

**PERTH AND KINROSS COUNCIL****1 July 2015****PERTH CITY PLAN****Report by Executive Director (Environment)**

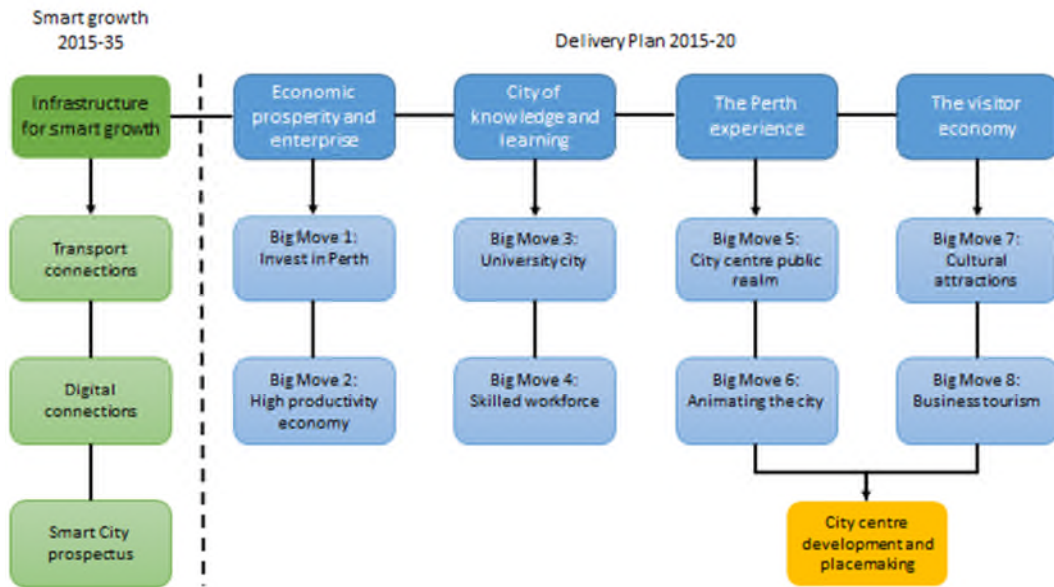
The report provides a brief summary of the draft new Perth City Plan, as part of the work of the Perth City Development Board, supported by the Council. This will be subject to wide consultation before final consideration and approval this year.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 Following the award of city status in 2012, the Council joined the Scottish Cities Alliance. Over the following months, the Council worked on the vision for Perth's economic development within the context of the Alliance's strategic priorities for collaborative action within Scotland's seven cities. The Perth City Plan was approved by the Council on 11 December 2013 (Report No. 13/582 refers). This was developed in consultation with the public, businesses and stakeholders. It identified key projects and activities to support growth of the city economy for a 10 year period until 2023.
- 1.2 The Perth City Development Board (PCDB) was also established in 2013, drawing representation from key business sectors in the city. Its role is to provide a framework for ongoing collaboration between the public and private sectors to help implement and develop the plan while supporting sustainable economic growth of the city.
- 1.3 Following its formation, the PCDB agreed there were opportunities to revise and refocus the Perth City Plan. Led by the Council, economic and masterplanning consultants were commissioned to key programmes and projects to support this revision.
- 1.4 PCDB members, Council officers, stakeholders and experts attended a series of focus group discussions on each of the strategic themes to identify priorities for action and crosscutting themes in delivering the objectives. The focus groups endorsed the proposed revisions to the vision and strategic framework, as well as identified the need for a collaborative approach between all stakeholders to drive forward growth of the city.
- 1.5 The draft Smart Growth for Perth City: City Plan 2015-2035 sets out these aspirations. It also reflects plans, such as TayPlan, already adopted or under consideration by the Council, our partners and the Scottish Government.

- 1.6 The success of the new City Plan will be determined by the difference it makes to the sustainable growth of the city and the economy and to communities throughout the area. It sets out a revised vision along with proposals to accelerate growth and build a high performance economy. It also proposes actions to facilitate the rapid increase in population and jobs anticipated in the next 20 years. During this period, new communities will grow alongside existing ones while enhancing the unique characteristics of the historic city centre and making Perth Scotland's leading low-carbon city driving and supporting growth and services across the area. That is what the draft Plan means by smart growth: encouraging growth and innovation, protecting the environment and promoting social cohesion.
- 1.7 The draft Plan identifies investment priorities including roads and transport infrastructure, the public realm, inward investment services and support for business, education and skills. The public sector, nationally and locally, has a leading role to play in mobilising this investment while the private sector will be critical partners for success. Employers and developers will take up the opportunities arising from this, enabling investment by creating and growing businesses and investing in property schemes, linked to ambition, quality and innovation.
- 1.8 The draft of the revised Perth City Plan identifies the required actions and placemaking frameworks to support the vision for growth of the city, along with how these can be developed, delivered and monitored. It distinguishes between the major, long-term public sector led investments needed to achieve the expansion of the city on "smart" growth principles, and smaller projects and activities that will contribute to growth in the short-to-medium term. It also outlines where ongoing support and collaboration between the public and private sectors will be of benefit.
- 1.9 The City Plan is underpinned by the infrastructure growth which is required to take place over the next 20 years based on:-
- Transport connections
  - Digital connections
  - Smart city prospectus
- 1.10 The 5 year delivery plan covers 4 key areas:-
- Economic prosperity and enterprise
  - City of knowledge and learning
  - The Perth experience
  - The visitor economy

1.11 Linked to these are 8 ‘big moves’ as shown below in figure 1.



1.12 Underpinning this is a masterplan approach to the city centre, outlining key areas for development and showing what the city could look like in 20 years time.

1.13 A copy of the revised draft plan - Smart Growth for Perth City: Perth City Plan 2015-2035 is attached in Appendix 1.

## 2. PROPOSALS

2.1 It is proposed that current revisions to the Perth City Plan are used as the basis for wide consultation. This will be undertaken by the Council in September 2015 with communities in Perth and the broader Perth and Kinross area, businesses as well as national and local stakeholders through both online surveys and meetings.

2.3 The consultation will seek to establish communities' views on the draft Perth City Plan. The views of businesses will be sought to establish if they support the proposed framework for growth of key sectors, links between business needs and research and education, along with opportunities for development of specific sites.

2.4 The views of government, national agencies and local stakeholders will be sought to determine their potential support for the proposed investment framework and specific development opportunities.

2.5 The consultation will enable views on the draft Perth City Plan to be captured and for further revisions to be incorporated, if required, prior to a finalised version of the Plan being prepared. This will then be formally considered by the Council, Perth City Development Board and the Community Planning Partnership.

### 3. CONCLUSION AND RECOMMENDATION(S)

3.1 Initial work by the Council secured broad consensus on the strategic priorities for investment in Perth. The future vision for growth of the city, detail of key underpinning programmes and projects and the placemaking has been further developed through dialogue with key stakeholders via the Perth City Development Board. The Plan has been refocused on revised strategic themes and a limited number of critical “big moves” for Perth.

3.2 It is recommended that the Council agree:

- i) The proposed revisions to the Perth City Plan
- ii) To undertake broader consultation throughout the city region on behalf of Perth City Development Board
- iii) To report back to the Council in due course on the outcomes of this consultation and subsequent changes to the Perth City Plan.

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#### Approved

Name	Designation	Date
Barbara Renton	Depute Director (Environment)	12 June 2015

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>Yes</b>
Corporate Plan	<b>Yes</b>
<b>Resource Implications</b>	
Financial	<b>Yes</b>
Workforce	<b>Yes</b>
Asset Management (land, property, IST)	
<b>Assessments</b>	
Equality Impact Assessment	<b>Yes</b>
Strategic Environmental Assessment	<b>Yes</b>
Sustainability (community, economic, environmental)	<b>Yes</b>
Legal and Governance	<b>Yes</b>
Risk	<b>Yes</b>
<b>Consultation</b>	
Internal	<b>Yes</b>
External	<b>Yes</b>
<b>Communication</b>	
Communications Plan	<b>Yes</b>

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

1.1 This report supports the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:

- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive and sustainable economy
- (v) Creating a safe and sustainable place for future generations

#### Corporate Plan

1.2 This report supports the achievement of the Council's Corporate Plan Priorities:

- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (v) Creating a safe and sustainable place for future generations.

## 2. Resource Implications

### Financial

#### Revenue

- 2.1 Costs associated with completion of the plan and future consultation can be met within the Environment Service revenue budget.

#### Capital

- 2.2 This will be the subject of a separate report for consideration by the Council following assessment, dialogue and agreement with the Scottish Government, Dundee, Fife and Angus on funding for the projects to the city region, as noted in the report to the Council on City Deal funding in March 2015 (Report No. 15/146 refers).

#### Workforce

- 2.3 There are no immediate workforce implications arising from the proposed recommendations, although additional resources may be required in the future to support the development and delivery of priority projects in the area.

#### Asset Management (land, property, IT)

- 2.4 There are no asset management issues arising from the report.

## 3. Assessments

### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:  
(i) Assessed as **not relevant** for the purposes of EqIA

### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

- 3.4 The proposals recommended in this paper have been considered under the Act and the pre-screening has identified that the proposal will have no environmental effects, it is therefore exempt. The reason for concluding this is that the recommendation in this report will have no direct environmental effects as they relate to a draft plan which reflects a collective strategy for future development which will require to be further considered via statutory planning and economic development frameworks. Any subsequent proposals or recommendations for direct investment or revisions to planning and economic development policy will have to be fully assessed for community, environmental and economic impacts where appropriate.

#### Sustainability

- 3.5 Under the provisions of the Local Government in Scotland Act 2003, the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.6 The proposals and recommendations in this report will not have direct impacts as they relate to a draft plan which reflects a collective strategy for future development which will require to be further considered via statutory planning and economic development frameworks. Any subsequent proposals or recommendations for direct investment or revisions to planning and economic development policy will have to be fully assessed for community, environmental and economic impacts where appropriate

#### Legal and Governance

- 3.7 The Head of Legal Services has been consulted and is in agreement with the contents of this report.

#### Risk

- 3.8 Risk will be assessed within the context of the final agreed plan and subsequent consideration of proposals for direct investment or revisions to planning and economic development policy

### **4. Consultation**

#### Internal

- 4.1 The Chief Executive, the Heads of Finance, Democratic and Legal Services have been consulted and are in agreement with the contents of this report.

## External

- 4.2 Business and stakeholders have been consulted in the preparation of the draft Perth City Plan and will be further consulted over the next few months.

## **5. Communication**

- 5.1 The Perth City Development Board have deferred the preparation of a communication strategy pending approval of the Plan. Board papers, including those in respect of the Perth City Plan, are currently reported and communicated via the Enterprise and Infrastructure Committee.

## **2. BACKGROUND PAPERS**

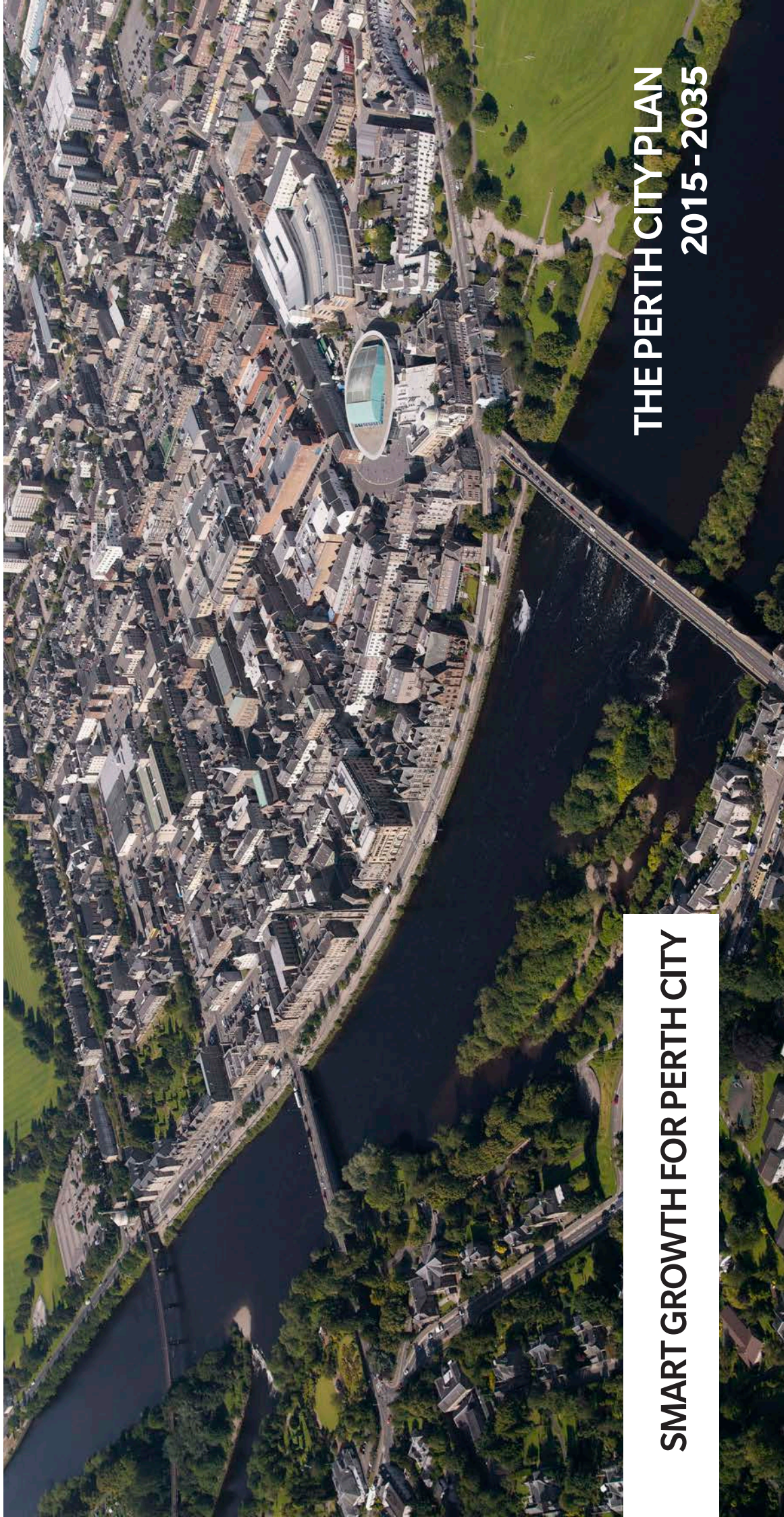
The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above report.

City Deal Funding, Report to Council, 25 March 2015; (Report no. 15/146)

## **3. APPENDICES**

Appendix 1 - Smart Growth for Perth City: Perth City Plan 2015-2035.





**THE PERTH CITY PLAN  
2015 - 2035**

**SMART GROWTH FOR PERTH CITY**

This document has been prepared on behalf of the Perth City Development Board. The Board comprises senior representatives of both the public and private sector.

The remit of the City Development Board is to act in a strategic and advisory capacity for the development and delivery of the Perth City Plan. The Board reviews and updates strategy and encourages the delivery of the actions contained within the Plan through existing organisations and partnerships. It aims to inspire business and public sector leaders to help deliver actions in, and for the economic benefit of, the city and the wider city region and to provide services that meet the needs and aspirations of communities.

This is the second version of the City Plan and reflects the changing context for Perth, as well as building on the experiences from implementing the first plan, published in 2013.

