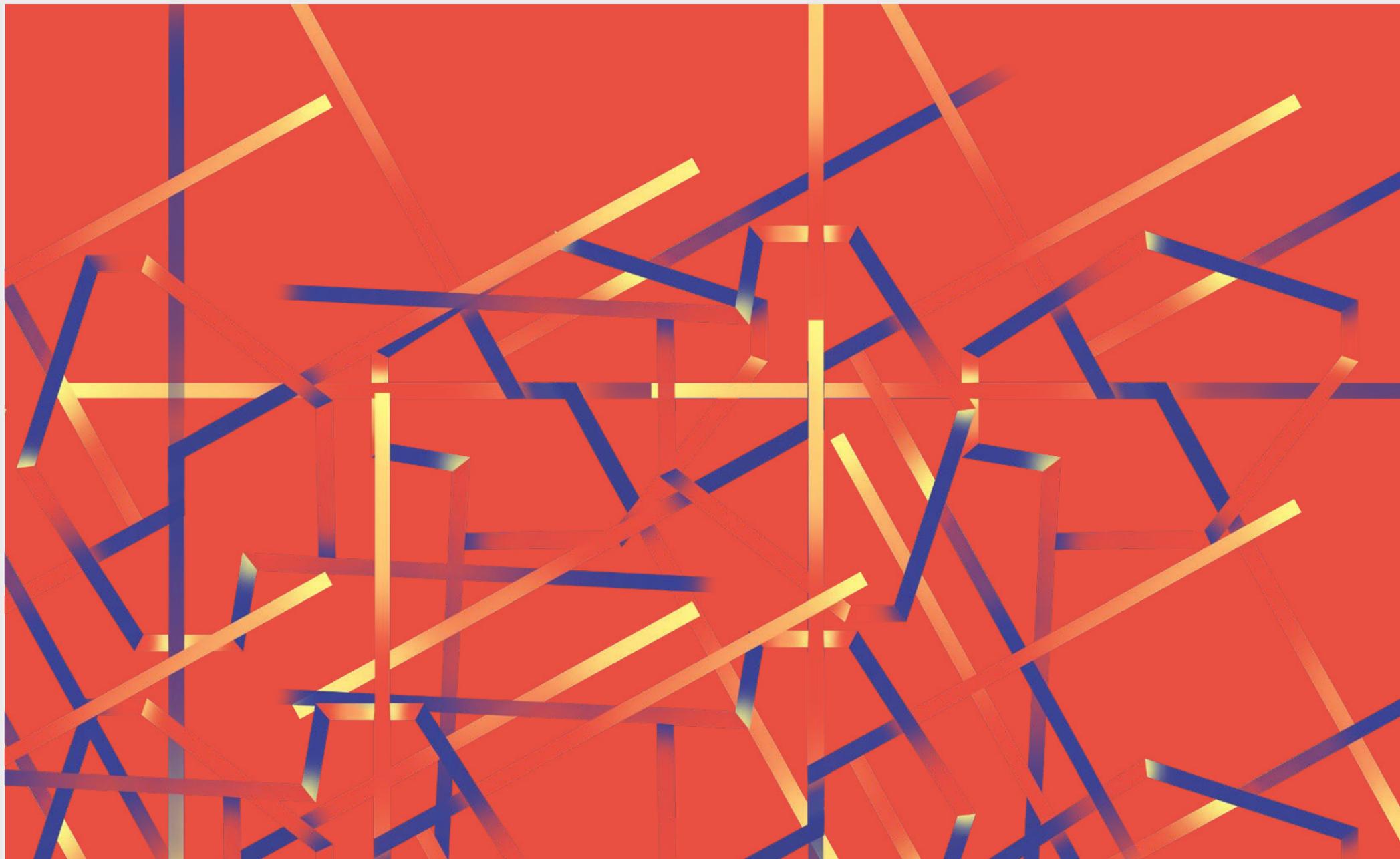


UPDATING OUR 20-YEAR PLAN FOR THE  
FAIR CITY

---

# PERTH 2040: OUR AGENDA FOR CHANGE



AUGUST 2019



This is the third edition of the Perth City Plan. This document, which sets out an agenda for action through to 2040, has been produced by the Perth City Development Board (PCDB). PCDB is a private sector-led partnership that brings together leaders from business, civil society and the public sector. Perth City Plan 3 calls for businesses, communities, civil society and public sector bodies to work together to achieve good growth. We need to transform and modernise our city, while protecting and celebrating the qualities that make it a special place.

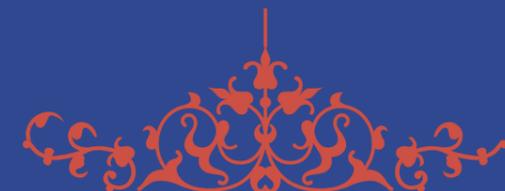
PCDB is an independent group tasked with setting out a vision for the future of Perth and championing good growth. We do not have the powers or the resources to implement the City Plan: that is the job of Perth & Kinross Council, supported by the Scottish Government, the Tay Cities Deal partners, other public sector agencies and third sector organisations (see diagram). But the private sector has a key role to play: by publishing this document, and setting out our vision for the future of Perth, we hope to inspire, enthuse and influence others to act. By playing our part – as city ambassadors and project champions, and by contributing directly to the 20-year goals – the Board will lead by example.

PCDB has recently published The Perth Story, a place marketing strategy which celebrates Perth’s essential qualities and core values. It will be a valuable tool for attracting inward investment, business visitors, tourists and new residents to our beautiful city. Our agenda for action builds on The Perth Story by looking to the future and setting out a bold 20-year strategy for good growth. It is a plan for Perth City but the benefits will be shared throughout Perth & Kinross, helping to sustain a vibrant and competitive rural economy. The city is a vital source of jobs, a centre for learning and research, and a focal point for community life, shopping, leisure and culture. We are also seeking to raise the profile of our city, to make it a model of good practice for the whole of Scotland and one of the most dynamic and progressive small cities in Europe.

**Resources and sources of funding**



*Funding and delivery partners*



# A STRATEGY FOR GOOD GROWTH

This document sets out our 20-year strategy for good growth in Perth. It describes how smart, enterprising and creative small cities are carving out a role for themselves in the global economy. It showcases Perth's remarkable assets and the progress we have made since the first City Plan was published. It sets out the challenges that Perth – like every other city – will face in the years ahead, but it offers an optimistic vision: we believe that we are well placed to overcome those challenges and become one of Europe's great small cities. We set out an ambitious agenda for change, with a framework for action based on six key themes: placemaking, sustainability, connectivity, the city centre, enterprise and inclusion.



We need this bold and challenging City Plan. Perth has an excellent quality of life, which makes it very tempting to settle for “more of the same”. It is easy to believe that the strategies adopted in the past 20 years will be good enough for the next 20. But the Board does not agree and here are the reasons why:

- We are facing unprecedented challenges, above all from climate change. We need to acknowledge the threats and act to make Perth a more resilient city.
- Perth is a beautiful and popular place, but it is not perfect. Some aspects of the city experience are disappointing - for residents and visitors alike - and we need to set our standards even higher. We also need to ensure that everyone benefits from the opportunities the city offers, and that no one is left behind.
- Other cities are responding to these challenges by developing ambitious strategies for environmental sustainability, economic prosperity, placemaking and social justice. Perth must match the ambitious goals set by the best in class small cities.

The most successful cities will be those that prepare for change, have the flexibility to adapt and the courage, when necessary, to reinvent themselves. Cities that stay in their comfort zone and are in denial about the powerful forces shaping society will be at the mercy of events. Perth should commit wholeheartedly to the pursuit of good growth founded on sustainable development, environmental responsibility, design excellence and opportunities for all – creating a city where everyone can live life well.

