

# VISION OBJECTIVES & PROJECTS

## **KIRRIEMUIR 2026: VISION & VALUES**

- Kirriemuir 2026's best asset is its active, passionate and dynamic community
- Kirriemuir 2026 is a place that cares; for its folk (young and old), for its heritage (built and natural), sharing time, talents and tales
- Kirriemuir 2026 is well connected; WiFi, with links throughout Angus and beyond – through culture, events, tourism...
- Kirriemuir 2026 succeeds through collaboration with good civic health with groups and individuals pulling together to make a great place even better!
- Kirriemuir 2026 is memorable, artisan and enchanting place set in a tremendous natural environment
- Kirriemuir 2026 is a can-do place with a plan!

In short:

**Kirrie Community**  
**Kirrie Cares**  
**Kirrie Connections**  
**Kirrie Collaborations**  
**Kirrie Can!**

## **KIRRIEMUIR 2026: OBJECTIVES**

Discussions in Kirriemuir as part of the Pre-Charrette animation highlighted ten 'big ideas' and these were used to structure part of the exhibition in KirrieConnections Community Hub from day 1. People regularly dropped in during that and subsequent days and contributed comments and other ideas onto additional 'thought bubbles'. The big ideas/thought bubbles identified opportunities to improve:

- Community Action
- Access to Services
- Open Space/ Access to Nature
- Community Sports Hub
- Youth Facilities & Activities
- Inclusive Kirriemuir
- Vacant Buildings & Sites
- Routes & Paths
- Visitor Economy
- The Den

The ten 'big ideas' were used as transformational themes and helped to structure charrette discussions and the three objectives that were progressed.

## **KIRRIEMUIR 2026: DEVELOPMENT FRAMEWORK**

Based on the survey, analysis and emerging key moves the Development Framework establishes an overarching series of 'areas of focus' for more detailed investigation and assessment beyond the charrette.

These areas are considered in greater detail in a series of tables, under the headline of three Objectives.

### **Unlocking Kirriemuir Economic Potential**

Providing transformational economic and community opportunity by making the most of Kirriemuir's under used built assets and resources.

### **Celebrating Kirriemuir Natural Heritage**

Realising significant economic, environmental, cultural and social benefits as well as well-being and active travel outcomes through providing quality access to open spaces within and beyond Kirriemuir.

### **Connecting Kirriemuir**

Strengthening community connections within Kirriemuir and between Kirriemuir and other communities in Angus and beyond.

Promoting Kirriemuir on a national and international level to support the visitor economy.

In Appendix A 'case studies' of key locations and sites help illustrate how these tasks may be taken forward.

1890

*"Never Behind"*

2026

*"Always in Front"*

### Inspirational Kirriemuir 2026

With a slight twist to its historical Moto "Never Behind", "**Always in Front**" could become Kirriemuir 2026's new Moto to reflect its ambition to be an **exemplary** and **forward-thinking** and **inspirational** town in every domain: education, sustainability, community life, business innovation, visitor economy, culture...

Inspirational Kirriemuir 2026 also refers to its **distinctive** and **inspiring landscape** and its **unique literary heritage**.

Above, from left to right:

Kirriemuir original coat of arms (1890)

Kirriemuir new coat of arms (2026)

The diagrams below summarise the interrelation between Kirriemuir 2026 Vision, Objectives, Action Plan & Projects and Delivery Plan.



**Kirriemuir 2026 | Vision**

Kirriemuir 2026 should aim to reach its full potential by aspiring to **excellence, innovation and creativity** in every domain and by becoming an **inspirational town**.

**Kirriemuir 2026 | Objectives**

In order to achieve Kirriemuir 2026 vision, three main objectives (*based on the themes identified during the pre-charrette p.21*), all interlinked, have been formulated during the charrette, reflecting Kirriemarian’s ambitions for their town:

**1. Unlocking Kirriemuir Economic Potential**

Providing transformational economic and community opportunity by making the most of Kirriemuir’s under used built assets and resources.

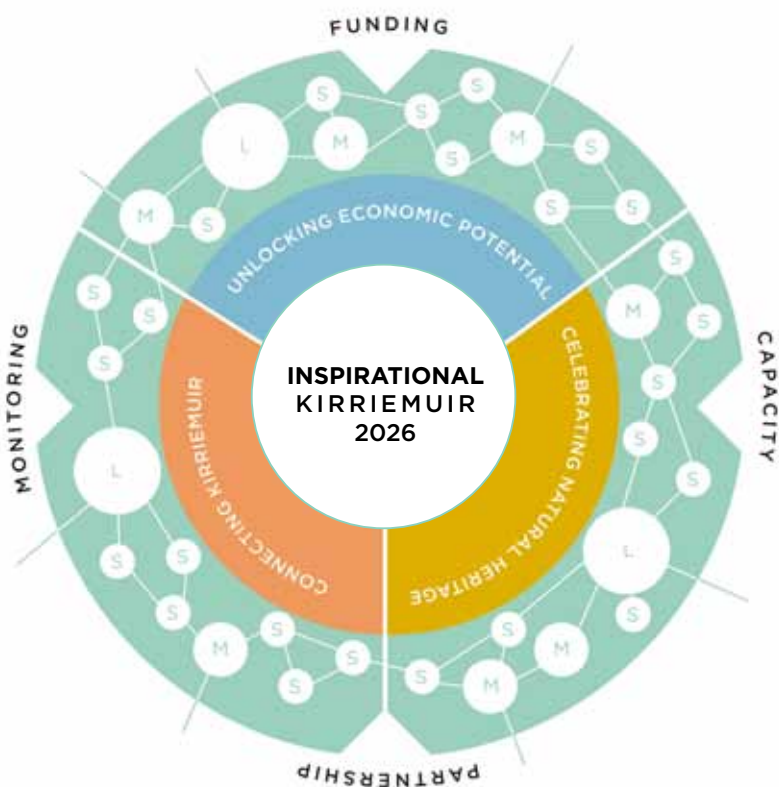
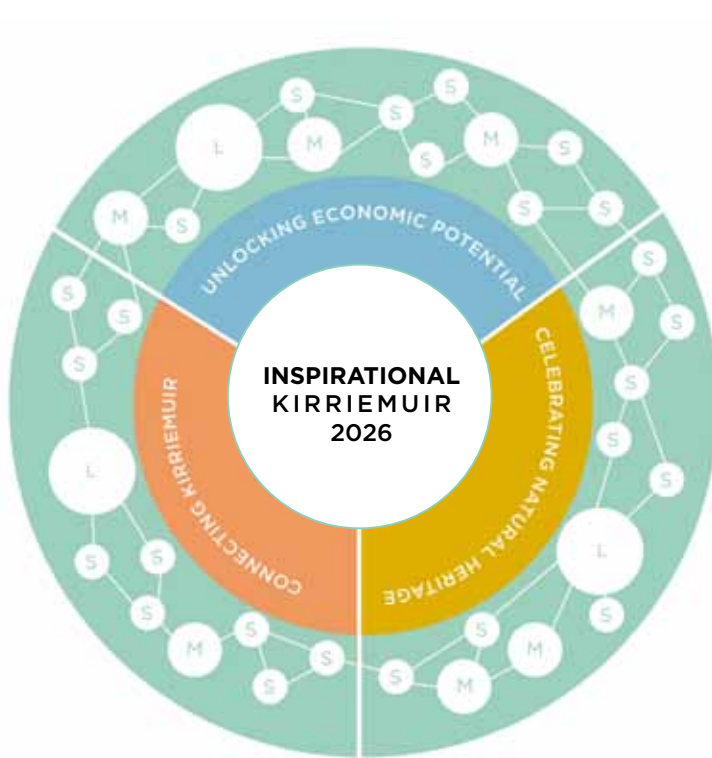
**2. Celebrating Kirriemuir Natural Heritage**

Realising significant economic, environmental, cultural and social benefits as well as well-being and active travel outcomes through providing quality access to open spaces within and beyond Kirriemuir.

**3. Connecting Kirriemuir**

**3.A Strengthening community connections** within Kirriemuir and between Kirriemuir and other communities in Angus and beyond.

