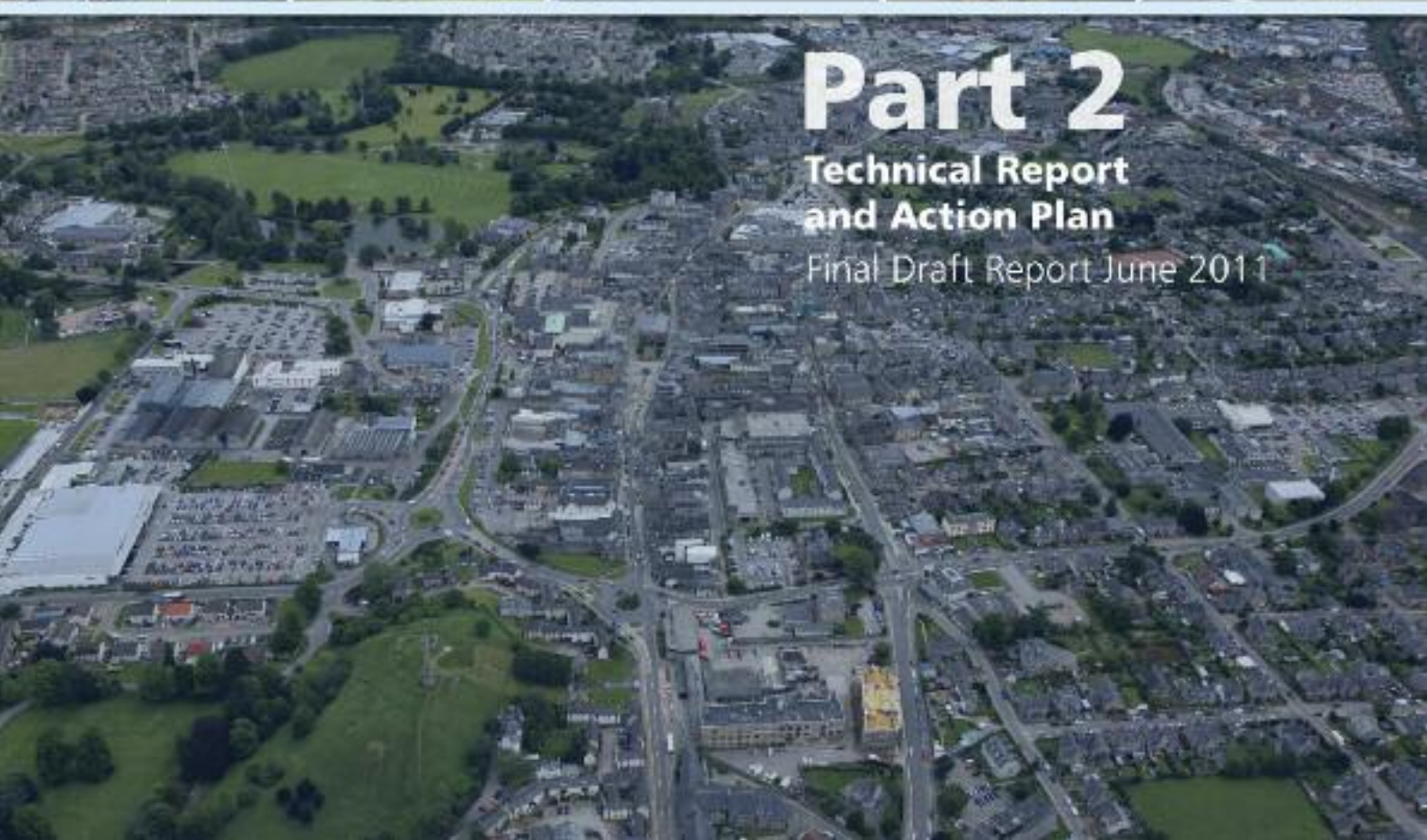


ELGIN

City for the Future



Part 2

Technical Report
and Action Plan

Final Draft Report June 2011



PROJECT TEAM

This project was initiated by The Moray Community Planning Board, who were represented on the project by a Project Steering Group, which comprises representatives of the Moray Council, Highlands and Islands Enterprise, Moray College, and NHS Grampian. The Project Steering Group worked alongside an external consultant team, all of whom are as listed below.

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1 INTRODUCTION & BACKGROUND

The Elgin City for the Future (ECFTF) project was commissioned and led by the Moray Community Planning Partnership (MCP). The project was conceived in order to coordinate substantial capital development projects planned by public agencies within the MCP, to improve efficiencies and opportunities that could be derived from a co-ordinated approach and to develop a comprehensive redevelopment strategy for Elgin town centre. The project is based on defining a regeneration strategy for Elgin, and in particular Elgin town centre, that responds to issues facing the city including the likely impact of recent decisions to restructure the defence sector and the underlying need to diversify the regional economy across all its sectors.

The Moray Economic Strategy (TMES) is the overall strategy for Moray. The ECFTF provides a 'framework for development' (masterplan) using Moray Community Planning Partnership assets to stimulate and revitalise Elgin as the chief economic centre for Moray.

The ECFTF is based on the core city concept, which is a widely accepted economic growth principle, providing the justification for an identified space for cities within the policy framework. The research by 'Centre for Cities' and others establishes the need for clear policies that are supportive of dynamic cities which are a prerequisite for regional growth.

Whilst acknowledging the role and potential of other towns within Moray, the overarching importance of Elgin within the regional economy is a fundamental concern of this project. As the primary economic engine of the region, a performing core city is an essential component for sustaining wider regional economic well being; by implication an underperforming core city will have the opposite effect, stalling regional growth and potentially stagnating a strategy for diversification and recovery.