# THE AGE OF THE GREAT SMALL CITY

The United Nations has said that we are living in “the century of the city”, but the policy debate focuses on the largest urban agglomerations – the so-called world cities. There has been less discussion about the role of small cities like Perth, but there is plentiful evidence from the UK, Northern Europe, Scandinavia and the Baltic that attractive and enterprising places can prosper by offering something different and distinctive. These cities thrive by developing niche roles and plugging into the global networks that drive economic growth, knowledge creation and cultural exchange. They are open to the world.

In City Plan 2 we highlighted four great small cities in Europe, all of which have served as sources of ideas and inspiration. We refer to the achievements of Exeter, Karlstad (Sweden), Umeå (Sweden) and Freiburg (Germany) in the following pages. Collectively, these star performers set the benchmark for Perth. This edition of the plan also highlights

the remarkable turnaround in the fortunes of Altrincham (Cheshire), which has become a noted food and drink destination, and the local wealth-building model being pioneered in Preston. We have also learned from benchmarking studies such as the Financial Times’ annual rankings of small and micro-cities. Using data on economic growth, human capital and quality of life, the 2018-19 rankings identified rising stars including Galway (Ireland), Coburg (Germany), Tartu (Estonia) and Nitra (Slovakia). We want to see Perth recognised in the same way in the next 5 years.



*Image from perthlifelife.co.uk*

# PERTH IS SPECIAL – AND WE’VE RAISED OUR GAME



This is an exciting time for Perth. Major companies such as SSE, Aviva and Stagecoach attract skilled workers to the city and provide opportunities for talented young people.

A new generation of SMEs is driving growth in key sectors including clean technology, energy, aerospace and food. Perth College is a key part of the University of the Highlands and Islands, and the Tayside Universities Forum will seek to maximise the contribution of higher education to sustainable growth. Perth’s exceptional quality of life and its beautiful environment are in demand, and the city is expanding. People want to be a part of the Perth story.

Since the first City Plan was launched Perth has raised its game dramatically, and £600m has been committed to projects in the city. Perth & Kinross Council has played a key role in shaping the Tay Cities Deal, which was launched in late 2018. The Cities Deal will provide funding for cultural and heritage projects in Perth city centre (£10m), a new building at Perth College for the Aviation Academy for Scotland (part of a £10m package), investment in Perth’s rail infrastructure (£15m) and the eco-

innovation business park at Perth West (£5m). Funding for the long-awaited Cross-Tay Link Road (£40m) has also been secured. These major investments point to an exciting future for Perth; they will be complemented by a new Regional Economic Strategy which will focus on key sectors and skills in Perth and the wider Tay Cities region.

The development of The Perth Story and the accompanying toolkit was an important milestone for the Board, creating a valuable resource for the inward investment and tourism

**SINCE THE FIRST CITY PLAN WAS LAUNCHED PERTH HAS RAISED ITS GAME DRAMATICALLY, AND £600M HAS BEEN COMMITTED PROJECTS IN THE CITY.**

promotion effort and an opportunity to revitalise the city’s Ambassador Network. In recent years the Council, cultural organisations and the private sector have worked together to stage successful events such as the Perth Winter Festival.

Perth’s cultural infrastructure is being transformed. Our outstanding Concert Hall opened in 2005, and Perth Theatre reopened in November 2017 after a £16m refurbishment programme. The



Image from perthlifelife.co.uk

internationally-renowned architects Mecanoo won the City Hall design competition: their proposals for a new heritage and cultural attraction will be complemented by investment in the Museum & Art Gallery. These developments will celebrate the city’s cultural heritage, its ancient roots and its role in the life of modern Scotland. The Board’s design champion, Wayne Hemingway, has been developing exciting proposals for the public realm, including the regeneration of the city centre’s historic vennels and St Paul’s Square.

Perth Creative Exchange – a partnership with WASPS – will open in 2019. In addition to the planned expansion of the Aviation Academy for Scotland, Perth College UHI continues to extend its teacher training programme, including a postgraduate qualification for primary school teachers developed in partnership with Perth & Kinross Council.

This is clearly a moment of opportunity for Perth. We need to capitalise by pressing ahead with a



Image from perthlifelife.co.uk

bold new strategy, providing thought leadership and championing big ideas. We need to tell a compelling story about how Perth will rise to the challenges we face, and translate the vision into ambitious and tangible actions. We need to have the courage of our convictions and take the city out of its comfort zone. When we get it right, we should celebrate and communicate our successes. We want Perth to be renowned as a leader in modern small city development.



# THE CHALLENGES WE FACE



**WE ARE POSITIVE AND OPTIMISTIC, BUT WE ALSO KNOW THAT PERTH FACES HUGE CHALLENGES TO BECOME THE PLACE WE BELIEVE IT CAN BE. THE EIGHT CHALLENGES SET OUT BELOW ARE REAL AND URGENT, AND PERTH'S FUTURE SUCCESS WILL BE DETERMINED BY HOW WE RESPOND TO THEM. OUR SKILLED WORKFORCE AND OUR ECONOMIC, ENVIRONMENTAL AND CULTURAL ASSETS MAKE PERTH THE IDEAL TEST-BED FOR INNOVATIVE APPROACHES TO CITY DEVELOPMENT. WE CAN FACE THE FUTURE WITH CONFIDENCE.**

## • CHALLENGE 1: CLIMATE CHANGE

The evidence of man-made climate change is incontrovertible, and the Intergovernmental Panel on Climate Change has warned of the potentially grave consequences. We have a responsibility as good global citizens to reduce the city's carbon footprint and lead the way towards the Scottish Government's goal of net-zero greenhouse gas emissions. Major investment will be needed to drive the

electrification and decarbonisation of the city's infrastructure. Perth has already made a significant investment in flood prevention, but we need to plan for more frequent severe weather events by enhancing the climate change resilience of the city and the wider river Tay catchment area.

## • CHALLENGE 2: AN AGEING POPULATION

The population of Perth & Kinross is projected to reach 160,000 by 2041 – an increase of 8%. The number of people aged 65 and over will increase dramatically while the number of children and working-age adults will decline. The implications of an ageing population are hugely significant, for employers needing skilled labour and for communities where the ratio of working-age adults to dependents will decrease. The city of Perth will have a key role to play in attracting and retaining young people and families and helping to maintain a sustainable demographic balance.

## • CHALLENGE 3: THE FUTURE OF WORK

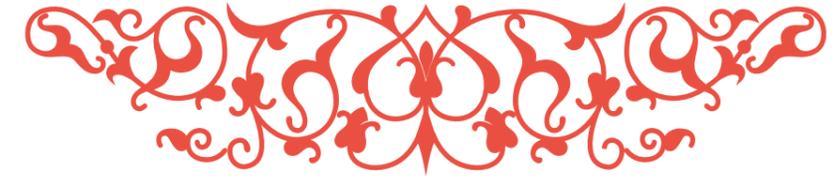
Employment in Scotland is at record levels but there is plenty of evidence of job insecurity and in-work poverty, especially in the gig economy. Workers may hold multiple part-time jobs in order to make a living, and for many people wages are lower in real terms than they were before the financial crash. Household budgets have been squeezed and the feelgood factor is in short supply. Work patterns are changing, with more self-employment and home working. Artificial intelligence (AI), robotics and automation could put 30% of jobs at risk by the mid-2030s (PWC), and the least skilled and educated will be most vulnerable. Perth needs to become a resilient, knowledge-based economy.