**3.B. Promoting Kirriemuir** on a national and international level to support the visitor economy.



**Kirriemuir 2026 | Action Plan & Projects**

Each objective has an associated action plan featuring a series of projects. Projects range from:

-  **Small scale projects** which could be undertaken at a very local level by community groups and carried out within the next few years.
-  **Medium scale projects** which would require more coordination, planning and funding at a regional level.
-  **Large projects**, which build on small and medium projects and require coordination at a national level.

Each project scale is necessary to realise Kirriemuir 2026 Visions & Objectives and all projects should be interlinked.

**Kirriemuir 2026 | Delivery**

In order to help deliver projects, this charrette report identifies potential partnerships and funding opportunities to establish a solid implementation strategy for Kirriemuir 2026.



**Kirriemuir 2026, Projects Map** (Refer to Appendix A for further details)

Funding & Enabling Agencies	Charrette Projects																						
	1.1 Town Centre: Sustaining Momentum Beyond CARS	1.2 Shared Locality & Business- Enterprise Hub	1.3 New Community Facilities:	1.4 Future of Fairlie House:	1.5 Supporting Growth Orientated Businesses	1.6 Business Masterclass & 1:1 Visits	1.7 Affordable & Adaptable Housing	1.8 Self-Build/Self-Design & Build	1.9 Business Group:	2.1 Pride in Place:	2.2 Improving Pedestrian and Cycle Access	2.3 Kirriemuir Den:	3A.1 Health & Wellbeing	3A.2 Strengthening Third Sector Organisations	3A.3 Access To Public & Community Run Services	3A.4 Kirriemuir Community Sports Hub	3A.5 Digital Skills	3B.1 Gateway to the Glens & CNP:	3B.2 Visitor Accommodation	3B.3 Kirriemuir Offer:	3B.4 New Virtual Heritage Trail:		
Active Schools Coordinator																							
Angus AC/Capacity Building																							
Angus Council	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Angus Environmental Trust																							
ANGUSalive																							
BIDS Scotland																							
BLF Awards for All Investing in Ideas																							
Bowling Club																							
Business Gateway																							
Business Angus																							
CARS	●																						●
CNP																							
Community Organisations																							
Community Planning Partnership																							
DD8																							
Dundee and Angus College																							
East of Scotland Tourism Partnership																							
Golf Club																							
Health Partnership																							
Housing Associations																							
Just Enterprise																							
KALBA	●	●			●	●		●				●		●			●		●		●	●	
Kirrie Thistle																							
Kirrie Youth FC																							
Kirriemuir and Dean Area Partnership		●	●	●	●							●	●		●		●						
Kirriemuir Regeneration Group / Development Trust		●	●	●	●							●	●		●								●
Leader / Voluntary Action	●																						●
Local Business Owners		●			●	●		●				●					●					●	
Local Property Owners					●	●	●	●									●		●	●	●	●	
Local Accommodation Providers						●		●									●		●	●	●	●	
Private Owners								●	●	●	●						●						
SAPOLD (South Angus Patients of Learning Disabled)				●																			
SG Regeneration Capital Grant Fund					●																		
SG Strengthening Communities Programme																							
SNH																							
Transport Scotland											●												
Visit Angus												●											
VisitScotland								●				●								●	●	●	
Voluntary Action Angus																							
Voluntary Sector																							
Webster's High School	●				●							●											●

Kirriemuir 2026, Development Framework Table  
 Projects and associated Funding and Enabling Agencies Overview





OBJECTIVE 1

UNLOCKING  
KIRRIEMUIR  
ECONOMIC  
POTENTIAL



## CHALLENGES & POTENTIALS

The Design Charrette discussions identified a number of significant but **under used assets** in Kirriemuir that could be the focus to **unlock transformational economic, community and environmental opportunities**.

The opportunities include Fairlie House, Gairie Works, Vault, the former Post Office, Access Office and the former Den Keeper's House. Clearly the opportunities need to be set in a wider strategic context and this has been considered in Objective 1 projects 1.3 & 1.4.

Kirriemuir still retains much of its original medieval street pattern around the Old (Barony) Parish Church, and the boundary of the Conservation Area reflects the town's **distinctive historical layout**. Angus Council working in partnership with Historic Scotland are funding Conservation Area Regeneration Scheme (CARS) grant programme to enhance the appearance of Kirriemuir Conservation Area. The grant scheme amounts to some £1.1m and runs from 2013 to 2018 and already significant improvements have been achieved including:

- Repair and reinstate the character and appearance of historic buildings within the conservation area
- Restore or enhance the features which give the buildings their historical or architectural importance
- The re-use of vacant or partially vacant building
- Greater public awareness and appreciation of the built heritage

The challenge now is to **build on the CARS investment and continue the economic and social regeneration of Kirriemuir town centre**.

## *Emerging opportunities*

It was confirmed at the end of the Charrette that it would be likely that the CARS project could offer £2,000 as a starter pot for the development of a place app by the Webster's High School.

This will however require agreement from the Kirriemuir CARS Steering Group who have final decision on any agreed expenditure. In order to meet the criteria under the grant funding as provided by Historic Environment Scotland as part of education, training and awareness raising and also as part of the legacy of the CARS scheme. The first stage of the app should seek to map out information on buildings which have received grant funding from CARS and give insight into the history of Kirriemuir.

Kirriemuir town centre also needs to evolve as a more distinctive and compelling destination where an appreciation of the heritage, enterprise, commercial, retail, public, arts/cultural and social functions overlap with a diverse range of uses. A more diverse range of uses is fundamental to appeal to local and new residents, young people, professionals, families and visitors. The town centre also needs to evolve to meet the broader needs of existing and new residents that it will serve for the next 50 years and visitors, with something for everybody: young, families, older people. The focus should be on people and how they interact with and use places in Kirriemuir. This could include the introduction of a wider range of uses, as well as a greater number of small service business and improved community and visitor facilities. In this way town centres of the future need to move beyond retail and be proactive centres for the civic economy, enterprise, living, culture, entertainment, leisure, shopping, business and civic activity.

In addition a stronger entrepreneurial business base in Kirriemuir is required and this means promoting new uses including live-work space in/on vacant and under used buildings and sites. This will result in a much more active town centre and would be an essential component in strengthening resilience and sustaining economic growth. Growth oriented businesses are not confined to particular sectors, but they need the right business accommodation in the right locations and high quality, up-to-date digital and physical infrastructure. Investment in economic infrastructure including continued investment in high speed broadband will also be crucial for Kirriemuir.

In this context projects that diversify uses in Kirriemuir town centre and promote enterprise, business /start up/ incubation/acceleration, creativity, culture, arts/music and appeal to young people will be crucial. The Charrette identified the scope to provide a 'prototype' ladder of accommodation for start-ups, live-work space and growing local businesses and targeted particularly at the creative industries. All partners need to work together to ensure local businesses, including new start-ups, have access to the wealth of expertise and financial support available.

Angus Council is also exploring establishing a network of locality hubs providing work space for Council staff in each locality area, which should have a bearing on discussions on empty buildings, community use of buildings in Kirriemuir. Fairlie House has already been identified as a building likely to become surplus and is the subject of a successful Stage 1 CAT.

There is a requirement for an overall scoping of the need/business case for community facilities in the town and that this should precede or incorporate a detailed feasibility study for Fairlie House. Therefore, there should be no presumption that Fairlie House is the best option for the community, without wider analysis. If private sector activity is incorporated in any community plans for Fairlie House this may have implications for the value of any asset transfer and raise state aid issues.

The Council are in the process of further defining what a locality hub needs to be and this includes a broader consideration about the type of accommodation (beyond office space) that is required to deliver Council services locally. These services include the type of social work and learning services currently delivered from Fairlie House and there is recognition that if services cannot be delivered there, alternatives need to be explored.

There is also an opportunity to create a combined and shared locality and business/enterprise hub that provides a range start up spaces, co-working lounge, virtual office etc and the Council requirement. The project could be on a smaller scale but based on the Falkirk Business Hub model <http://falkirkbusinesshub.co.uk/>. A Council pre let would make this combined uses a more attractive proposition to a private sector developer/building owner or third sector business. It is understood that a series of detailed discussions are planned for November to work up details of the locality hub.