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# 1 SMART GROWTH FOR PERTH CITY



**Welcome to this new edition of the Perth City Plan, which sets out our vision for Perth as one of Europe's great small cities. The document combines a framework for long-term investment in strategic infrastructure with a 5-year delivery plan for economic development including knowledge and skills, and guiding principles for development and placemaking. Our aim is to bring the unique and distinctive identity of Perth as a 21st century city to life.**

The Perth City Plan sets out the Perth City Development Board's aspirations and a framework for action by the public and private sector to grow the city of Perth and its economy. It draws and builds on plans already adopted or under consideration by Perth & Kinross Council; other partners in the TAYplan Strategic Development Plan area which also covers Dundee, Angus and North Fife; and the Scottish Government. We believe it captures the aims and objectives of a wide range of partners, and that it will act as the spur for a collective, city-wide effort which will lead Perth through an exciting period in its history.

In particular, we hope and expect that every stakeholder, both public and private, will rise to the challenge in terms of ambition, quality and innovation. We want our City Plan to reflect the aspirations of our communities and provide a framework which provides them with jobs, a high quality environment in which to live with health, social and commercial and cultural services that meet their needs and provide a diverse range of experiences to enjoy.

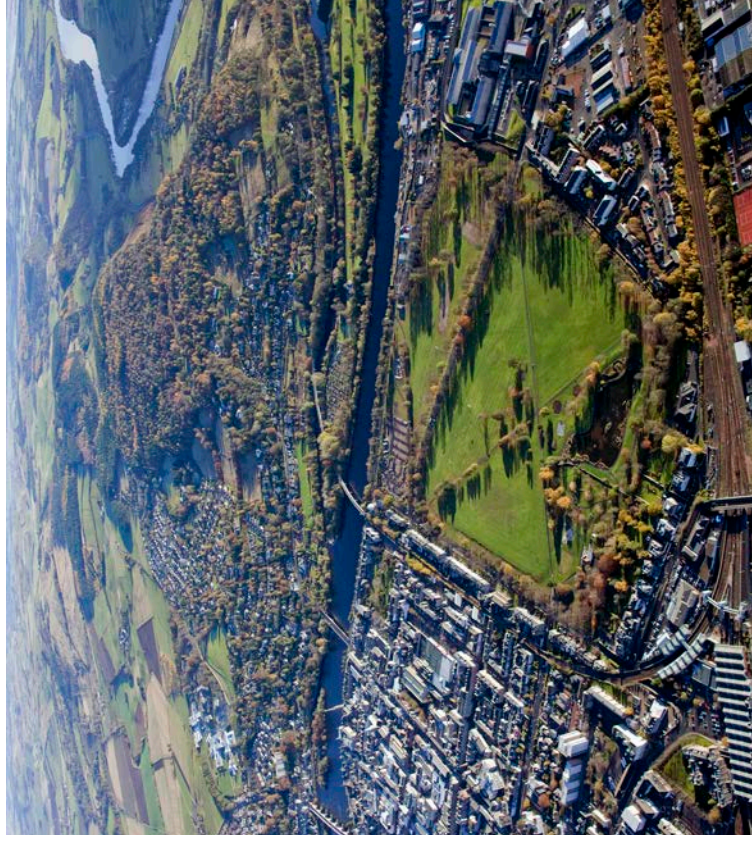
The success of the new City Plan will be determined by the difference it makes to the

growth of the economy and meeting the needs and aspirations of our communities.

This document sets out proposals to accelerate growth and build a high-performance economy, and to facilitate the steady increase in population and jobs anticipated in the next 20 years. Critically, we also want it to guide us through these changes in a way that will preserve and enhance the things we most love about the city as a place where:

- new communities will grow alongside existing ones over the next 20 years
- environmentally and socially sustainable development and innovation will be encouraged to grow the economy of the city
- the unique characteristics of the historic city centre are enhanced
- Perth is Scotland's leading low-carbon city.

That is what we mean by smart growth: a city that which encourages growth and innovation, protects the environment, and promotes social cohesion.



**Clockwise from top:** River Tay at night, Aerial view of Perth City Centre, Smeaton's Bridge.

Everyone has a part to play: the plan identifies investment priorities including roads and transport infrastructure, improving the public realm, inward investment services, support for business, education and skills. The public sector, nationally and locally has a leading role to play in mobilising this investment however the private sector will be critical partners for success. Employers and developers will take up the opportunities created by this enabling investment by creating and growing businesses and investing in housing and commercial property projects.

In doing so our City Plan will make a strong contribution to achieving the outcomes set out in the Perth & Kinross Community Plan to create a prosperous, inclusive and economy; and help deliver the sustainable growth objectives of the Local Development Plan.

# 2

## OUR VISION | PERTH WILL BE ONE OF EUROPE'S GREAT SMALL CITIES



Figure 1: The 20 year vision for Perth

## THE 20 YEAR VISION FOR PERTH

- Perth will have grown, with a population of around 60,000, within a successful city-region with an international reputation for enterprise, learning, culture and an exceptional quality of life.
- A core group of blue-chip companies continue to provide the foundation for Perth's prosperity and enviable quality of life, and they have been joined by a cohort of fast-growing SMEs, leaders in science, technology and creativity with an international outlook.
- Perth College, the lead partner in the University of the Highlands and Islands (UHI), has a growing reputation for excellence in teaching and niche research strengths which have helped to attract a cosmopolitan population of high calibre first degree and graduate students to the city.
- Perth represents the best in small city living: great architecture and public spaces, stylish shopping, fine food, a dynamic arts and culture scene embracing and promoting the city's historic past and its future in a range of venues. It has become a truly elegant historic city with a superb riverside promenade and access to wonderful countryside and outdoor recreation.
- Perth has invested in new hotels, facilities and attractions; capitalising on its strategic location, it has become a destination of choice for tourists, business visitors and conferences.
- The new River Tay crossing has been completed, and complementary investment in public transport, walking and cycling networks and digital infrastructure have created an accessible city that encourages active travel and reduces car dependency.
- Perth has met the challenge of smart growth: its new neighbourhoods are vibrant mixed-use communities with a rich mix of homes, workspace, leisure and social infrastructure, fully integrated into the life of the city. Carbon neutral developments, renewables and waste reduction minimise the environmental impact of residents and businesses.
- The economic connections with our neighbour Dundee have been strengthened and, working together, Perth and Dundee are an east coast powerhouse of creativity and innovation.

This document has been prepared by the Perth City Development Board (PCDB), assisted by other stakeholders and experts from the public, private and third sectors. A final version will be published in autumn 2015 following a period of public consultation. The document builds on the first edition of the City Plan (2013) and reflects a shared view that our renewed confidence and ambition for the city needs to be harnessed. Perth needs to set its sights even higher: that's why our stated goal is to make Perth one of Europe's great small cities.

In framing this new edition of the plan we have been guided by the following principles:

- we want to bring to life the compelling story of Perth as a unique place in Scotland – as it is and as it will be
- we need to show government, agencies and investors how success for Perth will contribute to the growth and prosperity of Scotland and provide opportunities for investment and development
- we need to ensure that our communities aspirations and needs are met

- we need to balance aspiration with reality: achieving our vision will take 15-20 years, so we have set short-term milestones to chart our progress
- we need to connect Perth to global business, cultural and knowledge networks
- we need to learn from the experience and ambition of other successful great small cities across the globe.

#### Place and People

Perth's location on the River Tay has been fundamental to the development and growth of the city of Perth. The area is 'Cradle of Scotland' as it was here that the Picts and the Gaels joined to form the medieval state of Alba and later became the ancient capital of Scotland with the crowning of kings at Scone. Bridging of the river and development of the harbour supported commercial trading and the import and export of goods. The river itself was used as a source of power for the textile industry and later the growth of the whisky industry. The environs of the River Tay were drained to allow the development of agriculture and the area's soft fruit industry.



The location of Perth in Scotland



It is the creativity, enterprise and hard work of individuals and communities that make and shape places. Perth as it is today reflects those who lived, worked and invested in the city in the past.

The skills, creativity and enterprise we encourage today and the quality of neighbourhoods, buildings and spaces that are created will be our gift to future generations.

We have looked at what's best about Perth and where it needs to improve.

**The city's key strengths today include:**

- its location at the heart of Scotland, with access to the major Scottish cities, rest of Scotland and international markets via road rail and air
- its setting on the banks of the Tay, its high quality townscape and outstanding surrounding natural environment
- its strong commitment to community and partnership working
- a strong business base, with a number of FTSE 100 and other top companies represented in the city

- key sector strengths in tourism, food and drink, renewables, energy and financial services
- a new university and a successful college
- a strong performing arts offer, with the world-class Perth Concert Hall and redevelopment of Perth Theatre underway
- a rich history, and cultural heritage
- museum and art collections of National Recognition Status, and a range of visitor attractions
- popular city centre shopping with great independent retailers
- a strong food and drink offer
- excellent quality of life, especially the growing population of working age adults, older people and families.

**But we have also identified areas for improvement which could be harnessed to support growth of the city:**

- the connections from the city to the river and surrounding countryside could be improved to maximise their use as recreational and tourist assets

- a shortage of knowledge-based small companies (SMEs) where support for growth would diversify the business base and increase the growth potential of the economy
- despite the presence of some key companies, Perth has a relatively low-wage economy and higher value jobs or access to these would support the development of the service economy
- the city is very prosperous in parts however there are pockets of poverty
- the speed, quality and frequency of rail services to Edinburgh needs to continue to improve to provide better links with business and employment opportunities in the cities and their surrounding regions
- Perth College UHI is still developing its higher education offer
- cultural attractions could be further improved through additional investment to access untapped local and visitor markets potential given Perth's geographical location and the quality of its cultural assets to support the night time and tourist economy
- more quality hotels for business visitors and tourists to increase the capacity to attract

additional conferences and events and support the tourist economy

- the evening economy is not as strong as we would like it to be
- more diverse housing mix and tenure in the city centre

**Policy and Investment**

Perth's city status has, rightly, raised expectations. We share the Scottish Government's determination to make Perth and the other Scottish cities "economic, cultural, social and intellectual powerhouses".

We have framed this document in the context of national, regional and local planning and economic development frameworks.

Scotland's Economic Strategy, published by the Scottish Government in March 2015, sets out four priorities for sustainable economic growth. The Perth City Plan addresses all of these priorities, as well as the themes of the Scottish Government's Agenda for Cities being delivered by the Scottish Cities Alliance.

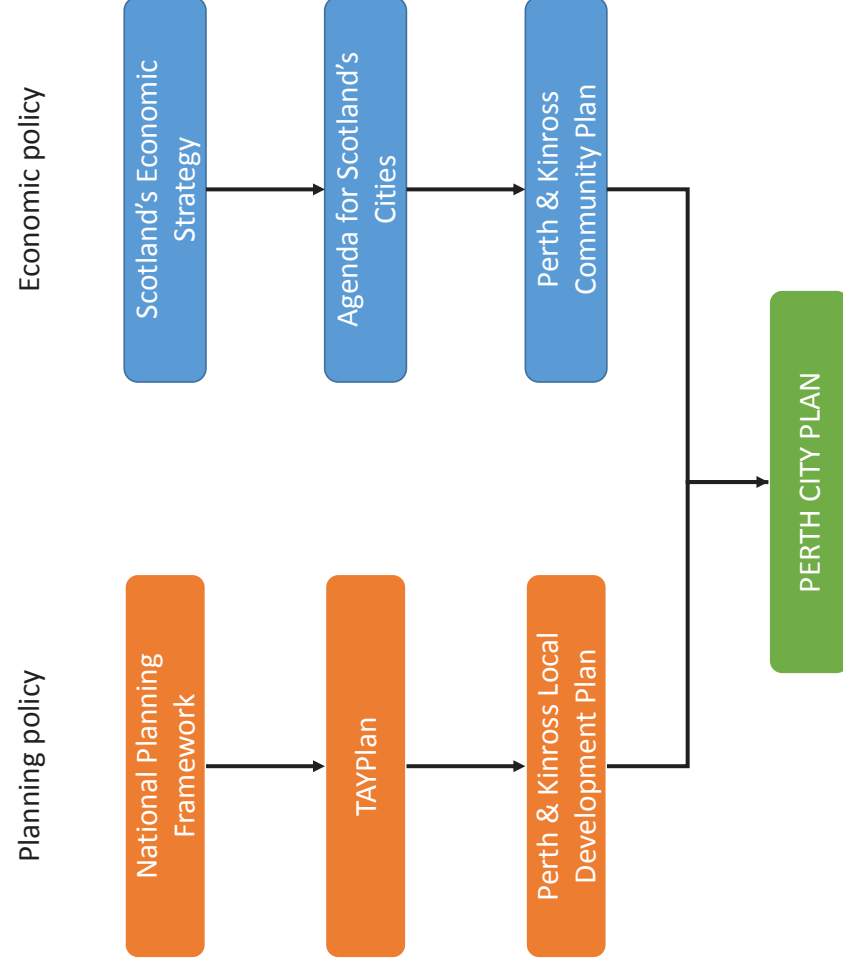
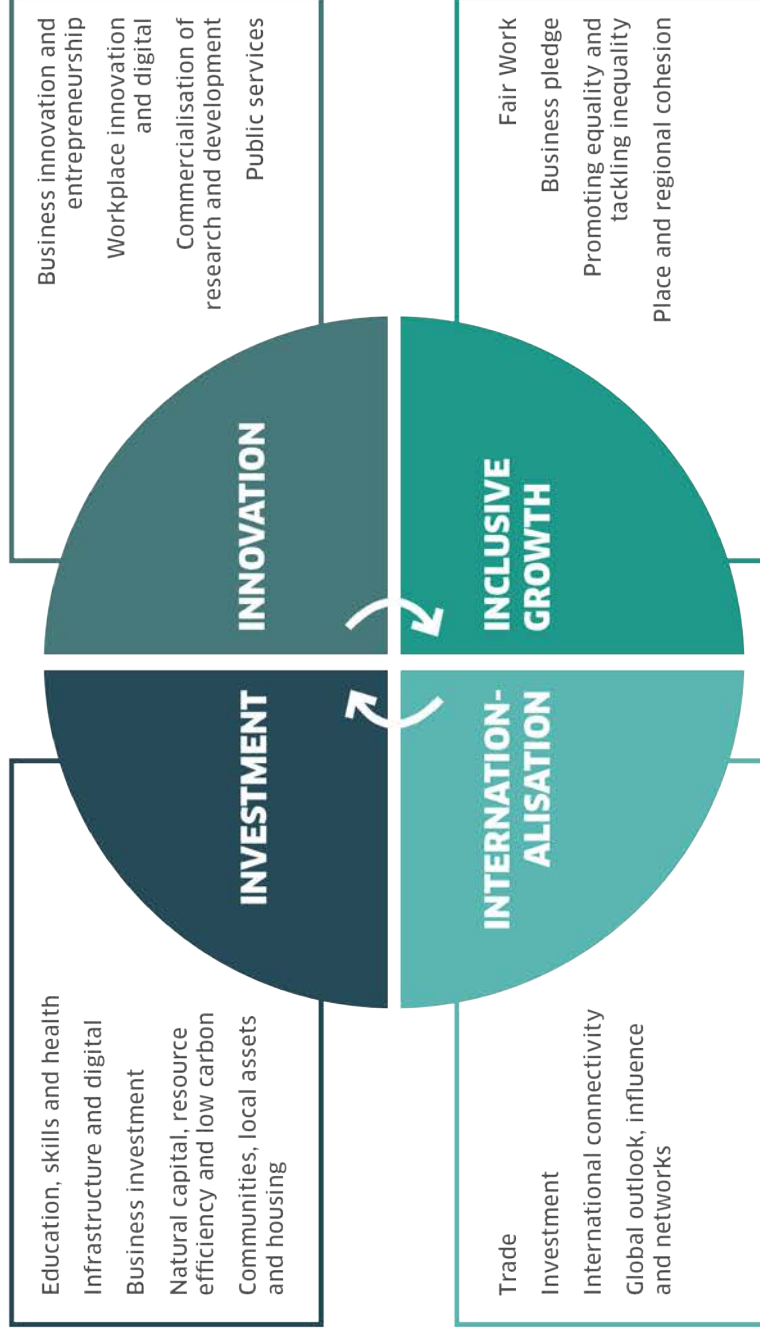


Figure 2: The City Plan: Geographical scope and policy context

- As a member of the Scottish Cities Alliance (SCA) Perth is working collaboratively to maximise the contribution cities can make to stimulating, sustaining and delivering future economic growth by:
- providing infrastructure for economic growth through digital and transport connections
  - offering development opportunities that will attract investment, create jobs and stimulate growth
  - securing investment and developing innovative new funding models
  - strengthening their role as creative centres of productivity, knowledge and culture
  - making cities that are sustainable and leading the way in applying smart technology
  - delivering social justice
  - promoting our cities on the global stage.



