration of the existing, and most importantly in the design and management of the public realm. At the same time it is necessary to empower local communities to drive the renaissance and regeneration of their towns, their neighbourhoods and their communities; by the community – for the community.

PROFESSOR ALAN J. SIMPSON
MACKINTOSH SCHOOL OF ARCHITECTURE

NEILSTON, 1863

NEILSTON, 1898



NEILSTON, 1938

NEILSTON, 2008



SOURCE: HART, L & HOUI, J (2008). *AN COMANN: FIFTY SMALL TOWNS IN SCOTLAND*. UNIVERSITY OF STRATHCLYDE.

SECTION 1

A VISION FOR NEILSTON

This report describes and illustrates the process of creating a charter for Scotland's first renaissance town. The **town charter** was created by the people of Neilston, for the people of Neilston. It illustrates their 20-year vision for the village.

The charter was developed to establish a new path to regeneration that capitalises on the village's collective memory and the aspirations of local people. It defines a community-led approach to sustainable regeneration that builds from the village's assets. This approach illustrates what can be achieved when a local community takes the initiative to shape its own future.

TOWN CHARTER

A statement, generally agreed by the people who have a stake in the town, of the principles and aspirations that should guide its future development and improvement. This is a new sense of the term: traditionally a town charter was a legal document establishing a municipality.

The Town Charter has been prepared by the Neilston Town Team, East Renfrewshire Council, the Glasgow Urban Laboratory Mackintosh School of Architecture GSA, Architecture and Design Scotland and Urban Design Skills.

This work was supported by Barrhead Housing Association, the Lighthouse, SUST, and the Development Trusts Association Scotland.

This approach reflects the Scottish Government's stated commitment towards sustainable economic growth as set out in Scottish Planning Policy.

SECTION 2

THE LARGER SETTING

Small towns and villages are an essential element of the social, economic and physical character of Scotland. In recent years they have suffered from both local and strategic changes. The shift from traditional economies and supporting networks has, for many towns and villages (including Neilston), disrupted their historic reason to be. It has resulted in a loss of purpose and in some cases a process of decline.

Reversing this process has required a re-thinking of Neilston, building on the village's collective memory, its citizens' imagination and the settlement's unique context.

This process of **plan-making** proposes a new approach to regeneration that capitalises on key assets: the community, the village's location, its relationship to the surrounding countryside, its connections and its distinctiveness.



NEILTON'S CONTEXT IN SCOTLAND

PLAN-MAKING

Preparing plans, as opposed to translating them into development through development management.



NEILTON'S CONTEXT WITHIN THE CLYDE VALLEY

SCOTTISH GOVERNMENT PURPOSE				
SUSTAINABLE ECONOMIC GROWTH				
HEALTHIER	WEALTHIER & FAIRER	SAFER & STRONGER	GREENER	SMARTER
HEALTH SPORT	BUSINESS & INDUSTRY CULTURE, MEDIA & ART	SOCIAL INCLUSION SAFETY & SECURITY	ENVIRONMENT TRANSPORT REGENERATION	EDUCATION & TRAINING YOUNG PEOPLE
<p>Reduce health inequalities for children (particularly in the early years), “killer diseases” such as heart disease, mental health, & the harm caused by drugs, alcohol & violence</p> <p>Other priorities:</p> <ul style="list-style-type: none"> • alcohol and smoking • obesity • mental well being • drug misuse • sexual health • health protection <p>Create physical environments that promote healthy lifestyles for children, including play, physical activity and healthy eating</p> <p>Better care, support and protection for older people</p> <p>Sport increase participation & improving performance by supporting coaching, local clubs & shared use of school sports facilities</p>	<p>Focus on key sectors</p> <ul style="list-style-type: none"> • creative industries • energy, especially renewables • food & drink • life sciences • tourism <p>Promote social enterprise open up markets, increasing the finance available, developing capacity</p>	<p>Support the third sector to deliver services in local communities</p> <p>Poverty alleviation make work pay, overcoming barriers to employment, making benefits & tax credits work better</p> <p>Help people return to employment through early intervention, more joined up service delivery & other actions</p> <p>Remove barriers to the participation of older people in their local communities</p> <p>Focus on children Break cycles of poverty & inequality, engage and empower children and families by more integrated & flexible education and childcare, improving access to play, and better support networks, including nurseries, schools and childcare centres</p>	<p>Built & natural environment as an asset for growth – quality of life, good design, more and better housing, historic environments, planning for all age groups</p> <p>Less carbon, less pollution greener construction, less energy consumption, more energy from renewable sources, more waste recycling, less pollution</p> <p>Accessibility to employment, education and training, particularly by walking, cycling and public transport</p> <p>Countryside & forestry for leisure and recreation, health and exercise, employment (e.g. timber harvesting, rural economic diversification)</p> <p>Regenerate places so that they are attractive places to live, work and invest – with new resources emerging for town centres</p>	<p>Free pre-school education</p> <p>Investment in schools</p> <p>Align education with skills required for economic growth, particularly for young people, and better utilisation of skills and qualifications</p> <p>Better access to further and higher education</p> <p>More community learning and development through community action & community-based learning</p> <p>Enable young people not in education, employment or training to progress towards the labour market, focussing on education & training access to lifelong learning, including for older people</p>

SCOTTISH GOVERNMENT POLICY AND ITS RELATIONSHIP TO SUSTAINABLE ECONOMIC DEVELOPMENT ARE HIGHLIGHTED IN THE TABLE ABOVE.

POLICY SETTING

The Scottish Government’s central purpose is one of increasing **sustainable economic growth**. In addition, a greener Scotland will improve Scotland’s natural and built environment and the sustainable use and enjoyment of it.

The government has identified the following five key contributors to this purpose as being the creation of places that are healthier, wealthier and fairer, greener, smarter, and safer and stronger places. Scotland’s resulting policy agendas (national, regional and local) derive from this objective².

The Neilston charter supports the aspirations of the town team, and sets out a community vision that reflects National Planning Policy and the East Renfrewshire Local Plan. Linking government objectives to local policy is the key to establishing the Neilston charter as a document with long-term relevance, able to adapt to changing conditions and informing future national goals.

2. Scottish Government policy and its relationship to sustainable economic development is highlighted in the table on the previous page.

The Scottish Government has identified achieving sustainable economic growth as being its central purpose, defining it as ‘building a dynamic and

growing economy but, at the same time, safeguarding our environment for future generations and ensuring our communities can enjoy a better quality of life’.

The future development of and change to an area is governed by a statutory Development Plan. Within East Renfrewshire this consists of the Glasgow and Clyde Valley Joint Structure Plan and the East Renfrewshire Local Plan.

The Structure Plan provides the strategic policy context for the wider area and the Local Plan sets out the Council’s detailed policies and proposals for the use, development, protection and improvement of land over a 5 year period. It provides the framework for the promotion of development opportunities and a basis for determining planning applications.

The Local Plan is the basis for future land use and is integral to establishing strong links between the town team and the Council. The charter will serve as guidance and will help to inform development proposals set out in the Local Plan and associated investment within Neilston village.

Qualities set out in the government publication *Designing Places* and the five principles of sustainable economic development are at the heart of good design. These principles form the basis of the main development area proposals for Neilston.

This charter will draw on government policy to promote partnership-working and achieve success across a number of policy agendas. By complementing government policy and working with the government, it is more likely that Neilston’s regeneration will benefit from financial and political support.

The Renaissance Towns Initiative helps to build local capacity and empower the local community. It depends on collaboration among a variety of stakeholders. Neilston should have high aspirations, grounded in realistic expectations. This is where understanding and linking Neilston’s aspirations to Scottish Government policy will open up opportunities to link vision to action.

SUSTAINABLE ECONOMIC GROWTH

SCOTTISH GOVERNMENT HAS IDENTIFIED FIVE KEY CONTRIBUTORS TO THIS PURPOSE, INCLUDING THE CREATION OF PLACES THAT ARE HEALTHIER, WEALTHIER & FAIRER, GREENER, SMARTER AND SAFER & STRONGER. SCOTLAND’S RESULTING POLICY AGENDAS DERIVE FROM THIS OBJECTIVE.

THE DEVELOPMENT PLAN

THE FUTURE DEVELOPMENT OF AND CHANGE TO AN AREA IS GOVERNED BY THIS STATUTORY DOCUMENT.

THE STRUCTURE PLAN

PROVIDES THE STRATEGIC POLICY CONTEXT FOR A REGIONAL AREA.