The population of Kirriemuir is around 6,112 and projected to increase further and clearly there are opportunities to consolidate and extend town centre living so as to increase the residential population in and around the town centre. This would complement the 'edge of town' housing land allocations in the Proposed Angus LDP (See Appendix B: e.g. Beechgrove in the south and Kinnordy in the north) Demand for quality properties, including social rent, is good and improving the housing offer (including Mid-Market Rent) may help to increase the attractiveness of Kirriemuir town centre for in-commuters and those with a former connection to the area and to retain reluctant leavers (e.g. young graduates). Kirriemuir could also benefit from improved demand, especially from the 'young professional' and 'first-time buyer' markets seeking affordable rents, sustainable mortgage packages and a good quality of life.

The objective in the medium and longer term has to be to continue to increase income generation and improve the resilience of the town and retail/tourism businesses. KALBA business group have just been established and there us a need to extend the active membership to the 90 or so businesses. There may also be an opportunity in the medium term to explore establishing a Business Improvement District (BID) in Kirriemuir and the surrounding area. The BID could ensure that town centre and local tourism businesses work even more closely together to continue to develop Kirriemuir as a destination through a series of agreed additional environmental, marketing activities, initiatives and services. The BID could provide a sustainable financial model to deliver the agreed key Action Plan programmes and medium/long term priority projects.

Potential funding sources for the Kirriemuir Development Framework and Action Plan priority projects that follow are summarised in the table on Pages 67 & 68. Individual projects may be relevant to more than one funding source.

OBJECTIVE 1 - UNLOCKING KIRRIEMUIR ECONOMIC POTENTIAL  
**ACTION PLAN & PROJECTS**

PROJECT	PRINCIPLE, JUSTIFICATION & ACTIONS	FUNDING & ENABLING AGENCIES
<p>1.1 <b>Town Centre:</b> Sustaining Momentum Beyond CARS</p>	<p>Projects to <b>build on the CARS investment</b> and continue the economic and social regeneration of Kirriemuir town centre include:</p> <ul style="list-style-type: none"> <li>- <b>Supporting and extending the active membership of KALBA/</b> business group who have already launched a 'branded web site' and are organising events</li> <li>- Using mentoring &amp; capacity building to <b>establish a small number of heritage champions</b> who would celebrate and <b>promote greater public awareness and appreciation of Kirriemuir's built heritage</b></li> <li>- Data to include grant awards and information on works undertaken</li> </ul>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Conservation Area Regeneration Scheme (CARS)</li> <li>- Kirriemuir And Local Business Association (KALBA)</li> <li>- Angus LEADER programme</li> <li>- Webster's High School</li> </ul>
<p>1.2 <b>Shared Locality &amp; Business-Enterprise Hub</b></p>	<ul style="list-style-type: none"> <li>- Principles and implementation plans for the locality hub element of Angus Council's 'mobile and agile strategy' in Kirriemuir to be discussed and accelerated in the context of the Design Charrette Development Framework</li> <li>- Opportunity to explore new solutions in Kirriemuir that allow Angus Council to deliver services that combine/overlap with other community facilities, asset transfer possibilities and <b>take account of the future of vacant heritage buildings in Kirriemuir</b> that were identified as part of the Charrette.</li> </ul>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Kirriemuir and Dean Area Partnership,</li> <li>- Kirriemuir Regeneration Group/ Development Trust</li> <li>- Private Sector</li> </ul>

TIMESCALE	IMPACT	NEXT STEP
Short	High	- Agree principles with key partners. Basic app would to be developed in by end of this school year i.e June 2017.
Medium term	High	- Agree principles with key partners

OBJECTIVE 1 - UNLOCKING KIRRIEMUIR ECONOMIC POTENTIAL  
**ACTION PLAN & PROJECTS (CONT.)**

PROJECT	PRINCIPLE, JUSTIFICATION & ACTIONS	FUNDING & ENABLING AGENCIES
<p>1.3 <b>New Community Facilities:</b> Strategic &amp; Jointly Coordinated Planning</p>	<p>A strategic and co-ordinated initiative delivered locally to quickly <b>progress a clear brief and business case for new community facilities</b> to take account of:</p> <ul style="list-style-type: none"> <li>- Under used capacity at KirrieConnections Community Hub &amp; the Town Hall and availability of the Vault</li> <li>- Scope and potential of Fairlie House (<i>see Project 1.4</i>)</li> <li>- The emerging Kirriemuir Community Sports Hub proposal (<i>see Project 3A.4</i>)</li> <li>- New users groups with specific requirements like the possibility of a Men's Shed and 'preventative' spend/funding opportunities around health and wellbeing.</li> </ul> <p>There should be no presumption that Fairlie House is the best option for the community without wider analysis.</p>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Community Planning Partnership</li> <li>- Kirriemuir and Dean Area Partnership</li> <li>- Kirriemuir Regeneration Group/Development Trust</li> </ul>
<p>1.4 <b>Fairlie House:</b> Feasibility Study &amp; Outline Business Case</p>	<p>The stage 1 Community Asset Transfer has been successful and the site contains a number of spaces and new uses. A <b>feasibility study and outline business case appraisal should be undertaken</b> to:</p> <ul style="list-style-type: none"> <li>- Confirm the <b>significant capacity of the main spaces</b> to accommodate a range of uses</li> <li>- Identify the realistic requirements of the local community to use the different spaces: morning, afternoon, evening and at weekends so that the spaces are seen to really 'earning their living' and maximise the opportunities to cover running costs and for the facility to be <b>sustainable and continue to develop</b></li> <li>- Consider opportunities to generate additional revenue by providing a range of different types of business space in the form of an '<b>enterprise centre</b>' (<i>see Projects 1.2/1.3</i>) that would provide ready-to-move-into space</li> <li>- Assess the <b>opportunities for other civic uses</b> like children's nursery and health &amp; well-being facilities that could be provided together with appropriate landscape intervention and parking</li> <li>- Assess <b>funding opportunities</b> including Section 75 contributions and related disposal and development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Community Planning Partnership</li> <li>- Kirriemuir and Dean Area Partnership,</li> <li>- Kirriemuir Regeneration Group/Development Trust</li> <li>- South Angus Patients Of Learning Disabled (SAPOLD)</li> </ul>

TIMESCALE	IMPACT	NEXT STEPS
Short/ Medium term	High	<ul style="list-style-type: none"> <li>-Initiate discussions to establish principles</li> <li>- Test and make the strategic business &amp; funding case, coordinate and deliver investment in new facilities as part of one strategic package</li> <li>- Identify/ confirm occupiers/users, partners &amp; stakeholders</li> <li>- Confirm programming &amp; activity: capital &amp; revenue implications</li> <li>- Identify added value of investment: economic &amp; community benefits</li> <li>- Provide specialist business planning &amp; support</li> </ul>
Short/ Medium term	High	<ul style="list-style-type: none"> <li>- The first stage of a Community Asset Transfer from Angus Council has been successful.</li> <li>- Discussions should be initiated quickly to agree the brief for a Feasibility Study and Business Case based on the suggested principles and actions.</li> </ul>