Both the ECFTF and the TMES are strategic responses lead by the MCP who possess a collective capacity to influence and direct structural change within the city and region. The MCP was formed in 1999 with the aim of taking forward Community Planning in Moray and the statutory Partners are:

- The Moray Council
- NHS Grampian
- Highlands and Islands Enterprise
- Moray College
- Voluntary Action Moray
- Grampian Police
- Grampian Fire and Rescue Service

Outputs of the ECFTF Project

The brief for the strategy requires the following key outputs:

- a comprehensive redevelopment strategy for Elgin town centre, including the Lossie Green area;
- the co-ordination of capital development projects and the optimisation of the property interests of the MCPP, involving negotiations with private sector property interests; and
- The preparation of a masterplan and action plan that details the delivery mechanisms required for a successful regeneration strategy.

This is the ECFTF Strategy and Action Plan; the final reporting stage of this project. It follows the completion of 'The Interim Report and Baseline Study', a working technical document presented to the project steering group in Feb 2011.

An Executive Summary and Action Plan comprise Part 1 of the Final Draft Report. Part 2 comprises the following Chapters:

Chapter 1 introduces the project in more depth, and sets out its approach and methodology.

Chapter 2 summarises the baseline information collected during the initial stages of the project and presented, in more detail in a separate but related document; 'The Interim Report and Baseline Study' (Feb 2011). This baseline summary is structured here in terms of identifying the key economic drivers in Elgin, the assets upon which they rely and the things that inhibit their performance.

Coordinating substantial capital development of the Moray Community Planning Partnerships is a central component of the project brief and therefore **Chapter 3** updates the position in relation to the partnership projects and shows assets that can be utilised as part of the masterplan to lever new investment opportunities.

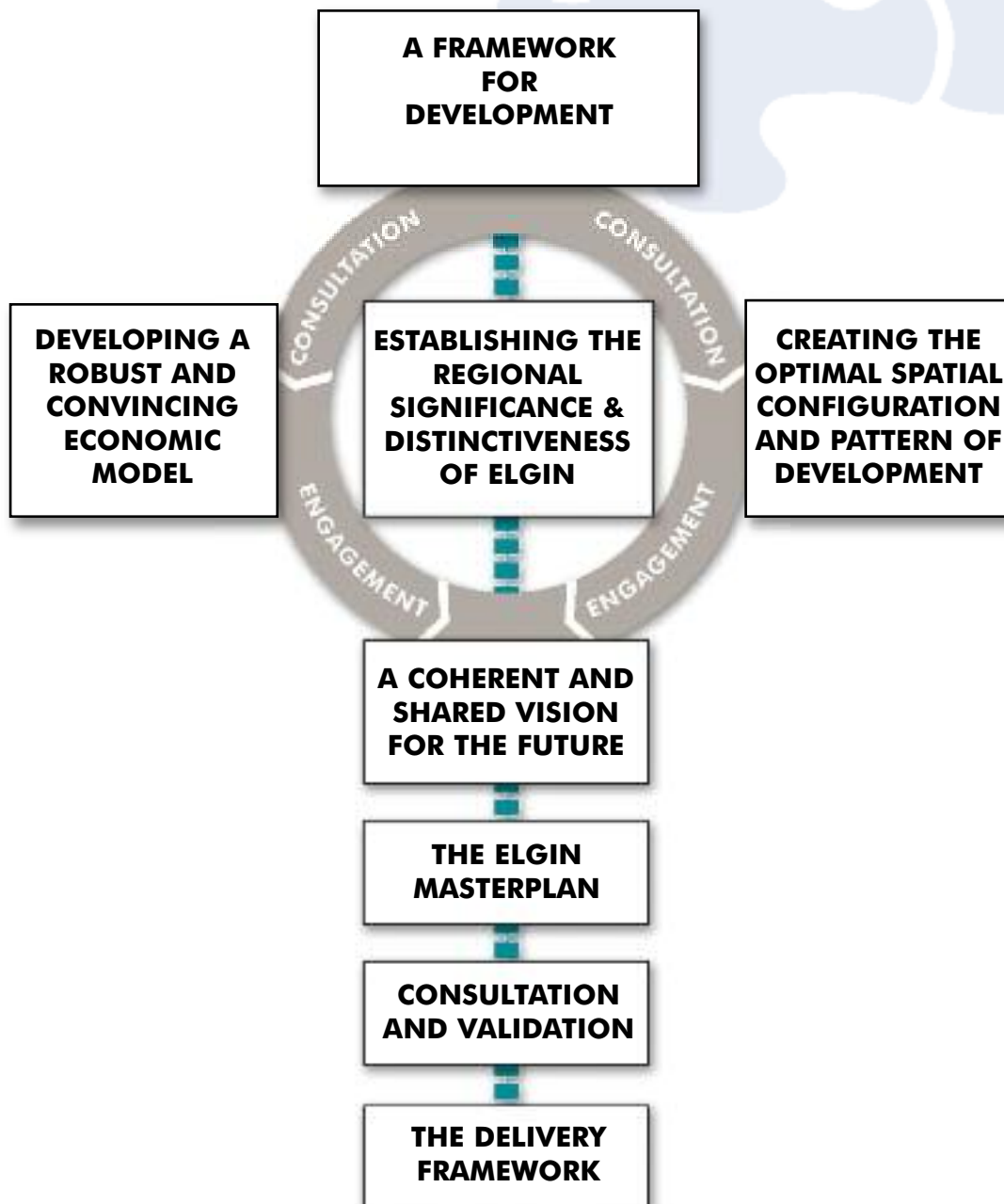
Chapter 4 captures the strategic value of these opportunities and sets them within the strategic framework of the Elgin Regeneration Model, which is the sectoral economic strategy that informs proposals for physical interventions set out in **Chapter 5**, the Elgin Masterplan.

The Action Plan in **Chapter 6** details the proposed delivery strategy for projects and outcomes identified within the main strategy. **Chapter 7** provides broad conclusions and recommendations for the implementation of this strategy.

