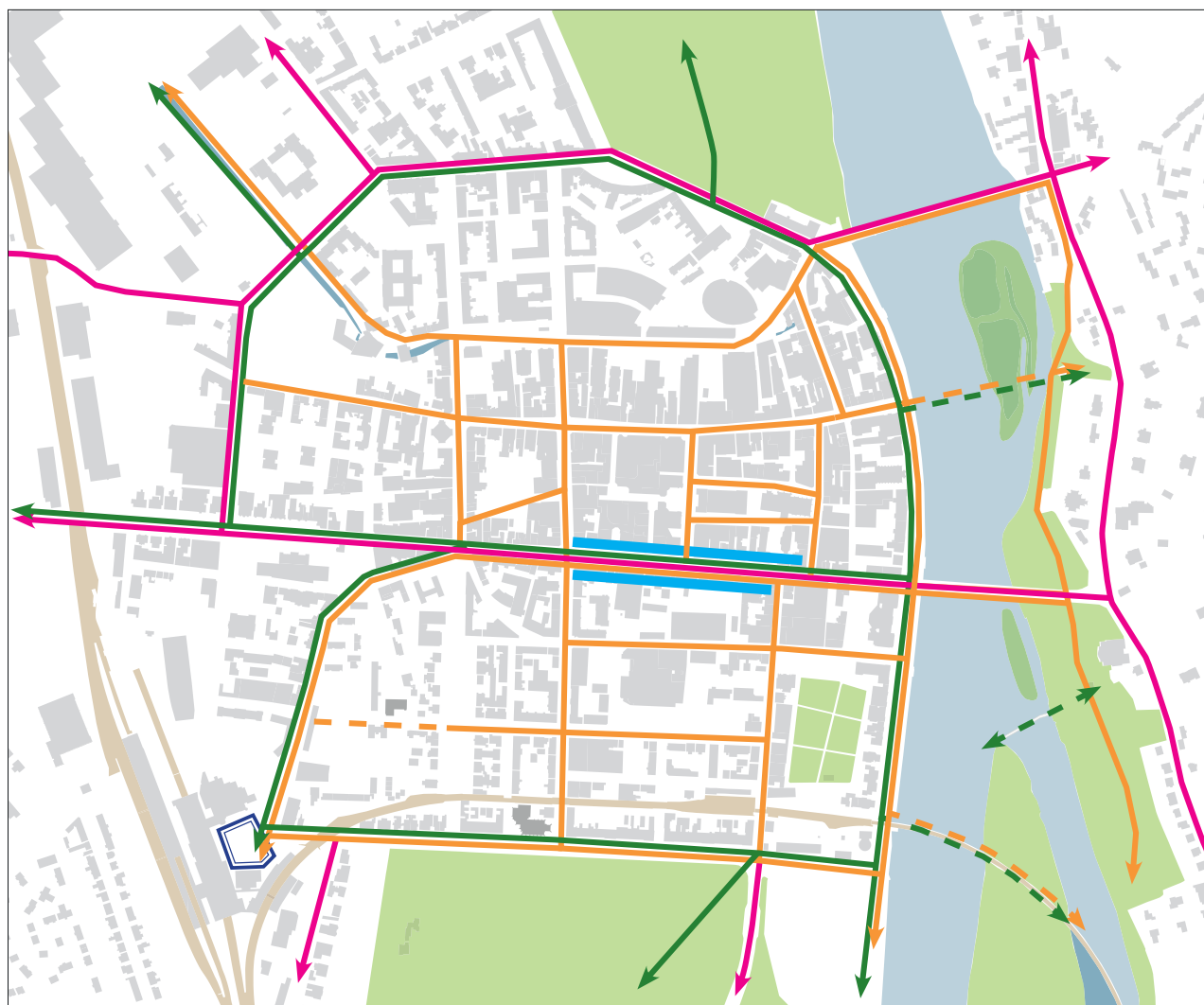


The 5-Year Delivery Plan: Themes and Big Moves



Our priorities for action are:

- Perth & Kinross Council to develop Supplementary Planning Guidance for the city centre focusing on key themes including:
 - developing a strategy for traffic, access and movement;
 - creating a hierarchy of streets, public spaces and walking/cycling routes;
 - improving the environmental quality of key city streets;
 - establishing a framework of green infrastructure;