OBJECTIVE 1 - UNLOCKING KIRRIEMUIR ECONOMIC POTENTIAL  
**ACTION PLAN & PROJECTS (CONT.)**

PROJECT	PRINCIPLE, JUSTIFICATION & ACTIONS	FUNDING & ENABLING AGENCIES
<p><b>1.5 Supporting Growth Orientated Businesses In Kirriemuir</b></p>	<p>Workspace targeted at the <b>start up/growing business and creative industries</b> to include low rentals, live-work space, broadband/WiFi, flexible rental terms, supportive shared services, rooms with good natural light in existing vacant space in Kirriemuir including as a revenue generating component in the reuse of Fairlie House. In particular:</p> <ul style="list-style-type: none"> <li>- Enterprise centre aiming to enthuse, motivate, educate, support and above all <b>raise enterprise aspirations in Kirriemuir.</b></li> <li>- Provide the <b>right working conditions</b>, 'maker space', office accommodation and infrastructure to support digital &amp; creative enterprises</li> <li>- Target 'footloose' digital &amp; creative enterprises</li> <li>- <b>Encourage innovation and enterprise</b> with the growth and development of new start-up companies. Support business planning by new business entrants</li> </ul>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Business Gateway</li> <li>- Dundee and Angus College</li> <li>- Kirriemuir And Local Business Association (KALBA)</li> <li>- Kirriemuir and Dean Area Partnership</li> <li>- Kirriemuir Regeneration Group/ Development Trust</li> <li>- Private Sector</li> <li>- Scottish Government Regeneration Capital Grant Fund</li> <li>- Webster's High School</li> </ul>
<p><b>1.6 Business Masterclass &amp; 1-1 Visits</b></p>	<p>Business Angus to also offer, as part of integrated package, advice to shop owners in terms of business planning, marketing, etc. Could take the form of <b>retail masterclass</b>. Issues to be covered in the master class could include:</p> <ul style="list-style-type: none"> <li>- Raising awareness of the need for continuous improvement and overcome apathy and complacency</li> <li>- Making the most of good customer service</li> <li>- Using social media to market more effectively: Promote Internet/ &amp; Facebook / Social Media Marketing</li> <li>- Increasing customer spend</li> <li>- Maximising display space and layout</li> <li>- <b>Promoting Kirriemuir as a destination</b>, using events &amp; coordinating opening hours</li> </ul>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Business Angus</li> <li>- Kirriemuir And Local Business Association (KALBA)</li> <li>- Town centre &amp; other businesses</li> </ul>

TIMESCALE	IMPACT	NEXT STEP
Medium term	High	- Agree principles with key partners
Short term	High	- Confirmation of scope of scheme during 2016



OBJECTIVE 1 - UNLOCKING KIRRIEMUIR ECONOMIC POTENTIAL  
**ACTION PLAN & PROJECTS (CONT.)**

PROJECT	PRINCIPLE, JUSTIFICATION & ACTIONS	FUNDING & ENABLING AGENCIES
1.7 <b>Affordable &amp; Adaptable Housing &amp; Older Peoples Accommodation</b>	<p>Initial assessments identify a continued demand for <b>quality properties in Kirriemuir.</b></p> <p>Potential demand from an ageing population and 'downsizers' who would prefer an adaptable town centre location close to community and other facilities.</p>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Housing Associations</li> <li>- Owners</li> <li>- Private Sector</li> </ul>
1.8 <b>Self-Build/Self-Design &amp; Build: Local Builders Micro Sites &amp; Family Housing &amp; Live-Work</b>	<p>To raise the awareness and promote self-build and the custom build sector and live-work as a means of delivering an alternative approach to housing provision in Kirriemuir.</p> <p>Self-build projects are where someone directly organises with a group of like-minded individuals the design and construction of their new home.</p> <p>Custom build homes tend to be those where the individual works with a specialist developer to help deliver a specific type and specification of home.</p> <p>Aim is also to <b>promote small/micro sites to local builders.</b></p>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Owners</li> <li>- Private Sector</li> </ul>
1.9 <b>Business Group: Investing Collectively</b>	<p><b>KALBA</b> has just been established and could take on the role of coordinating activities, act as a sounding board and <b>help deliver the <i>Unlocking Economic Development Opportunities Programme</i></b>. In the longer term the group could explore <b>establishing a wider Business Investment District (BID)</b>. If established and in the longer term the BID could:</p> <ul style="list-style-type: none"> <li>- Increase town centre footfall</li> <li>- Increase visitor numbers</li> <li>- Increase length of stay</li> <li>- Increase visitor spend</li> <li>- Help sustainability of retail/tourism businesses</li> <li>- Create jobs</li> <li>- Improve the Kirriemuir visitor experience</li> <li>- Part time coordinate</li> </ul> <p>The BID would be coordinated, developed and managed by businesses to provide additional services activities and projects to make Kirriemuir and the surrounding area more of <b>year round destination</b> and to <b>benefit the local economy</b>. Projects would be partly funded through a compulsory levy (calculated on non-domestic rates or agreed fee).</p>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- BIDS Scotland</li> <li>- Kirriemuir And Local Business Association (KALBA)</li> <li>- Private sector</li> <li>- VisitScotland</li> </ul> <p>- In 2017/18 explore establish a BID Steering Group</p>

TIMESCALE	IMPACT	NEXT STEP
Short term	High	<ul style="list-style-type: none"> <li>- Actively market sites &amp; buildings.</li> <li>- Use 'ghost planning permissions'.</li> <li>- Approach potential developers and look to secure partnership arrangements.</li> </ul>
Short/Medium term	High	<ul style="list-style-type: none"> <li>- Angus Council to assess the local interest by test marketing.</li> <li>- Actively target particular sites.</li> </ul>
Medium term	High	<ul style="list-style-type: none"> <li>- Businesses would vote to invest collectively in local improvement</li> <li>- BID voting governed by legislation: can go ahead: If minimum turnout of 25% of eligible voters</li> <li>- More than 50% of businesses vote in favour</li> <li>- Must represent more than 50% of the rateable value of businesses that vote.</li> <li>- Seed funding is available from BIDS Scotland</li> </ul>





OBJECTIVE 2

CELEBRATING  
KIRRIEMUIR  
**NATURAL  
HERITAGE**

The 'natural heritage' was identified as a priority in the Locality Planning Event that was held in October 2015 and has strong links to the health and well-being ambitions of Objective 3 (*Connecting Kirriemuir*). The *Celebrating Natural Heritage* Programme has the potential to **realise significant economic, environmental and also social benefits** as well as **health/well-being and active travel outcomes**.

#### KIRRIEMUIR OPEN SPACES:

##### **CHALLENGES & POTENTIALS**

Ranging from woodlands and lochs to more formal parks and play spaces, Kirriemuir is endowed with **many distinctive open spaces**, all easily accessible by foot from the Town Centre. The two main parks within Kirriemuir are **The Kirrie Hill** and **The Kirrie Den**.

**The Kirrie Hill** is generally described as a successful, well-loved green space with its stunning views on the surrounding Glens and countryside, and its attractions such as The Peter Pan Playpark, the Camera Obscura and an large sandstone outcrop (former quarry) used as a climbing wall.

The large sandstone quarry at the foot of The Hill is a great spot for climbing enthusiasts.

The Camera Obscura, located inside Kirriemuir Cricket Pavilion, was gifted to the town by J.M.Barrie soon after 1930. It is one of four in Scotland and provides incredible views onto the surrounding countryside and is a unique tool to observe and analyse Kirriemuir landscape and its wider context. The Kirriemuir Regeneration Group was formed to prevent the closure of the Camera Obscura.

The Peter Pan Play Park is located behind the Camera Obscura. Its design was inspired by Peter Pan stories and it was built in 2010 to mark the 150th anniversary of J.M. Barrie's birth. Beyond the play area, the project included a heritage and nature trail with interpretation panels and new picnic tables which improved the

overall quality of the facilities on The Hill, contributing to making it a successful park. However, a wish list of activities that Kirriemurians would like to see on The Hill, prepared prior to the charrette, highlighted the fact that there is a strong desire to see more outdoor temporary events happening such as festivals, astronomy evening, more concerts... To reflect the wish list ideas, a strategy should be put together to make Kirriemuir open spaces more "event-ready" and continuous support should be provided to the Kirriemuir Regeneration Group to guarantee the durability and success of the town's green spaces

Angus Council's Pride in Place Recognition Scheme is a citizenship award for schools, school groups, youth clubs and organisations that acknowledges activities involving young people looking after their local area.

Southmuir and Northmuir Primaries have already won an award for carrying our litter picks in Kirriemuir. This award could be used as a catalyst to further maintain and improve Kirriemuir green spaces.

On the other hand, **The Kirrie Den**, in spite of its location (2min from the Town Centre), its remarkable topography and picturesque character, is perceived by Kirriemurians as unsafe, dark, inaccessible and in poor condition. Those issues should be addressed to make The Kirrie Den at least as successful a park as The Hill (*see Appendix A*).