**Figure 3:** Scotland’s Economic Strategy



In a global economy dominated by world cities there is still room for small cities to differentiate themselves and carve out a distinctive role. There is a cohort of successful small cities in Europe that are places with dynamic, knowledge-based economies and skilled workforces. They have attracted inward investment and high-performance start-up businesses, and highly regarded universities play a key role in the economy. All are attractive places, where new residents have been pulled by economic opportunity, an excellent quality of life, culture and heritage. Appendix 1 provides some case studies that we believe Perth could model itself upon – Exeter, Freiburg, Karlstad, and Umea.

These exemplars underpin our growing confidence to aim high. We have blue-chip companies, a new university, a strategic location at the heart of Scotland, a beautiful natural setting and an enviable quality of life. To capitalise on these assets we need to match the ambition, energy, determination and self-belief of Europe's best small cities. We see ourselves as part of this group of dynamic small cities in Europe – that combine liveability and quality of life with global reach and a reputation

for innovation and competitiveness. These best-in-class small cities reflect the scale of our ambition and we know that achieving our goals will be a test of leadership, resolve and good governance. We have learned that the most successful cities, whatever their scale, have a culture based on mutual respect, a willingness to listen and learn, and a shared determination to overcome barriers to progress.

These cities have come a long way in a generation and we believe that Perth can achieve the same.



Umea, Sweden



Freiburg, Germany



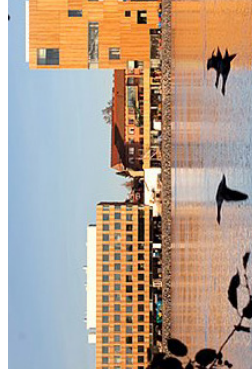
Karlstad, Sweden



Exeter, UK



Exeter, UK



Umea, Sweden



Freiburg, Germany

**Figure 5:** Exemplar cities

# 5

## THE CITY PLAN FRAMEWORK



The City Plan balances a long-term perspective with short-term action. Our framework for action (Figure 6) comprises three key elements:

- **Long-term investments in infrastructure for smart growth** with the focus on city-region transport infrastructure, enhanced digital connectivity and services and a smart city prospectus. The prospectus is to promote high quality design, digital, and eco-innovation, reducing carbon impact and supporting a new generation of sustainable neighbourhoods with access to employment and services
- **A 5-year delivery plan based on four strategic themes and eight big moves** to promote investment in education and research and develop skills to meet business and employment needs.

- **Specific proposals for city centre development and placemaking to regenerate and transform the heart of Perth** - providing locations for housing, commercial and education and cultural facilities and support for events and initiatives that animate the city.

We believe this approach will deliver benefits for all the people of Perth & Kinross, by creating

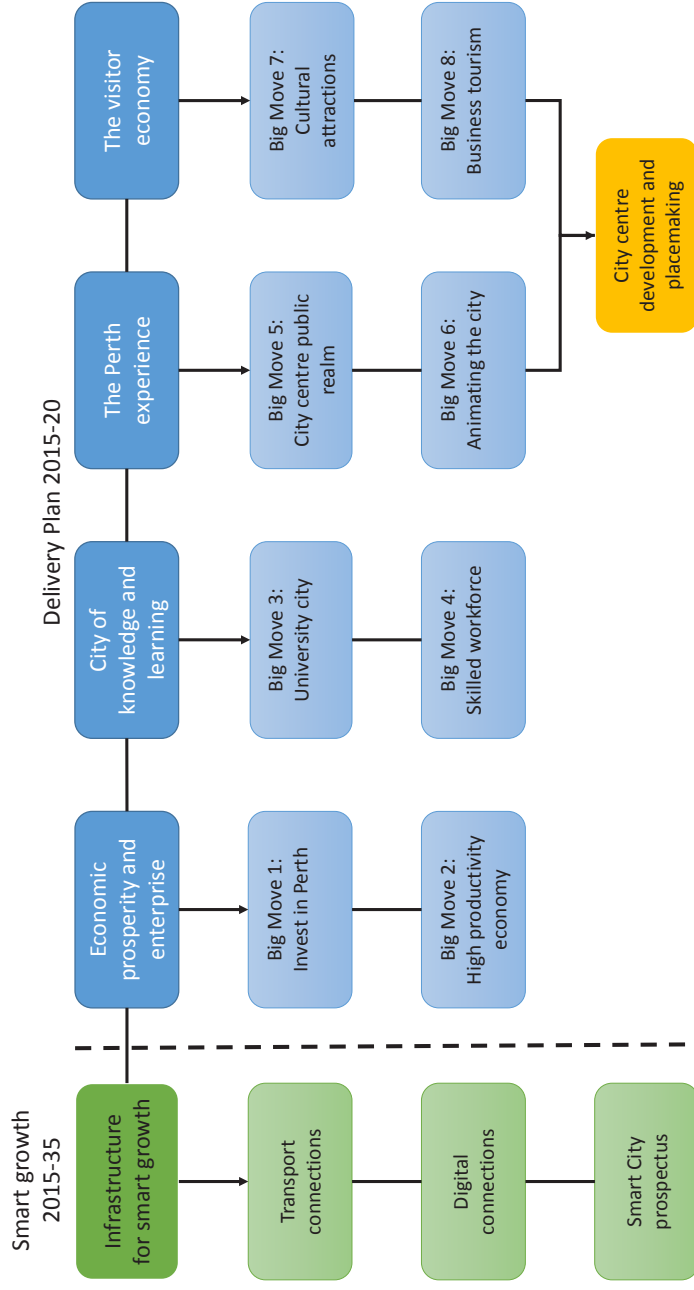


Figure 6: City Plan: The Framework

new knowledge-based jobs and businesses, attracting more visitors, and transforming the city into a dynamic regional capital. It will strengthen our relationship with Dundee and the wider region, and contribute to the goals of Scotland's Economic Strategy. The City Plan

shows how we will manage the challenges linked to the smart growth of Perth. It also sets out plans to enhance the city centre experience, making Perth an essential place to visit and a great place to live and work.

**Our long-term plans to invest in infrastructure for smart growth will help create a city which encourages growth and innovation; protects the environment; and promotes social cohesion.**

To achieve this, we will specifically require: investment in transport connectivity, investment in digital connectivity, and a smart growth prospectus to promote the guiding principles to deliver the development we want.

### Transport Connections

The cross-Tay link road is a key element of the Perth Transport Futures project. The new road is a strategic priority for the wider city region and is central to many of our aspirations for Perth. The new bridge will open up opportunities for development to the north and east, and remove non-essential through traffic from the city centre. It is therefore a vital enabling investment both for our growth plans and our aspirations for a lively, pedestrian-friendly city centre with an improved air quality.

The Scottish Government has announced plans to upgrade rail services from Glasgow to Aberdeen via Perth, but the service to Edinburgh is still inadequate, with older rolling stock and speed restrictions due to single-track working. The new Edinburgh Gateway station, due to open in 2016, will be served by this line, with connections to tram services to Edinburgh airport.

### The actions to deliver this are that:

- The Council and other public and private sector partners must lobby for better trains, shorter journey times and more frequent services and support investment in track upgrades on the Bridge of Earn – Ladybank section,
- The design of the cross-Tay link road and other major roads must be integrated into the urban fabric; junction improvements make it easier for visitors, pedestrians, cyclists and local traffic to access the city
- the principal approach roads need to be improved, creating mixed priority routes as attractive gateways, designed to keep traffic moving at moderate speeds, and improving the provision for public transport, walking and cycling through traffic management and potential modifications to road layouts
- public transport usage is promoted as part of the design of new neighbourhoods, new and improved park and ride facilities, and bus priority corridors
- the existing network of walking and cycling routes are improved







**Figure 7: Perth Harbour: regeneration and connections**

**Digital connections and services**

Perth & Kinross Council, with the support of the UK Government’s Urban Broadband Fund, is on track to make Perth City a Super-Connected City in 2015, making it one of the best digitally connected cities in Scotland and the UK.

Perth’s digital infrastructure will soon provide access to ultrafast broadband (at least 80mbps) to all premises. The Broadband Connection Voucher Scheme provides funding for small and medium sized firms (SMEs) to cover the cost of connecting to ultrafast services.

This provides the basis for a range of other smart city services that could include: the provision of Open Data; enhanced urban traffic management systems and car parking; LED and intelligent street lighting; smart waste systems and smarter use of energy through the development of smart grids.

The actions to deliver this are that:

- A network of public hotspots in public buildings and spaces that will offer free access to residents and visitors complementing existing commercial hotspots
- Perth & Kinross Council will work with mobile operators to improve 3G and 4G mobile

wireless coverage

- Digital providers are encouraged to develop products that promote services and attractions within the city to provide information and increase virtual access for residents and visitors
- A Smart Perth and Kinross Strategy that will provide a roadmap for how technology can be deployed to make the city smarter and more sustainable.



**Smart City Prospectus – promoting city-wide smart design**

We need to strike a balance between enabling growth and caring for the city and its environment. The population of Perth is expected to increase by about 25% in the next 20 years.

Catering for this increase in population will require an estimated 7,000 new homes in Perth by 2035. This demand will be catered for by a combination of repopulating the city centre, developing brownfield sites in the urban area and creating new neighbourhoods on the outskirts of the city. Our goal is to create lively, mixed-use communities including employment locations, integrated public transport, shops, schools and social infrastructure. Therefore we will set out clear guidance for developers to sit alongside statutory planning documents, setting out guiding principles for development across the city.

The action to deliver this is the preparation of a Smart City Prospectus that:

- Promotes a high quality environmental design for new development
- Promotes connections between developments and the wider region, improves access to employment, amenities and services, encourages public transport usage and walking and cycling routes and landscaping
- Promotes the provision of digital platforms and infrastructure and use of digital technology to make the city smarter



**Figure 9: Local exemplars**

Delivering infrastructure for smart growth is a long-term project, which will be implemented over the next 15-20 years, but the change starts now and we therefore also need a programme of practical action for the short-to-medium term.

The Perth City Development Board has agreed a 5-year delivery plan, which will drive change in four key areas:

- economic prosperity and enterprise
- knowledge and learning
- the Perth experience
- the visitor economy

The delivery plan is framed around these themes and, for each of them, big moves are defined together with the actions required to deliver them.

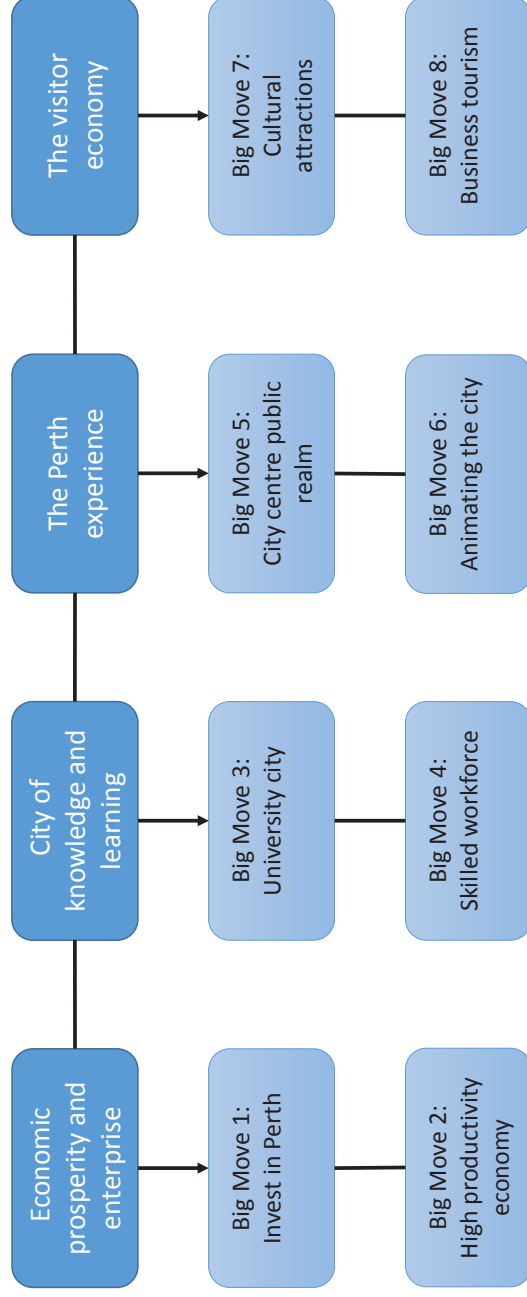


Figure 10: The delivery plan: 4 strategic objectives + 8 big moves

## THEME 1: ECONOMIC PROSPERITY AND ENTERPRISE

### Big Move 1: Invest in Perth

This will focus on (i) strengthening the commitment of our blue-chip companies to Perth, (ii) encouraging and supporting plans for expansion and reinvestment; and (ii) a targeted business-winning effort to attract inward investment and relocations.

Complemented by customer relationship management this will help to ensure that Perth's major employers play a pivotal role and maintain their commitment to the city in the years ahead, and that Perth will be a preferred location for head offices and Scottish headquarters. A dedicated professional team – Invest in Perth – will continue to lead this effort, learning from the experience of York, Exeter and other successful small cities.

Invest in Perth will provide a high-calibre business-winning service to work alongside Scottish Development International to maintain and grow the key companies, secure reinvestment and attract investment from the Europe and overseas.

The actions to deliver this are that:

- investment inquiries and bespoke support packages are serviced and developed through Invest In Perth
- a targeted programme of direct marketing activities (exhibitions, online and media campaigns), is undertaken via Invest in Perth focusing on key sectors and strategic sites and development opportunities
- Scottish Enterprise provide a strategic account management service for key companies, including SMEs with growth potential,

### Big Move 2: High productivity economy

In Perth, employment in professional, scientific and technical services is only about half the Scottish average. To be a successful small cities we need a high-productivity, knowledge-based economy, capitalising on the research strengths of local universities. A knowledge-based economy cannot be switched on overnight, but it is central to our aspirations for Perth.