Legend

- Primary vehicle corridor
- Walking network
- Cycling network
- Potential on-street public transport hub
- Station arrival space and interchange

Figure 9: Traffic, access and movement strategy

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- identifying and upgrading Perth's public spaces;
 - reducing the impact of traffic and extending car-free areas and shared surfaces;
 - creating attractive points of arrival, especially at the railway station and investing in "gold routes" radiating out from the city centre;
 - creative lighting for Perth's landmark buildings, spaces and landmarks.
- Perth City Development Board to consider supporting the development of a City Centre Business Improvement District (BID) to fund city centre management, events and promotions.

City Centre Placemaking Principles

Perth has a lively and attractive city centre in a stunning location, but it could and should be better. Building on Perth & Kinross Council's Placemaking Guide, we will develop Supplementary Planning Guidance to establish guiding principles and standards for future development, to create a more attractive, stylish and diverse city centre - a better place to live, work, visit or invest.



Figure 10: Tay Street

The 5-Year Delivery Plan: Themes and Big Moves

Streetscape - we will develop a long-term strategy to lift the quality of streetscape in the city centre by improving surfaces, details, signage and lighting, with an early action plan, linked to new property developments, to upgrade Mill Street and Canal Street.

Green infrastructure makes the city more beautiful and delivers a range of other benefits: it retains rainwater and mitigates flood risk, collects water for outdoor irrigation, reduces air pollution, cools urban areas and reduces energy consumption, provides habitats for plants and wildlife

Public spaces - the city needs a variety of public spaces in terms of scale, character and purpose, ranging from sites for major events and celebrations, through to quiet retreats; as a first step, we will bring forward a programme to invest in St John's Place, Horsecross, St Paul's Square and New Row

Traffic free and shared streets - Perth city centre is traffic dominated; we will develop detailed proposals to shift the balance in favour of pedestrians and cyclists by winning back roadspace; completion of the cross-Tay link road will reduce through traffic and create an opportunity to exclude traffic from some streets altogether and to introduce shared surfaces.

Gold routes - we will focus attention on a series of key linkages between the city centre and important

edge-of-centre locations such as the railway station, the river and the harbour, PH20 and Perth College UHI, creating attractive, legible, walkable routes

Lighting - we will develop and implement the City of Light strategy, which will illuminate prominent buildings, the skyline, green spaces and the riverside to attract visitors, animate the city, encourage public life in the dark months and boost the evening economy.

Big Move 6: Investment and Development

Our research has identified numerous sites with development potential in and around the city centre. Figure 11 shows development opportunities identified in the Local Development Plan and other locations where buildings are at the end of their

useful life or which are crying out for regeneration. We are in contact with the owners of some of these sites and properties, and we will also speak to prospective developers and investors to explore future uses. We have already identified opportunities including residential development, student housing, hotels, commercial leisure development, serviced offices and studios.

There is sometimes a gap between identified development opportunities and the conventional wisdom of the market place. Perth & Kinross Council will seek to bridge that gap through proactive planning, as recommended by the Scottish Government, and by sharing risk and reward with the private sector.



Enhanced lighting at St John's Kirk



Making the most of the waterfront

Our priorities for action are:

- An intensive proactive planning initiative, comprising:
 - appraisal and prioritisation of development sites;
 - discussions with owners and agents to establish investment intentions;
 - where appropriate, commission development frameworks and masterplans to guide development;
 - active engagement with landowners.
- Sharing risk and reward with the private sector to remove barriers to investment, for example by
 - accelerating planning consents;
 - de-risking sites and investing in the public realm;
 - participating in joint ventures.
- Publication of a city centre development prospectus to be used as a marketing tool by Perth & Kinross Council and Invest in Perth