THE LOCAL PLAN

SETS OUT LOCAL COUNCIL’S DETAILED POLICIES AND PROPOSALS FOR THE USE, DEVELOPMENT, PROTECTION AND IMPROVEMENT OF LAND OVER A 5 YEAR PERIOD.

THE TOWN CHARTER

SECTION 4

CREATING SUSTAINABLE ECONOMIC GROWTH

SINGLE OUTCOME AGREEMENT

A statement agreed by the Scottish Government and a local council setting out how each will work towards improving national outcomes for the local people in a way that reflects local circumstances and priorities.



Places help to determine the quality of life of their residents. Creating sustainable places involves new collaborative ventures to rediscover how Scottish towns can be transformed into places that benefit through sustainable economic growth.

SINGLE OUTCOME AGREEMENTS

Neilston is in a unique position as the first Scottish Renaissance Town. It has the opportunity to combine sustainable economic growth with collaborative working and a holistic approach. Its town charter should serve as a model for other Scottish towns.

A single outcome agreement for East Renfrewshire Council involves joined-up thinking, allowing the village to pursue an approach that is visionary, achievable and practical. Every proposal in the Neilston charter will be tied to the principles of sustainable economic growth. Each initiative will link to other objectives. The charter is intended, not to solve specific problems individually, but to identify

projects that deliver multiple outcomes. This will require a culture change in the way in which plans are initiated and delivered. In Neilston this involves new techniques of early engagement with citizens, stakeholders and government.

Neilston is already a step ahead in this process. The town charter supports the goal for sustainable economic growth. It should enable new funding opportunities to be exploited and allow Neilston the best opportunity in making the most of available capital and resources.

If Neilston can show that the process of developing projects through single outcome agreements has been inclusive, locally based and positive, it will demonstrate to the government how to both create place-specific policy and achieve sustainable economic growth. Local sustainable economic growth builds into national sustainable economic growth: thinking big and acting small.



NEILSTON LIVE 2005, PHOTO BY JIM BUCHAN, EAST RENFREWSHIRE COUNCIL.

METHOD & INTENTIONS

The vision for Neilston has been achieved through a process of:

- Broadly based village-wide analysis and visioning
- Broadly based community consultation and participation
- Design proposals and community brought together through consensus building
- Skills transfer between facilitation team and community
- Capacity building and design awareness training

COMPONENTS OF THE SCOTTISH RENAISSANCE TOWNS INITIATIVE

Local co-ordinator

Local representatives who co-ordinates the process of developing and delivering charter

Facilitators

Consultants appointed to facilitate initial development of vision and production of charter

Town team

People with a local interest who volunteer to participate in development and delivery of charter

Public workshops

Facilitated workshops to generate shared vision for the town's future and explore ideas to form basis of the charter

Output

Charter, priorities and delivery framework

THE PROCESS

Even before the beginning of the charter process, the community and local authority were integral in Neilston becoming Scotland's first Renaissance Town.

Since selection, the citizens of Neilston have worked tirelessly on developing a **town team**, launching the process, organising the Neilston weekend workshop/charrette and producing the charter.

The town team, born out of the Neilston Village Regeneration Group (NVRG), is open to all. The team is made up of the community, stakeholders, businesses, agencies and key civic leaders. Working with facilitators, the town team has engaged in a number of meetings that have involved public debate, brainstorming sessions, workshops and a workshop/charrette weekend.

Six town team meetings were held between January and April 2009. They focused on developing the long-term vision for Neilston. A series of sub-groups emerged, focusing on:

- Young people's involvement
- Economic development
- Open spaces and places
- Movement and accessibility
- Sustainability
- Heritage and appearance

TOWN TEAM

A group of local people who take responsibility for a town's strategic planning.

In parallel to town team meetings, a series of design awareness training events were undertaken with East Renfrewshire Council to support the renaissance process. These events covered:

- Design principles
- Masterplanning
- Design statements
- Design policy
- Housing
- Residential streets

The town **charrette** was held on the weekend of 26 March 2009. During this event the entire village was invited to participate in walks and workshops to help define the vision for Neilston.

Outcomes from the town team meetings and the charrette form the basis of the Neilston 2030 vision. The town charter documents the process and sets out the future community vision for Neilston as a long-term planning strategy.

CHARRETTE

An event that brings together a range of people to discuss design and planning issues.

We, the members of the Town Team, subscribe to the aims and principles set out in this charter.

TOWN TEAM

A & M Hickey
A Hastie
A Junner
A Lochrey
A McCann
A & S Maitland
Alan Walker
Alan Whitelaw
Alasdair McNair
Alison Meechan
Alison Mitchell
Andrea McLean
Andrew Jones
Andy Boyd
Anne Martin
Anne Macdonald
Anne Perret
Anne Sweeney
Billy Sinclair
C Costley
C P Macnair
C S Ripley
Charlie Gilbert
Chelsea Healy
Chloe Aitken
Chloe Burns
Claire Boyd
Colin Melrose
Colin Watts
Craig Horne
Daniel McKendry
David Anderson
David Dewhurst
David Jack
Davinda Fox
Deborah O'Neill
Derek Paterson
Douglas Currie

Douglas Gray
Douglas Morrison
Duncan Fordyce
E McDonald
E Melrose
E Muir
Elaine Boyd
Elaine Green
Elma Muir
Ewan Dunbar
Farah O'Rourke
Fiona MacDonald
Frances Murphy
G & M Robertson
G & R Rowan
Gavin Kinnell
Gavin Russell
Gavin Speirs
Gemma Strachan
Georgina Henderson
Gillian Cameron
Gordon Melrose
Graham Walker
H Banks
H Preston
Hannah Moore
Harry Mackie
Hugh Walker
Iain Dand
Iain MacDonald
Ian Fraser
Isobel Roberts
J & G Cameron
J Gordon
J Guy
J Junner
J Pearson
J Perrie
J Waller

J West
J C Tarrel
Jack Cameron
James Brown
James & Janice Jack
Jane Clark
Janie McCombe
Jen Robertson
Jennifer Winning
Jilly Cameron
Jim Brown
Jim Buchan
Jim Gallacher
Jim Hay
Jim Williamson
Joan Fergus
Joe Herd
John Aird
John Drugan
John Johnstone
John Perry
John Scott
Jonas Cromwell
Julie Nicol
Kate Robertson
Keith Fergus
Ken McKinlay
Kenneth Allan
Kenny MacLean
Kirsty Bradley
L Fraser
Lakshmi Ambika
Laura Carswell
Laura McKinnon
Laura Moir
Lauren McLeod
Lawrie Sherlock
Linda McCullagh
Linda McMenamin

FACILITATION TEAM

Facilitation teams provide expert skills and resources for the development and production of town charters and associated documents.

Linda Wallace
Liz Currie
Liz Humphrey
Lorna Gray
Lorna Wallace
Louise A Wilkie
Lyn Clark
Lynn Naven
M Bridgestock
M Lyons
M McArthur
M O'Shea
M & J Pryce
Mamie McArthur
Margaret Hendry
Margaret Martin
Margaret McIntyre
Marie Wood
Martin Smith
Matt Greenen
Maureen McCormack
May McKinnon
Michael McCartney
N & I McGuire
Nelson Miller
Netta Cannon
Nicola Copeland
Norma McCloud
Patricia Chalmers
Pauline Gallacher
Peter McAllister
Phil Prentice
R MacLeod
R Mechan
R Spearey
Richard Greenwood
Rita Fox
Ronnie Berry
S Fraser
S Robison
Sam Lawn
Sandra Scott
Sarah Aird

Sarah McKinsty
Scott Gibson
Sheila O'Hara
Shona Donnelly
Shona Mackie
Sophie McAvoy
Steven Healy
Susan Lynagh
Susan McClure
Suzanne Tyrrell
Suzie Smith
T & E Coulter
T Mechan
T Murray
Tom Sneddon
Tony Buchanan
Tracey McAlpine
Tricia Murray
Ursula Connelly
Vicky Wood
Wendy Kerr
William Armour
Wilma Connelly

FACILITATION LEAD
Glasgow Urban Lab
in association with
Urban Design Skills

FACILITATION TEAM

Alan Simpson
Chris Watts
David Chapman
Diarmaid Lawlor
Dennis Mabry
Elizabeth McCombe
John Dryden
Julia Radcliffe
Julia Smachylo
Richard Carman
Rob Cowan
Scott Adams

THE TOWN TEAM WILL CONTINUE AND EVOLVE POST-DELIVERY OF THE CHARTER. THE TEAM WILL REMAIN OPEN TO ALL INDIVIDUALS WHO HAVE AN INTEREST IN THE FUTURE OF NEILSTON. THE TOWN TEAM WILL BE CHAIRED BY AN ELECTED MEMBER AND THE SECRETARIAT WILL BE PROVIDED BY EAST RENFREWSHIRE COUNCIL. FOR THE TOWN TEAM, THIS IS THE BEGINNING, NOT THE END.