The actions to deliver this are that:

- An intensive business development effort

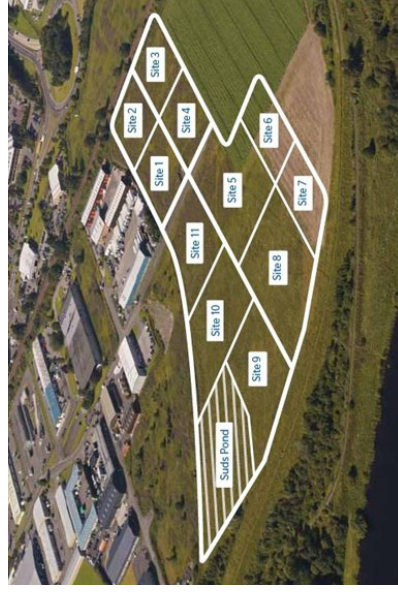
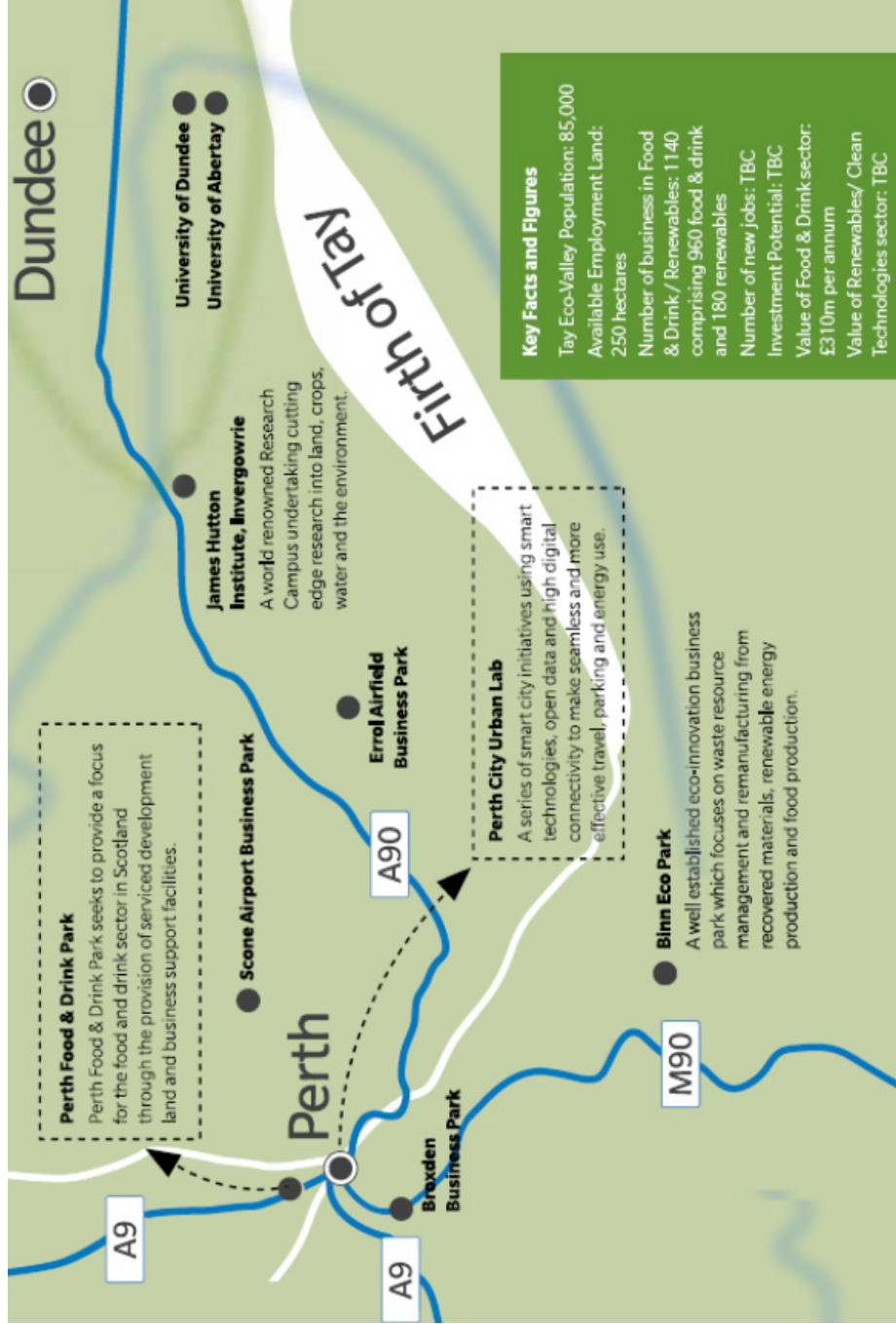
is established, working in partnership with Scottish Enterprise, to support the development of a cohort of high growth companies and key sectors; the Tay Eco-Valley initiative will be an important test-bed for this approach

- Dialogue is undertaken with Scotland's leading universities, to promote Perth as an ideal location for the commercialisation of research and Perth College UHI's builds on developing research strengths
- Business birth-rate is accelerated in key sectors, exploring the feasibility of incubators for hi-tech/creative start-ups.





Figure 11: Key sectors



Food and drink park



Tay Valley

**THEME 2:  
CITY OF KNOWLEDGE AND LEARNING**

**Big Move 3: University City**

The creation of the University of the Highlands & Islands (UHI) means that Perth is now a university city. UHI is a unique institution which offers integrated further and higher education provision on multiple sites including Perth College, the largest of the institution's academic partners. This is an important step: by 2017 there will be 3,000 undergraduates studying in Perth, and we want Perth College UHI to gain an international reputation for degree and postgraduate education, complemented by niche research strengths. In partnership with Perth College UHI, we will accelerate growth and development in Perth to enhance its economic, social and cultural impact, making Perth a more exciting and cosmopolitan city. We will also explore the potential interest of other universities and research institutions establishing a presence within the city.

The actions to deliver this are that:

- Perth College UHI seeks to extend its education offer in areas including sustainable resource management, advanced engineering, applied health and the creative industries
- Perth College UHI becomes a more visible and influential presence in the city centre,



**Figure 12:** Perth College UHI: links to the city centre

**THEME 3:  
THE PERTH EXPERIENCE**

and consider locating business incubators, production space and student housing there

- Other universities and research centres establish a presence in Perth through satellite learning centres, commercialisation units and other facilities.

**Big Move 4: Skilled workforce**

Perth College UHI's Strategic Plan highlights meeting the needs of the local economy as a key aim, based on "planned and meaningful engagement with employers including the development of apprenticeships, the exchange of knowledge and opportunities for growth

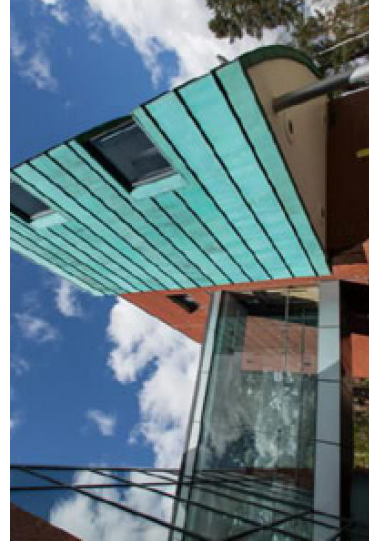
Perth is one of Scotland's top-three performing colleges and it can offer students flexible curriculum pathways across a wide range of disciplines and occupations. This is an ideal time to review the present and future skills requirements of Perth's key companies of all sizes, so that they can be reflected in future training, further and higher education, and research provision.

The actions to deliver this are that

- A joint initiative is undertaken between Perth College UHI, Invest in Perth and Skills Development Scotland to commission a

workforce skills study, based on original research; and the study findings will inform a review of training services and the development of proposals for new products, learning networks and other measures

- A refresh and re-launch of training, recruitment and productivity services should be accompanied by a major communications exercise to tell students, parents and employers about the quality and flexibility of local provision and the opportunities for progression.



**UHI Crieff Road Campus in Perth**

**Big Move 5: City centre public realm**

The quality of the public realm in Perth is variable, and it falls away outside the "inner grid" of the principal shopping streets. The disconnection between the city centre and the river Tay is a long-standing concern, and the debate about the future of the City Hall has been difficult and divisive. Investment in the public realm will be needed to complement the proposed new cultural attraction. The creation of a traffic-free/shared surface riverside promenade on Tay Street remains a key goal. It depends upon long-term plans (part of the Smart Growth package) to reduce through-traffic in the city centre, but there are opportunities in the short-to-medium to strengthen links between the city and the river, reduce traffic and provide better viewing points.

In the medium-term, the Board will focus its efforts on four key priorities:

- establishing a hierarchy of attractive public spaces for a range of uses from informal/recreational through to markets, performance and events of different scales
- a major streetscape initiative in Mill Street between Methven Street and the Concert Hall,



to recreate a two-sided city street and, where possible, open up the Town Lane

- creating a high quality pedestrian Gold Route from the station to the City Centre
- the City of Light initiative: strategy, design, and installation of creative lighting and art installations across the city centre

The actions to deliver this are that:

- The Council review traffic and access in the city centre, develop designs and promote investment in a hierarchy of attractive public spaces and development sites on the basis of revised city development and placemaking guidance

*These are discussed in more detail in Section 8 City Development and Placemaking*

**Big Move 6: Animating the city**

Perth has an attractive and popular city centre, with a good artisan and independent shopping and food offer, and a range of cultural attractions. It comes to life on special occasions, such as market days or the switching-on of the Christmas lights. But outside business hours, and especially in the evenings,

it lacks a sense of vitality and excitement.

The basic conditions for success are in place with city centre management promoting more effective use of existing assets and resources – the use of public spaces for events and markets, the re-use and conversion of property, encouraging enhanced customer service, supporting and promoting access to the city and marketing of tourist attractions and the retail and leisure offer. However we need a plan to continue to animate the city centre to encourage more people to live in the centre, visit Perth (locals and visitors), stay longer and spend more.

Many cities have used Business Improvement Districts (BIDs) to complement existing support for public sector services and mobilise the energy of the private sector and other stakeholders to bring forward initiatives that enhance the city centre as a place to live, visit work and invest. The City Development Board will consider supporting the development of a BID for Perth city centre.

The actions to deliver this are that:

- Private sector partners through The City Development Board consider supporting the development of a BID for Perth city centre or other funding to support city centre management, events and markets



**Perth Concert Hall**

#### THEME 4: THE VISITOR ECONOMY

##### **Big Move 7: Cultural attractions**

Increasingly, the 21st century visitor tourism market is predicated on the idea that the city itself is the attraction, within which cultural attractions (with ease of navigation between them), public programmes and consistent, high quality branding of the cultural offer work in tandem to create a strong cultural city destination which is cohesive and compelling for UK and international visitors.

In Perth's case, great shopping, food, culture, entertainment, events and festivals and the transformed riverside will bring visitors to the city. Independent feasibility work completed in 2014/15 to support this revised City Plan identified that Perth's current cultural attractions are underperforming in comparison to those elsewhere but that there is very significant visitor market potential to attract 4.7M visitors annually.

The proposed response to this market opportunity is to showcase the complementary twin aspects of Perth's culture:

- 'Ancient Roots': Perth's place at the heart of Scotland's story and the birth of Scotland as the Kingdom of Alba

- 'Modern Scots': its equally central role in the 20th Century Scottish Cultural Renaissance. We believe there is a compelling case to invest in the reimagining of Perth Museum and Art Gallery as the centrepiece of the 'Ancient Roots' story, and to invest in a new cultural attraction to showcase the 'Modern Scots' story.

We want to lead the way in Scotland in defining the role of the 21st century museum, where museums and galleries are at the heart of the wider social fabric of the city and work collaboratively with key national and international partners on the highest quality public programmes.

Core displays in a reimagined Perth Museum and Art Gallery and a new cultural attraction would draw on our own National Recognition Status collections, augmented by key loans from national/UK partners. The temporary exhibition programme in each venue would include major touring shows and aim to generate maximum repeat visits to the city.

The actions to deliver this are that:

- The Council seek to secure resources for investment in a re-imagined Perth Museum and Art Gallery
- The Council review site options for a new cultural attraction through independent appraisal and market testing and thereafter undertake detailed design and fund-raising.



**Perth Museum and Art Gallery**

**Big Move 8: Business tourism**

Perth has a long history of hosting small and medium-sized conferences, traditionally in the City Hall, and the opening of the new Concert Hall has created an excellent new venue, adaptable and with a full range of modern facilities. Perth’s central location and fast links to all Scotland’s major cities makes it an ideal venue for national or international events, and the city’s food and shopping offer are also appealing, but the Perth is not fulfilling its potential as a centre for business tourism.

There are some challenges associated with operating in a multi-purpose venue but these can be overcome, especially when the refurbished and extended Perth Theatre re-opens. One of the key issues is the lack of quality (4/5\*) hotel accommodation in the city which is a constraint on the conference market, but also means that Perth misses out on the benefits of business visitors and high-spending tourists.

The actions to deliver this are that:

- The Council in collaboration with Scottish Development International establish

the investment case for new 4/5\* hotel accommodation

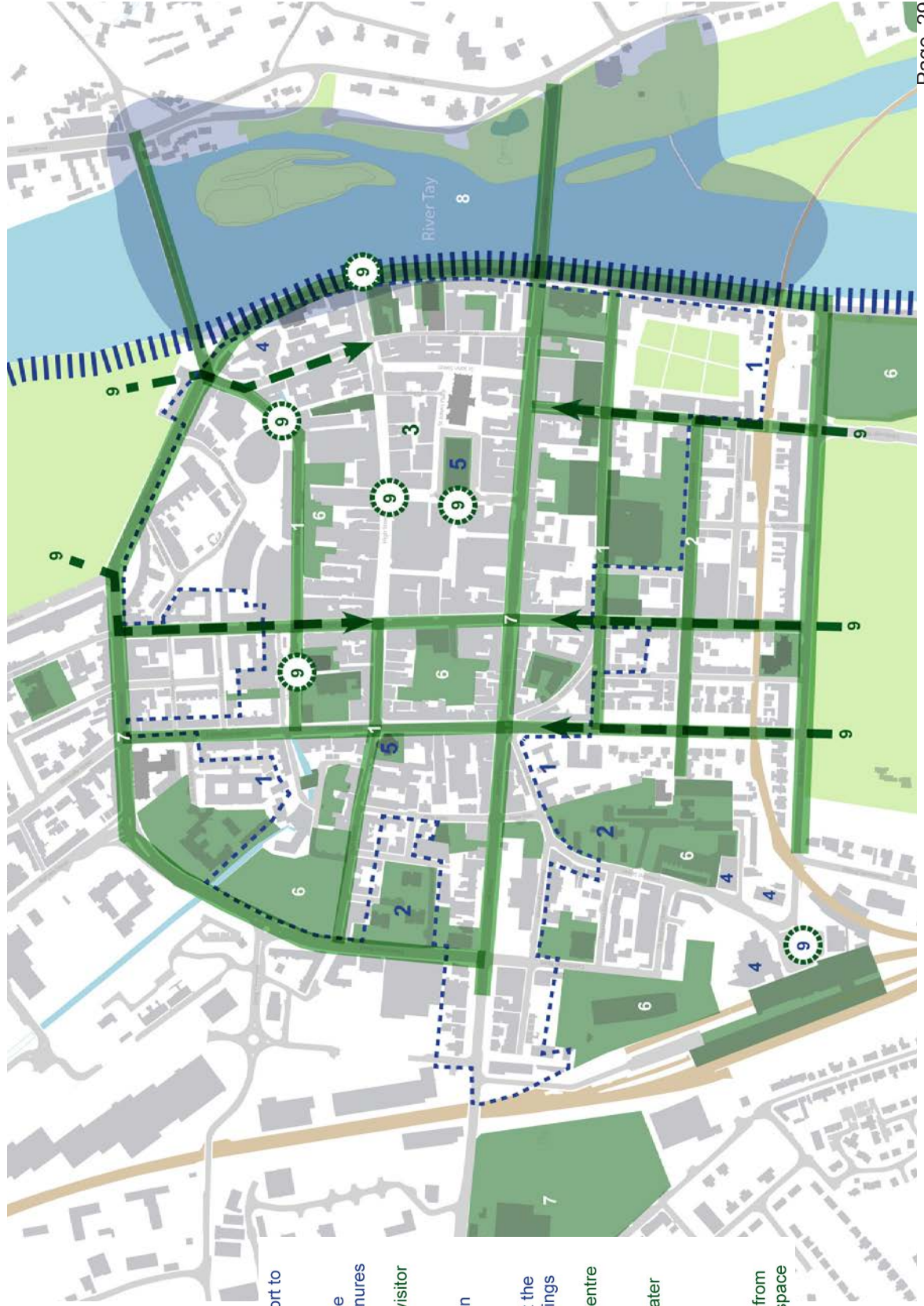
- The Council, Visit Scotland, venue and hotel operators develop a convention bureau function and promote this through Invest In Perth



Hotels in Perth

We have reviewed the current development framework for the city centre to provide a basis for the Council, developers and the community to consider how it could be transformed in the future through revised development and placemaking guidance. Further discussion will be required with the owners of identified sites to establish their aspirations for development and with potential developers in respect of potential uses that market research has identified prior to these being more fully developed through planning and development frameworks.