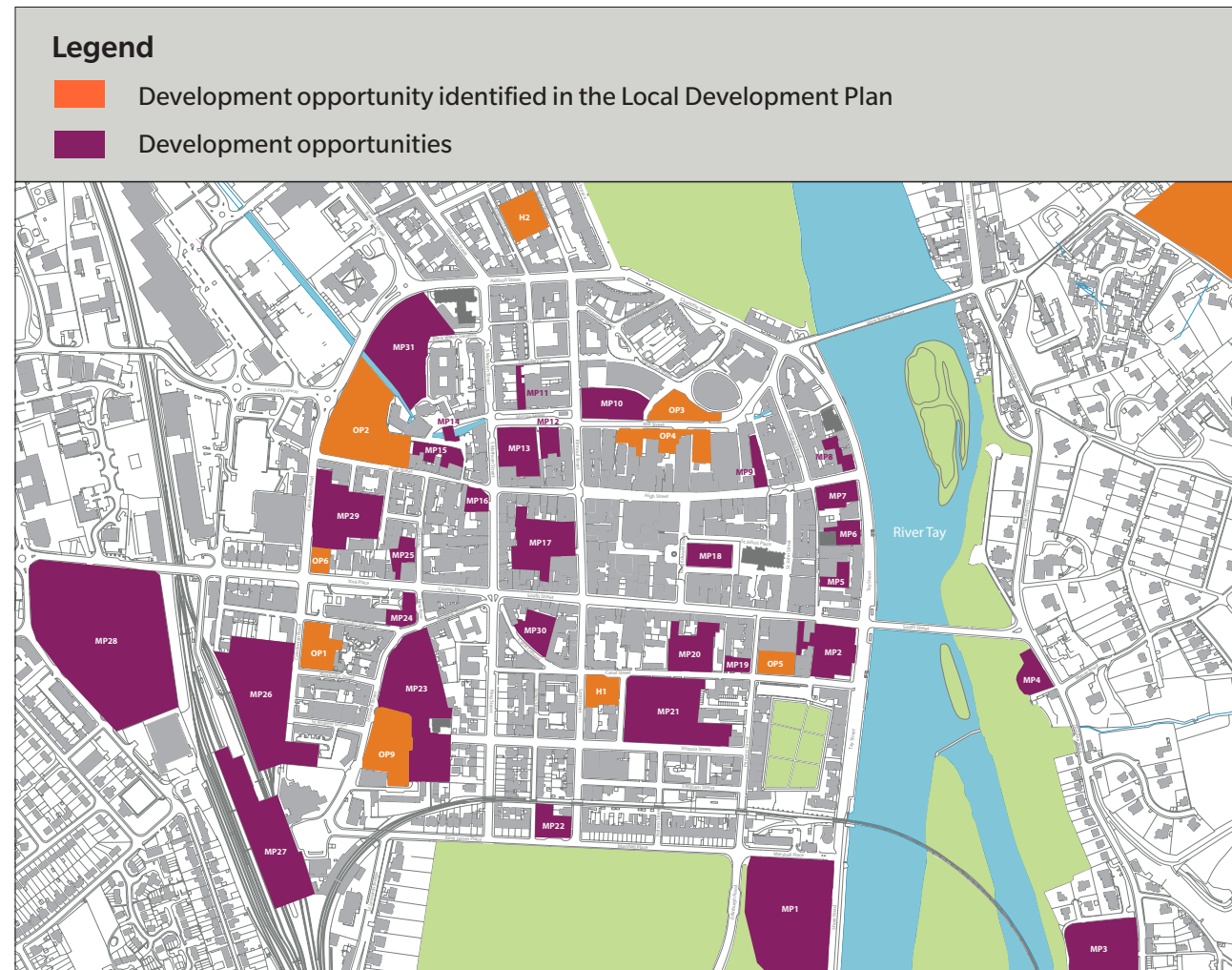


Figure 11: Plan showing development opportunities and key buildings

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The Visitor Economy

Big Move 7: Cultural Attractions

Research commissioned by Perth & Kinross Council shows that Perth's cultural attractions are underperforming. The completion of the outstanding Concert Hall and the improvements now under way at Perth Theatre mean that the city will be well supplied with quality performance venues, but Perth's museums and galleries are struggling to attract local visitors and tourists. The market potential is very substantial and the development of the V&A in Dundee will attract many new visitors to the region.