SECTION 6

RESOURCES, AMENITIES AND DREAMS



HISTORIC SKETCH OF NEILSTON AND ITS SURROUNDINGS. SOURCE: BARRHEAD AND NEILSTON HISTORICAL ASSOCIATION.

**OUR ASSETS**

Neilston is a small place with a rich history. While many of its assets are seen in and around the village, the greatest assets are the people who choose to call Neilston home. There are many residents who contribute to the everyday life of the village, while others who have left still refer to fond memories back home. This sense of community has developed over generations, from Neilston as an agricultural and weaving settlement through its industrialisation and to its gradual integration into the central belt during the 20th century.

Neilston enjoys spectacular views to the countryside. The village is located relatively close to the neighbouring settlements of Barrhead, Paisley and Uplawmoor, and is a short train journey to central Glasgow. Despite this close proximity, Neilston retains its country feel, as the village is embedded in the Central Lowlands, as a hill town set on a high point of the rolling landscape.

Unexpected long vistas to the countryside reinforce Neilston's important relationship to the land. While sometimes forgotten, this relationship helped to determine the destiny of the village, its natural amenities providing power for factories and cotton mills. Small dams and the River Levern still provide much promise for the future.

The village has a variety of buildings and spaces that remind us of our proud past. The Neilston Parish Church is listed: it may be the most historic site in village, having served as a place of worship since 1163. Midge Hole, another historic site, was referred to in 1559. St Thomas' Church, built in 1861, is an important and prominent building within the village.

Industrialisation brought great change to Neilston. New people arrived from far and wide, and a variety of novel building types were introduced, both grand (such as Nether Kirkton House) and of a size never seen before (such as Crofthead Mill).

ABOVE, FROM LEFT TO RIGHT: THE EVOLUTION AND CHANGE OF MAIN STREET, NEILSTON.



Today, among these treasured monuments to our past, we have a range of buildings and spaces that contribute to the quality of life in the village. These include:

- Neilston Railway Station
- St. Thomas's Primary
- Neilston Primary School and Madras Family Centre
- Neilston Juniors FC at Brig O'Lea Stadium
- Leisure centre
- Library
- Doctors surgery
- John Robertson memorial
- Glen Halls
- The Bank

The spirit of Neilston runs deep. This is seen both in our people and our places, and may be best highlighted by the annual Neilston Agricultural Show.

OUR SUSTAINABILITY

Neilston is in the same position as almost every town and village in the UK with regard to climate change. It has not yet had to come to terms with global warming in a meaningful way, but a few of its citizens are interested in the environment and have been thinking about issues such as energy efficiency and renewable energy.

Neilston has a number of potential assets that will help to achieve its ambition to be more sustainable:

Water

The stream running to the mill has the potential to power a small hydro-electric plant.

Waste

We might not normally consider a sewage plant as an asset but there may be land available to build a waste-to-energy plant.



Open land

Cowden Hall gardens are only one of many open spaces in Neilston that are currently underused. These spaces offer great potential for the production of local food:

- The Mill has a vast amount of space that might be used to attract 'green' businesses to the village
- The surrounding countryside offers a number of potential opportunities:
 - To site wind turbines to generate clean electricity, potentially bringing income for the community
 - Local farmers providing food
 - To provide leisure and activity opportunities for residents and visitors.

OUR CONCERNS

Neilston is a great place, with a great past. We must thank our forbears for the village we inherited, but we must also shoulder the burden to ensure we provide a bright future for Neilston. In the not-so-recent past, decisions on local to global scales have changed how we live, where we work, and how we interact with one another. Life has fundamentally changed and will continue to do so. It seems that as our lives expand beyond the boundaries of Neilston for work, holiday, education and so on, we lose a sense of control and influence in our own backyard, in our neighbourhood and along Main Street.

Too many decisions have been made without our input and without us in mind – as a neighbourhood, as a community and as a village. Concerns of the community include quality housing, shops and services, convenient transportation, youth engagement, safe and pleasant streets, sustainability, and so on.



While concerns range from person to person, there is a common theme of improving our village for us.

Alongside the list of issues and restrictive conditions within Neilston, there is a parallel list of outstanding resources and amenities that present significant opportunities for the future. These include:

- The Village Cross and Pig Square with its historic buildings and character.
- The Crofthead Mill as a significant local landmark and for its development potential.
- Opportunities for water amenities along Lavern Water to the west and Kirkton Burn to the east.
- Cowden Hall gardens for their outdoor activity potential and proximity to the centre of town.
- The rolling rural landscape that surrounds Neilston in its various forms and is one of its most visible and valuable resources.
- A real sense of community, friendliness and camaraderie, and a real sense of local pride as indicated by the strong community organisations and community life.

OUR DREAMS

Our dream is to make Neilston the best small place in Scotland. To achieve this, we want to empower our existing and future residents to work together to realise our collective dreams. In doing so, we will create more fulfilling lives for all residents, whether they are young or old, new residents or those who have lived here their whole lives. This depends on us: whether you have been active in the community for a long time, or whether you have longed for change and have yet to act on your aspirations.

The town team is a start for the citizens of Neilston to come together and dream of their future together. The town team's role can and will expand to realise these dreams and others that are identified in the future.



OUR AMBITIONS

Our ambitions for Neilston are both large and small. Sometimes the simplest of things that can make us happy and content. Think of the annual ring of crocuses in Pig Square. Such a simple gesture can change our perspective of a place and create a fond memory. Where possible, we should identify small projects that are achievable in the short term. Such projects often allow and encourage citizens to make a positive mark on the village, giving a greater sense of ownership to the community.

Not everything can be simple and quick. Many years of independent decisions will take time to sort out and fix. Take a look around Neilston Station. Who would have designed the area to look like that? We need to think about and plan for the long-term future of Neilston, understanding that we may see few results for our efforts in the short term, but in the long run our efforts will contribute to a positive legacy for future generations.

The charter identifies a range of projects that aim to realise our dreams. These projects are not independent from one another, nor are they unrealisable dreams. The charter starts to set the scene on the importance of each project determining whether it is a quick venture, or maybe a longer-term project. Some projects will be quick wins (achievable within one year), while others will be short-term (realisable in one to five years), medium term (five to 10 years) or long term (more than 10 years).

The identified projects demonstrate the current thinking of the town team. Their scope will vary as circumstances change. Similarly, the associated time frames are illustrative. Some projects may be achievable sooner, while others may take more time to deliver. The charter aims to identify our ambitions and create a strategy to realise them, but it is a living document which will change to reflect and realise our aspirations. The charter is also flexible to ensure future opportunities can be grasped as they arise.



SECTION 7

OUR VISION

NEILSTON 2030

Step by step, the Neilston 2030 vision will deliver a series of short, medium and long-term projects that ensure the creation of a sustainable, economically robust, well-planned and well-connected small town. The village will not only provide a benchmark for an urban renaissance in Scotland, but set a standard more widely within Europe. The vision is not expected to stop in 2030; new initiatives will develop with the village's aspirations.

The initiatives expressed below will fulfil our future vision for Neilston. Achieving a healthier, wealthier, fairer, safer, greener and smarter future for the village is within Neilston's grasp. It is not a question of whether these changes can take place: they will, with the leadership and dedication of the village community.

Neilston's vision for 2030 will support:

TOWN RENAISSANCE

increasing the overall beauty of Neilston involves capitalising on the village's historic legacy. These unique places and spaces will benefit employers, investors, visitors and residents alike by providing a springboard for regeneration projects.

CIVIC RENAISSANCE

creating streets and spaces for people with the public realm as a place for people to meet and interact, strengthening the village's sense of community and identity.

SOCIAL RENAISSANCE

continuing to nurture community development and cohesion through civic leadership and community working, while targeting areas of deprivation.

RURAL RENAISSANCE

Neilston is surrounded by a wealth of natural landscape beauty. Rural Neilston should be protected from development, and enhanced as a green asset in embracing active and passive recreation opportunities.

GREEN (ECONOMIC) GROWTH

economic growth and inward investment will sustain and enhance the village's business and retail offer. Retail and commercial opportunities will help drive Neilston's renaissance, providing a positive contribution to people's quality of life and social well-being.