1.1 Approach and Methodology

The study sets out to understand why Elgin is underperforming and examine what potential exists to deliver positive change. It reviews how the positioning of the assets of the Moray Community Planning Partnership and others can best be deployed as catalysts to best deliver that change. The methodology used follows an established approach to regeneration planning, which focuses on understanding the underperformance of key economic sectors and how partnership approaches can help address this. The approach is illustrated in Figure 1.

Figure 1 Overview of Approach & Methodology



Stage 1: The Interim Report and Baseline Study (Feb 2011)

In order to have a full understanding of what a 'framework for development', or masterplan can best deliver, a comprehensive understanding of the regional significance and distinctiveness of Elgin was presented in the 'The Interim Report and Baseline Study', which was approved by the Project Steering Group in February 2011. This understanding sits at the core of the approach and was informed by two separate but inter-related modules of work: developing a robust and convincing economic model on the one hand and defining the optimal spatial configuration (or the masterplan) on the other. In other words finding the best economic strategy to guide Elgin, in the context of Moray, to prolonged and stable prosperity and linking this very directly to the best use and deployment of land, infrastructure, resources, and community assets.

Based on a recognised regeneration approach, the terms **drivers, assets and inhibitors** are used throughout this assessment stage.

Drivers are those sectors, industries or agencies of the Moray economy that will drive positive change. These will include third level education capacity, a District General Hospital and access to healthcare, indigenous industries, Moray's quality of life, the appeal of the environment, the service and retail offer, the enterprise sector, culture and arts and the sense of community.

The **assets** are the things that the drivers rely upon to succeed. The alignment of training and education, the availability of good infrastructure including good access to healthcare, linkages to markets, land in the right place and of the right quality, good governance, a high quality built and natural environment, cultural richness, a compelling visitor product, clean, safe, vibrant towns, good housing and schools, as well as good levels of general health across the community.

The **inhibitors** are the things that stop the drivers and assets from developing. These can be issues related to access and peripherality, poor infrastructure, the skills profile, governance and leadership, perceived inconsistencies and delays with the planning process, constrained land supply, a lack of business confidence, and an absence of support for key sectors.

The assessment of drivers, assets and inhibitors provided the basis of the analysis stage and emerging strategy. The combination of these strands, assisted by a wide range of one to one consultations with representatives, groups, agencies and investors helped to shape a coherent and shared masterplanning vision. A vision that forges a fresh understanding of the potential of Elgin and which signposts how the MCPP can best deploy its considerable collective assets and expertise to lever significant new investment opportunities and put new structures in place to effect lasting change.

This stage also included a number of **stakeholder workshops** which took place in September 2010 and in April 2011. The purpose of these workshops was to validate the initial findings and analysis of the project team and obtain feedback on the emerging strategy and platforms for change (the themed components of the regeneration model set out in Chapter 4).

As a result of this first engagement in September 2010, the platforms were revised to address the role of the indigenous business base. It was also felt that the theme of community capacity and improved regional leadership should be an enabling theme (See Chapter 4 for a detailed explanation of the platforms for change, the themed components of the regeneration model). A summary of the issues discussed at the stakeholder workshops is set out in Appendix 3 of the 'the Interim Report and Baseline Study' (Feb 2011).

This work allowed the ECFTF project team to establish Elgin's regional significance and distinctiveness and develop a robust and convincing economic model which provided the basis for Stage 2 of the strategy, the development of the optimal spatial configuration and pattern of development, or the masterplan strategy and action plan which is described in this document.

The key outputs of the Interim stage were the:

- The Regeneration Model for Elgin within the Moray Context - The key economic platforms (Platforms for Change) that will power regional performance and improve competitiveness; and
- The masterplanning options for intervention - The assembly of projects and investments that would require testing in stage two of the study in order to determine the optimal investment and growth strategy for Moray.

Stage 2: Final Report - The Elgin Masterplan

The masterplan stage encapsulates the strategic response to the issues confronting Elgin. It brings together policy issues, economic positioning initiatives, governance issues, partnering opportunities and site specific interventions that will all come together to inform the action plan and delivery strategy. Its role is to define the optimal spatial configuration and pattern of development that will enable Elgin to perform as the regional economic engine in the context of the Moray settlement hierarchy.

This study's final output is a costed and tested masterplan and action plan, with delivery mechanism, for a wide range of projects that will have the potential to permanently redirect and diversify the regional economic base to effect a much more robust, stable and sustainable region. This report is the final output which includes:

- Key project components of the spatial strategy
- Master plan principles (Phasing, economic capacity)
- Possible site specific interventions- what could happen?
- The action plan – how the strategy is delivered?
- Details of a recommended delivery mechanism

2 SUMMARY OF DRIVERS, ASSETS AND INHIBITORS

SUMMARY OF BASELINE ISSUES FOR MORAY

- Moray is a relatively **self-contained economy in a remote, rural location with limited wider employment opportunities**. The economy is shaped by an established lead role in food and drink, a robust engineering/manufacturing sector, an established yet underdeveloped tourism sector, and a relatively high concentration of public sector jobs.
- Despite high employment, a trend which masks Moray's high levels of out migration, **pay levels are traditionally low** with average wage levels lagging behind the rest of Scotland.
- The RAF has been in Moray for over 70 years. Its bases are a key part of the economy, supporting over 5,700 jobs (16% of full time employment) and generating gross income of some £158 million each year. Recent decisions as part of the Strategic Defence and Security Review underline the **need to diversify and strengthen Moray's economic base**. Moray's economic position is increasingly precarious.
- The need for economic diversification is the critical issue facing Moray as a whole and Elgin as its main centre. There is a need for diversification into higher value economic sectors and the **availability of labour and appropriate skills** are critical requirements for businesses wishing to expand or locate here.
- The challenge for the ECFTF is **a measurable transformation that deals with the scale of this challenge**. Without this gear change, Elgin's economy will at best remain stagnant with stability and growth becoming increasingly difficult to achieve.
- The focus should be to grow and develop the Elgin and wider Moray economy using a combination of indigenous business growth and targeted inward investment, coupled with strengthening key sectors and related opportunities. Within the overall economic structure, it is also clear that the visitor and tourism economy has considerable assets which remain to be exploited. Approaches need to emphasise destination development at town and area level.