Image from perthlifelife.co.uk

## • CHALLENGE 4: THE CHANGING ROLE OF CITY CENTRES

The “crisis on the high street” has exercised policymakers for many years, with shops and high street services such as banks, estate agents and travel agents particularly hard-hit. There is a surplus of retail space throughout the UK, with many familiar brands going to the wall. We're spending more time and money on online shopping and leisure at a time when household budgets are under increasing strain. If we want people to choose the city centre as a place to live, shop, work, learn and meet, businesses need to offer their customers unique products and experiences. Perth is a handsome city in a memorable setting; it is investing in culture and heritage, and has a growing reputation as a food town. Now it needs to broaden its appeal and establish a lively evening economy.



**• CHALLENGE 5: TRAVEL AND MOBILITY**

There is some evidence that Britain may have reached “peak car”. There has been a sharp drop in the number of young people holding a driving license, with people in that age group spending at home and communicating online. Not owning or driving a car is becoming the “new norm” for a generation of young adults. This is good news in terms of improving air quality and reducing carbon emissions, but we need viable transport alternatives. Rural Perth & Kinross is more car dependent than most of Scotland, but Perth is a compact city which offers real opportunities to promote walking and cycling, improve public transport services, encourage vehicle sharing schemes and promote the use of zero-emissions vehicles. New neighbourhoods should provide sustainable transport infrastructure, including electric vehicle charging points.

**• CHALLENGE 6: BUILDING NEW COMMUNITIES**

By 2040 Perth will need 5,000 new homes, as well as schools, healthcare facilities and employment locations. The quality of volume housebuilding in Scottish cities is generally poor, producing anonymous dormitory suburbs rather than the socially mixed, sustainable, live-work neighbourhoods we need. Perth is an attractive market for housebuilders so we have a right to expect better than a lowest common denominator product. The quality of life in Perth’s new communities should match that in the city’s established neighbourhoods, and we should be building energy-efficient homes for the future: pioneering new construction technology, providing electric vehicle charging points, embedding digital technology, and creating beautiful and inspirational places to live.

**• CHALLENGE 7: BEING DIGITAL**

Digital technologies will transform every aspect of our lives in the next 20 years. They will provide new services and amenities and, at the city level, they will promote the efficient use of resources and cut waste. The challenge for a small city like Perth is to ensure that it is not left behind when the enabling infrastructure is rolled out. The Smart Perth & Kinross Strategy (2017) is a good start, and we should set our sights even higher, with a goal to make Perth the best digitally-connected city in Scotland. This will mean speeding up the implementation of superfast broadband and 5G in every part of the city, creating a platform for a full range of smart city services including renewable energy, waste management, lighting, traffic management, health and wellbeing.

**• CHALLENGE 8: STRIVING FOR SOCIAL JUSTICE**

Most people in Perth enjoy a good quality of life and a decent standard of living, but there are still people living in poverty, and parts of Perth City are among the 10% most deprived areas in Scotland. The Perth & Kinross Health Inequalities Plan says that these people “may not be able to afford essential utilities such as electricity or be able to choose and cook healthy foods, to access public transport or purchase new school clothes for their children... They are unable to participate in normal social and recreational opportunities [and] ...They are excluded from most of the benefits and opportunities of wider society”. The causes of poverty and inequality are complex and systemic, and they extend beyond the scope of this plan, but the Board is particularly concerned about the effects of child poverty and the need for decisive early action to stop children in low-income households being caught in a cycle of poverty and deprivation.



Image from perthlifelife.co.uk

# OUR GOALS FOR THE CITY OF PERTH

Over the next twenty years the population of Perth City will increase by 20%, from 50,000 to 60,000. This growth will require 5,000 new homes, but they cannot all be in new settlements on the outskirts of the city. We advocate a balanced approach, with more new houses being delivered in the heart of Perth, through densification of suburban areas and on brownfield sites.

Our goal is to grow the city economy at a rate which matches population growth, from 25,000 full-time equivalent jobs to 30,000. By focusing on knowledge-based businesses, high-performance SMEs and start-ups we will improve productivity and maximise the city's contribution to the regional and Scottish economy, increasing the city's contribution to Scotland's GVA by 30-35%.

We propose other ambitious milestone targets for the plan period:

## • BY 2025

- publication of a revised urban strategy and the design guide
- every home and business in Perth will have access to superfast broadband and 5G mobile phone services
- an action plan for making Perth a carbon-neutral city and a climate change resilience strategy
- a 25% reduction in car use and a shift to public transport and active travel
- the new Aviation Academy for Scotland building at Perth College UHI will be in use
- the area around Perth Station will have been developed as a centre for business and enterprise linked to a public transport hub
- the new cultural/heritage attractions will be open and attracting 100,000 visitors a year
- a 4/5\* city centre hotel with conference facilities will be open for business
- the first phase of a Streets for People investment programme will be complete

- completion of the Cross-Tay Road Link (CTRL)

- Perth will be included in the Financial Times' list of leading micro-cities in Europe

## • BY 2030

- Perth will be Scotland's leading city for active travel
- the rail link to Edinburgh will be upgraded: dualling the track between Perth and Ladybank will enable a faster and more frequent service
- we will be on track to achieve net-zero greenhouse gas emissions by 2040, and the city centre will be a low-emission zone
- key elements of the climate change resilience plan will have been implemented
- the volume and value of business and leisure tourism in the city will have doubled
- no part of Perth City will be among the 20% most deprived in Scotland
- Perth will have Scotland's most employable non-graduate workforce, as measured by educational and vocational qualifications and outcomes

## • BY 2040

- Perth will be a carbon-neutral city, five years ahead of the Scottish Government's target
- the climate change resilience plan will have been fully implemented.

# ACHIEVING OUR GOALS: THE PCDB PLEDGE



These are challenging, but measurable and achievable goals. PCDB encourages Perth & Kinross Council and other agencies – including the Tay Cities Deal partners – to make a commitment to work together to achieve the 5, 10 and 20 year

targets. The businesses we represent pledge to play their part, through leadership, lobbying, influencing and practical action. Through the Ambassadors Network we will enlist business and civic leaders to deliver the goals.

PCDB is not an executive body. We can exert influence but we do not control budgets or employ staff. Much of City Plan 3 will be delivered by Perth & Kinross Council and other public sector partners, but it is also intended to promote business leadership and citizen engagement. The Council has been a willing and supportive partner ever since the Board was formed, reshaping its capital programmes and revenue budgets in line with the City Plan priorities and providing regular

progress reports. We hope the Council will continue to support the City Plan by preparing detailed implementation plans, and a funding strategy with anticipated contributions from:

- Tay Cities Deal
- PKC’s capital programme
- other sources of grant funding
- private investment.

The Board has a key role to play in mobilising private sector contributions to the City Plan which may include:

- joining the Ambassadors Network
- championing PCP3 priorities and leading task teams
- project/event sponsorship
- innovation and workforce development
- reducing businesses’ carbon footprint
- direct investment.

THE BOARD HAS A KEY ROLE TO PLAY IN MOBILISING PRIVATE SECTOR CONTRIBUTIONS TO THE CITY PLAN. WE EXPECT THIS WILL INCLUDE:

- CHAMPIONING PCP3 PRIORITIES AND LEADING TASK TEAMS
- PROJECT/EVENT SPONSORSHIP
- INNOVATION AND WORKFORCE DEVELOPMENT
- REDUCING BUSINESSES’ CARBON FOOTPRINT
- DIRECT INVESTMENT.