HIGH STREET RENAISSANCE

the Main Street represents the backbone of Neilston, linking the village's amenities and neighbourhoods. This key street will provide a centre for civic life, living, and commercial and retail activity. Main Street design initiatives will offer an improved balance in meeting the needs of users, and will provide a sense of arrival and departure.

MOVEMENT RENAISSANCE

improving connections to outer areas through public transport (rail and bus) and locally with public realm enhancements, improved neighbourhood connections and better linkages to the wider countryside.

INTELLIGENT DEVELOPMENT

Neilston has a wealth of underused areas of land and gap sites. To improve the urban fabric, retain the village's compact nature and reduce the need for expansion, sensitive infill development utilising brownfield sites in the first instance will generally be supported before seeking development opportunities of greenfield areas including the Green Belt. Such proposals will require to conform to the Local Plan.

SKILLS DEVELOPMENT

raise the educational offers in Neilston from primary school education only, to secondary education and qualifications for school leavers and young adults. Post-school education will focus on skills development in emerging green-technology industries that can be exported, with Neilston as the business base for the wider region.

RENEWED SOCIAL INFRASTRUCTURE

Neilston has a wealth of social infrastructure embedded within it, including schools, the library, the leisure centre and public halls. Retaining and enhancing these facilities is a prerequisite for creating a healthy community and a healthy local economy.

Town-wide projects will be the primary means of delivering the Neilston 2030 vision. These projects respond to the vision: large-scale public realm improvements in the centre of the village and smaller, replicable projects that can be repeated across Neilston.

SECTION 8

TOWN-WIDE INITIATIVES





ARTIST'S IMPRESSION: PUBLIC REALM IMPROVEMENTS TO MAIN STREET

Traditionally Main Street acted as the civic spine and community focus for Neilston. Unfortunately incremental change and inappropriate infrastructure works in the twentieth century have eroded the qualities of the street from a being a civic place to a conduit for traffic.

While important, vehicles are not the only users of Main Street. Renaissance proposals for this route will re-balance priority for people, cycles and the car. The proposals seek to rediscover Main Street as a civic space for the village.

To achieve these goals a range of development and public realm projects have been established.

Public realm improvements may include narrowing the existing carriageway, realigning and widening existing footways, and creating a number of on-street parking areas. Widened footways will be defined by street trees to provide environmental protection, beauty to the street and enhanced frontages to shops. To further enhance Main Street's assets, a simple palette of public realm materials and furniture will minimise street clutter.

As part of this high street renaissance, three new public spaces will be established as shared surfaces along Main Street. New shared space surfaces will be created at the old bank, the market square and town cross, knitting both sides of the street together and transforming Main

Street into a string of public spaces. These public spaces are to be serviced to allow their use as venues for events, particularly a new village produce market.

Where opportunities for infill development come forward, buildings should reinforce the building line, relate to the bulk, scale and massing of adjacent buildings and set the standard for architectural design in the village.

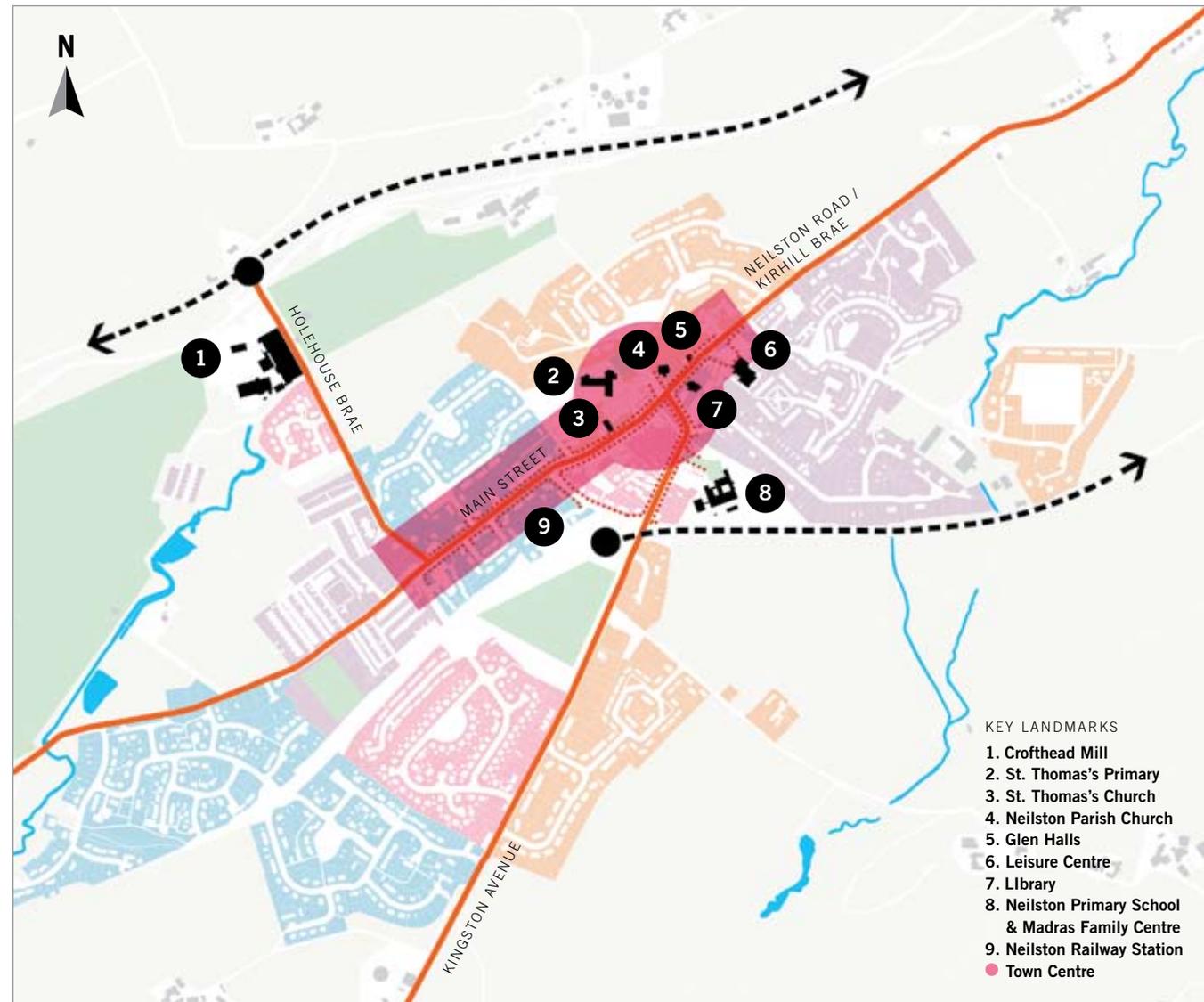
Main Street will provide the benchmark for public realm improvement across Neilston.

TO ACHIEVE THE TOWN'S GOALS, MAIN STREET REQUIRES

- An audit of used and gap sites
- A public realm strategy
- A movement strategy
- A Main Street design code
- Scoping for a business improvement district



MAIN STREET NEILSTON TODAY



- KEY LANDMARKS
1. Crofthead Mill
 2. St. Thomas's Primary
 3. St. Thomas's Church
 4. Neilston Parish Church
 5. Glen Halls
 6. Leisure Centre
 7. Library
 8. Neilston Primary School & Madras Family Centre
 9. Neilston Railway Station
- Town Centre

MAIN STREET AS THE CENTRE OF THE VILLAGE AND KEY LANDMARKS

Main street is the centre and backbone of Neilston. High quality public realm enhancements to main street including new public spaces, shared surfaces, street trees and wider footways will provide an enhancement environment for residents and visitors alike.



ARTIST'S IMPRESSION: MAIN STREET WITH A NEW VILLAGE PRODUCE MARKET



ARTIST'S IMPRESSION: MAIN STREET GATEWAY WITH NEW YOUTH CENTRE AND PUBLIC SPACE

The experience of arrival and departure will be enhanced by public realm improvements and selective infill development at Neilston gateways. Gateway enhancements will clearly identify when you have

both entered and left Neilston's new great street, Main Street. Gateways will signify a change of priority away from the car with street design profiled towards pedestrians, cyclists together with the car.



GATEWAYS TO MAIN STREET

KEY LANDMARKS
 ● Town Centre
 ● Gateways to Main Street



Key development areas pinpoint the principal areas for change and development within Neilston. These areas contribute to village-wide project initiatives, fulfilling Neilston's vision for 2030 and beyond. The following key development projects were chosen by the community, emerging from consultation workshops, town team meetings and the town charrette/workshop.