The research has highlighted an opportunity to revitalise Perth's cultural attractions. In the short term this may mean improving signage and walking routes between attractions as well as joint ticketing and other promotions. We are also developing plans to build on Perth's assets to create a must-see attraction for Scottish, UK and international tourists, and to attract visits (and repeat visits) from local residents. These plans focus on the Museum & Art Gallery and the Fergusson Museum which have strong core collections reflecting both the city's key role since the birth of Scotland and its contribution to Scottish modernism.

Our priorities for action are:

- *An initiative to improve the marketing and promotion of Perth's cultural attractions;*
 - *ensuring that placemaking interventions (Big Move 5) include walking and cycling routes between attractions and signage.*
- *To accelerate a review of the operational and site options for a new cultural attraction in Perth city centre, focusing on four key issues:*
 - *establishing a compelling narrative to showcase the city's permanent collections;*
 - *partnerships with national (UK and Scottish) institutions to secure long-term loans;*
 - *developing (with strategic partners and others) a year-round programme of major, international standard temporary exhibitions;*
 - *accommodation, taking account of options including the re-use of existing museum/gallery buildings, conversion of other premises or new build.*
- *To identify the preferred option(s) and agree an implementation plan, business plan and funding strategy.*



Visualisation of Modern Scots

The 5-Year Delivery Plan: Themes and Big Moves

Big Move 8: Business Tourism

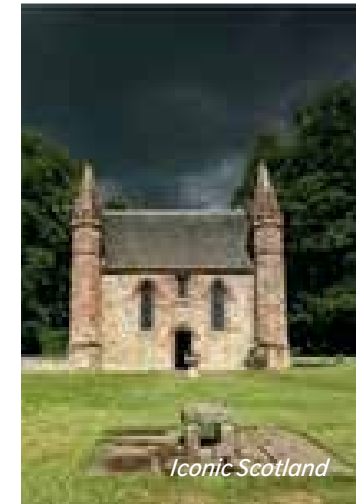
Perth is the home of a number of major companies and it has a long history of hosting small and medium-sized conferences, traditionally in the City Hall and latterly in the new Concert Hall, an excellent venue, adaptable and with a full range of facilities. Perth's central location, with transport links to all Scotland's major cities and airports, makes it an ideal venue and delegates value the city's food and shopping in particular. However, the review suggests Perth is not taking full advantage of its potential as a centre for business tourism. There are two key capacity constraints. The Concert Hall is, as the name suggests, primarily a performance venue, so the number of days when it is available for conferences is limited; there is also a shortage of high quality 4/5-star hotels with dedicated conference facilities in the city.

Our priorities for action are:

- *Perth & Kinross Council to work with VisitScotland and Scottish Development International to establish whether there is demand for a new 4/5-star hotel with conference facilities, and agree a marketing strategy.*
- *The Concert Hall and other venues to target a significant increase in the volume and value of conference business.*
- *Invest in Perth to establish a convention bureau function, working in partnership with VisitScotland, hotels, attractions and venues.*



Historic City



Iconic Scotland



Building on the hotel offering





Making It Happen: Action Plan Summary

The Perth City Plan has been produced following extensive engagement with the Perth City Development Board, Perth & Kinross Council, other partners and agencies, business leaders and experts. The Plan has also been the subject of a public consultation process, online and in public meetings throughout Perth and Kinross. We will continue to keep communities informed about the progress of the City Plan and to consult on specific proposals.

The document sets out an ambitious and challenging vision - to make Perth one of the great small cities in Europe. We should set our sights high, but we should be in no doubt about the scale of the challenge. Perth is a great city with many strengths and attributes, but there is still untapped potential and a gap to bridge before we can match the economic vitality, productivity and quality of life of the benchmark cities we have identified. Closing the gap will be a long-term task and it will require systemic change - simultaneous action on a number of fronts to boost the economy, stimulate enterprise, create a university city, build a skilled workforce, invest in the city centre, and attract discerning visitors and business tourists.

Developing the City Plan has been a partnership effort, and we are now working on a detailed delivery framework. The City Development Board has set up sub groups to monitor progress on each of the City Plan themes, and project groups for each of the big moves. The latter will provide opportunities for other business leaders and delivery partners to contribute. Perth & Kinross Council is mobilising its resources and reviewing existing policy frameworks. A number of key partners - notably the University of the Highlands and Islands and Scottish Enterprise - have already contributed and we will be working with them and others to align their programmes with the City Plan agenda. We are also active at the national level,



collaborating with our friends in Dundee on a City Deal and playing a key role in the Scottish Cities Alliance.