Perth city centre is a special place, with its historic core framed north and south by the Inches and to the east by the river Tay. It is a popular and successful shopping centre, and has the highest concentration of restaurants per head of population of any Scottish city; it has a fine new Concert Hall and other cultural attractions and many fine streets and buildings. But there is still room for improvement in the heart of the city, as shown in Figure 13:



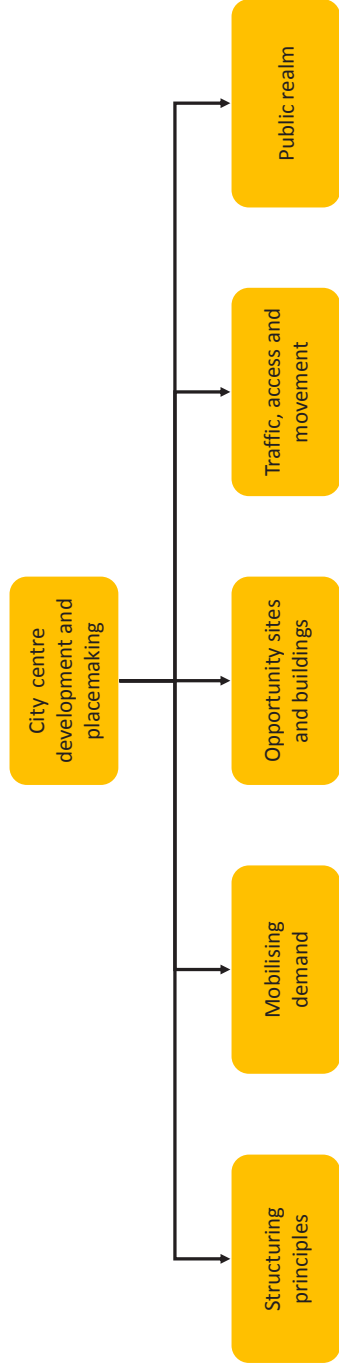
1. Commercial activity requires support to prevent decline
2. City centre housing stock should be improved for occupation across all tenures
3. The city centre lacks a significant visitor attraction
4. The quality of hotel accommodation could be improved
5. Opportunities to occupy and assist the repair of significant, high-profile buildings
6. Development on gap sites at city centre fringes
7. City centre streets adapted for greater use by pedestrians and cyclists
8. Riverside location is under-utilised
9. The heart of the city would benefit from additional trees, greenery and open space

**Figure 13:** Understanding the city centre

In the following pages we set out proposals to guide development and placemaking in the city centre. We describe in more detail how elements of the City Plan will be implemented in the heart of Perth (Figure 14).

The objectives of these proposals are:

- to make the city centre a more lively, diverse and enjoyable place
- to restore the city centre's economic vitality and sense of purpose
- to make the heart of Perth a place for people,
- to create a welcoming, high quality public realm with a clear hierarchy of streets, public spaces and pedestrian/cycling routes
- to make the city of Perth a magnet for business visitors and tourists
- to improve the management of the city centre and animate it with a year-round programme of events and festivities.



**Figure 14:** City centre development and placemaking

We have:

- established key structuring principles for the future development and expansion of the city centre
- researched sources of demand for the city centre
- identified sites for new development and buildings with potential for adaptation and re-use
- identified a regime for traffic, access and movement in the city centre
- looked at opportunities to transform the public realm.

### Structuring principles

The city centre occupies a compact area, not much more than a kilometre square. It has a robust, permeable form with a well-established grid of streets and vennels, and a superb natural setting on the banks of the Tay.

Future city centre developments should build on these features and restore the integrity of the urban fabric in places where it has been degraded. On the fringes of the city centre, especially either side of the railway, there is a zone of ragged and incoherent development: in the long term, the aim must be to reclaim this zone, make it more permeable and connect it to the heart of the city. We have identified three guiding principles for the city centre:

#### (i) Reclaiming the transitional zone

The A989 inner ring road encircles the city centre and, to the west, acts as a barrier to movement between the city centre and the suburbs. Beyond the road and on either side of the railway we enter a transitional zone of employment, retail and leisure developments, many in dated big box formats. This area will change in the next decade, with projects like the PH20 sports hub, and there is an opportunity



**Figure 15:** Structuring principles diagram

to reclaim it by raising the bar for quality and urban design. We envisage an approach which will establish a looser, but still robust street grid in the transitional zone, remove barriers and strengthen connections with the heart of the city.

#### (ii) **Establishing active travel routes**

To encourage movement between the city centre and an expanding urban area, and to facilitate active travel (walking and cycling) we propose the creation of a strategic network of key radial routes linking the city centre to destinations such as Perth College UHI and Perth Harbour (see Section 6) and PH20, suburban centres and the river, parks and green spaces. These routes will provide the organising framework for a dense network of local paths throughout the city. They will be delivered by a combination of off-road routes and upgraded routes with dedicated cycle lanes and safe walking.

#### (iii) **Clustering activities**

Perth is a compact city centre with everything within easy walking distance, and we do not see any need to create defined, branded city quarters. At the same time, the city already

benefits from some clustering of complementary activities (retail, food and drink, culture, civic buildings and so on). Encouraging these and other clusters (for example the creative industries) to co-locate will help to create a better sense purpose and hierarchy, and should also revitalise the city centre economy. But planning policy should be prescriptive and should be framed in the context of support for the general principle of mixed use development.

#### **Market demand**

Our property market research has identified actual or potential private sector demand for a variety of land uses in the city centre:

- residential developments including high quality town houses and apartments and student housing; one of our key aims is to increase the city centre population and to create a balanced community, with a mix of homes by type and tenure

- one or more 4/5-star hotels in the heart of the city

- shops, restaurants and cafes catering for residents, employees and visitors

- small offices and studios, including serviced facilities and incubators for start-ups and workspace for the creative industries.

We have identified other opportunities:

- Perth & Kinross Council is exploring the concept of a new cultural attraction for Perth, and reviewing options including a purpose-built new facility, the reuse of an historic building or upgrading of existing premises

- establishing a city centre presence for Perth College UHI, including studio and production space for cultural studies

- there may also be opportunities to attract housing association and other investment in affordable homes for key workers, and the provision of new and upgraded social housing.

Mobilising and catering for these various sources of demand will revitalise the city centre economy and diversify land use. It will increase footfall and vitality throughout the day and at all times of the year, and stimulate investment in underperforming parts of the city.



### Opportunity sites and buildings

Our research has identified a number of sites and buildings where these uses could be developed through discussion with owners agreed through planning and development frameworks and promoted through Invest In Perth. The identified sites are currently indicative and potential opportunities will be discussed with owners as part of consultation on the plan and development proposals identified within the finalised document for formal consideration through the planning process.

No	Plot Size	Recommended positioning	Distance from city centre	Rooms Range	Parking	Leisure Opportunity	Conferencing/Banqueting Opportunity	Existing Building	Potential Multi Use Site
1: Broxden Business Park	0.677HA	Mid-scale	3 Miles	60-200	Ample	Limited	Small	New plot	Business park
2: Pitheavlis	1.87HA	Upper mid-scale	2.3 miles	108	Ample	Small	Weddings	Existing & new	With office pavilions
3: Shore Road	5,500m <sup>2</sup>	Upper mid-scale	0.8 miles	150-200	Moderate	No	Large	New Plot	No
4: Murray Royal	TBC	Upper mid-scale	0.9 miles	60-200	Ample	Yes	Parkland setting	Yes	Available in 2 lots


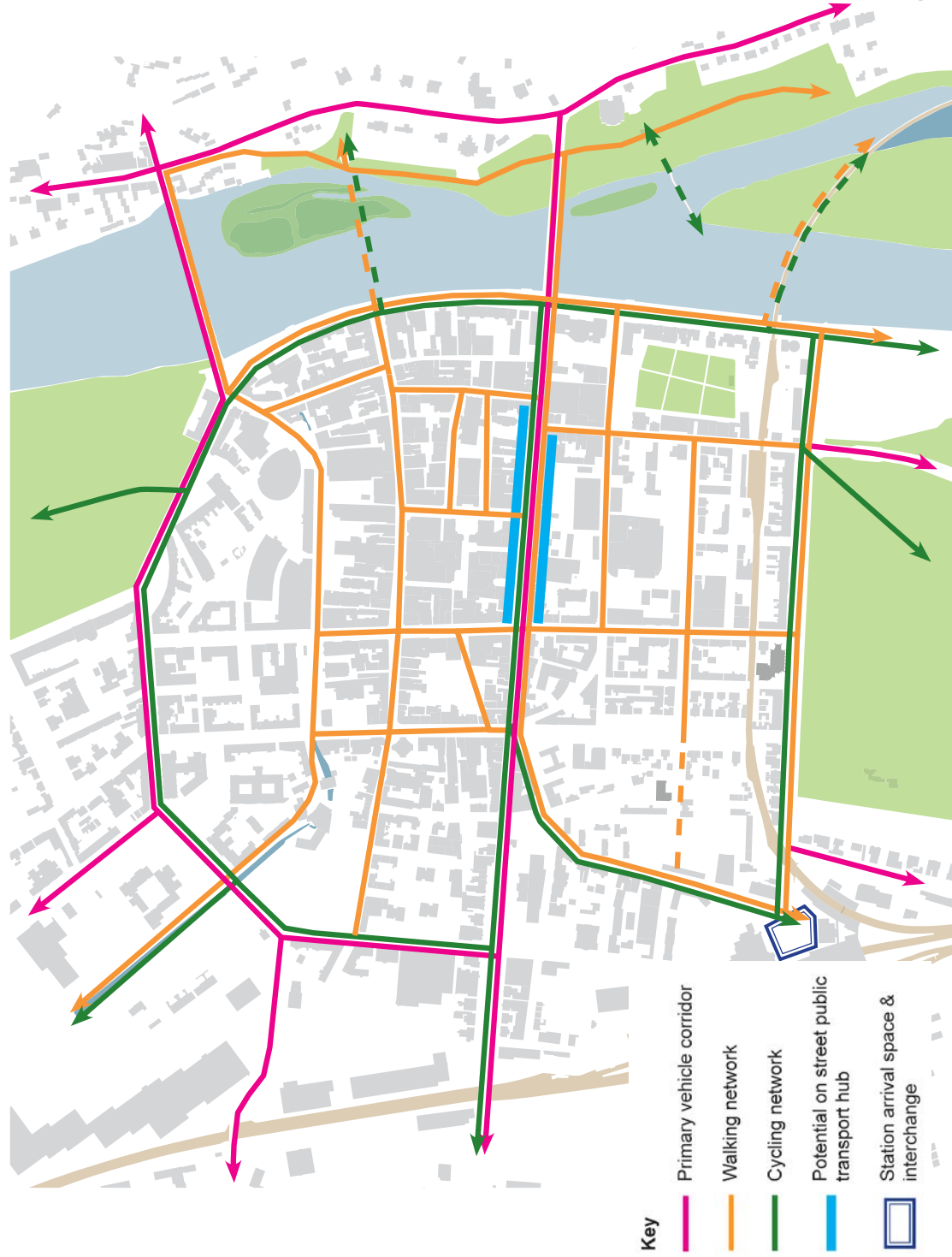


Figure 16: City centre hotels: potential sites



Figure 17: Plan showing development opportunities and key buildings



**Traffic, access and movement**

Perth city centre currently accommodates access by cars by an inner ring road (A989), and the A85 and A93 trunk roads through the central area, limited road space is provided for walking and cycling aside from the pedestrianised core

In the medium-to-long term, the construction of the cross-Tay link road will divert a lot of through traffic away from the city, creating opportunities for more radical plans to exclude traffic from key streets and make Perth a favourite place to walk and cycle. But there is a great deal we can do in the short-term to strike a better balance between people, bikes and cars and encourage more people to use public transport.