SECTION 9

KEY DEVELOPMENT PROJECTS

- HEALTHIER
- WEALTHIER & FAIRER
- SAFER & STRONGER
- GREENER
- SMARTER

- DISTRICT
- VILLAGE
- STREET
- BLOCK/BUILDING
- PUBLIC SPACE

SHORT-TERM PROJECT
1-5 YEARS

SCHOOL GATEWAYS



ARTIST'S IMPRESSION: POTENTIAL ENHANCEMENT OF NEILSTON PRIMARY SCHOOL GATEWAY

Neilston has two primary schools and a family centre. Here dropping off and collecting children offers a valuable opportunity for children, parents, grandparents and others to meet and socialise. These small areas represent an important civic function that strengthens community bonds and connections.

These spaces are uninspiring, though. They could be significantly enhanced. Environmental and public realm improvements at the gates of each school will create delightful and beautiful places for parents and children to gather in. These enhanced settings will reflect the civic importance of the schools and their role in Neilston.

NEXT STEPS TO ACHIEVE THIS

- A detailed public realm strategy should be prepared for both school gateway areas.



LOCATION MAP

ST. THOMAS'S
PRIMARY SCHOOL

NEILSTON PRIMARY
SCHOOL



ARTIST'S IMPRESSION: ENHANCEMENT OF ST. THOMAS'S PRIMARY SCHOOL GATEWAY

SCOTTISH DEVELOPMENT CRITERIA

- HEALTHIER
- WEALTHIER & FAIRER
- SAFER & STRONGER
- GREENER
- SMARTER

PROJECT SCALE

- DISTRICT
- VILLAGE
- STREET
- BLOCK/BUILDING
- PUBLIC SPACE

PROJECT TIMESCALE

MEDIUM-TERM PROJECT
6-10 YEARS



CROFTHEAD MILL

CROFTHEAD MILL TODAY

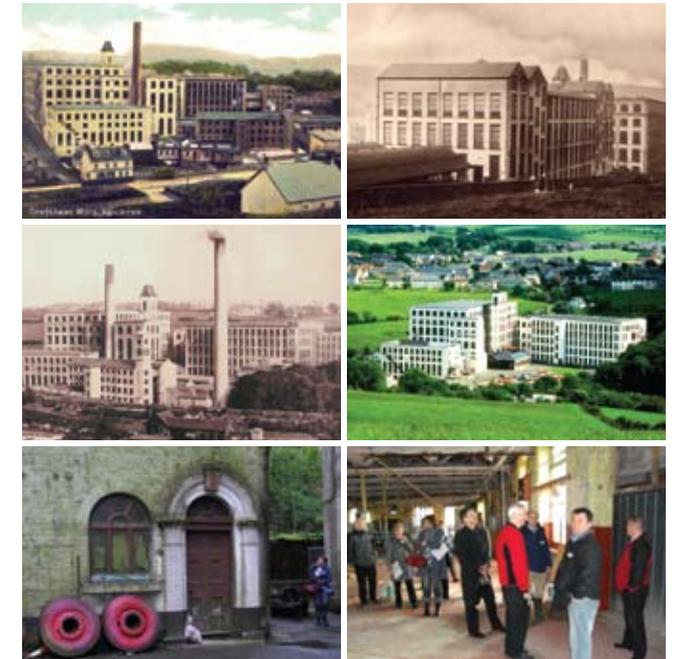
Historically the mill was Neilston's primary economic driver, born out of the area's landscape and assets. The original success of the mill brought a wealth of employment to the people of Neilston and surrounding areas.

While the mill's current owners have done a remarkable job in maintaining and preserving its structure, the building is at present underused and is not fulfilling its true potential. For the mill once again to be a major asset for Neilston, the mill buildings and their uses should be remodelled to provide a destination for not only the people of Neilston but for people from the wider region, Scotland and beyond.

To achieve this, the mill's structure and grounds are to be refurbished and modified to house a mix of uses that could include (but are not limited to) business, destination retailing, residential, entertainment, conference facilities, a gallery and hotel.

NEXT STEPS TO ACHIEVE THIS

- **Alternative business premises (desirable and fit for trading needs) should be found for existing occupiers.**
- **A business plan should be prepared to illustrate the mill's potential.**
- **A design strategy should be prepared and associated permissions secured.**



TOP FOUR IMAGES COURTESY BARRHEAD AND NEILSTON HISTORICAL ASSOCIATION; LOWER PHOTOS BY GAVIN RUSSELL, EAST RENFREWSHIRE COUNCIL



LOCATION MAP

- HEALTHIER
- WEALTHIER & FAIRER
- SAFER & STRONGER
- GREENER
- SMARTER

- DISTRICT
- VILLAGE
- STREET
- BLOCK/BUILDING
- PUBLIC SPACE

MEDIUM-TERM PROJECT
6-10 YEARS

FORMER COWDEN HALL GARDENS

COWDEN HALL GARDENS, COURTESY BARRHEAD AND NEILSTON HISTORICAL ASSOCIATION

The restoration and conversion of Crofthead Mill should be considered in conjunction with the rejuvenation of the former Cowden Gardens.

Once a formal garden to the hall, the land now acts as an informal park for the residents of Neilston. While it is a wonderful amenity for the village's citizens, the gardens are under-maintained. They could be substantially improved to provide the village with formal gardens, a section of which could possibly serve as an area for urban agriculture. Cowden Hall gardens are host to a wide variety of non-indigenous plants, which may draw academic interest to the area.

The Cowden Hall gardens market initiative provides the chance to develop an organic market garden within the former grounds. The planting of vegetables for resale represents an entrepreneurial initiative that can be taken forward by the local community and surrounding schools.

This micro-industry will set the precedent for other small-scale allotment initiatives, serving to link education and skills to food production.

NEXT STEPS TO ACHIEVE THIS

- An archeological and horticultural survey of the former gardens should be undertaken to establish the original layout and range of species.
- A feasibility study for the market garden should be developed to identify possible crops.
- A business plan for the market garden should be developed that includes for an outlet on Main Street.