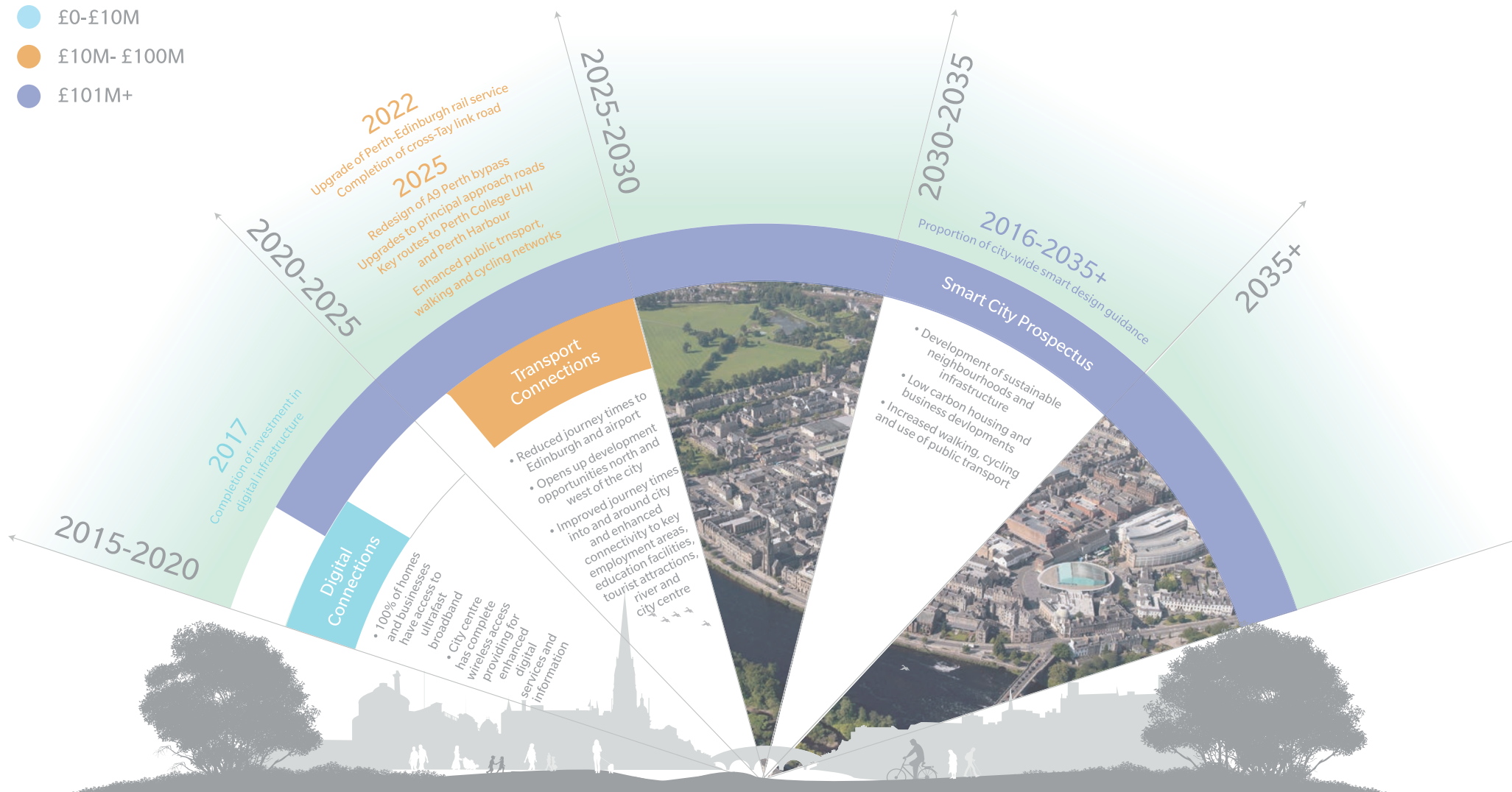
The private sector has a key role to play, in terms of leadership and investment. Hundreds of millions of pounds will be required to deliver business growth and physical regeneration. The City Plan aims to give businesses, property developers and investors confidence in Perth's future and a clear understanding of what smart growth means in practice. The Council and other public sector bodies will be active partners and supporters, sharing risk and participating in joint ventures where necessary to stimulate investment and accelerate growth.