# CITY PLAN 3: THE FRAMEWORK FOR ACTION

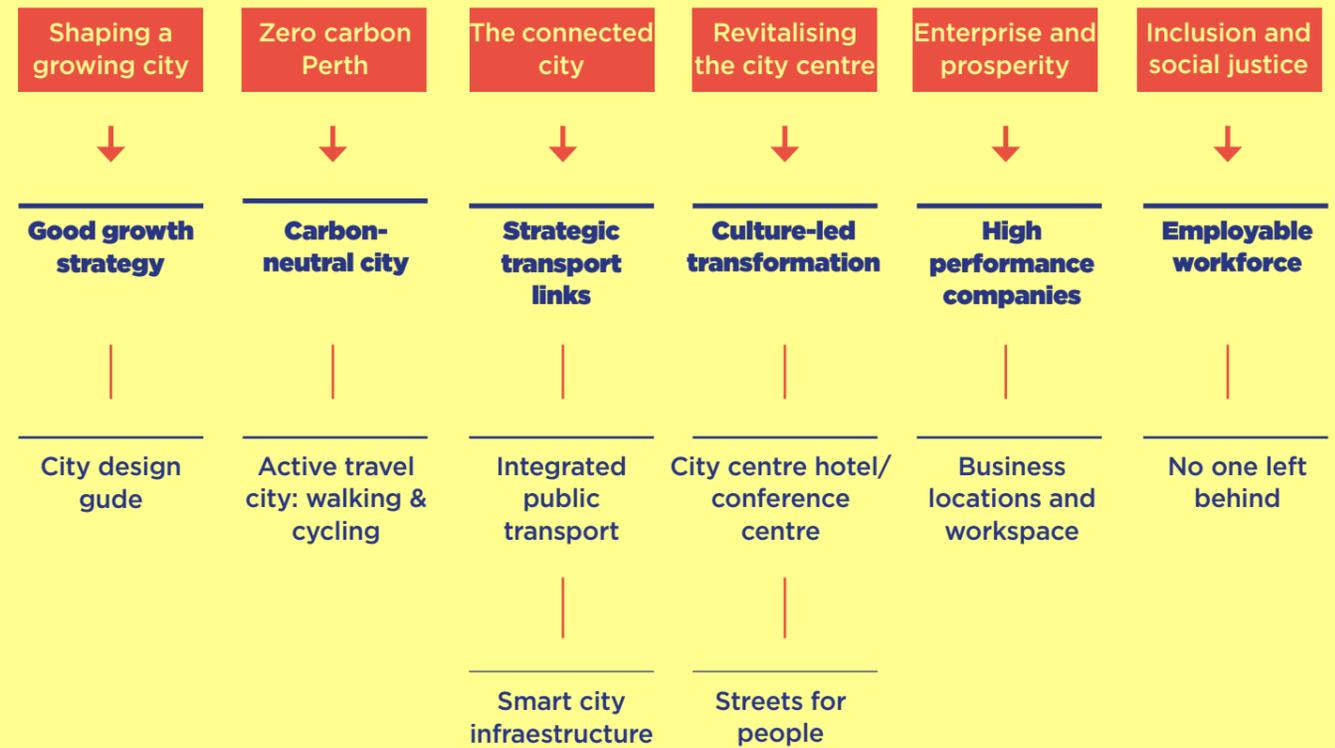
THE BOARD HAS DEVELOPED A REVISED **FRAMEWORK FOR ACTION** WHICH IS SUMMARISED IN THE DIAGRAM BELOW. OUR SIX PRIORITIES FOR ACTION ARE:

- **SHAPING A GROWING CITY**
- **RESPONDING TO CLIMATE CHANGE**
- **TRANSPORT AND DIGITAL CONNECTIONS**
- **REVITALISING THE CITY CENTRE**
- **ENTERPRISE AND PROSPERITY**
- **INCLUSION AND SOCIAL JUSTICE.**

## OUR VISION

**MAKING PERTH ONE OF EUROPE'S  
GREAT SMALL CITIES**

Priorities for action



# PRIORITY ONE

## SHAPING A GROWING CITY

### – GOOD GROWTH AND PLACEMAKING



#### VISION

Perth will lead the way in Scotland by adopting a strategy for planning and development that strikes the balance between promoting economic growth, creating a beautiful and distinctive city, sustainability and climate change resilience.

#### PRIORITIES FOR ACTION

We need a 20-year Urban Strategy for Perth, to set out guiding principles for “good growth” in the city and show how they will be applied. The development of the strategy will be a significant task, building on existing planning and development guidance. It should involve intensive engagement (co-creation) with the community and local businesses, a role for experts (for example, through Architecture + Design Scotland or the Academy of Urbanism), and a review of lessons and good practice from comparator cities. PCDB’s urban design champion, Wayne Hemingway, will lead this important project, which will build on the placemaking guidance already being developed by the Council and provide the framework for statutory development planning.

Once the Urban Strategy has been adopted (by spring 2020) we recommend that a City Design Guide should be commissioned to set the standard for new development and regeneration in the city, and provide a source of ideas and inspiration for architects, urban designers and developers. We also recommend the creation of a City Design Panel with an independent chair to advise on key planning policies and proposals. Housebuilders and other prospective developers should be required to show how their proposals will conform to the design guide and contribute to the distinctiveness of Perth.

#### CASE STUDY

Umeå (Sweden) has adopted an award-winning City Masterplan. It sets out a strategy for 40 years of rapid but sustainable growth based on guiding principles including the compact city, the regeneration of established neighbourhoods, high density new

developments, public transport corridors and priority routes, investment in parks and green spaces, and involving the community in planning and placemaking.

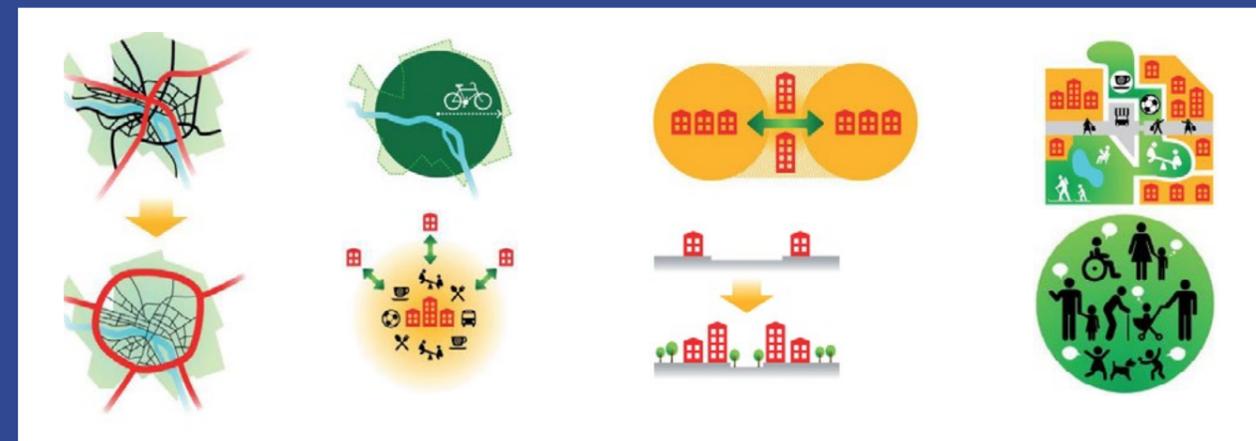


Illustration. Pictograms of the six development strategies for sustainable growth, and infrastructure overview- Umeå towards 200 000 citizens in 2050 (from Umeå’s Master plan).