From top to bottom:

Kirriemuir Countryside  
Loch of Kinnordy  
Caddam Woods



From top to bottom:

Kirriemuir Cemetery  
The Kirrie Hill  
The Den



Key:

1. Kirrie Den
2. Loch of Kinnordy
3. Kinnordy Estate
4. Caddam Woods
5. Golf Course
6. Migvie Woods
7. Kirrie Hill  
*(Camera Obscura, Peter Pan Play Park & Informal pitch)*
8. Cemetery
9. Old Quarry  
*(Climbing spot)*
10. Webster High School, Southmuir Primary & Sports Centre  
*(Playground & Sports Facilities)*
11. Park (Knothead)
12. Sports Pitch
13. Northmuir Primary
14. Playpark

Next Spread:

Map of Kirriemuir Landscape Features, Recreational and Outdoor Civic Spaces .





CORE PATHS NETWORK

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OBJECTIVE 2 - CELEBRATING KIRRIEMUIR NATURAL HERITAGE  
**ACTION PLAN & PROJECTS**

PROJECT	PRINCIPLE, JUSTIFICATION & ACTIONS	FUNDING & ENABLING AGENCIES
2.1 <b>Pride in Place:</b> Green/natural & Public Spaces	Continuous investment in Kirriemuir's established green/natural spaces to insure their durability.	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Private owners</li> </ul>
2.2 <b>Improving Pedestrian and Cycle Access to Open spaces and around town</b>	<p>There was strong support at the Design Charrette for the limited access, traffic and transport improvements. Among the transport related issues discussed were:</p> <ul style="list-style-type: none"> <li>- General improvement of pedestrian and cycle network</li> <li>- Increasing footway width in Town centre</li> <li>- Providing shelters at main bus stops</li> <li>- Creating better cycling conditions throughout the town</li> <li>- Creating a better wayfinding strategy</li> <li>- Providing better coach parking</li> <li>- Better off road 'green network' link to Forfar (including Forfar Loch Country Park)</li> <li>- Volunteers to ensure maintenance and possibility of access for less able/buggies</li> </ul> <p><i>See Appendix E for further detail</i></p>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Private owners</li> <li>- Transport Scotland</li> </ul>

TIMESCALE	IMPACT	NEXT STEPS
Short term	High	- Agree principles
Short-Medium	High	- Agree principles

OBJECTIVE 2 - CELEBRATING KIRRIEMUIR NATURAL HERITAGE  
**ACTION PLAN & PROJECTS (CONT.)**

PROJECT	PRINCIPLE, JUSTIFICATION & ACTIONS	FUNDING & ENABLING AGENCIES
<p>2.3 The Kirrie Den Development Framework</p>	<p><b>2016-2018: RECREATING POSITIVE MEMORIES</b></p> <ul style="list-style-type: none"> <li>- <b>Shifting the negative perception of The Kirrie Den</b> by organising a series of <b>events, festivals and short term installations</b> within the park and making sure that Kirriemuir’s young generation is involved in the process to create a sense of ownership.</li> </ul> <p><b>Quick win:</b> A few students from Webster’s High already agreed to become project ambassadors for the ‘<b>Zig-Zags project</b>’. The Zig-Zags (steep windy route to Webster’s High, Southmuir Primary and the Sports Centre) could be drastically improved with <b>light interventions</b> such as:</p> <ul style="list-style-type: none"> <li>- Creating temporary steps on either side of the current ramp to replace the “muddies”</li> <li>- Tidying up overgrown shrubs and gardening the Zig-Zag to introduce a more colourful/diverse vegetation palette.</li> <li>- Building seats and tables to create a gathering/ outdoor learning space at the top of the Zig-Zags.</li> </ul> <p>This project would be benefit students, pupils and the whole of Kirriemuir community by creating a better connection between the Town Centre, the schools, the sports centre and The Kirrie Den.</p> <p><b>2018-2026: BUILDING A NEW IDENTITY</b></p> <ul style="list-style-type: none"> <li>- Putting together a <b>landscape strategy</b> for The Kirrie Den based on principles identified during the charrette</li> <li>- Defining a <b>phasing strategy</b> and identifying priority projects</li> <li>- Carrying out landscape works to <b>make the park more accessible, safer and provide more activities.</b></li> </ul>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Angus Environmental Trust</li> <li>- DD8/Bonfest</li> <li>- Kirriemuir And Local Business Association (KALBA)</li> <li>- Kirriemuir Allotment Group</li> <li>- Kirriemuir Heritage Trust</li> <li>- Kirriemuir Regeneration Group</li> <li>- Northmuir Primary School</li> <li>- Scottish Government (Scotland’s Year of History, Heritage and Archaeology 2017 and Year of Young People 2018 are two major milestones in the upcoming years and could act as strong catalysts for funding and enabling these projects)</li> <li>- Scottish Natural Heritage (SNH)</li> <li>- Southmuir Primary School</li> <li>- VisitScotland</li> <li>- Voluntary Action Angus</li> <li>- Webster’s High School</li> </ul>

TIMESCALE	IMPACT	NEXT STEPS
Short/Medium/Long	High	<ul style="list-style-type: none"><li>- Create a “Zig-Zag Regeneration Group” and put together funding applications to kick-start the project</li><li>- Commission an in-depth landscape strategy to define a coherent long-term vision for The Kirrie Den</li></ul>





OBJECTIVE 3

**CONNECTING**  
KIRRIEMUIR

From top to bottom:

Kirriemuir Community Allotment Group  
BonFest Poster (DD8)  
Kirriemuir Heritage Trust Plaque



### OBJECTIVE 3A: STRENGTHENING COMMUNITY CONNECTIONS

#### CHALLENGES & POTENTIALS

The Charrette highlighted a number of issues around the 'civic health' of Kirriemuir including:

- At times there appears to be perceived **loss of community spirit, identity and capacity in the community**, with responsibility falling on a limited number of volunteers;
- A **perceived lack of resilience, confidence and esteem**, sometimes referred to as 'apathy' amongst the residents and variations in community capacity to develop projects and access funding;
- Local people and organisations need to have the capacity and leadership to work effectively with each other partners and influence development plans;
- Out-migration has sometimes resulted in the **loss of young people and skills** and some residents, especially the elderly are more **isolated**;
- Out commuting and the attraction of larger urban centres like Dundee are creating a tendency for Kirriemuir to become more of a **dormitory town**.

On the other hand there are some **strong partnerships and social networks** (e.g Kirriemuir and Dean Area Partnership, Kirriemuir Regeneration Group & DD8) in Kirriemuir. There are also a range of **active community, youth, arts and sports groups** in Kirriemuir and the surrounding area. Therefore the **extensive social capital of Kirriemuir** means that third sector organisations like Voluntary Action Angus and the emerging Kirriemuir Development Trust could be well placed to develop even more innovative approaches to providing local services and facilities.

This chapter focuses on **building capacity, encouraging more volunteering, widening membership of groups and empowering and building further capacity within communities in Kirriemuir**. The aim is to enable Kirriemurians to do more themselves and by working more closely in partnership with each other. This new context raises a number of opportunities for third sector organisations in Kirriemuir to actively contribute to the local economy and unlock funding from sources like the Big Lottery (Investing in Ideas/Awards for All) and NHS Tayside (Community Innovation Fund & Tayside Health Fund).

## ***Boosting existing initiatives***

### ***Cultural Kirriemuir***

Many spoke fondly of the importance of Bonfest and the work of DD8 and other third sector organisations such as the Kirriemuir Heritage Trust to organise excellent events. Scope to maximise the potential benefit to **attract visitors to spend time in Kirriemuir** is seen as vital.

### ***Dementia friendly Kirriemuir***

Kirriemuir has more than the Scottish average of people over 75+ (Kirriemuir 7.44%, Kirriemuir Landward 6.93% against Angus 7.02% & Scotland 5.89%). Therefore in Kirriemuir there is a need to continue to improve local access to health services, better co-ordinate existing services and improve awareness & provision of information. Dementia Friendly Kirriemuir has already secured £269k from the Life Changes Trust to pilot a dementia friendly town initiative with a focus on places, people, technology, information, and networking. Good health in mind, body and spirit and well-being are clearly fundamental.

### ***Youth friendly Kirriemuir***

Continuing to engage local children and young people in participative music, arts, sports and civic activity in Kirriemuir will be essential. Overall the aims of the programme are to promote successful health and wellbeing outcomes by increasing physical activity levels to increase life expectancy and decreasing health inequalities. Growing sports and arts participation with wider and deeper engagement in the local community will promote **community leadership**, strengthen individual clubs/groups, widen membership and provide clear pathways that offer more opportunities to participate.