COWDEN HALL, NEILSTON, COURTESY BARRHEAD AND NEILSTON HISTORICAL ASSOCIATION



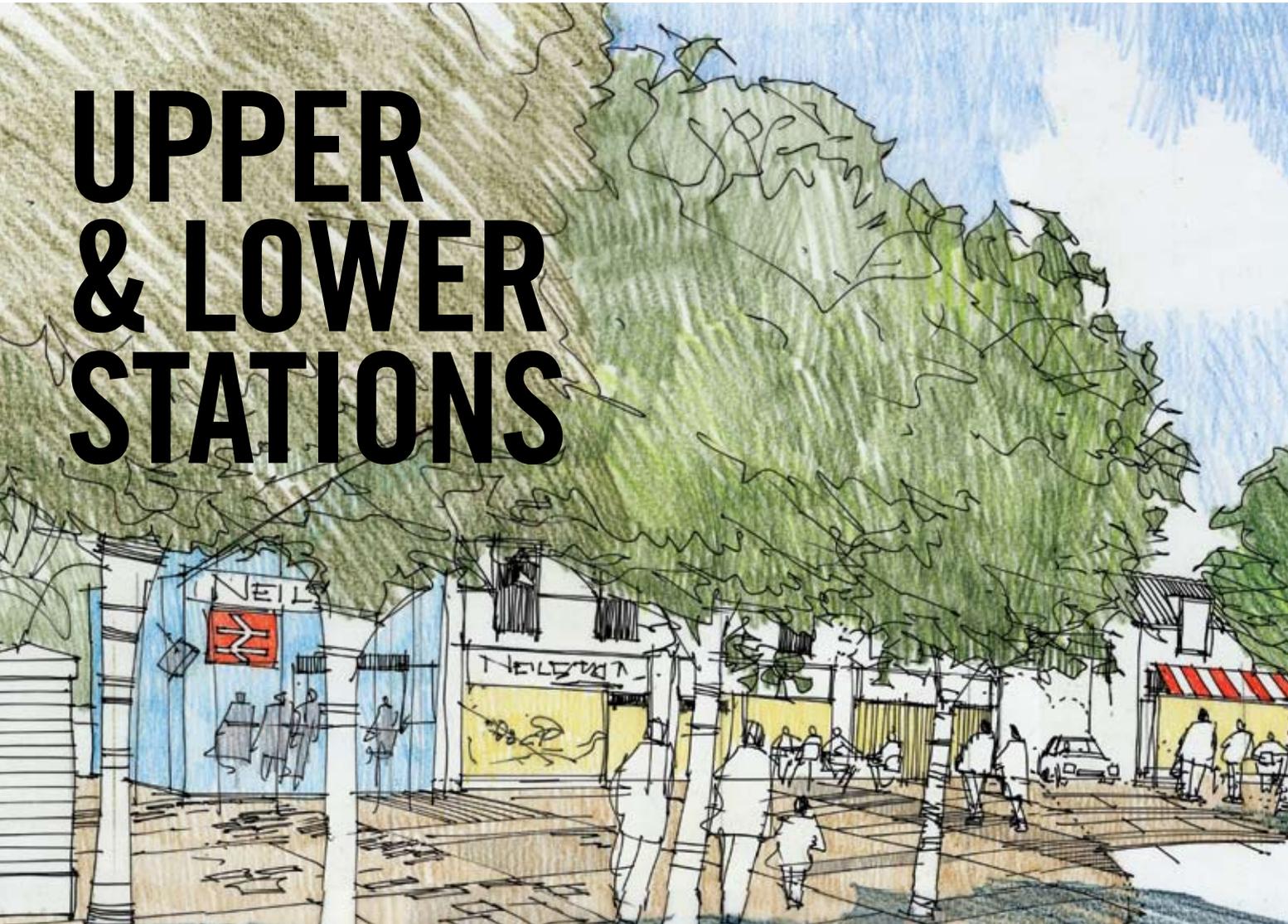
LOCATION MAP

- HEALTHIER
- WEALTHIER & FAIRER
- SAFER & STRONGER
- GREENER
- SMARTER

- DISTRICT
- VILLAGE
- STREET
- BLOCK/BUILDING
- PUBLIC SPACE

MEDIUM-TERM PROJECT
6-10 YEARS

UPPER & LOWER STATIONS



ARTIST'S IMPRESSION: RE-DEVELOPMENT OF NEILSTON TRAIN STATION

Historically Neilston was well served by both an upper and lower rail line with associated stations. As a result of Beeching's rail reorganisation in the 1960s, Neilston lost its station on the lower rail and westerly connections to the coast.

To achieve Neilston's goal of becoming a low-carbon and sustainable village, the people of Neilston see the reinstatement of the village's rail infrastructure as a key to improving connectivity and reducing the need to travel by car. The charter promotes the reinstatement of the upper line and lower halt, and the regeneration of the upper station area.

The redevelopment of both stations will provide new and enhanced gateways to the village, conveying a sense of arrival to residents and visitors alike. Developing the upper station should provide more than just rail facilities, integrating bus, taxi and cycle hire. Proposals should include a mix of uses that includes (but is not limited to) commercial and retail. The scheme's design should reinforce the existing street patterns and provide appropriate public space.

NEXT STEPS TO ACHIEVE THIS

- A feasibility study for re-opening the lower station should be undertaken.
- A design strategy should be prepared for the upper station, and an associated business plan for the creation of a transport hub.



LOCATION MAP

PROPOSED
REINSTATEMENT
OF LOWER
RAIL HALT

UPPER RAILWAY
STATION

PROPOSED RAILWAY EXTENSION

- HEALTHIER
- WEALTHIER & FAIRER
- SAFER & STRONGER
- GREENER
- SMARTER

- DISTRICT
- VILLAGE
- STREET
- BLOCK/BUILDING
- PUBLIC SPACE

- SHORT-, MEDIUM-
AND LONG-TERM
- 1-10+ YEARS

INFILL DEVELOPMENT



ARTIST'S IMPRESSION: NEW INFILL DEVELOPMENT ENHANCING NEILSTON'S CHARACTER

The village's intention is to preserve and enhance its relationship with the surrounding countryside and green belt. Extending the village into the countryside is not seen as a preferred option in this charter. Instead the residents of Neilston believe that future growth should make use of the village's gap sites and left-over spaces. This approach will both intensify the settlement and protect its landscape for future generations.

Existing gap sites within the village are to be promoted and marketed for high-quality development that reinforces and further defines the village's arrangement of streets and blocks, providing clear frontages. This structured infill strategy for new development will tie the ethos of Scottish Renaissance Towns into the community fabric of the village.

While it is envisaged that a variety of small-scale development opportunities will come forward during the life of this charter, it is generally accepted that infill development should reflect the overall aim of this work, providing appropriate, high-quality development. Future growth will be controlled and the assets of this historic village will be accentuated.

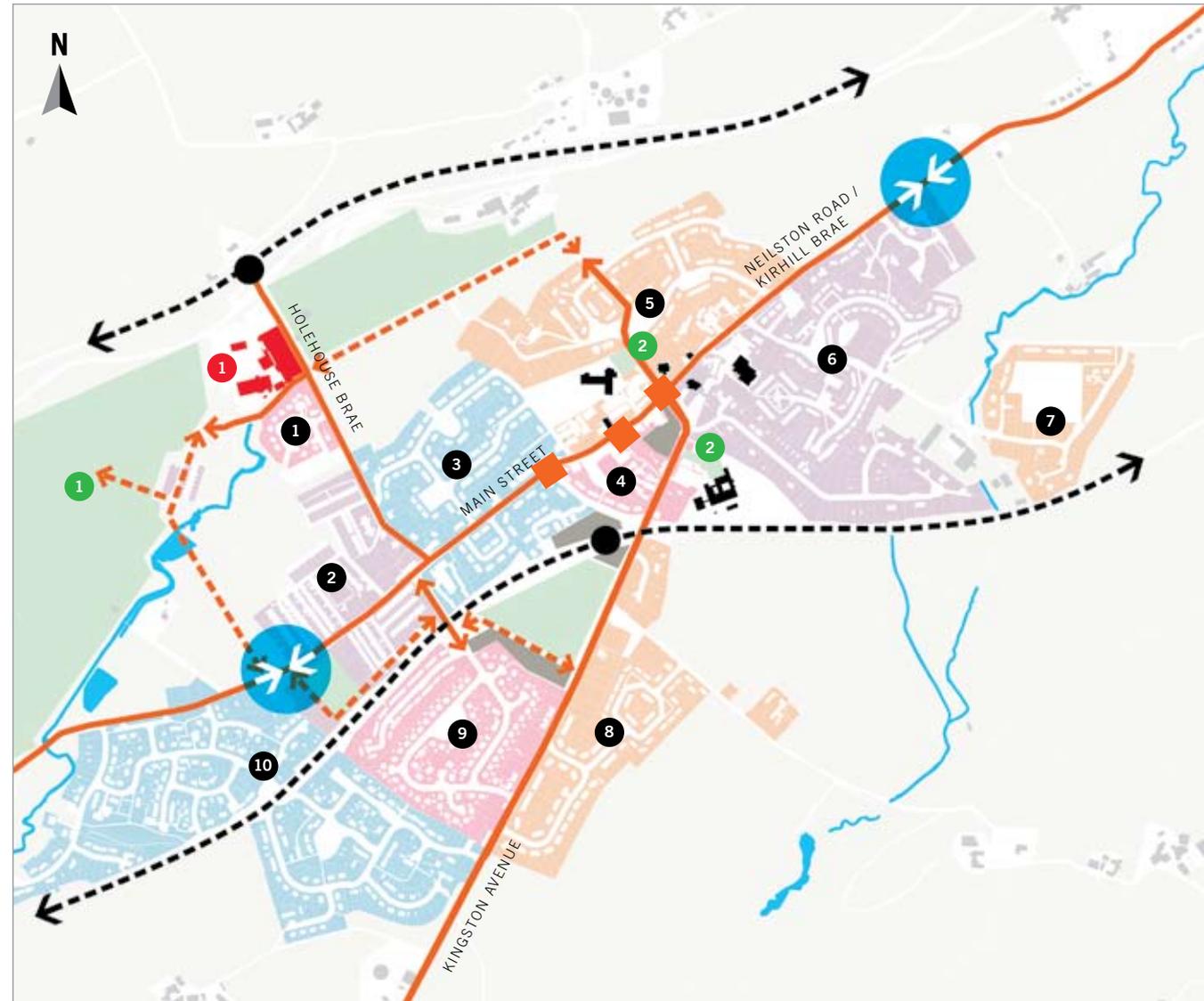
NEXT STEPS TO ACHIEVE THIS

- A village-wide infill strategy should be prepared to identify infill development opportunities.

NEW ROUTES AND CONNECTIONS SHOULD REINFORCE THE EXISTING STREET AND MOVEMENT PATTERN AND CONNECT GREEN SPACES. INFILL DEVELOPMENT ALONG THESE PRIMARY AND SECONDARY ROUTES SHOULD REINFORCE THE EXISTING CHARACTER OF NEILSTON.