This will require further detailed planning, but the key elements of the strategy (Figure 18) should include:

- (i) **arrival:** support emerging plans to create a new entrance to Perth railway station and integrate with a new bus and coach station; establish a high-frequency low-energy bus

**Figure 18:** Traffic, access and movement strategy

link between the new interchange and the city centre

**(ii) bus services:** review provision and location of bus stops in the city centre to improve access to shops and other key destinations; the review should consider the future role of the Mill Street as a public transport hub

**(iii) walking and cycling networks:** establish and invest in a network of key walking and cycling routes, including:

- a gold route linking the rail/coach interchange to the city centre
- strategic links to Perth College UHI and Perth Harbour
- links to and across the river Tay
- city centre trails

**(iv) traffic management: the traffic management** regime should enable easy and convenient access for people and goods, but discourage unnecessary trips; it should aim to keep traffic moving smoothly but moderate vehicle speeds, and to exclude (or significantly reduce) vehicles from environmentally sensitive locations

**(v) street design** can play a major part in shifting the balance between people and cars:

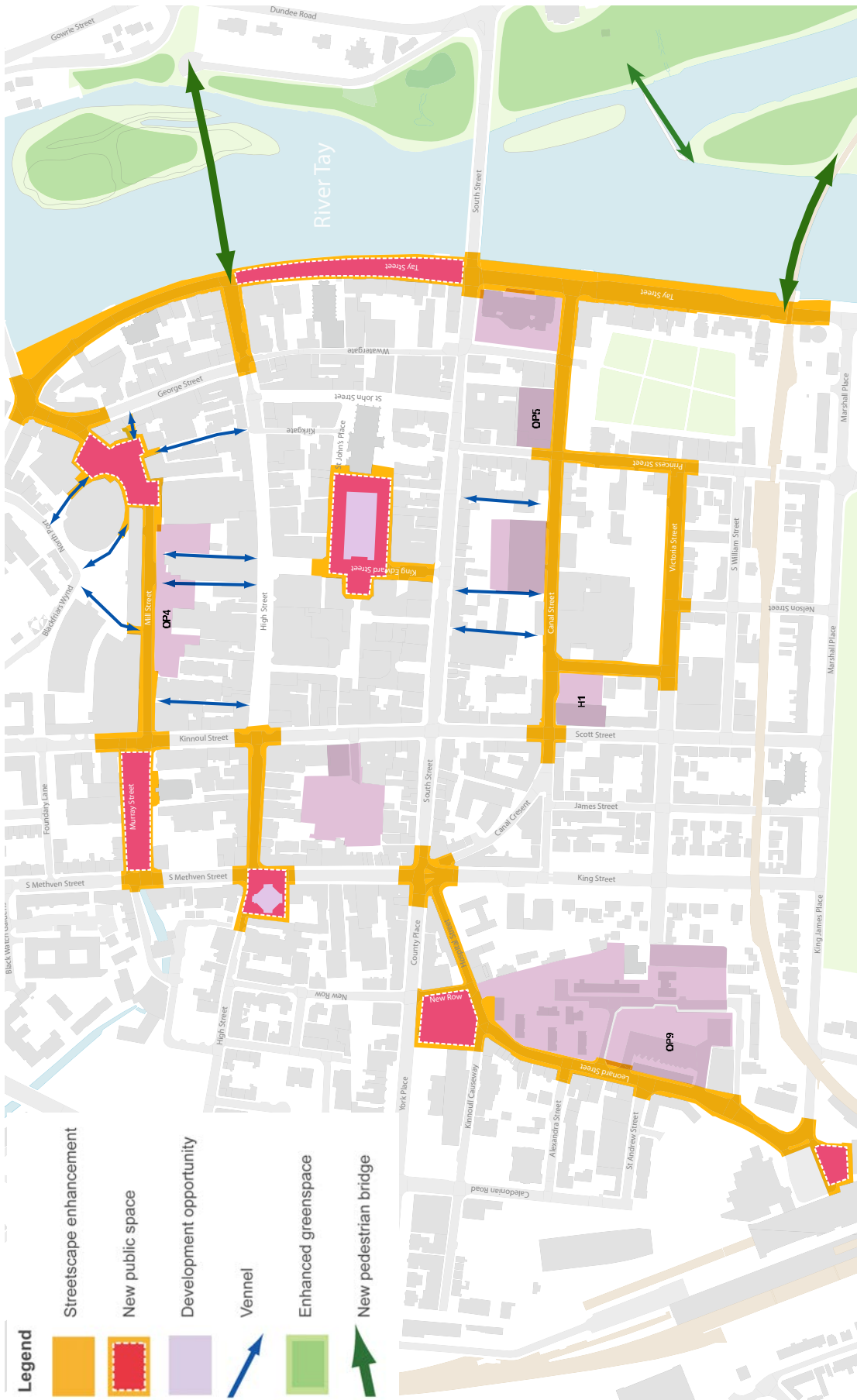
there are opportunities to reduce carriageway widths, widen pavements and create cycle lanes, and, potentially, to introduce shared surfaces; the aim is to establish a network of stylish and elegant city streets, with a consistent design vocabulary and palette of materials.

#### Public realm

The quality of the public realm in the city centre is inconsistent. The city was a pioneer in the pedestrianisation of key streets and public spaces in the core retail area; the Tay riverside was stylishly redesigned when the new flood measures were introduced at the start of the 21st century; and new public space has been created in front of the Concert Hall. Elsewhere, there has been limited investment in the public realm.

Perth is famous for its landscape setting and is framed on three sides by the river and the Inches, yet the city centre is an often unyielding urban environment, devoid of trees and green space. We aim to make the city centre a more comfortable and hospitable place by creating green corridors and winning space for planting, pocket parks and gardens.

We have identified opportunities for further improvement (summarised in Figure 19) to revitalise the public realm throughout the centre and make Perth a more attractive and enjoyable place to live, work, shop and visit:



**Legend**

- Streetscape enhancement
- New public space
- Development opportunity
- Vennel
- Enhanced greenspace
- New pedestrian bridge

**Figure 19: Transforming the public realm**

### (i) Public life, public space

. These spaces will vary in terms of scale, character and purpose, creating capacity for events and celebrations as well as quiet refuges, and all of them should make the city a more beautiful and civilised place. Key locations will include:

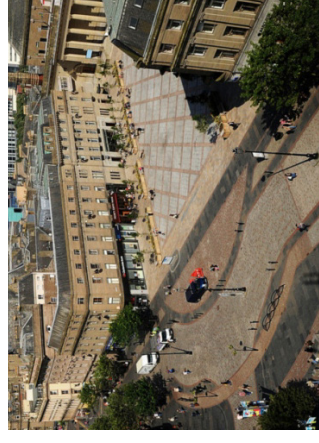
- **St John's Place:** the spaces around the City Hall and St John's Kirk create a distinctive place with an attractive, intimate scale and reflecting the Scottish tradition of buildings in a square. A café culture has developed on the sunny north side of the space and there has already been a significant investment in the public realm, which should be extended to the more problematic southern and western edges. The simple design vocabulary should be maintained, but the space needs to be actively managed and programmed (perhaps through a BID) to make it a year-round focal point of the city centre experience.

- **Horsecross:** the new public space in front of the Concert Hall is an under-utilised asset. The design of the space and the roadway should be considered as part of the action plan for Mill Street (see below) but consideration should be given to making the space – which

is currently very austere – a more welcoming and hospitable gathering place for the city, and for using it for events/performance space in conjunction with the Concert Hall.

- **St Paul's Square:** this small space at the junction of South Methven Street and Old High Street is one of Perth's hidden gems, and the spire of the distinctive octagonal church is an important element in the townscape. The key to unlocking the potential of St Paul's Square is the restoration and reuse of the church; that will create the opportunity to facelift neighbouring buildings, to remove parked cars and other clutter, and to introduce seating and possibly planting.

- **New Row:** this surface car park next to the library is on the proposed Gold Route from the rail/bus interchange to the city centre. This space should be reinvented as an elegant park: an oasis in a part of the city with little or no green space, and a potential location for small community events and festivals.



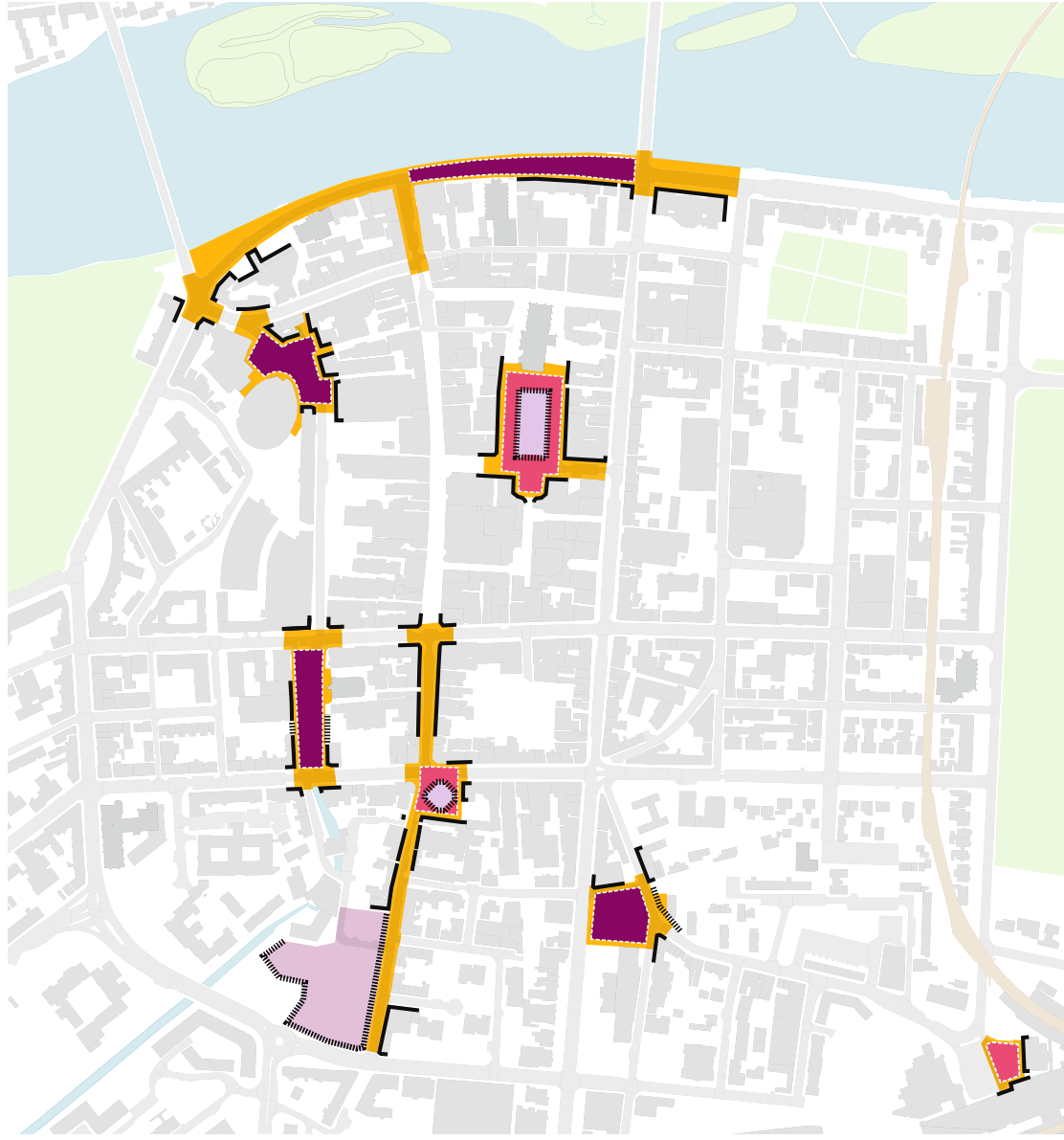


Figure 20: Public life, public space

**(ii) Greening the city**

Despite its landscape setting the centre of Perth is an austere place, largely unrelieved by green space or trees. Some trees have been successfully introduced into the High Street in recent years, and it is clear that – without compromising Perth’s distinctive character and quality – tree-planting and other greenspace (for example, pocket parks and meanwhile gardens) could make the city a more attractive and hospitable place, more pleasant for walkers and cyclists and with improved air quality. Street design will include proposals for winning back road space to accommodate tree-lined avenues and green corridors.



**Figure 21: Greening the city**

**(iii) Riverside promenade**

The river Tay is Perth greatest natural asset, providing a unique and memorable setting for the city. The Tay Street flood defence system was completed in 2001, creating an attractive riverside walk, but the benefits have been limited and the river remains detached from the city of the city.

The key issue here is traffic: Perth Bridge and Queen’s Bridge carry high volumes of regional as well as local traffic, and Tay Street forms part of the A989 inner ring. The long-term aspiration should be to reduce traffic flows on the bridges and exclude vehicles from parts of Tay Street, but that will only be possible when the cross-Tay link is completed.

This key step would enable work to begin on a programme to transform this key section of the waterfront into superb waterfront promenade, linked to the retail, food and cultural attraction of the city and the linear Riverside Park on the east bank. Traffic could be excluded entirely from the shared surface on special occasions, encouraging much more intensive use of the riverside as a location for markets, sports events and other activities.



We will also explore the cost and feasibility of building a new pedestrian/cycling bridge to link High Street to Bridgend and Kinnoull, and of creating a new boardwalk on the east bank.

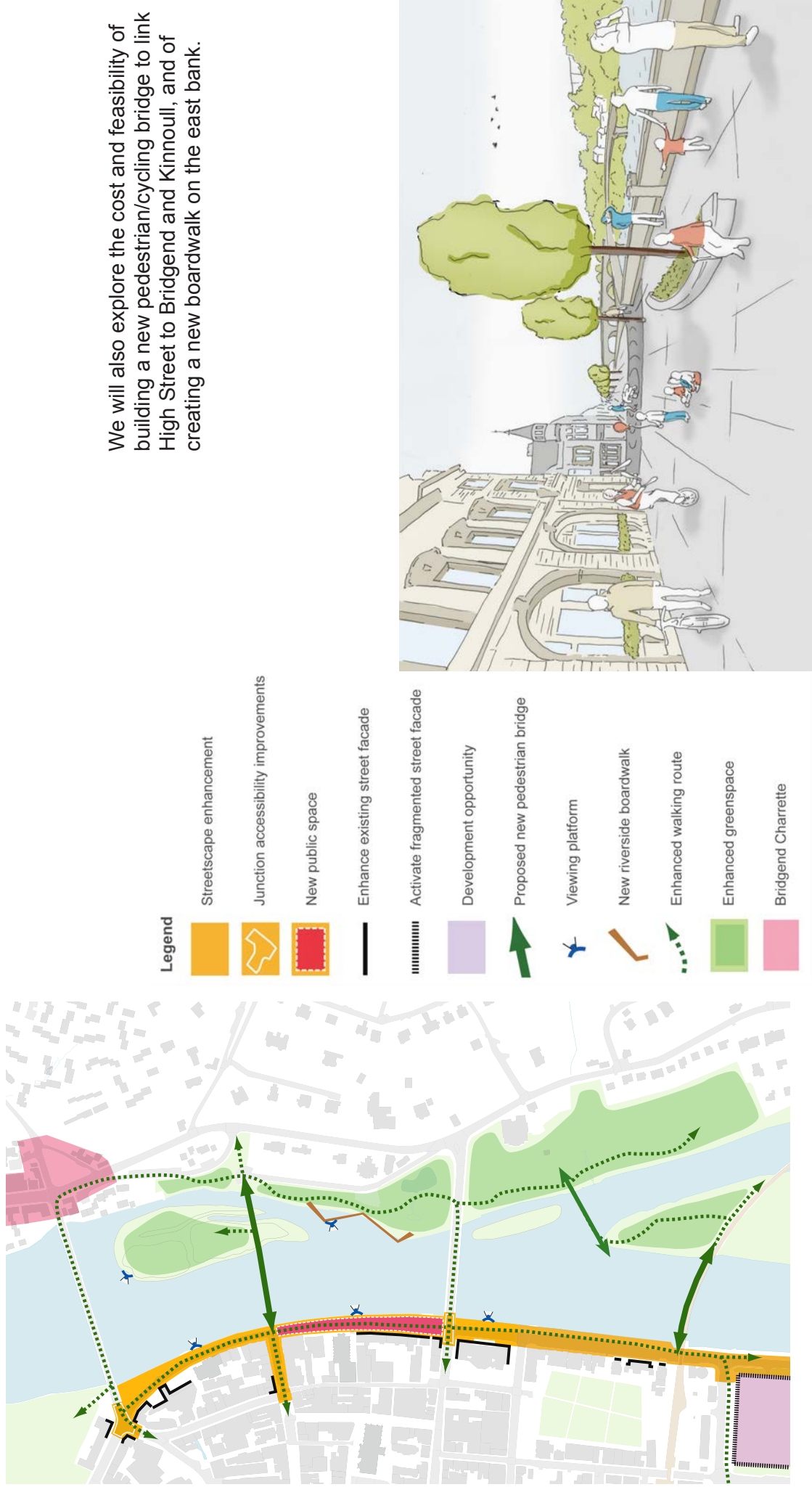
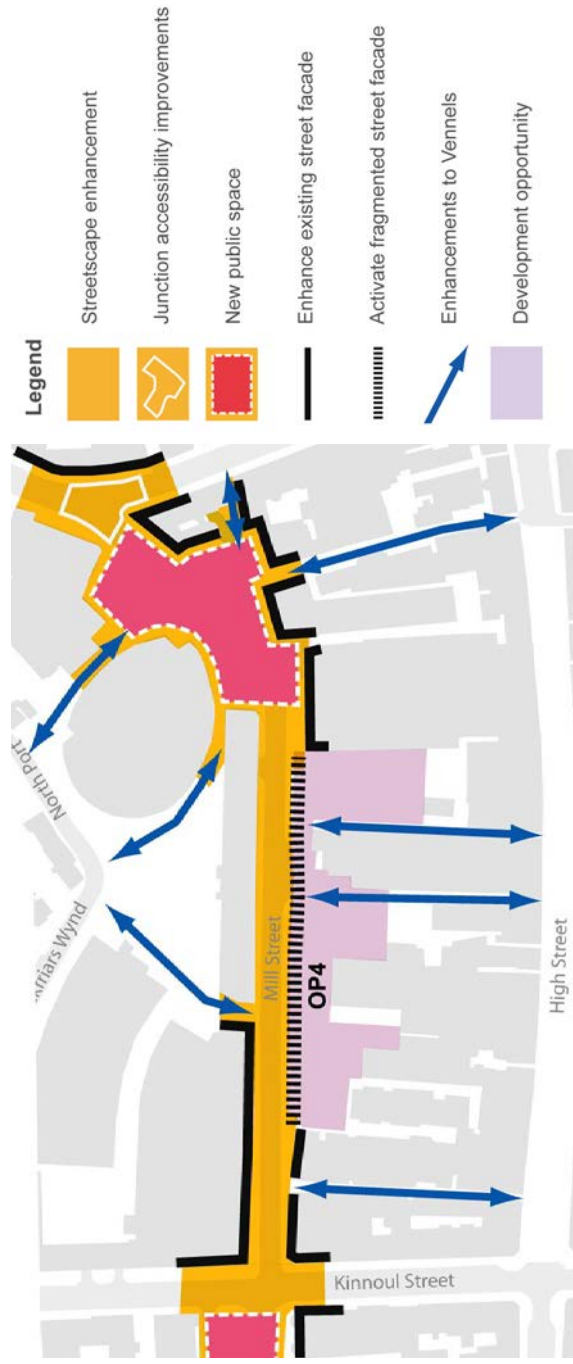