- Moray's peripheral location along with its rural character means that the ease with which **movement of goods and people is undertaken is a fundamental consideration for businesses choosing to locate here**. Moray needs to establish itself as a region with its own distinct identity and exploit its strategic location between Aberdeen and Inverness.
- Economically, the **relationship of Elgin with its regional towns is critical** to the Moray economy. There must be mutually supporting roles that complement the special attributes of each location and which enables a diverse economic base to be established serving all of Moray. From our assessment however, it is Elgin that is in most need of attention. **Elgin's underperformance as the region's leading urban centre affects the whole Moray economy**. Elgin's underwhelming offer as the regional primary service and retail centre is of considerable concern as is its role in terms of a regional capital, tourist hub and centre for arts and cultural industries.
- Moray's population in 2009 was an estimated 87,660, a 1% increase on the 2001 figure and 4% higher than the 1991 population. Population growth over the past 25 years has been boosted by the in-migration of armed forces personnel and support staff, and more recently by a significant increase in migrant workers.
- Moray's demographic structure is similar to other rural areas in Scotland with a relatively low proportion of people of working age and a higher proportion of people over 65 years old relative to the national average.
- **Almost three quarters of those brought up in the area leave, often for work or education opportunities elsewhere**. Moray has a lower proportion of both males and females of working age than Scotland or Great Britain. This trend when combined with the increasing proportion of people of pensionable age could be a serious threat to Elgin's development. This pattern would also have serious **implications for future levels of service provision** with regard to health, education, care for the elderly and housing supply as well as capacity for economic growth.

SUMMARY OF BASELINE ISSUES FOR ELGIN

- Over a quarter of Moray's population lives in Elgin and the city also serves **a large catchment population of close to 100,000**. It is the main urban centre between Inverness and Aberdeen.
- Previous reports and initiatives including the Moray Towns Promotions and Development Project and Moray 2020 have acknowledged the **need for action to address increasing levels of expenditure leakage from the town centre** (both to external centres and to other parts of Elgin such as Edgar Road) if the town centre is to perform its function as Moray's principal retail centre effectively.
- Some 97% of Moray Households' spending on convenience goods is retained in Moray shops. However, **nearly half of all comparison goods expenditure is directed to centres outside Moray**. For general comparison goods, leakage is 47%, falling to 32% for bulky goods. These levels of expenditure leakage remain similar to the situation in 1997 despite significant retail provision at Edgar Road.
- Aberdeen and Inverness are recognised as strategic concentrations of economic activity at the national level and are drivers of the Grampian and the Highlands regional economies. As a city Elgin is dependent on a thriving and diverse economy; this relies on **a transportation system which can deliver access to settlements and markets throughout the Moray Region and beyond**.
- Public transport should be at the forefront of any **improvement in regional wide transport linkages from/to Elgin**. Currently, away from the A96 and at off peak times throughout the day and evening bus links are infrequent and indirect and do little to support early morning/evening commuters or the night time/weekend economy.
- **Improvements to the A96/A95** are also essential because of the need to have strong connectivity within the region along its east/west axis and the need for better links to the A9.

- Elgin city centre is constrained by the **severance of the Alexandra Road/A96** and the persistent threat from flooding by the River Lossie which appears to undermine confidence in strategic land assembly. The hiatus over the implementation of the flood alleviation scheme has been a significant threat to Elgin's potential as a regional capital
- Unless retail and related redevelopment such as leisure is encouraged in Elgin and other town centres in Moray, the influence of out of town and other centres will continue to increase to their detriment. This issue, as well as the **grants of planning permission at appeal for open Class 1 non food retail applications at Edgar Road, have implications for the development of a town centre strategy** and the future application of retail policy.
- In relation to city centre retail consents, further emphasis **on resolving urban design issues and creating an attractive functional and pedestrian friendly city centre** is required rather than a singular focus on the sequential approach¹. Issues in the vicinity of Alexandra Road will need to be addressed as part of the masterplan strategy.
- The key challenge for Moray is to **ensure that Elgin develops as a regional business centre** in its own right and is the primary hub for the Moray economy attempting to attract inward investment activity into the area.
- Despite public and private sector intentions to develop industrial sites and land, including the Linkwood Estate and Barmuckity (where an application for a new road layout has been approved by the Planning & Regulatory Services Committee) few buildings or sites have been brought forward. There remains a **shortfall in industrial land** and the sourcing of alternative and viable strategic locations is imperative.
- There is an **under provision of hotel accommodation** in Elgin as well as a **shortage of floorspace at venues for events**. There are opportunities for both a high quality hotel servicing the international export industries located in and around Speyside as well as for organisations within Elgin itself.
- Despite Elgin's **location in close proximity to Scotland's main concentration of whisky distilleries, the city derives little benefit from this sector of the tourism industry**. There is a significant disconnect in that the visitor economy of the regional capital benefits so little from the potential provided by global food, drink and clothing brands.

¹Scottish Planning Policy states that the sequential approach should be used when selecting locations for all retail and commercial leisure uses unless the development plan identifies an exception. The sequential approach requires that locations are considered in the following order: town centre, edge of town centre, other commercial centres identified in the development plan, out of centre locations that are or can be made easily accessible by a choice of transport modes.

3 THE PARTNERSHIP ASSETS & PROJECTS

The ECFTF project aims to deploy a range of interventions using the collective assets of the MCPP. In development terms these are mainly land assets, in some instances housing existing operations or held in expectation of meeting future needs. Collectively they present a formidable asset base for combining strategic projects, sharing resources and for enabling new partnering opportunities with others including the private sector.