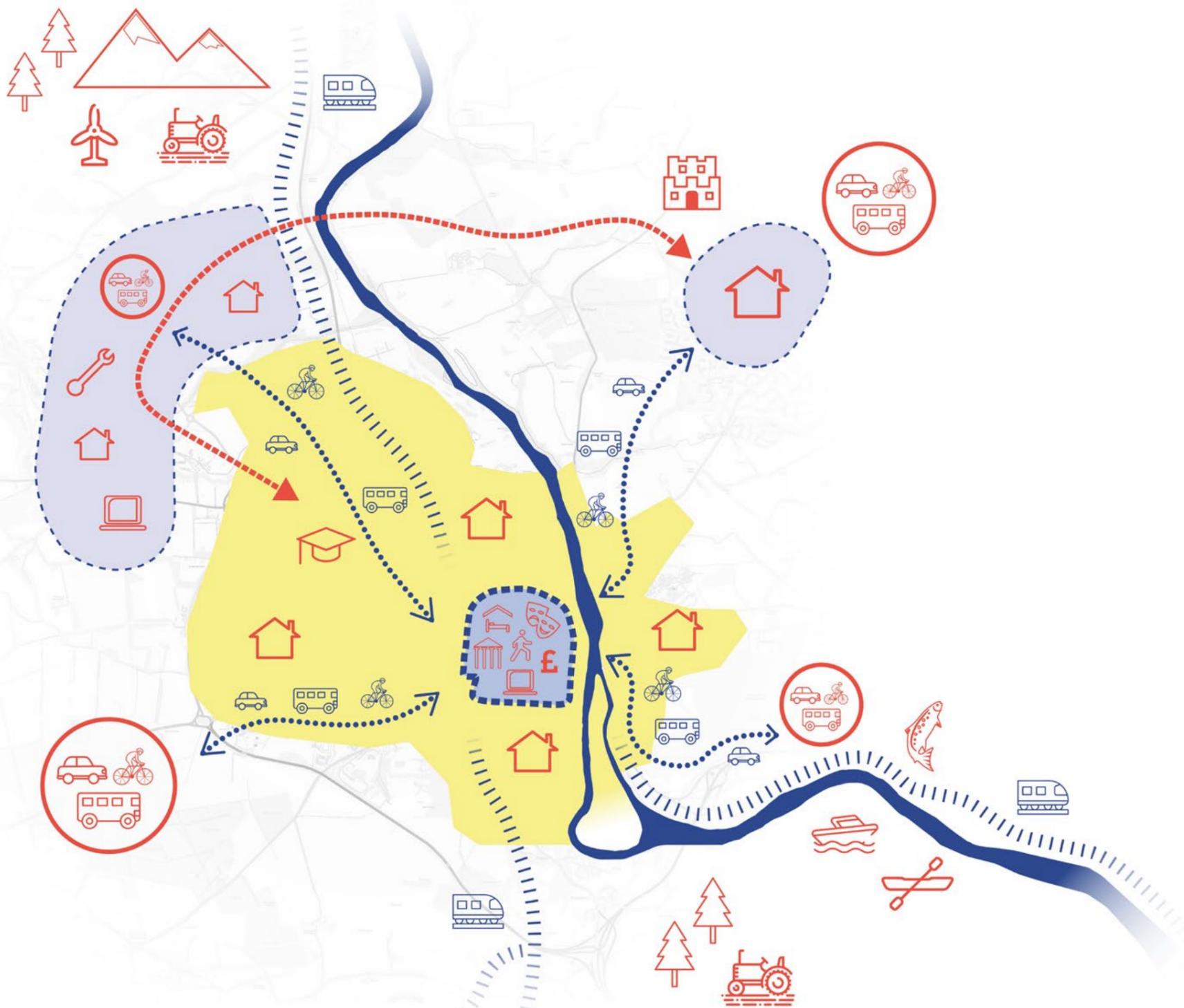


Bildmuseet, Umeå

# PRIORITY ONE

## SHAPING A GROWING CITY

### - GOOD GROWTH AND PLACEMAKING



#### CONNECTED CITIES, TOWNS AND RURAL ECONOMY

-  Tourism and cultural heritage
-  Sustainable farming and food production
-  Forestry and renewable investment and climate mitigation
-  Enhanced tourism and recreational use of river

#### CONNECTED COMMUNITIES WITHIN A GROWING CITY

-  Housing
-  New business locations and workspaces
-  Accessible higher and further education opportunities
-  Digital innovation /smart city infrastructure

#### A CONNECTED CITY - STRATEGIC TRANSPORT LINKS/INTEGRATED PUBLIC TRANSPORT

-  Car
-  Bus
-  Bike
-  Rail
-  Digital innovation/Smart city infrastructure

#### A REVITALISED PEOPLE FRIENDLY CITY CENTRE

-  Retail and commercial uses
-  Culture-led transformation
-  City centre hotels/ conference centre
-  Active travel
-  Streets for people
-  Digital innovation /smart city infrastructure

# PRIORITY TWO

## ZERO-CARBON PERTH - RESILIENT AND SUSTAINABLE



### VISION

Perth will be the first city in Scotland to achieve the Government’s goal of **net-zero greenhouse gas emissions**, and it will develop a comprehensive approach to mitigating the impacts of climate change.

### PRIORITIES FOR ACTION

The Board advocates the development of an action plan to make Perth **Scotland’s first net-zero carbon city** by 2040. The plan will set out short, medium and long-term performance milestones, such as the creation of a low-emissions zone in the city centre. The Board will nominate a climate change champion to work with Council officers, academic experts, government agencies, business leaders, the Scottish Cities Alliance and others to prepare the plan, which will set out specific proposals for, among others, promoting energy efficiency in new and existing residential and commercial properties; facilitating clean energy district heating systems; and reducing car dependency by increasing public transport usage and promoting zero-emission vehicles.

Another early action should be the development and publication of a **climate change resilience plan** which -

with expert input from SEPA and other agencies - will review the potential impact on the city of flooding and other extreme weather events, and propose long-term, catchment area-wide mitigation measures such as tree planting, river restoration and sustainable urban drainage systems.

Perth aims to be **Scotland’s leading active travel city**. We need to translate that aspiration into reliably measurable targets for both investment in infrastructure (implementation of city-wide walking and cycling networks, signage, lighting and traffic management arrangements etc) and changes in behaviour, as measured for example by the reduction in miles travelled by car, and the increase in the proportion of trips made and distance travelled by bike and on foot.