Figure 22: Riverside promenade

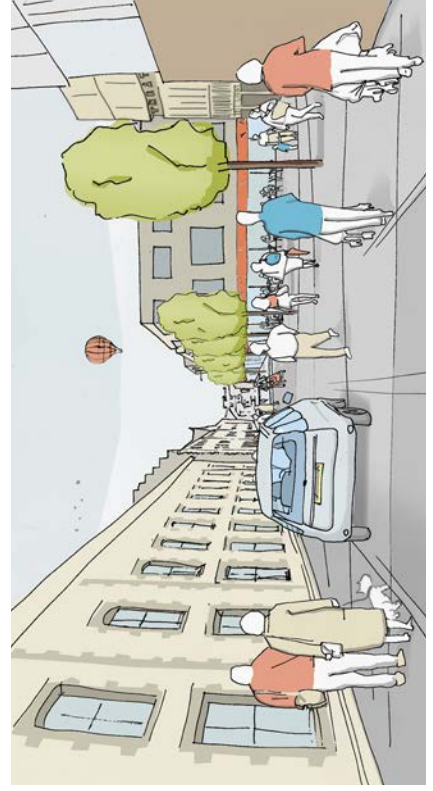
**(iv) Key streets**  
 We have identified a number of “soft spots” in the city centre – places where the urban fabric has been degraded and which require intensive treatment. We propose action plans for two key streets:

- **Mill Street** was for many years a centre of industry and the home of Pullar’s dye works. When the factory closed it became a neglected backwater, but the area has revived with the conversion of the former factor into offices and a hotel, and the creation of the Concert Hall at Horsecross. With the Museum & Art Gallery nearby and a new entrance to Perth Theatre planned, Mill Street has become the principal axis of Perth’s cultural quarter, but the quality of the east side of the street in particular falls far short of expectations.

The street will be transformed, with an active frontage of shops, cafes and pocket parks replacing yards and surface parking, and we will also explore the feasibility of restoring the Mill Lade.

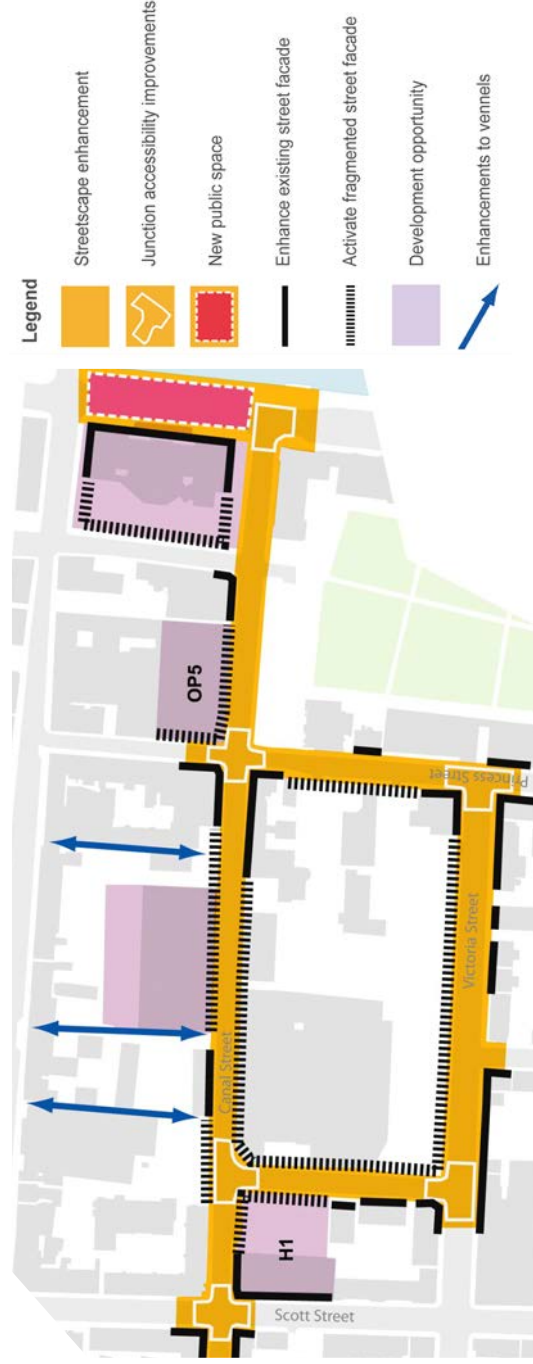


**Figure 23: Mill Street**



• **Canal Street** presents even greater challenges. Developed on the line of the southern arm of the Town Lade, it also evolved into an area of workshops and industry. In the modern era, the south end of the street in particular has become a fragmented mix of housing, retail warehouses and parking, punctuated by gap sites. This area is therefore a key priority for new development which will raise the quality of the street by introducing higher value uses and repairing the urban fabric.

We have identified Canal Street as a possible location for a creative hub which might include: workspace for the creative and digital media sectors; dedicated incubator facilities for science/technology spin-offs; teaching/production space for the creative and cultural sector, student accommodation and apartments.

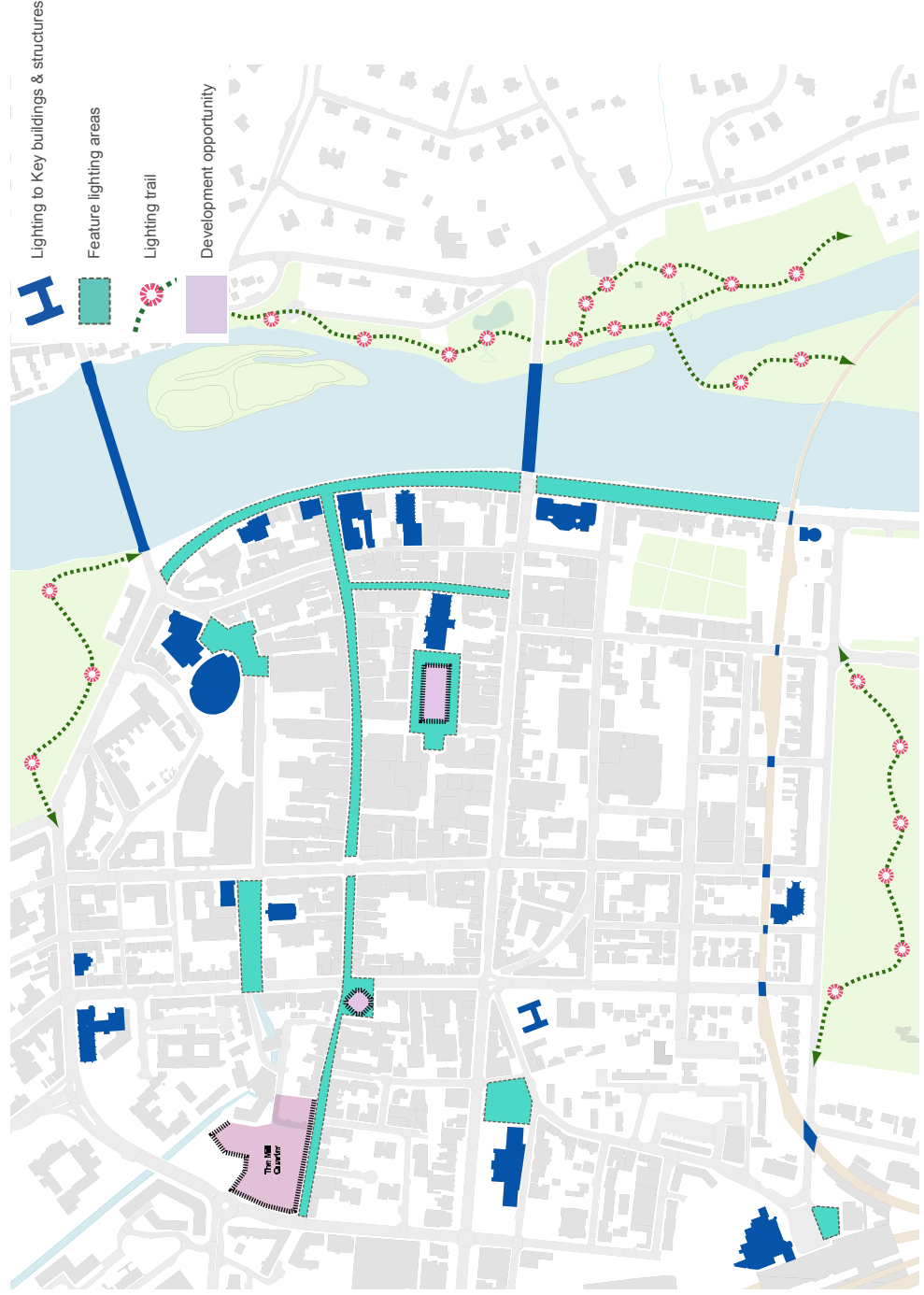


**Figure 24:** Canal Street

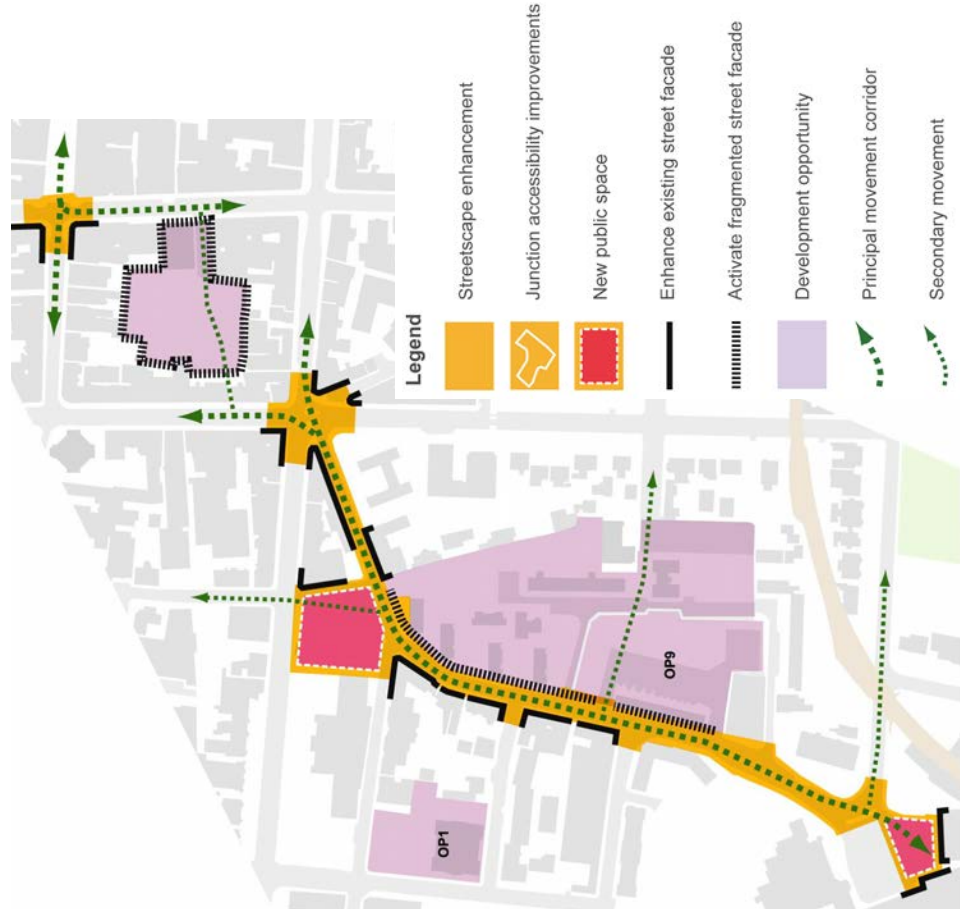
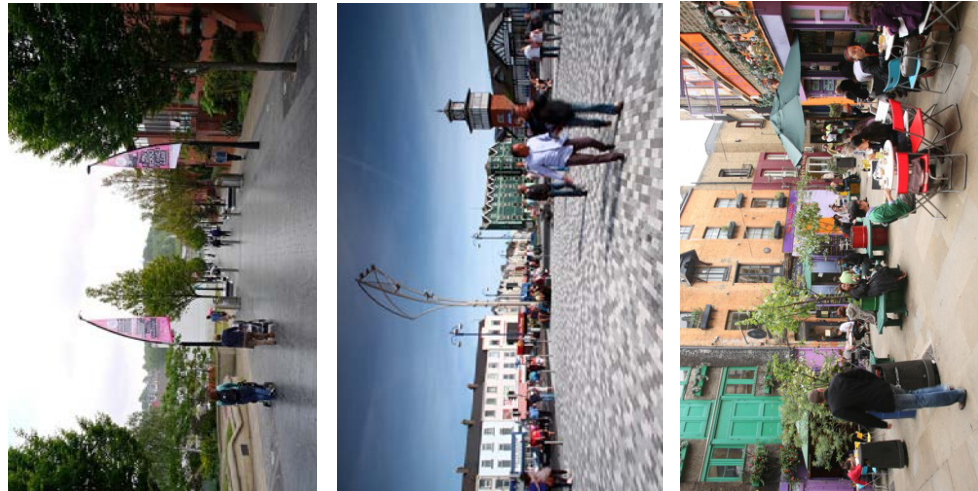


**(v) City of Light**

Perth is already introducing low-energy LED street lighting across the city. This will reduce energy consumption and maintenance costs and improve light quality. To complement this pioneering initiative, we have also set out proposals for using low-energy lighting to attract visitors, animate the city, encourage public life in the dark months and boost the evening economy. Figure 25 shows what a permanent lighting infrastructure for the City of Light might look like, including proposals for public spaces, landmark buildings and structures, parks, the riverside and a network of trails. This could be augmented by festivals or special events like the hugely successful biennial Lumiere in Durham.