SECTION 9
**KEY DEVELOPMENT
 PROJECTS**



KEY

- Redeveloped Railway Station
- Main Street Gateway Project
- New Public Spaces
- Opportunity Areas
- 1 Redeveloped Mill
- 1 Cowden Hall Gardens Market Initiative
- 2 Enhanced School Gateways

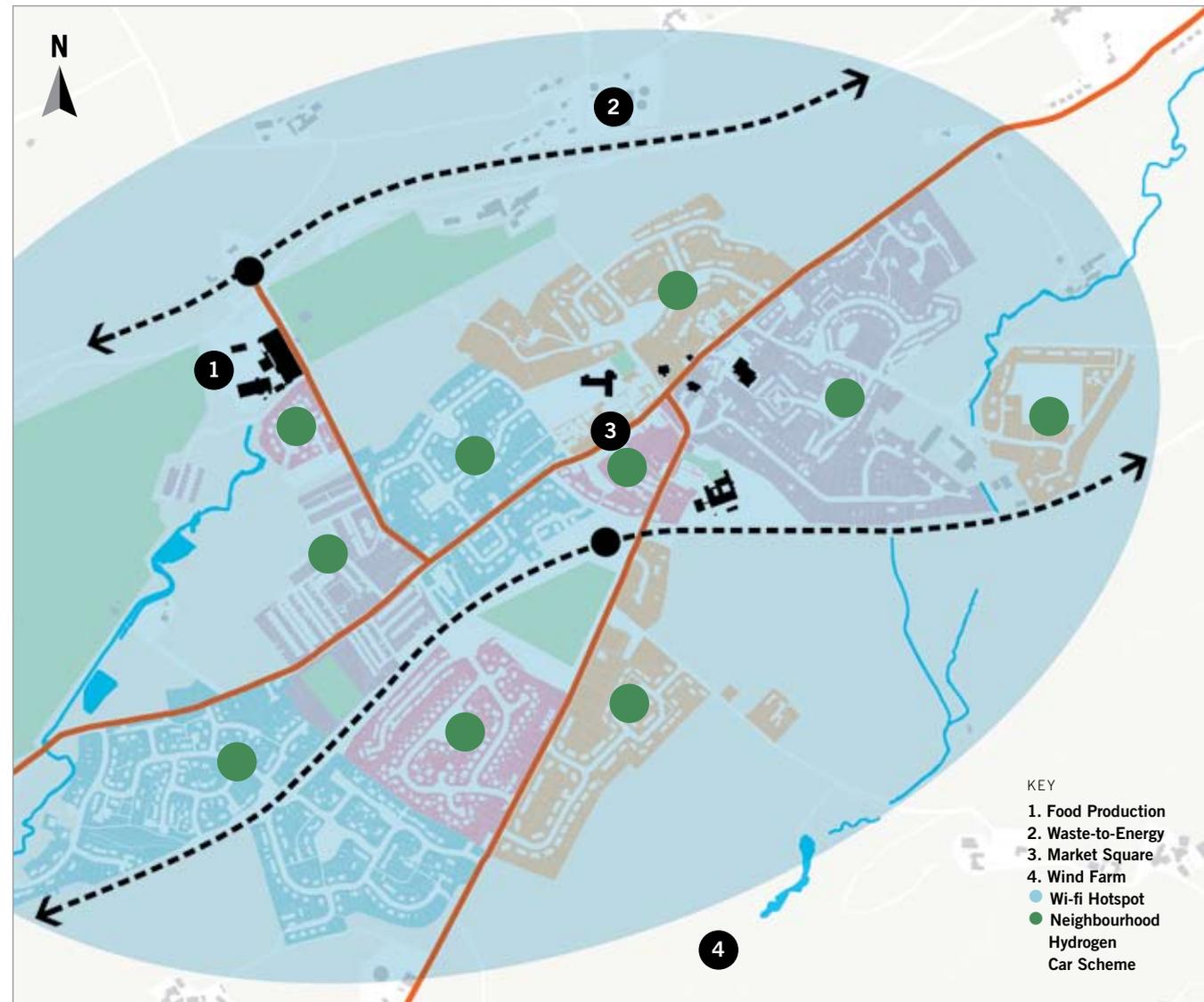
NEIGHBOURHOODS

- 1 Mill View
- 2 Mill House
- 3 Hill Side
- 4 Main Street
- 5 Broadlie
- 6 Kirkton Field
- 7 The Pines
- 8 Craig Road
- 9 Kingston Avenue
- 10 Bovis

A green-tinted architectural sketch of a street scene. The drawing shows a street with buildings on both sides, trees, and people walking. The style is a loose line drawing with some shading. The text 'SECTION 10' is positioned above the main title.

SECTION 10

SUSTAINABLE PATTERNS



People have lived in Neilston for hundreds of years, facing many challenges in order to survive and prosper. In the 21st century we know that several global issues such as climate change, peak oil, and availability of water and energy will throw up challenges with local impacts.

The town team believes that local action can create a more sustainable place and help achieve national objectives. Sustainability is central to the charter, with the aspiration of Neilston becoming a low carbon village. Neilston will reduce its dependence on fossil fuels and limit the amount of carbon dioxide emitted into the atmosphere.

This will contribute to the national effort to reduce global warming. We will not only focus on energy issues and concerns that affect our lives, but we will also put ourselves in a better position to attract the resources to implement our plans.

KEY ISSUES

- Climate change
- Energy security
- Food security
- Peak oil
- Technology

RENEWABLE ENERGY

Within the lifetime of this charter, Neilston will begin to provide some of its energy from renewable sources reducing the energy emitted from fossil fuels.

A number of potential sources of renewable energy are available in and around Neilston: hydro, wind, and energy from waste. Each should be able to provide clean and green energy for the residents of Neilston, employment (both in construction and continuing maintenance and support), and continuing revenue for social projects to benefit the people of Neilston.

TO ACHIEVE THESE RENEWABLE ENERGY GOALS REQUIRES

- A feasibility study to establish how much energy could be produced from each of these sources.
- A viability study to assess associated costs and benefits.

ENERGY EFFICIENCY

The town team knows that we have to be more efficient in our use of energy if we are to achieve our overall target of reducing carbon emissions by 80 per cent by 2050.

Greater energy efficiency follows from good village design. In Neilston we have great potential to reduce our use of energy in heating our homes and water. Under the charter, we propose to develop a plan for upgrading the energy efficiency of all our homes and businesses by 2030, and to promote energy conscious design for all new development. As well as contributing to reducing carbon emissions, this will have multiple benefits for the village in terms of job creation, reducing energy bills and helping to lift more vulnerable residents (especially the elderly and those on low and/or fixed incomes) out of fuel poverty.

TO ACHIEVE THESE ENERGY EFFICIENCY GOALS REQUIRES

- **Working in partnership with East Renfrewshire Council, Neilston's climate challenge officer (funded through the Climate Challenge Fund), and the Scottish Government to link local and national initiatives.**
- **Auditing the existing housing stock to assess what improvements could be undertaken with what benefits.**
- **Developing a skills training programme to up-skill local residents to upgrade our homes and businesses.**

LOCAL FOOD PRODUCTION

We have become used to accessing most of our food requirements from supermarkets, but this may become more expensive and, perhaps, more difficult in the future.

The residents of Neilston believe that by growing a proportion of our own food and by accessing more from farmers within a range of 50 miles we will help to reduce the impacts of carbon emissions associated with the transport of food to our shops from other parts of the UK and elsewhere.

To achieve these goals, we propose a community-led centre in the gardens adjacent to the mill. A mix of allotments and semi-commercial market gardens will be linked to an outlet in Main Street. This outlet will sell produce from the market gardens and act as a venue for farmers around Neilston.

Profits from the market garden will be used to fund staff who will run the centre and work with community groups to set up their own gardens. They will work with schools to promote local food production to children and with individuals who would like help in growing food in their own gardens. As it develops, there is potential for this operation to employ a number of people from Neilston.

TO ACHIEVE THESE GOALS REQUIRES

- **An assessment of arable land/existing local farm production.**
- **A review of potential crops and markets.**
- **An assessment of potentially viable premises on Main Street.**

TECHNOLOGY

We believe that being deprived of technology can disadvantage parts of the community, while access to it can provide significant benefits in time, cost and consumption.

We see the proposed Neilston wireless internet cloud as an example of an early-win project.

We increasingly use computers in all aspects of our lives: in education, work and leisure. This is likely to increase. Providing free local internet access will enhance our children's education, support local business and give people who work outside of Neilston the chance to work at home, reducing their travel costs and carbon emissions.