The Partnership's assets are of course not just the land and buildings of the partnership shown in Figure 2. Through cooperation the Partnership can also influence new approaches to training, education and skills development. It can nurture research and development activity linked to education programmes and can spearhead innovation and private sector investment opportunities. But it's through the collective land bank that it can best lever some very strategic development projects that can help to unlock the potential of Elgin and build a new capacity to accommodate some key project interventions.

The Interim Report and Baseline Study looked at the collective land assets of the partnership in relation to known constraints and opportunities. This has helped the project team to understand the following:

- The full potential of the partnerships estate
- Key site assets that have strong development values
- Key buildings and sites that may become surplus and suitable for joint venture
- The best alignment of uses to support investment and key economic activity
- Potential early win projects that can kick start economic restructuring.

Producing a costed and tested masterplan based on the collective land assets of the partnership will have the potential to permanently redirect and diversify the regional economy. This section starts the process of identifying the optimal spatial configuration, pertaining to the use of these assets as well as providing an update on progress with partnership projects, set out in Table 1.

Again, the understanding of the progress and status of each project is based on information gathered during the first six months of 2011. The preferred optimal spatial configuration, based on these assets and projects and viability testing, provides the basis for the masterplan and delivery strategy.

Figure 2 - Location and Extent of the Partnership Assets

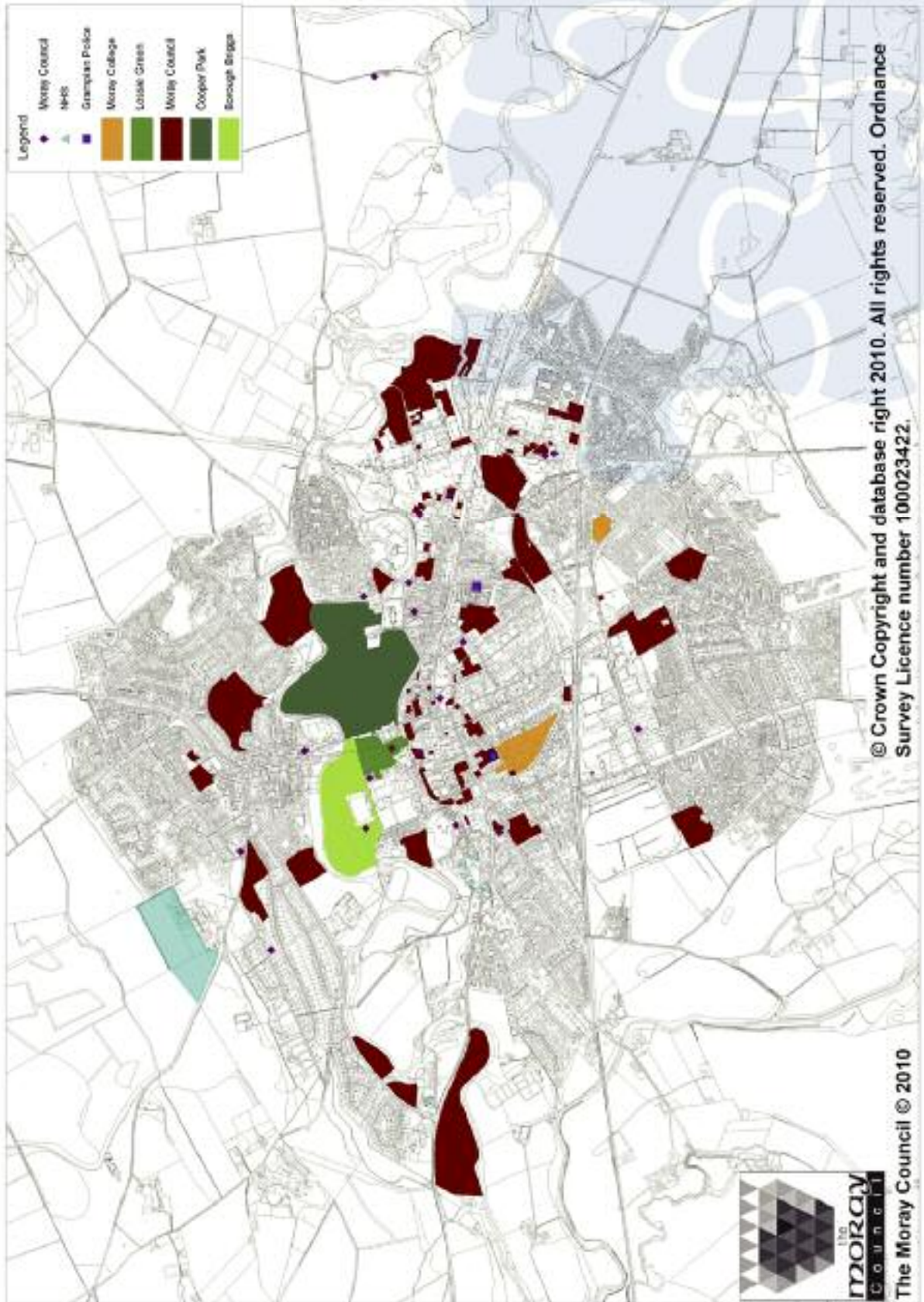


Table 1 The Partnership Projects

NHS Grampian	Status
Dr Gray's Hospital	Masterplan being prepared. Reconfiguration of hospital underway.
Staff and Student Residential Accommodation (in conjunction with the Moray College)	No requirements tendered to date, but a need in the short to medium term remains.
Life Sciences Centre (in conjunction with the Moray College and HIE).	Funding and project team in place with design underway. Due for completion 2013.
The Moray College	Status
Life Sciences Centre (in conjunction with NHS Grampian and HIE)	Funding and project team in place with design underway. Due for completion 2013.
College Campus Redevelopment	Funding from Scottish Funding Council currently on hold.
Student Residential Accommodation (in conjunction with NHS Grampian)	No requirements tendered to date but requirement in short to medium term remains.
Regional Sports Facility (in conjunction with Moray Council)	As per the Moray Council Capital programme 2010, the allocation deferred until 2014 /2015 at the earliest.