**Figure 25:** City of light



**(vi) Gold route**  
 This flagship scheme will transform the key walking and cycling route from Perth railway station to the city centre. The indicative proposals for the Gold Route (Figure 26) include:

- an integrated rail and bus station
- promoting active travel
- development opportunities at the bus station and other sites around St Leonard Street
- create an urban park at New Row
- revised street design and tree-planting
- creative lighting.

Figure 26: The Gold Route

Our engagement with our communities, businesses and national and local stakeholders has helped shape a common vision for the future of Perth as one of Europe's great small cities. Importantly it has also allowed us to agree key actions to help deliver it.

The vision will be achieved through continuing collaboration between the public and private sectors, and ongoing engagement with our communities, to ensure that resources are in place for delivery of essential projects and that our communities are fully informed and can continue to influence detailed proposals.

We have set out a summary of the programme identifying what actions are required in relation to the core themes to promote economic prosperity and enterprise, establish the city as a place of knowledge and learning, improving the experience of living, working and visiting the city, and growing our visitor economy.

We have identified development opportunities which would deliver more than 200,000sqm of residential, office, commercial and other floorspace in Perth city centre. This would involve a combination of new development

on vacant land, redevelopment of underperforming/low quality sites and the refurbishment and re-use of existing buildings. We estimate that delivering all this development would require an investment in the order of £450m, excluding fit-out, fees and VAT.

The vast majority of this investment will come from the private sector. We have tested the viability of a range of development scenarios. All the scenarios tested returned a negative residual land value at current rates, but the viability position tends to improve with a relatively marginal increase in values.

Achieving higher market values would require:

- very high quality buildings in good locations to raise benchmark of expectation and excellence
- significant investment in the public realm and placemaking
- interventions to secure economic growth and prosperity
- a role for the public sector in facilitating and de-risking development.

We have been advised that the residential and, in particular, student housing sectors are likely to drive development in the short term. Delivering new accommodation for residents and students should help to increase demand for retail and office space, driving commercial values higher and improving the viability position in these sectors.

The City Plan details recommended investments in the public realm, including traffic, access and movement projects.

A timetable has been developed to provide a framework for delivery to drive forward our aspirations for sustainable growth and to allow us to track progress.

We have also developed and linked existing performance management frameworks in respect of anticipated outcomes at city region and city level to allow us to monitor the impact of our actions and modify these if required.

**INFRASTRUCTURE FOR SMART GROWTH**

Activities/projects	Responsibilities	Milestones	Date	Outputs	Indicative costs (£m)
Transport connections	PKC, TAYPlan, SCA, City Deal	<ul style="list-style-type: none"> <li>(i) Completion of cross-Tay link road</li> <li>(ii) Upgrade of Perth- Edinburgh rail service</li> </ul>	<ul style="list-style-type: none"> <li>20xx</li> <li>20xx</li> </ul>	<ul style="list-style-type: none"> <li>(i) Reduction in through-traffic passing through Perth. Opens up development opportunities north and west of the city</li> <li>(ii) Reduced journey times to Edinburgh and airport</li> </ul>	100.00
Digital connections	PKC, TAYPlan, SCA, City Deal	Super-Connected City status	20xx	x% of homes and businesses have access to ultrafast broadband	5.00
Smart City Prospectus	PKC, TAYPlan, SCA, City Deal	<ul style="list-style-type: none"> <li>(i) Redesign of A9 Perth by-pass</li> <li>(ii) Upgrades to principal approach roads</li> <li>(iii) Key routes to Perth College UHI and Perth Harbour</li> <li>(iv) Walking and cycling networks</li> <li>(v) Green infrastructure</li> <li>(vi) Sustainable neighbourhoods infrastructure</li> </ul>		<ul style="list-style-type: none"> <li>(i) Improved permeability for all modes</li> <li>(ii) High quality mixed use corridors</li> <li>(iii) Establish connections to key urban nodes</li> <li>(iv) City-wide network for active travel and recreation</li> <li>(v) Network of high quality green and open space, green corridors</li> <li>(vi) Transport, social and community infrastructure for viable mixed-use neighbourhoods</li> </ul>	20.00
					125.00

Note: These are estimates of capital costs only. There will be significant additional development costs.

Key: CS – Creative Scotland, IIP – Invest in Perth, PC – Perth College UHI, PCDB – Perth City Development Board, PKC – Perth & Kinross Council, SCA – Scottish Cities Alliance, SDS – Skills Development Scotland, SE – Scottish Enterprise, VS - VisitScotland

**DELIVERY PLAN: THE BIG MOVES**

Activities/projects	Responsibilities	Milestones	Date	Outputs	Indicative costs (£k)
Invest in Perth	IIP, PCDB, SE, private sector	(i) Inward investment service (ii) Direct marketing programme (iii) Strategic account management	2016-2017	Investment Increase in GVA Net additional jobs	<b>Studies and revenue</b>
High productivity economy	PKC, SE, PC, IIP, private sector	(i) Sectoral business development (ii) Commercialisation of research (iii) Business birth-rate	2016-2017	Increase in jobs and GVA in key sectors High-growth start-ups	<b>Studies and revenue</b>
University city	PC, PKC, SDS,	(i) Perth College UHI degree courses (ii) University facilities in city centre (iii) Research facilities	2016-2020	Increase in under-graduate and post-grad numbers Incubator and research facilities linked to key sectors	<b>Studies and revenue</b>
Skilled workforce	PC, PKC, SDS, private sector	(i) Workforce skills study (ii) Refreshed skills and workforce development offer	2016-2017-2018	Improvement in workforce qualifications Improved skills match/productivity	<b>Studies and revenue</b>

Key: CS – Creative Scotland, IIP – Invest in Perth, PC – Perth College UHI, PCDB – Perth City Development Board, PKC – Perth & Kinross Council, SCA – Scottish Cities Alliance, SDS – Skills Development Scotland, SE – Scottish Enterprise, VS – VisitScotland



**CITY CENTRE DEVELOPMENT AND PLACEMAKING**

Activities/projects	Responsibilities	Milestones	Date	Outputs	Indicative costs
Transforming the public realm	PKC, transport operators	(i) Public spaces (ii) Greening the city (iii) Riverside (iv) Key streets (v) Gold Route	2016-2020	A 5-year investment programme will transform the heart of the city and create a climate of confidence that will encourage developers and investors, as well as attracting new residents, shoppers and additional visitors.	Total investment in public realm and traffic management estimated c£25m
Animating the city	IIP, PKC, PCDB	(i) Develop case for BID (ii) Strengthened events programme and promotion	2016-2020	Increase in visits and football Attendance at major events Increased take-up of retail units	<b>Studies and revenue</b>
Cultural attractions	PKC Private sector	(i) Review development options (ii) Prepare detailed design and secure funding for development of existing and new cultural attractions	2016-2021		<b>Studies and revenue</b>
Business tourism	PKC, IIP, VS, Private sector	(i) Investment case for new hotel (ii) Convention bureau	2016	Increase in number and value of business visits Increase in conventions and business meetings attracted to Perth	<b>Studies and revenue</b>

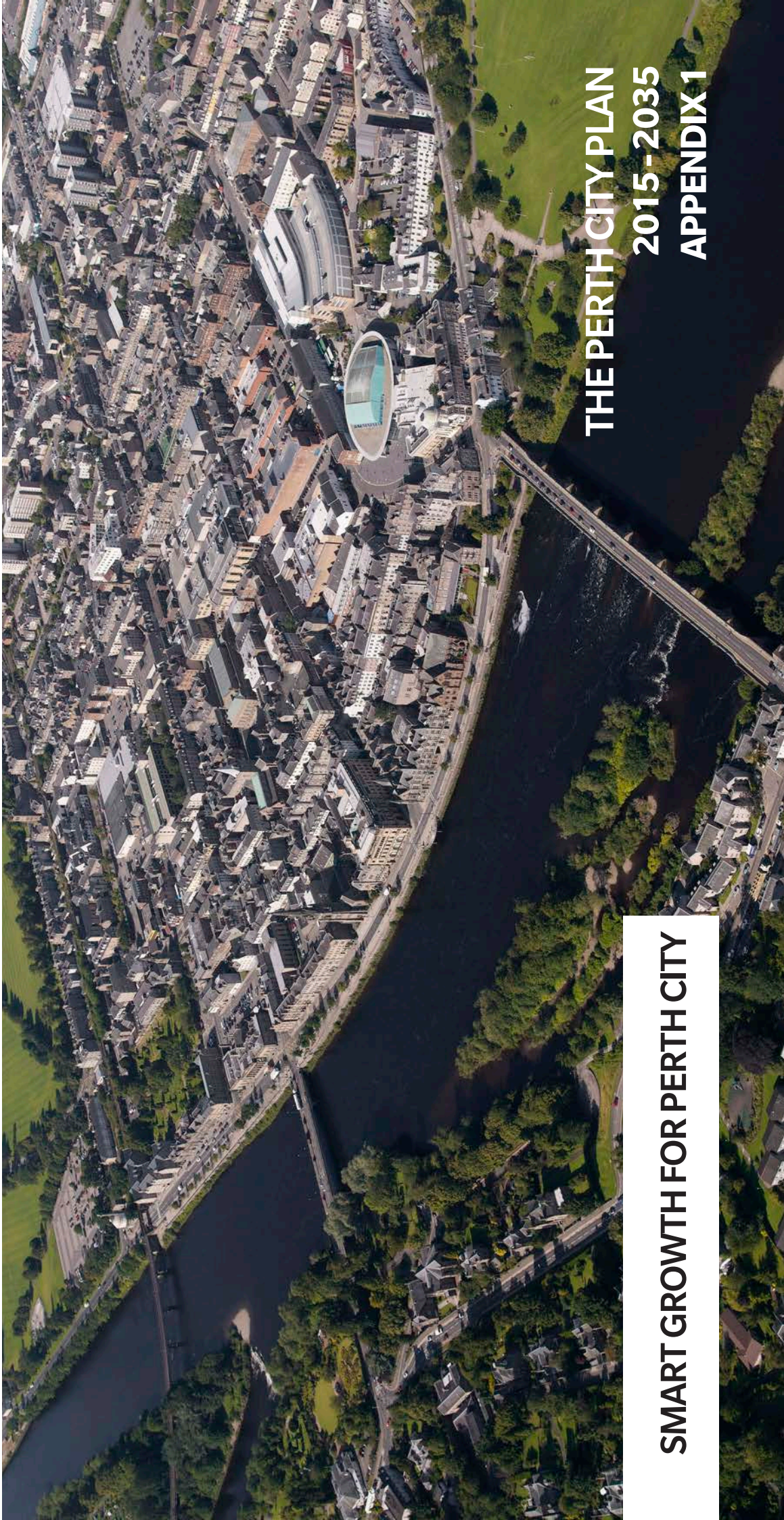
Key: CS – Creative Scotland, IIP – Invest in Perth, PC – Perth College UHI, PCDB – Perth City Development Board, PKC – Perth & Kinross Council, SCA – Scottish Cities Alliance. SDS – Skills Development Scotland. SE – Scottish Enterprise. VS – VisitScotland

# APPENDIX 1









**THE PERTH CITY PLAN  
2015 - 2035  
APPENDIX 1**

**SMART GROWTH FOR PERTH CITY**

# 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:

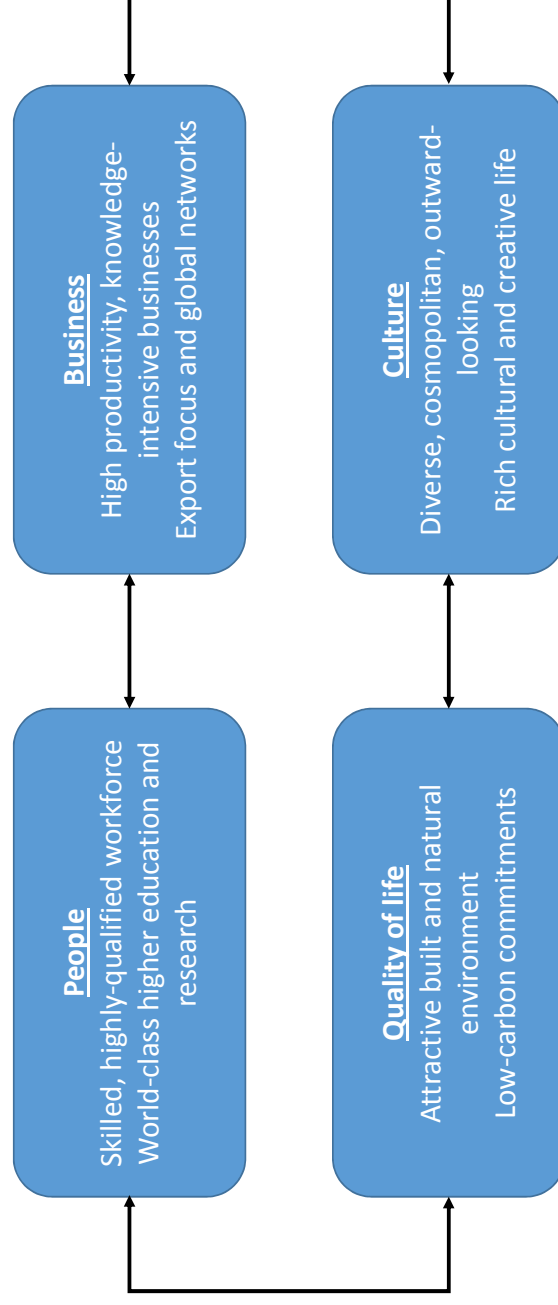
- Exeter (England)
- Karlstad (Sweden)
- Umeå (Sweden)
- Freiburg (Germany)

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.

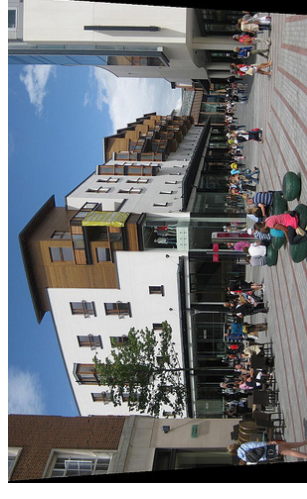
Exeter has a long-established university which was ranked 8th out of 121 UK universities in the Times and Sunday Times Good University Guide 2014. It is one of the prestigious Russell Group universities and is recognised for world-class research in science, engineering, maths, medicine and social services; 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 of 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.



Exeter, UK

**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 ICT, 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 R&D 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 Wärmlands 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 more attractive to students, new residents, entrepreneurs, creators and investors.



Umeå, Sweden



Karlstad, Sweden



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 IT 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. CO<sup>2</sup> 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.



Freiburg, Germany