### ***Active Kirriemuir***

There was interest at the Design Charrette in delivering a community sports hub in Kirriemuir and the Development Officer (Community Sports Hub) of ANGUSalive highlighted progress to date and separately the Charrette heard about the Community Sports Club and their ambitious plans. The Community Sports Hub would bring together sport clubs and key local partners like the Health & Social Care Partnership in Kirriemuir so as to develop and grow the sporting offering in the community. Community sport hubs are Lottery-funded and are one

of SportScotland's key programmes which contribute to legacy and also support local sport clubs to play their part in a world class sporting system. In Kirriemuir the Community Sports Hub would focus on the clubs in the town and the 'hub' would essentially in the short term be a collective of progressive sport clubs working together and in the medium term look to improve facilities including the ambitious plans for a 'mini sports city' at Martin Park.

### ***Lively Kirriemuir***

As mentioned previously, one of Kirriemuir's strongest assets is its active community. An interesting example is the work that was done by the Kirriemuir Community Allotment Association to develop a previously derelict allotment site into a sustainable and intergenerational (members range from nursery children to people in their 80s) community growing space. The Kirriemuir Regeneration Group, which came together to save Kirriemuir Camera Obscura, has also undertaken regeneration works in The den. Kirriemuir has numerous dynamic associations and organisations that should be supported.



OBJECTIVE 3A - CONNECTING KIRRIEMUIR - **STRENGTHENING COMMUNITY CONNECTIONS**  
**ACTION PLAN & PROJECTS**

PROJECT	PRINCIPLE, JUSTIFICATION & ACTIONS	FUNDING & ENABLING AGENCIES
<p><b>3A.1 Health &amp; Wellbeing as key Component Of Economic Growth:</b> Prevention &amp; Early Intervention</p>	<p>Health and well-being are fundamental components in a <b>competitive Kirriemuir economic growth</b> offer for existing and new business, residents and visitors. Actions include:</p> <ul style="list-style-type: none"> <li>- Resources devoted to <b>prevention</b> &amp; early intervention</li> <li>- Using <b>sports &amp; arts development</b> to promote pathways &amp; hubs</li> <li>- Promote successful health and wellbeing outcomes including <b>increasing physical activity levels</b> to increase life expectancy and decreasing health inequalities</li> <li>- Support further investment and <b>improved facilities</b> at for example: KirrieConnections Community Hub, Fairlie House CAT, the Vault &amp; on line/'virtual space'</li> </ul>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Community Planning Partnership</li> <li>- Kirriemuir and Dean Area Partnership,</li> <li>- Kirriemuir Regeneration Group/ Development Trust</li> <li>- Other community organisations</li> </ul>
<p><b>3A.2 Strengthening Third Sector Organisations:</b> Maintain Community Networking</p>	<p>Use capacity building to <b>maintain community networking</b> and <b>further strengthen collaboration between existing groups</b>, based on the existing community networks and social capital in Kirriemuir. The opportunities to deliver specific projects should be explored. Other opportunities include:</p> <ul style="list-style-type: none"> <li>- Establishing volunteer co-investigators &amp; "community animateurs" who will act as a catalyst to and resource for development of community projects and initiatives</li> <li>- Regular biannual <b>information exchange &amp; networking events</b> using the <b>Pecha Kucha</b> format</li> <li>- Promote <b>more volunteering in Kirriemuir</b> to include an initial audit/database of existing skills in the local community.</li> <li>- Focus on <b>improving the capability &amp; sustainability of third sector organisations</b> in Kirriemuir &amp; <b>widening membership among young people</b>.</li> <li>- Look to <b>increase the level of social entrepreneurship</b> in Kirriemuir and support individuals to adopt an enterprising approach to social opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- BLF Awards for All/Investing In Ideas</li> <li>- BLF Investing in Communities</li> <li>- Community Organisations</li> <li>- Just Enterprise</li> <li>- Angus LEADER programme/Voluntary Action Angus (AC)/Capacity Building</li> <li>- Strengthening Communities Programme</li> <li>- Scottish Government</li> <li>- Voluntary sector</li> </ul>
<p><b>3A.3 Access To Public &amp; Community Run Services:</b> Banking/ Financial Services</p>	<p>As part of the ongoing monitoring of level of service, good 'access to services' should be seen as a priority in reviewing proposed changes in public and private sector services delivery.</p>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Kirriemuir and Dean Area Partnership</li> <li>- Kirriemuir Regeneration Group/ Development Trust</li> </ul>

TIMESCALE	IMPACT	NEXT STEPS
Medium term	High	<ul style="list-style-type: none"> <li>- Agree principles</li> </ul>
Short term 1-3 years	High	<ul style="list-style-type: none"> <li>- Agree principles</li> <li>- Make business case for funding</li> <li>- Identify specific opportunities</li> <li>- Provide start-up and business support advice through the SG Just Enterprise initiative with potential to access Enterprise Growth Fund</li> <li>- Aim to retain income and spending in the very local economy.</li> </ul>
Medium term	Medium	Agree priority services

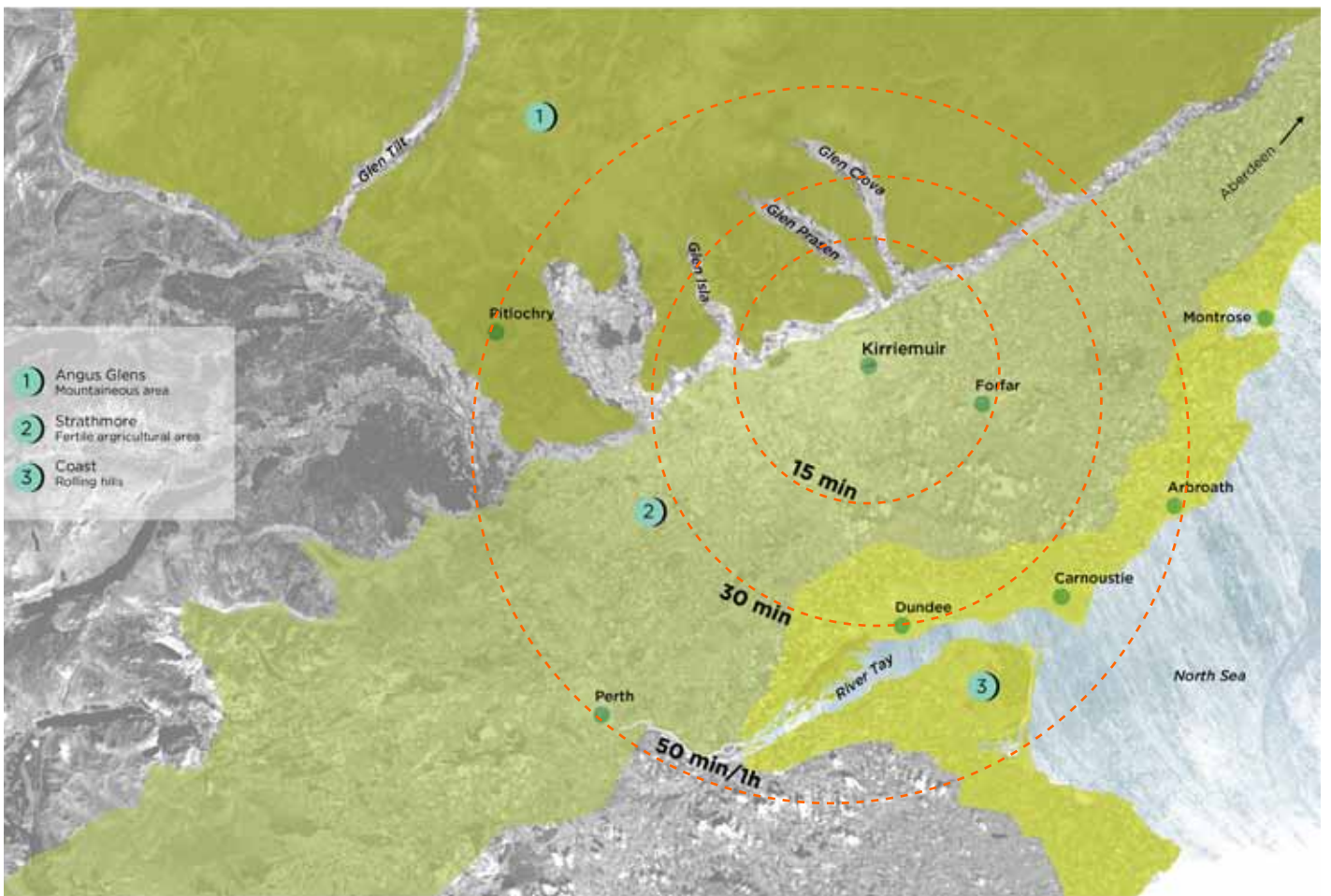
OBJECTIVE 3A - CONNECTING KIRRIEMUIR - STRENGTHENING COMMUNITY CONNECTIONS  
ACTION PLAN & PROJECTS (CONT.)