Performance management will be an important part of the delivery framework. We will monitor goals and targets for our key initiatives and programmes, and we will continue to monitor economic performance, as well as demographic and social change in the city.

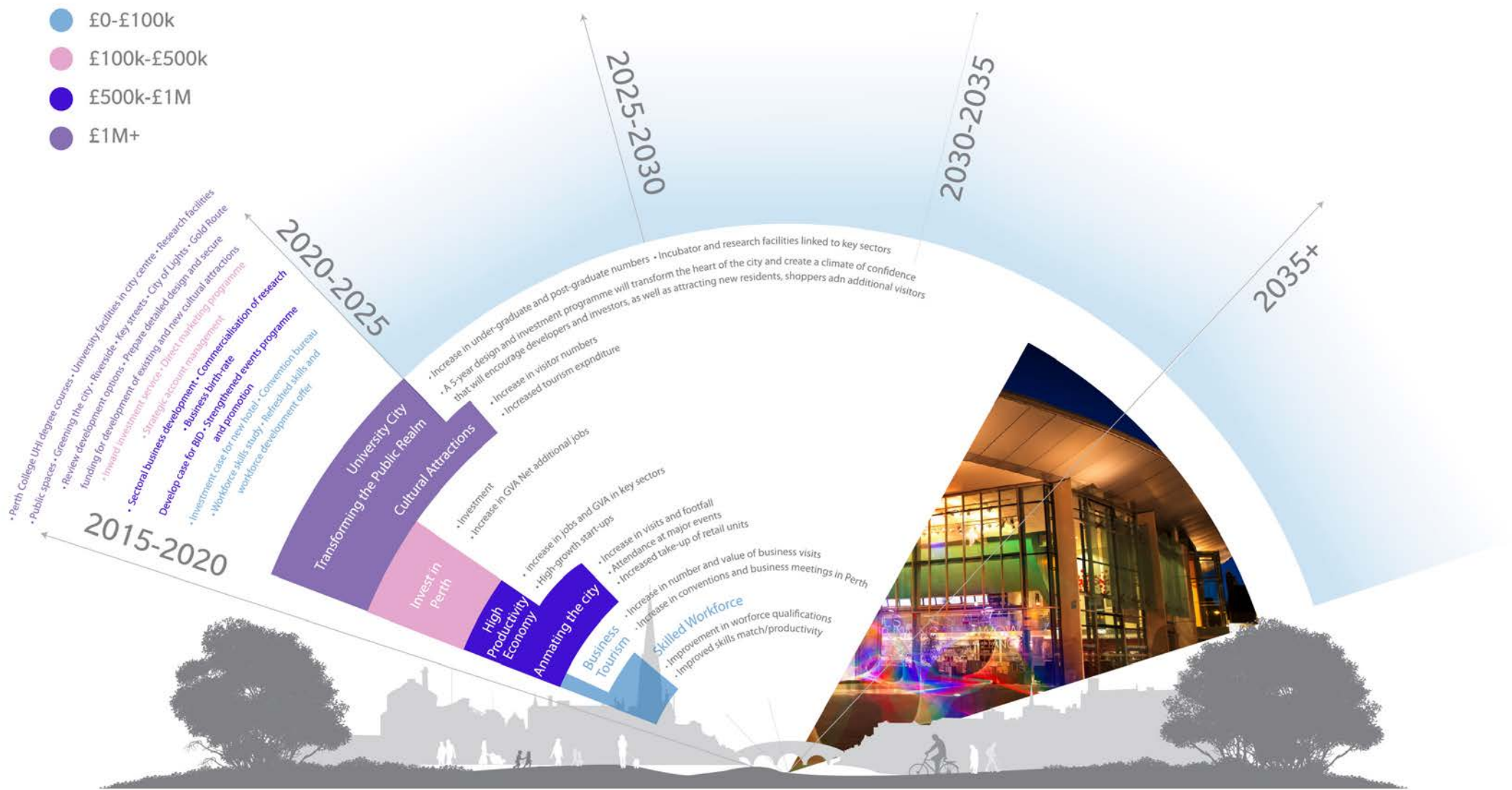


River Tay at night


- £0-£10M
- £10M- £100M
- £101M+



Infrastructure for Smart Growth



The Big Moves




Appendix 1: Case Studies - Four Successful Small Cities in Europe

The global economy is dominated by a group of very large world cities, but a growing number of attractive and enterprising small cities have found a way to prosper by offering something different and distinctive.

We have looked at the experience of four successful small cities in Europe, all of which are sources of inspiration and ideas for an ambitious city like Perth:

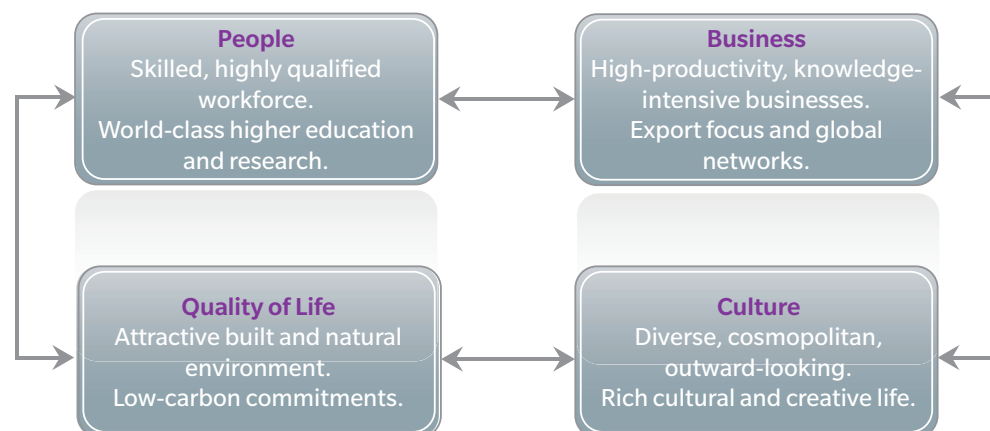
- *Exeter (England)*
- *Karlstad (Sweden)*
- *Umeå (Sweden)*
- *Freiburg (Germany)*

These cities represent good practice in many of the areas identified in The Perth City Plan. They have different strengths and areas of expertise, but they all show how small cities can grow and prosper in the global economy. These traditional regional centres have reinvented themselves as dynamic, sophisticated, modern cities. Their key attributes include:

- *competitive, knowledge-based economies;*
 - *skilled, highly qualified workforces;*
 - *highly regarded universities with specialist research strengths;*
 - *a cosmopolitan outlook connected to global networks;*
 - *rich and diverse cultural life;*
 - *high-quality built and natural environments;*
 - *ambitious low-carbon targets;*
 - *attractive cities with an excellent quality of life.*
- 



How Europe's Best Small Cities Compete and Prosper



Exeter has a population of 110,000. In the last 20 years, it has achieved rapid population growth and completed the transition from an historic county town to a dynamic small city, with a thriving economy and an outstanding university. It is an island of economic vitality in a rural area characterised by low wages and productivity. Exeter's success has been highlighted in independent reports by the Work Foundation and the Centre for Cities, both of which have identified it as one of the UK's high-performing small cities.

Exeter has a long-established university which was ranked 8th out of 121 UK universities in the Times and Sunday Times Good University Guide

2014. It is one of the prestigious Russell Group universities and is recognised for world-class research in science, engineering, maths, medicine and social services; Exeter has a strong record of business partnerships, including many in south west England.

The Met Office moved its headquarters from Berkshire to a purpose-built facility in Exeter in 2003. The operation is estimated to contribute £40m a year to the local economy and £70m to the south west region. More than 1,000 people - including many scientists and skilled technical staff - work at the Met Office, which is also home to the world-leading Hadley Centre on climate forecasting.

The regional airline, Flybe, is headquartered at Exeter where more than 800 people are employed in technical, marketing, customer service and administrative jobs. Other major employers include EDF Energy, which has one its largest customer service centres in the city, employing more than 1,000 people.