Moray College

Highlands and Islands Enterprise

Status

Elgin Technology and Business Park (West)

HIE is considering the potential of site for business park /research facility, with possible opportunities to promote innovation and business development in Life Sciences and related sectors.

Creative Industries Audit

HIE has recently published a Creative Industries Audit (March 2011) which is an economic audit of this sector in Moray. It notes Moray College and Moray Council as main catalysts of creative activity and the need to provide physical infrastructure in Elgin to support the sector.

Establishment of new Art School/Arts Centre, in conjunction with Moray Council

Combining performing arts with visual arts. Includes a theatre that is available to UHI, a local commercial theatre, and UHI's premier Arts and Design School.

Life Sciences Centre (in conjunction with NHS Grampian and Moray College

HIE's contribution is linked to encouraging research and development of commercial opportunities in the Life Sciences sector. Its contribution to the capital costs is likely to be also reflected in ongoing activity after completion.

Elgin Youth Theatre



The Moray Council

Status

Elgin Community Centre (possible upgrade or relocation)

Aspirational with no current commitment

Local Heritage Centre

Aspirational with no current commitment

Regional Sports Hall and Associated Facilities (in conjunction with Moray College), including all Weather Running Track, and Football Pitch (full sized, floodlit, synthetic) Two additional Football Pitches (full sized, grass)

As per the Moray Council Capital programme 2010, the allocation deferred until 2014 /2015 at the earliest

Grant Lodge

A Feasibility Study, completed 2006, recommends restoration to accommodate one of two possible options; a combined community centre / genealogy / registrar option and the arts centre option. A detailed viability study is now required.

'Green/Healthy Living' transport solutions to integrate projects and town centre with open spaces (Urban Freedom Initiative)

Still on-going with a number of transport initiatives currently being undertaken. The majority of the construction of cycle paths has been completed with work still underway in the city centre. Signage has been improved in the city centre. Linkages from the railway station and city centre to be improved as part of this initiative.

Elgin Traffic Management Project

The Council's term consultant Jacobs is currently developing traffic management options including a feasibility study for the western distributor road

Elgin Town Hall

The long term future of this facility would be influenced by progress made on the new Arts Centre/ Arts School project which is referred to above.

4 THE ELGIN REGENERATION MODEL

Existing assets, drivers, as well as inhibitors have shaped Elgin's performance and its health as a city. This analysis provides an insight into the particular elements of the area's economic structure that need to be addressed when defining a new regeneration model. The definition of this model serves to identify what areas of activity and what assets or projects are likely to act as catalysts for Elgin's future sustainable development and growth.

The overall analysis also explains what's not working well and supports the urgent need to diversify the economic base away from a dependency on the public and defence sectors towards a much broader base of economic activity centred on localised strengths. It also provides a steer towards the key partnering and development opportunities that the MCPD can advance to help re-gear the economic base towards a more sustainable future.

A Vision for Elgin

A shared and single vision is essential for the Masterplan. The Community Planning Partnership is determined to ensure that all stakeholders including the community are committed to delivery.

Stakeholder workshops were held in September 2010 and April 2011 to present the assessment of the key issues facing Moray and Elgin, and potential solutions. These were very well attended with productive group analysis confirming support for the proposed direction. The 'vision' for Elgin was subsequently drafted to reflect these inputs.

A sustainable Economic Model for Moray Based on an energised Core City Concept

Elgin will define its role within the north east of Scotland to become a strong and vibrant economic hub of the Moray Region. It will attract investment and people because of its excellent health, education and retail services as well as improved connections, its unique environment and cultural and leisure offer. Key health and education services, including the Life Sciences Centre, will attract and develop skills which will reinforce Moray as a location for commercial health opportunities and world leading companies, while also providing a catalyst for broader business development, diversification and innovation. The City of Elgin will define itself as a compelling destination.

Diversifying the Regional Economic Base

Historically, the Moray economy has been relatively stable, with a strong base in food and drink production and the long-term presence of the RAF at Kinloss and Lossiemouth which has reinforced demand in the service sectors. While the importance of some traditional industries such as fishing has declined, they have been replaced with opportunities in the oil and other sectors. This, and employment in the public sector, has meant that unemployment across the area has been low relative to other parts of Scotland. However, average incomes tend to be lower reflecting the balance of employment in low paid jobs (food processing, tourism etc) and the public sectors and relatively low employment in higher paid sectors such as higher education, financial and professional services.

These challenges have been recognised for some time: in 2005 they were the main focus of the Moray 2020 strategy; they were also reflected in the strategy adopted in the 2008 review of the Moray Local Plan. They are also addressed at a regional scale in TMES, commissioned by the MCPP to establish an overarching economic vision for Moray. Different parts of the region have different roles to play depending on their accessibility, economic legacy, environmental assets and population concentration.

The development of the Elgin Masterplan is consistent with this regional perspective and the strategy for economic diversification. As its principal settlement and service centre, Elgin's economy responds to Moray-wide demands and pressures, whether this in the whisky, tourism, defence, retail & leisure, Government, health and education sectors.

Driving City Region Leadership

Successful towns and cities are created and sustained by strong and focused leadership. Leadership is the force that directs change and manages collective effort. Delivering change as a result of this Masterplan strategy is about a clear vision, a well brokered consensus, and a determination to achieve progress and clear results. Having a good strategy is not simply an end in itself and good leadership is required to deliver progress on the ground.