PROJECT	PRINCIPLE, JUSTIFICATION & ACTIONS	FUNDING & ENABLING AGENCIES
<p>3A.4 Kirriemuir Community Sports Hub</p>	<p>The focus in Kirriemuir should be on a <b>sustainable, community-led approach</b> that gets clubs working together to maximise on the use of existing sports facilities and to <b>develop welcoming, safe and fun environments for sport for people of all ages.</b></p> <p>Kirriemuir community sports hub would develop its own vision and values around participation across youth and the more elderly in a clear plan that would follow the five established principles of :</p> <ul style="list-style-type: none"> <li>- Growth in participation</li> <li>- Understanding <b>community need</b></li> <li>- Supporting <b>community leadership</b></li> <li>- Offering a range of sports &amp; opportunities like over 50's walking football</li> <li>- Exploring the <b>health &amp; well-being</b> (friendship, tackling loneliness) aspects of sports participation particularly for the elderly</li> <li>- Ensuring all the right people are working together</li> </ul> <p>In due course the feasibility of establishing new and improved (community sport hub) facilities as a 'mini sports city' at Martin Park should be considered.</p>	<ul style="list-style-type: none"> <li>- ANGUSalive</li> <li>- Active Schools Coordinator</li> <li>- Bowling Club</li> <li>- Golf Club</li> <li>- Health Partnership</li> <li>- Kirrie Thistle</li> <li>- Kirrie Youth FC</li> <li>- Others</li> </ul>
<p>3A.5 Digital Skills: Internet Use Broadband Speed/ Reliability</p>	<p><b>Promote digital skills</b> to increase turnover growth and joint marketing in the town centre and with other businesses to take advantage of improved broadband/Wi-Fi. Specific actions:</p> <ul style="list-style-type: none"> <li>- Explore <b>providing town centre Wifi</b></li> <li>- Locally delivered awareness-raising training (on social media use, search engine optimisation, online marketing, website design, cloud computing etc.)</li> <li>- Seminars, 'digital health checks'</li> <li>- Research &amp; develop opportunities for increased digital based income streams and digital sector representation to include apps development research: support targeted on individuals/specific groups of businesses.</li> </ul>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Business Gateway</li> <li>- Kirriemuir And Local Business Association (KALBA)</li> <li>- Kirriemuir and Dean Area Partnership</li> <li>- Kirriemuir Regeneration Group/ Development Trust</li> <li>- Private Sector</li> </ul>

TIMESCALE	IMPACT	NEXT STEPS
Short/medium	High	<p>Kirriemuir is already featured in the Angus Alive CSH priorities and discussions have been initiated with Sportscotland.</p> <ul style="list-style-type: none"><li>- Steering group to be convened &amp; principles agreed</li><li>- Initial mapping &amp; coordination of membership, provision + facilities</li><li>- Action Plan (Short, Medium, Long term actions) &amp; funding bids</li></ul>
Medium term	High	Establish principles

Below:

Map of Kirriemuir in its geographical context



From top to bottom:  
 Glen Clova (Angus Glens)  
 Strathmore Valley  
 Coastal Landscape



## **OBJECTIVE 3B: PROMOTING KIRRIEMUIR**

### **KIRRIEMUIR WIDER CONTEXT: CHALLENGES & POTENTIALS**

Sitting amongst the fertile Strathmore valley, at the threshold of the dramatic Angus Glens and within close-reach of Dundee and its breath-taking coastal landscapes, Kirriemuir is located within an **incredible landscape setting**.

A key opportunity identified from day one of the Charrette was for Kirriemuir is to **strengthen its links with the town's surrounding key natural assets** in particular the **internationally and nationally important natural heritage**. This includes exploiting Kirriemuir's strategic location as a **gateway to the Angus Glens and Cairngorms National Park**, and also to Loch of Kinnordy.

The local, national and international assets located around Kirriemuir comprise:

- **Angus Alive**, which includes Angus countryside rangers and Glen Doll ranger base
- Angus Environment Trust, local initiatives and an important funding source
- **Corrie Fee National Nature Reserve** – within **Cairngorms National Park** Authority.
- **Loch of Kinnordy** to the west of Kirriemuir is also internationally important (a Special Protection Area) and an RSPB reserve and with good path links from Kirriemuir.
- Danielle Muir who presented at the Pecha Kucha and who has been running the **Kirriemuir Swifts Project**.

There is also a need for the local community to address some of the threats to these natural assets, in particularly raptor persecution incidents in the Angus Glens and illegal freshwater pearl mussel fishing are currently topical threats.

Below, from top to bottom:  
 Gateway to the Glen Museum  
 Glen Clova  
 Blackwater Reservoir

To celebrate this strong connection between Kirriemuir and its geographical context, the “Gateway to the Glens Museum”, which has been established for 15 years, tells the story of Kirriemuir and the Angus Glens through exhibitions, activities and school workshops. The museum also acts as a visitor information centre.

Kirriemuir’s surroundings provide excellent opportunities for a wide range of outdoor trips, from short day excursions to the Blackwater Reservoir or Glen Clova to longer expeditions into the heart of the Angus Glens.

From small groups of hikers and cyclists to large international tour operator buses, many visitors come through Kirriemuir providing an incredible opportunity to boost the economy of the town.

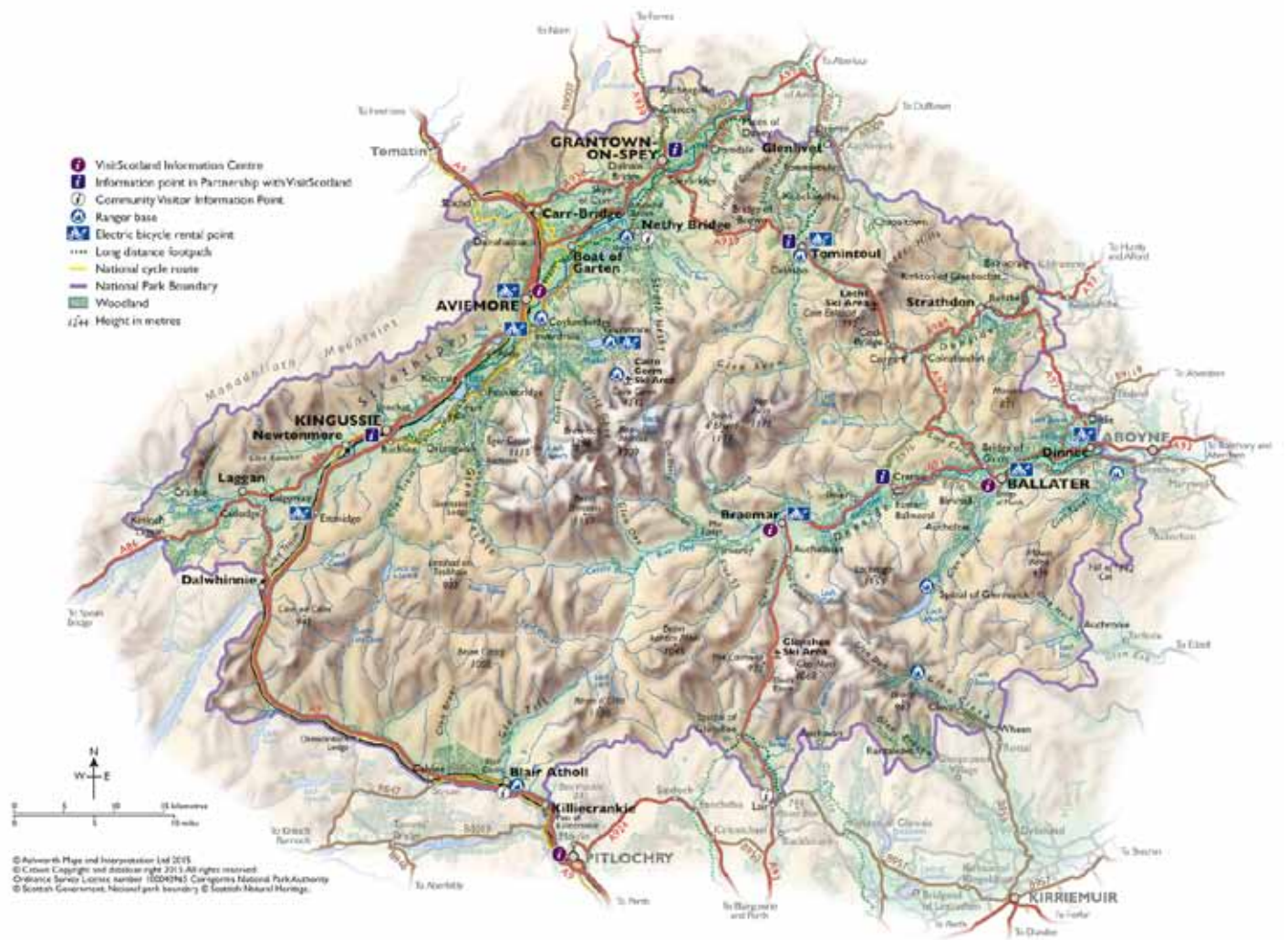
Kirriemuir is a very pleasant town with an incredible built heritage and has a good offer of local cafes and restaurants as well as a few museums. However, the quality of its external facilities, cycle network & wayfinding strategy within the town could be improved.