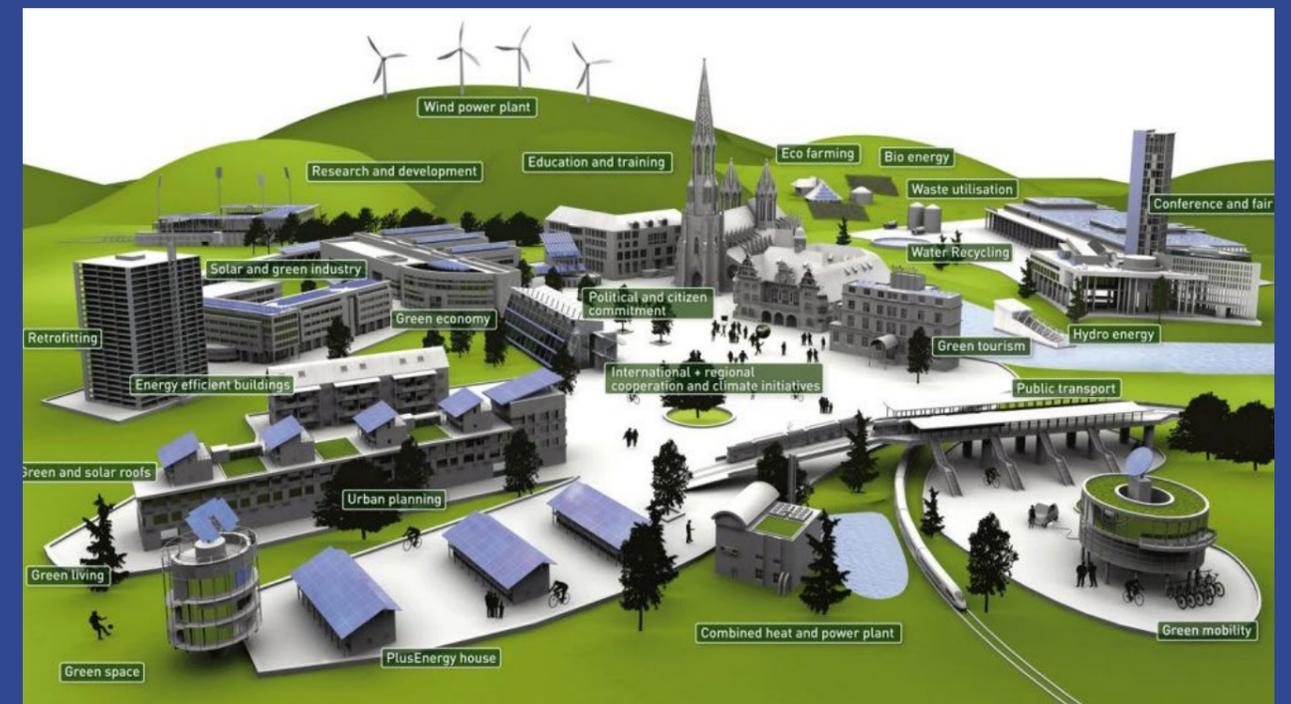
### CASE STUDY

Freiburg (Germany) is larger than Perth, but still a small city. Since the 1980s it has pioneered clean energy and it is now widely recognised as the world’s leading Green City, aiming to be carbon-neutral by 2050. Environmental industries provide 12,000 jobs in Freiburg and are key to the city’s inward investment effort. The University of Freiburg is on

course to become a carbon-neutral institution. Over half the city’s demand for electricity is met by combined heat and power. The Green Industry Park (Industriegebiet Nord) will transform Freiburg’s oldest and largest industrial estate into a model energy and resource-efficient business location.



Solar Settlement and business park. Source: Website plusenergiehaus.de



Cluster Green City

# PRIORITY THREE

## BEING CONNECTED - TRANSPORT AND DIGITAL



### VISION

Perth will be Scotland's best connected city: the hub of the nation's road and rail network, with fast, frequent and reliable connections to all the major cities and airports. Our digital platform will

accelerate the internationalisation of the Perth economy, support a wide range of Smart City applications and promote citizen engagement.

### PRIORITIES FOR ACTION

*The Perth Story* highlights the city's favoured location at the heart of Scotland's strategic roads network, with motorway/dual carriageway connections to Edinburgh, Glasgow, Aberdeen and Dundee and to the major international airports. City-to-city rail travel times are an important performance measure: services to Glasgow and Aberdeen have been improved through timetable changes and new trains, but services to Edinburgh and Edinburgh Airport are poor, with dated rolling stock, slow journey times and reliability issues. This is a significant gap in Perth's **strategic transport links**, and the Board will nominate a champion to lobby for the doubling of the track between Perth and Ladybank. The Board advocates a strategic partnership between PKC, Scotrail, Stagecoach and other operators to promote public transport patronage in Perth through better integration of

services and facilities, innovation and improved travel information.

PKC is committed to speeding up the delivery of digital infrastructure (superfast broadband and 5G) and promoting the **Smart City** concept. There is no "final destination" for this effort, which is being promoted by the Scottish Cities Alliance, but Perth needs to be a test-bed for smart city development, forging partnerships with technology companies and providers to pioneer the creation of a city-wide digital platform for a wide range of services. PCDB members will champion the connected city agenda, contributing skills and expertise to the proposed strategic partnerships for public transport and the smart city.

### CASE STUDY

Coburg, a city the size of Perth in the German State of Bavaria was identified by the *Financial Times* as a micro-city with outstanding growth potential. A new Smart City Atlas prepared by the Fraunhofer Institute for Experimental

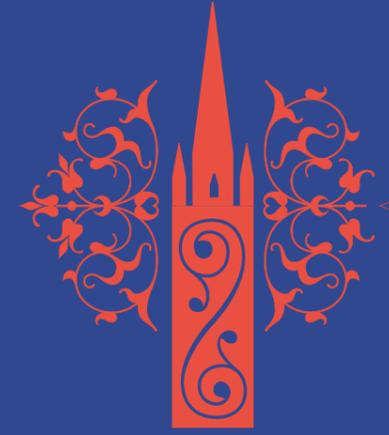
Software Engineering highlights Coburg's pioneering Digital Agenda as a model of "municipal digital transformation" designed to achieve social, ecological and economically sustainable goals.



Picture of Coburg University

# PRIORITY FOUR

## REVITALISING THE CITY CENTRE – LIFE, WORK, LEISURE, CULTURE



### VISION

The city centre will be the shop window for a revitalised, confident and cosmopolitan city, the focal point of community life in Perth & Kinross, and a defining feature of the visitor

experience. Perth's fine architecture, townscape and riverside offer the ideal setting for a rich cultural offer, vibrant independent culture and the celebration of food and local produce.

### PRIORITIES FOR ACTION

The Tay Cities Deal will deliver an investment of up to £10m in **culture-led transformation**. The City Development Board will work in partnership with Culture Perth & Kinross to put its full weight behind this project, which will tell Perth's remarkable story at a modernised Perth Museum & Art Gallery and create a new space for an arts, crafts and heritage programme at City Hall. Both projects should be on site within 2-3 years, and open to the public by 2024. Together they will attract [000],000 visitors a year to Perth city centre, improving trading conditions especially for independent retailers, cafes and restaurants. Culture-led regeneration will create opportunities for private sector events sponsorship.

The Board is keen to promote plans for a new **4-5\* star hotel with conference facilities** in the city centre, and to encourage boutique hotels including

“restaurants with rooms”. Together, the new cultural/heritage attractions and an improved accommodation offer should help to double the volume and value of tourism in Perth by 2029.

We recommend the appointment of a design team to prepare a 5-year Streets for People programme to create a more people-friendly city centre environment by:

- reducing cross-town car trips and reclaiming road space for pedestrians and cyclists
- creating a pedestrian-priority riverside promenade on Tay Street between the bridges reducing carriageway widths, introducing shared surfaces and tree planting
- enhancing the public realm around the City Hall and completing the first phase of the Vennels project.

### CASE STUDY

Altrincham is a medium-sized town in the Manchester commuter belt. An established, relatively affluent community it shares some features in common with Perth, but in 2010 its high street was in deep difficulties, with a vacancy rate of 30%. Trafford Council formed a Town Centre Team, which set out a vision of Altrincham as a 21st century market town. Key actions in the past 5 years include the revitalisation of the historic market hall as a destination food and drink attraction, the creation