For Elgin to be transformed into a city for the future it needs to address significant challenges concerning economic uncertainty and decline. The city will have important decisions to make about addressing and managing change and enabling innovative responses. The leadership agenda is not just about Elgin, it is also about how it assumes and sustains its role as a regional leader, driving forward the agenda for Moray.

The vision is to create a sustainable economic model for Moray based on an energised core city concept. At the centre of this model is the need to drive city leadership at the regional level through a singular delivery mechanism to coordinate, deliver and monitor action. This delivery mechanism is described in more detail in **Chapter 6 – the Action Plan**.

4.1 Key Enabling Projects

Setting this model in motion will require a number of enabling projects. There are four critical infrastructure projects without which the ECFTF Masterplan strategy cannot progress. These are essential investments, non-negotiable, that must be driven by the public sector. Without these projects fully funded, constructed and in place, Elgin and Moray will be unable to build the necessary investment capacity it needs to broaden and deepen its economic base. This is a must-do agenda and comprises:

The Elgin Flood Alleviation Scheme: Essential because prime land and business assets within Elgin city centre cannot be developed without this in place. The current hiatus over the full funding requirement continues to blight business confidence in the city. This is a project of regional and national significance.

The A96/A95 Network Improvements: Essential because of the need to have strong connectivity within the region along its east/west axis and for better links to the A9.

The A96 Alexandra Road Re-design: Essential because of the severance this trunk road causes within Elgin city centre continues to inhibit the assembly of key sites and frustrates pedestrian movement and linkages throughout the central area.

Moray Broadband Enhancement: Essential because of the need for other areas in Moray to be linked to Elgin. Rural areas within Moray should urgently develop and upgrade their ICT infrastructure in order to develop a critical mass within Moray, allowing it to compete as a destination for international research and globally linked businesses.

These projects have a collective significance to the role and function of the City of Elgin as the regional capital. These projects provide the foundation to the overall strategy and will be required to set the regeneration model and 'platforms for change' in motion. The capacity for change depends on their delivery, combined with measures adopted to diversify the regional economy and harness City leadership to its full extent.

Enabling Actions

Streamlined planning procedures should be developed to encourage development in key employment and service sectors. The Masterplan identifies the preferred locations and the nature and type of activity which will be supported in Elgin city centre and in other key sites. A protocol should be prepared for proposed developments in these sectors and areas. This should include preparation of processing agreements specifying the time in which the application will be dealt with, allocation procedures, specifying which officers will be involved in processing applications and commitments to efficient levels of service. Measures such as a design codes should be considered to ensure that the quality of design is maintained, particularly for development close to the city centre, a location which incorporates a conservation area designation and a number of listed buildings.

4.2 The Bronze, Silver, Gold Attainment Scenarios

Understanding the Capacity for Delivery

The masterplan is the Moray's Community Planning Partnership and wider community's vision of what the best outcome could be for Elgin over the medium to long term. This assumes that all identified projects can be achieved over time and that all the necessary resources can be deployed to make it happen. Such transformational change requires a staged process of phased implementation, as resources permit, but set against a clear vision of what is to be achieved.

The pace and success of the overall ECFTF strategy and masterplan needs to be matched to the capacity of the partnership, its supporting agencies and the private sector who will lead the delivery programme. That capacity cannot be taken for granted and may have to be built or forged from within these relationships. It will take leadership at local authority level and leadership within key agencies and the private sector.

Developing broad attainment scenarios is an established approach to regeneration based on the capacity of the community and its governance structures. For Elgin, this understanding of capacity has led to a tiered approach to delivery, which recognises three levels of attainment above an existing 'do nothing' or 'at trend' level. These levels can be summarised as follows:

The Status Quo – At Trend: This is the 'do nothing' scenario. It assumes no change and no interventions by the Partnership. This is the baseline position as it presently stands and it assumes because of existing local, regional and national trends a continued steady decline in Elgin's economic performance.

Bronze – Trend Plus: This assumes Community Planning Partnership cooperation on key public sector projects and the delivery of these to a predetermined programme. This level of attainment produces an arrested decline across the local economy with some growth involving private sector participation. This is a good outcome with some positive impact on the structural trends within the economy.

Silver – Trend Diversion: This assumes the bronze level cooperation on public sector projects but partnered with significant private sector investment. This produces modest growth and enhanced promotion and begins to divert the trend towards gradual sustained growth. This outcome initiates structural changes to the regional economy and relies upon positive national economic recovery and a return to investor confidence.

Gold – Trend Transformation: This assumes public sector cooperation with significant private sector stimulus and investment. This is an assertive game changing agenda with the objective of transformational change. This level targets specific structural interventions and programmes that build new platforms for sustained economic activity with a bespoke and tailored delivery agency. In order to facilitate discussion of what level of attainment is commensurate with the capacity of

the partnership and the wider community, and what is best suited to this wider strategy, the schedule of potential projects and interventions listed under each platform are aligned with these broad categories of attainment. This also helps to structure a discussion around the options for implementation as the progression from the baseline; through the bronze and silver stages to the gold will forge the basis for an implementation strategy.

In one sense these attainment levels can be considered as phases where one stage will build upon another, gradually building values and capacity based on priorities directly related to consolidating Elgin's best assets and aligning them to a bespoke economic growth strategy using the various platforms. The categorisation of any project or intervention should remain nonetheless flexible and responsive to strategic market and investment opportunities. The gold scenario represents the ultimate vision of the masterplan strategy; the optimal outcome for Elgin twenty years from now which is detailed in **Chapter 5**.