Kirriemuir can be promoted as a destination with a network of local attractions (natural heritage & gateway to the Glens & CNP, artisan businesses, independent and unique retail offer, locally sourced food/drink, proximity to Dundee/V&A) in a way that encourages visitors to stay longer and spend more. In this context, the National Strategy: Tourism 2020 (June 2012) aims to develop the authentic memorable experiences that today’s visitors seek and delivered to the consistently high quality they expect. ‘Nature, Heritage & Activities’ and ‘Destination Towns and Cities’ are confirmed as two of four specific market opportunities. The National Strategy defines a destination as ‘where the visitor eats, sleeps, discovers and explores’. Kirriemuir should be more of a destination with investment in the appropriate infrastructure, quality offer, facilities and programme of events. Local accommodation, food and drink, events, independent retail and transport sectors need to work even more closely together and to actively develop and promote the Kirriemuir visitor economy. Overall the aim would be to increase visitor numbers, length of stay, visitor spend and income generation. In Kirriemuir this will involve continued investment in infrastructure and facilities and to market Kirriemuir as a destination with a clear ‘brand’ and one coordinated web portal within the East of Scotland Tourism Partnership.



Below:

Map of the Cairngorms National Park





OBJECTIVE 3B - CONNECTING KIRRIEMUIR - PROMOTING KIRRIEMUIR  
ACTION PLAN & PROJECTS

PROJECT	PRINCIPLE, JUSTIFICATION & ACTIONS	FUNDING & ENABLING AGENCIES
<p>3B.1 Gateway to the Glens &amp; CNP: High Value Visitor Packages &amp; International Markets</p>	<p>Work with natural heritage, tourism &amp; cultural organisations (SNH, Angus Environmental Trust, CNP, DD8, KALBA) and local accommodation providers, restaurants and key local venues to develop co-ordinated, <b>high value visitor packages</b> and to <b>increase the value of natural heritage tourism to the local Kirriemuir economy</b>. e.g. targeting the growth markets identified in Tourism Scotland 2020 namely ‘home turf, near neighbours, distant cousins &amp; emerging markets’ to take account of the sudden currency depreciation on account of the Brexit vote.</p> <p>Promote higher value visitor packages and tasters targeted at international markets, e.g.:</p> <ul style="list-style-type: none"> <li>- Local guides, guided tours, specialist tours linked wild life photography that build on the success of the Waking Festival</li> <li>- Cycle tourism: cycle hire &amp; routes suitable for beginners, families &amp; specialists</li> <li>- Accommodation, arts tasters, restaurants, local venues</li> <li>- Explore Voluntary &amp; third sector business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Accommodation providers, restaurants &amp; key local venues</li> <li>- Angus Council</li> <li>- Angus Environmental Trust</li> <li>- Campaign for National Parks (CNP)</li> <li>- DD8/Bonfest</li> <li>- Kirriemuir And Local Business Association (KALBA)</li> <li>- Local Property Owners</li> <li>- Scottish Natural Heritage (SNH)</li> <li>- VisitScotland</li> <li>- Voluntary Action Angus</li> </ul>
<p>3B.2 Improving Choice of Visitor Accommodation</p>	<p>Opportunity to review the existing provision of visitor accommodation in Kirriemuir to <b>ensure sufficient choice of accommodation</b> (e.g. self-catering, Airbnb ‘bolt hole’, bunk house, camping/glamping, budget/boutique hotel) of the right quality appropriate for today’s markets. Depending on the outcome of the review actively promote specific opportunities in Kirriemuir.</p>	<ul style="list-style-type: none"> <li>- Accommodation providers</li> <li>- Angus Council</li> <li>- Local Property Owners</li> <li>- VisitScotland</li> </ul>

TIMESCALE	IMPACT	NEXT STEPS
Short/ Medium term	High	<ul style="list-style-type: none"><li>- Agree principles</li><li>- Develop a business case and identify priority demonstration project</li></ul>
Short/ Medium term	High	<ul style="list-style-type: none"><li>- Agree principles</li><li>- Develop a business case and identify priority demonstration project</li></ul>

**OBJECTIVE 3B - CONNECTING KIRRIEMUIR - PROMOTING KIRRIEMUIR  
ACTION PLAN & PROJECTS (CONT.)**

PROJECT	PRINCIPLE, JUSTIFICATION & ACTIONS	FUNDING & ENABLING AGENCIES
<p><b>3B.3 Kirriemuir Offer:</b> Marketing Branding &amp; Promotion Initiative</p>	<p><b>Improve the marketing and promotion of Kirriemuir</b> by identifying and promoting an improved brand. Branding to include artisan, unique/memorable retail offer, natural heritage, quality visitor offer, marketing/availability of accommodation and things to do, etc.</p>	<ul style="list-style-type: none"> <li>- East of Scotland Tourism Partnership</li> <li>- Kirriemuir And Local Business Association (KALBA)</li> <li>- Private sector</li> <li>- VisitAngus.com</li> <li>- VisitScotland</li> </ul>
<p><b>3B.4 New Virtual Heritage Trail:</b> Creating an online platform</p>	<p>A student from Webster High, Victoria, developed the idea for a New virtual Heritage Trail for Kirriemuir. An opportunity exists to build upon this foundation and transform the digital presentation of Kirriemuir's heritage that engages and attracts locals and visitors. Stage 1 development could concentrate on the area bounded by the Kirriemuir Conservation Area, this boundary would allow the app to capture the CARS project developments, cultural heritage and town centre focused heritage.</p>	<ul style="list-style-type: none"> <li>- Angus Council</li> <li>- Angus LEADER programme</li> <li>- Conservation Area Regeneration Scheme (CARS)</li> <li>- DD8</li> <li>- Kirriemuir And Local Business Association (KALBA)</li> <li>- Kirriemuir Regeneration Group</li> <li>- Webster's High School</li> </ul>

TIMESCALE	IMPACT	NEXT STEPS
Short term	High	<ul style="list-style-type: none"><li>- Draft brief &amp; ITT.</li> <li>- Appointed design agency to produce 'brand manual' for Kirriemuir</li></ul>
Short	High	<ul style="list-style-type: none"><li>- Agree principles with key partners.</li><li>- Appoint advisor to guide the teaching and technical delivery.</li></ul> <p>Basic app would to be developed in by end of this school year i.e June 2017.</p>