TO ACHIEVE THESE GOALS REQUIRES

- **An assessment of suitable internet providers and systems.**
- **An assessment of any associated risk.**
- **Review of needs, costs, likely barriers and alternatives to a wireless internet hotspot.**
- **Identify ways to encourage younger and older populations to go online, including technology outreach programmes.**

EMPLOYMENT

Encouraging business opportunities is integral to the future sustainable economic growth of Neilston village. 'Green' business will be one of the main growth areas of the 21st century.

We believe that if we can establish Neilston as a low carbon village, we will be in a good position to attract new green entrepreneurs, especially at the mill. This will lead to employment opportunities in the long-term.

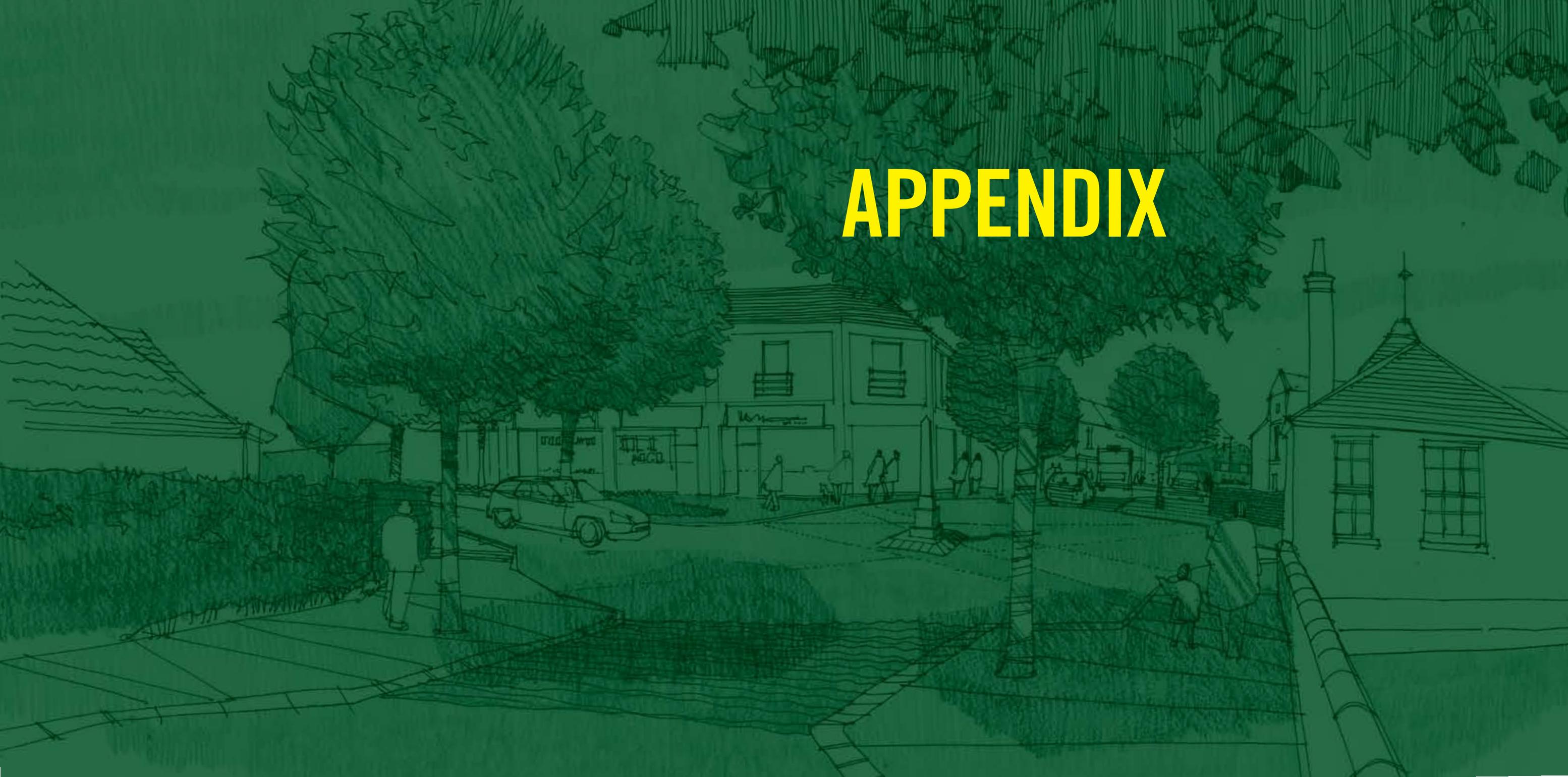
By attracting green business, we will reduce our dependence on fossil fuels and reduce the amount of carbon dioxide emitted to the atmosphere, contributing to the national effort to reduce global warming.

We know this is a long-term goal. Our plan is to implement a wide range of projects over the coming years that will set us on the road to achieving this ambition of green sustainable economic growth.

TO ACHIEVE THESE GOALS REQUIRES

- **Encourage entrepreneurial spirit with the youth through design and technology competitions.**
- **Facilitate adult and continued learning opportunities and encourage the creation of internships and apprenticeships within the village.**
- **Establish Neilston as Scotland's first Green Enterprise Village, offering innovative financing and incubator space.**
- **Offer business and media support for small and start-up businesses.**

APPENDIX



APPENDIX 1

PROPOSED PROJECTS

APPENDIX 2

GLOSSARY OF TERMS

BUILDING LINE

The line formed by the frontages of buildings along a street.

BULK

The combined effect of the arrangement, volume and shape of a building or group of buildings. Also called massing.

CHARRETTE

An event that brings together a range of people to discuss design and planning issues.

CLEAN ELECTRICITY

Electricity produced by means that create relatively little carbon dioxide or other undesirable emissions.

CLIMATE CHANGE

Long-term change in a region's weather patterns, particularly global warming caused by increased atmospheric levels of carbon dioxide (due to the burning of fossil fuels) and other greenhouse gases.

ENERGY SECURITY

The assurance of reliable supplies of affordable energy.

FACILITATION TEAM

Facilitation teams provide expert skills and resources for the development and production of town charters and associated documents.

FOOD SECURITY

The assurance of reliable supplies of affordable food.

FUEL POVERTY

The inability to afford adequate fuel for essential domestic uses.

GREEN BUSINESS

One that is engaged primarily in activities that contribute to tackling climate change or mitigating its effects.

GREENFIELD LAND

That which has not previously been developed.

INFILL DEVELOPMENT

Building on a relatively small site between existing buildings.

INWARD INVESTMENT

That which comes from sources outside the area.

MASSING

The combined effect of the arrangement, volume and shape of a building or group of buildings. Also called bulk.

PEAK OIL

The point in time when the maximum rate of global petroleum extraction is reached, after which the rate of production enters terminal decline.

PLAN-MAKING

Preparing plans, as opposed to translating them into development through development management.

RENEWABLE ENERGY

That which is derived from an energy resource (sunlight, wind, tides, geothermal, biofuel or hydro) which is replaced by a natural process at a rate equal to or faster than the rate at which that resource is being consumed.

SCALE

The size of a building in relation to its surroundings, or the size of parts of a building or its details, particularly in relation to the size of a person.

SHARED SPACE (OR SHARED SURFACE)

A street or other public space that is shared between different users, where the comfort and convenience of people on foot is not compromised by the vehicles that use the space.

SINGLE OUTCOME AGREEMENT

An statement agreed by the Scottish Government and a local council setting out how each will work towards improving national outcomes for the local people in a way that reflects local circumstances and priorities.

SUSTAINABLE ECONOMIC GROWTH

The Scottish Government has identified achieving sustainable economic growth as being its

central purpose, defining it as 'building a dynamic and growing economy but, at the same time, safeguarding our environment for future generations and ensuring our communities can enjoy a better quality of life'.

TOWN CHARTER

A statement, generally agreed by the people who have a stake in the town, of the principles and aspirations that should guide its future development and improvement. This is a new sense of the term: traditionally a town charter was a legal document establishing a municipality.

TOWN TEAM

A group of local people who take responsibility for a town's strategic planning.

URBAN RENAISSANCE

Renewing a place physically, economically, socially and culturally.

VISION

An imaginative perception of how things could be in the future.

VISIONING

The process of conceiving and agreeing a collective vision for a place, particularly through involving a large number of people in imagining how the future could be.

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RE-MAKING NEILSTON

**HEALTHIER
WEALTHIER & FAIRER
SAFER & STRONGER
GREENER
SMARTER**