The Princesshay shopping centre, which opened in 2007, broke the mould for modern retail development. Effectively a mall without a roof in the city centre, it is formed around a network of streets, creating a permeable urban grid accessible at all hours and connected to the historic heart of the city.

Case Studies - Four Successful Small Cities in Europe

Karlstad is an historic city on the shores of Lake Vänern in central Sweden. With a population of 62,000 (89,000 in the wider municipality) it is very similar in size to Perth. Historically, the thinly-populated rural area around the city was largely devoted to timber growing and processing, and the lake has long been a popular resort.

The past 20-30 years have seen dramatic changes, many of them prompted by the establishment of a new university, including a highly regarded business school. The university has developed strengths in applied research in Information & Communications Technology, service management, regional development and other disciplines. It is the home of Sweden's internationally-renowned Civil Contingencies Agency, and the transformation

of the economy was reflected in 2007 when Karlstad was adjudged to be the Financial Times European Region of the Year.

The Paper Province is a business cluster for the region's pulp and paper industry that was established in 1999. The cluster organisation is owned and operated by 90 member companies of all sizes which encompass the entire value chain, including the development of new technology for the industry, much of which originates in the Karlstad area. The member companies generate sales in excess of £1.5bn a year, including £1.2bn of exports. Paper Province initiatives include the Packaging Greenhouse, an Research & Development centre based at Karlstad University, and the Energy Square, the world's first energy

efficiency centre for the paper and pulp industry: these are both international projects.

Karlstad has also been working to update its visitor offer and diversify its attractions and facilities. The new Värmlands Museum showcases the history, culture and environment of the region.

Umeå is a small city (80,000 population) in the north of Sweden. It has doubled in size in the past 30 years, with growth driven primarily by the development of the university and inward investment. Rapid population growth and an expanding student population have made Umeå a very youthful place, and the long-term development strategy aims to make the city



Värmlands Museum, Karlstad, Sweden



Aerial view, Karlstad, Sweden



Kulturväven, Umeå, Sweden



more attractive to students, new residents, entrepreneurs, creators and investors.

Umeå was one of the two European Capitals of Culture in 2014 (with Riga). This accolade fulfilled one of the key goals of the city strategy, and was the catalyst for new investments including the Väven Cultural Centre on a spectacular riverside site in the centre of the city and the Bildmuseet, a contemporary art gallery on the university campus.

The university has been independently rated as the best of the new generation of universities in the Nordic countries. The Institute of Design has an international reputation and there is a new school of architecture. It is a leader in Information Technology and produces world-class research in life sciences and ecology. Umeå is also an important centre for manufacturing (Komatsu and Volvo Trucks) and finance (Handelsbanken and Siemens Financial Services).

The city's sub-arctic climate and wilderness landscapes make it an important centre for winter sports and adventure holidays, and there is a growing interest in the local food culture.

Freiburg is a medium-sized city with a population of 220,000, situated in south west Germany, close to the borders with France and Switzerland. The city has long had a reputation as one of the most

environmentally aware places in Europe, but in the mid-1990s it stepped up a gear by pledging to reduce carbon emissions by 25% in 15 years, and by 40% in 35 years.

The city's green vision is backed up with rigorous urban planning and environmental standards. These are best exemplified in two new sustainable neighbourhoods, Riesefeld and Vauban, which were designed around principles including excellent public transport, low-energy construction, energy conservation, use of renewable resources and high-density housing, and are served by district heating systems. CO₂ emissions are 20% lower in the new districts than in typical Germany housing developments, which are



themselves more energy efficient than in the UK. The city's planning policies are founded on three key documents: the land use plan, the landscape plan and a design guide, all of which run through to 2020.

Freiburg has leveraged its green credentials to become a leading player in the environmental economy, with nearly 12,000 people employed in the sector which contributes approximately €650 million to the economy. Solar energy is a particular local specialism, and the Fraunhofer Institute for Solar Energy Systems has stimulated the launch of hundreds of spin-off companies, service providers and sector organisations. The city's long-term objective is to create value chains extending from basic research to technology transfer and global marketing.



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