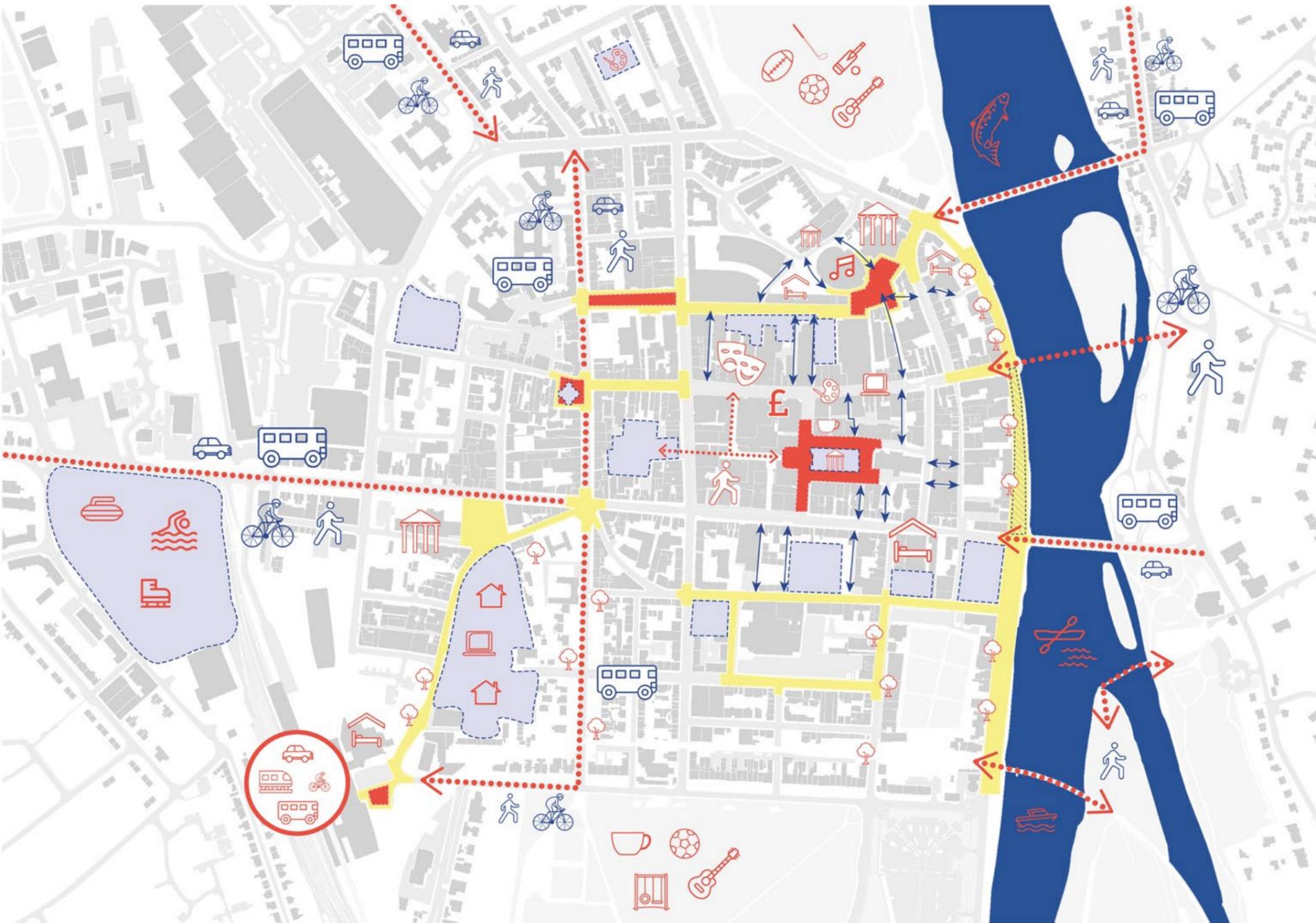
of a new health and wellbeing centre and a new transport interchange, a loans scheme for local businesses and an extensive programme of public realm works to make the town centre more people-friendly. The results have been spectacular: year-on-year increases in footfall, retail vacancies down to 12%, 25 new restaurants and bars, and the formation of a new public-private partnership, Altrincham Unlimited.



The Goose Green Summer Festival

# PRIORITY FOUR

## REVITALISING THE CITY CENTRE - LIFE, WORK, LEISURE, CULTURE



**DEVELOPMENT OF CITY CENTRE**

- Mixed use development opportunities
- New Retail and creative uses
- Digital innovation /smart city infrastructure
- New and improved cultural venues
- Hotel investment and improvement- bed space

**PEOPLE FRIENDLY CITY CENTRE ENVIRONMENT**

- Shared routes
- New public space
- Enhanced use of space for eating and drinking, markets and events
- Streetscape
- Riverside promenade
- Vennel improvements incorporating lighting and public art
- City Greening
- River use

# PRIORITY FIVE

## ENTERPRISE AND PROSPERITY – HIGH PERFORMANCE ECONOMY



### VISION

Perth will be a vibrant, dynamic, modern city with an economy based on knowledge-intensive international businesses. Employment growth will match population growth, helping the city to attract and retain young talent and working-age families. More local

residents working in the city will swell the daytime economy and boost local expenditure. Our commitment to good growth and sustainable development will make Perth the must-have address for low-carbon, clean energy and other green businesses.

### PRIORITIES FOR ACTION

The Tay Cities partners, with private sector input, have established a regional joint committee to drive the business development effort. This is a sensible use of resources, but we need to ensure that the regional model delivers for Perth. Perth is too small to sustain sectoral strategies, but we need to ensure that our specialist strengths in food and drink, aviation, renewable energy, tourism and other sectors are recognised. Our aspiration is to establish Perth as a preferred, premium location for **high performance businesses** of all sizes and types, especially green businesses. We want to encourage the development of a business support/client management system for Perth's large employers, knowledge-based SMEs and ambitious start-ups. Activities might include:

- collaboration with Perth Creative Exchange, UHI and other Scottish

universities to make Perth the best place in Scotland to launch a creative/tech or science-based start-up business

- a best-in-class business accelerator model to enable start-ups and microbusinesses to evolve into high-performance SMEs and exporters

- a reinvigorated inward investment effort, using The Perth Story and the ambassador network to create targeted campaigns and a high-quality inquiry response service.

The Urban Strategy will identify a range of **business locations** throughout the city. The Board encourages PKC to play a proactive role in encouraging investment in new and repurposed workspace, including in city centre locations. We see the area around the railway station as a particular opportunity to provide accommodation for start-ups around a transport hub.

### CASE STUDY

Exeter is a medium-sized town. In the past 20 years, has completed the transition from historic market town to a dynamic small city, with a thriving economy and an outstanding Russell Group university. It is a beacon of economic vitality and demographic good health in a rural area otherwise characterised by low wages and productivity and an ageing population.

A number of studies have identified Exeter as one of the UK's top performing small cities. In 2003, the Met Office moved its headquarters to the city, and the regional airline, Flybe, is also based in Exeter. The city functions as the regional capital for Devon and Cornwall and has a very attractive retail, culture and food offer with a strong and distinctive local character.



Supplement Liveable Exeter - A Transformational Housing Delivery Programme

# PRIORITY SIX

## NO ONE LEFT BEHIND – INCLUSION AND SOCIAL JUSTICE

### VISION

We will break the cycle of poverty and deprivation in some parts of Perth, ensuring that this is a city that offers opportunity for all and where no one will be left behind.

### PRIORITIES FOR ACTION

PCDB members are particularly concerned about childhood poverty and the links to a cycle of low aspirations, low attainment and labour market insecurity. Many young people leave Perth aged 17-18 to go to university; some return after their studies, while others are replaced by graduates recruited by local firms. Those who stay in the city after school go into further education, take up apprenticeships or find entry level jobs. These young people have a key role to play in a wide range of roles and occupations, and we want them to have the best possible prospects for their working lives. We have set ourselves the goal of having **the most employable non-graduate young workforce in Scotland**, based on educational attainment, vocational qualifications, employment outcomes and other measures.

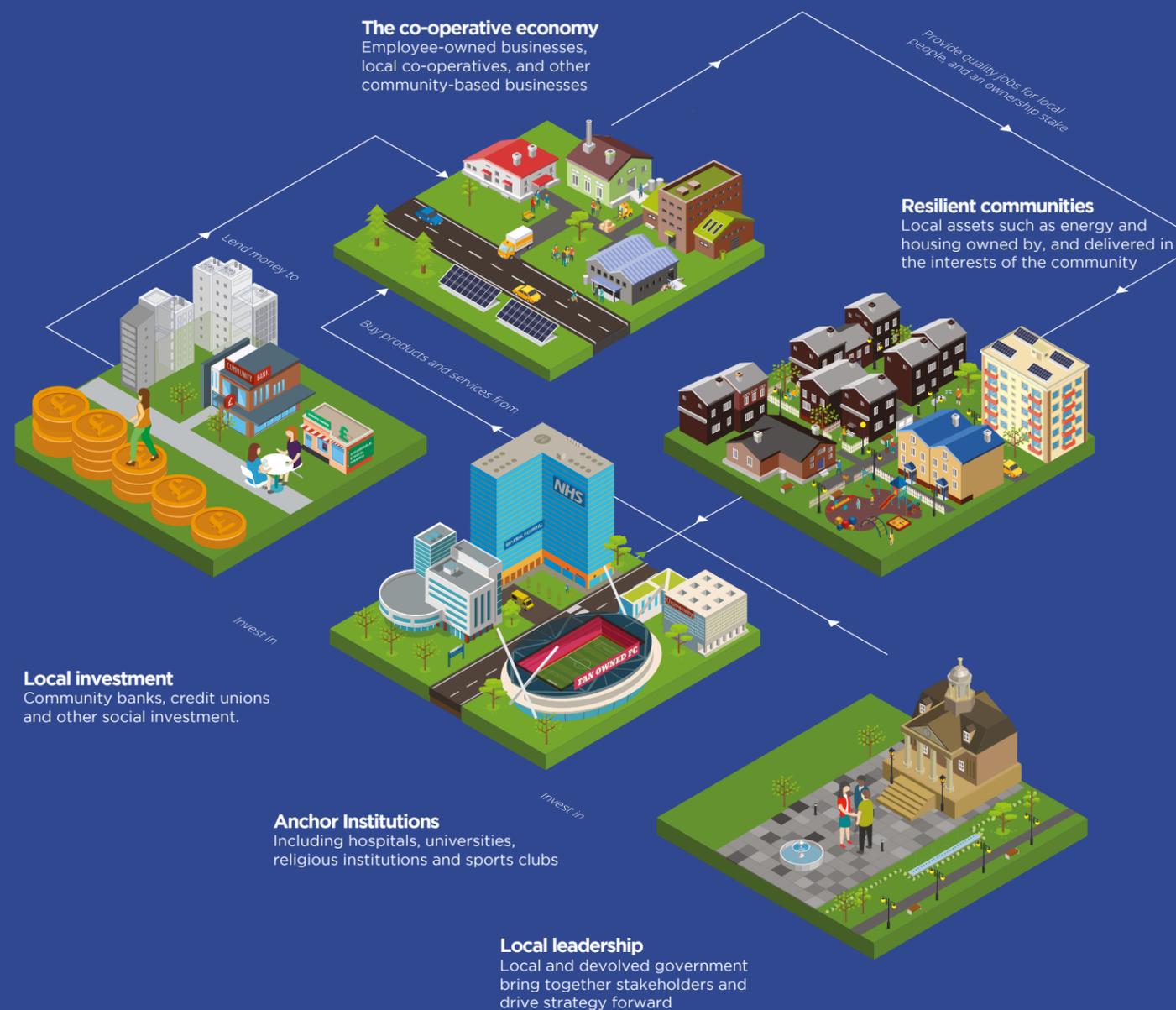
PCDB members participate in Developing the Young Workforce (DYW) Perth & Kinross, which brings together children, parents, educators and employers to guide young people through the school-to-work transition. DYW will be the principal delivery mechanism for our employability goal, but we also propose an early intervention initiative to identify and provide active support for children in the latter stages of primary education/ S1-S2 to ensure that no child is left behind. We will open a dialogue with Perth College, local schools and DYW to discuss the most cost-effective way of working with a range of services and agencies to help at-risk children to close the gap by the time they leave school and prepare themselves for a rewarding working life.

### CASE STUDY

A number of English towns and cities have adopted “local wealth building” strategies, based on a model developed by CLES. Local wealth building seeks to mobilise “anchor institutions” such as councils, hospitals, housing associations, universities and colleges to help local businesses and social enterprises to compete successfully for commercial contracts. Preston is the best developed

example of local wealth building in the UK. In 2018 the think tank Demos used a range of measures including employment, workers’ pay, house prices, transport, the environment, work-life-balance and inequality to rank 42 UK cities; it found that Preston had improved the most in its 2018 Good Growth for Cities index.

### THE COMMUNITY WEALTH MODEL



# DRIVING PROGRESS

The Action Plan set out in the following pages will require concerted action by Perth & Kinross Council and a range of other partners. As described above, the Board has a key role to play in delivering the private sector contribution which may take a variety of forms, from thought leadership to practical action and investment.

While preparing this document we have also taken the opportunity to review the governance of the Board, so that we can become a more effective and focused leadership group. We recognise the need to be more representative of the diversity of modern Perth, and to recruit more women and young entrepreneurs. We want members who will play an active part in addressing the exciting opportunities we have identified and in developing a creative response to the challenges facing Perth.

With this in mind, we plan to refresh the membership and reduce the size of the Board. We will nominate Board members to champion the priorities and projects set out below. Alongside this tighter, more action-orientated Board we plan to recruit a network of active corporate citizens to contribute their knowledge, skills and energy to the delivery of this ambitious City Plan and to support the city's Ambassadors Network.



# CONCLUSION

THIS IS AN EXCITING TIME FOR PERTH. OUR CITY HAS ALL THE ATTRIBUTES NECESSARY TO THRIVE IN THE MID-21ST CENTURY, AND ITS SKILLED WORKFORCE, ECONOMIC VITALITY AND GREEN CREDENTIALS MAKE IT THE IDEAL LOCATION FOR GOOD GROWTH. PREVIOUS EDITIONS OF THE PERTH CITY PLAN HAVE HELPED TO MOBILISE INVESTMENT AND ENERGISE LOCAL PARTNERSHIPS, AND THE SUCCESSFUL CONCLUSION OF THE TAY CITIES DEAL CREATES AN OPPORTUNITY TO MOVE THE CITY TO ANOTHER LEVEL.

THE IDEAS BEHIND PERTH CITY PLAN 3 AND THE GUIDING PRINCIPLES SET OUT IN THIS DOCUMENT ARE MORE CHALLENGING AND AMBITIOUS THAN EVER BEFORE. BECOMING ONE OF EUROPE'S GREAT SMALL CITIES IS A BIG STEP, AND WE WILL NEED TO RAISE OUR GAME ON EVERY FRONT. SECOND BEST WILL NOT DO IF WE ARE SERIOUS ABOUT MATCHING THE BEST-IN-CLASS CITIES DESCRIBED IN THESE PAGES. BUT THE PERTH CITY DEVELOPMENT BOARD IS VERY CONFIDENT THAT WE HAVE THE POTENTIAL AND THE WILL TO JOIN THEIR RANKS. IN THE PAST, A LACK OF AMBITION HAS HELD PERTH BACK, BUT THAT IS CHANGING FAST AND PERTH IS INCREASINGLY RECOGNISED AS A LEADER IN FIELDS RANGING FROM CLEAN ENERGY AND ACTIVE TRAVEL, TO CULTURE-LED REGENERATION AND THE SMART CITY.

WE HAVE BUILT A GOOD PLATFORM, THANKS TO EFFECTIVE PARTNERSHIPS BETWEEN THE COUNCIL, THE TAY CITIES PARTNERS, THE SCOTTISH GOVERNMENT AND THE PRIVATE SECTOR. THIS PLAN CHARTS A COURSE FOR THE NEXT 20 YEARS, AND THE PERTH CITY DEVELOPMENT BOARD LOOKS FORWARD TO WORKING WITH OUR PARTNERS TO DELIVER ON THE PRIORITIES FOR ACTION - AND TO PLAYING OUR PART IN MAKING IT HAPPEN.



Perth Theatre



Evening economy



Mill Street parklet



Perth College UHI