The bronze, silver and gold phasing refers to the following timescales:

- Bronze 2011 - 2015
- Silver 2016 - 2021
- Gold 2022 - onwards

Platforms for Change

Analysis of the assets, inhibitors and drivers that have shaped Elgin's performance and its health as a regional city, nurtures a detailed understanding of the particular elements that will act as catalysts for future development and growth. These form the basis for the Elgin regeneration model. Five 'platforms for change', the strategy's leading sectoral themes, illustrated in **Figure 3** (overleaf), have been identified to drive the vision for Elgin to 2025. The platforms for change are all inter-related and actions and interventions within each will determine the success of the framework in achieving all the elements of the vision. These leading themes are consistent with those identified as part of The Moray Economic Strategy.

In essence, the platforms of the regeneration model (**Figure 4 and 5**) can be compared to the pieces of a jigsaw, interrelated, inter-dependent and overlapping. They are bespoke to Elgin and are aimed at managing the changing economic environment in a proactive way, enabling the development of a new range of opportunities that broaden the appeal of the city for a wider range of investments and thereby facilitate the creation of a more self sustaining and diverse city economy.

Figure 3 Elgin Platforms for Changes



Figure 4 The Regeneration Model



PLATFORM 1 – HIGH STREET FIRST

Cities boost regions by providing a compelling city centre destination offer, a critical mass of public and private knowledge institutions, a vibrant environment for knowledge creation and transfer and a strategic and centrally located business services sector. Elgin High Street is the most important economic space in the region and this is why the health of central Elgin is positioned at the core of this strategy, with vibrancy and vitality of this space providing the measure of success. It is and must remain the prime civic, retail, cultural and event space in Moray.

Elgin High Street, because of its outstanding architectural character, will play a significant role in driving the economy. Within the city centre, creating and leveraging the right type of development in the right place is essential to improving the environment for retail, business and leisure development.

Generating more activity within central Elgin will be achieved by promoting new opportunities to accommodate a new mix of uses including comparison retail, student / healthcare staff accommodation, tourism, leisure and cultural activities, new office facilities and improved civic spaces, all linked to the region by a comprehensive suite of sustainable transportation and accessibility initiatives. Developing this critical mass will build networks and opportunities for business and provide a range of services and attractions that will assert Elgin's role within the retail and service hierarchy.

There will also be a need to recognise that other factors, including the effectiveness of retail planning policy, may result in the approval of developments which appear to be inconsistent with this Platform. The sequential approach², an established planning principle within Scottish Planning Policy, in addition to some recent planning decisions, including for example the Open Class 1 consents at Edgar Road and Linkwood Road, will set constraints to future prospects. These 'external' factors reinforce the need for the city centre to maintain and develop a distinctive retail (independents, speciality etc) and leisure offer.

This platform promotes projects which explore the opportunities provided by the considerable physical and environmental assets within Elgin in order to establish the optimal spatial configuration for the city improving quality of life and health and wellbeing of its residents. The strategy will focus on realising two strands:

- Improving transport infrastructure and connectivity
- Develop critical mass and attractiveness of Elgin City Core

² requires that locations, with respect to retail and commercial development, are considered in the following order: town centre, edge of town centre, other commercial centres identified in the development plan, out of centre locations that are or can be made easily accessible by a choice of transport modes

Strand 1: Improving Transport Infrastructure and connectivity

- Promote active travel and health and wellbeing through improvements to cycling and pedestrian infrastructure, focusing on Lossie Green
- Ensure that the buildings and spaces are universally accessible and designed to cater for all sections of the community independent of age, ability, disability or income.
- Quality and sustainability of built environment to be of a very high standard – most notably along the river, within the High Street and conservation areas³
- Enhance linkages with ‘destination’ retailers within the city
- Develop improved connections between existing retail areas e.g. city centre and Edgar road and the main arrival points including the railway station
- Capture maximum potential UHI campus development through improved links with Dr. Grays and the potential for a civic campus to house associated activities
- Improve the distribution and legibility of car parking
- Enhance local and regional bus services to support off peak travel and the night time economy
- Reduce the severance of the A96 and allow for better pedestrian crossing facilities

Strand 2: Develop critical mass and attractiveness of Elgin City Core

- Enhance services and comparison retail uses; strengthen independent speciality and comparison retail offer despite challenges with respect to retail development at Edgar Road and the corresponding retail policy position
- Capture maximum potential UHI campus development through improved links with Dr. Gray’s and the potential for a civic campus to house associated activities
- Locate new buildings where they strengthen the city during the day but do not create a ‘closed’ feeling at night and weekends
- Improve the public realm and activity within public open spaces
- Provide imaginative solutions for workspace, deepening activity in city centre and supporting the creative economy
- Develop an attractive evening economy, from bars and restaurants through to arts and leisure
- Provision of workspace on flexible tenures and ‘expansion ladder’ within the city centre
- Provide townscape heritage improvements as part of existing Elgin BID scheme
- Expand the role and attraction of Elgin for visitors and the existing community by providing new uses: comparison retail, cultural, student accommodation and office space
- Link and interpret heritage assets through signage, lighting and an enhanced walking route.

Platform Projects	Description	Phasing
Improving transport infrastructure and connectivity		
Improved Regional Public Transport Links	Discussions with transport operators to enhance bus and rail services to better support the local and regional economy. Could be considered as part of an Elgin wide Travel Plan	Bronze
Overarching Travel Plan	Overarching Travel Plan which will capture the 3 main partners - Moray Council, NHS Grampian and Moray College.	Bronze
Improve walking and cycling links	Building upon the Council's urban freedom project with a focus on north south linkages and the green corridor along the River Lossie as part of the flood defence works	Bronze
Bus Station Relocation	Relocation of bus station to Lossie Green within a new civic square	Bronze
Alexandra Road/A96 Re-design	The creation of a new boulevard with the replacement of a number of key roundabouts with more compact traffic signalled junctions with at grade pedestrian crossings on the A96 and segregated shared walk/cycle paths adjacent to the A96 as it passes through the city centre.	Bronze
Multi-storey car park on Lossie Green	The provision of a new multi-storey car park on Lossie Green to replace all car parking spaces lost to the Masterplan and additional spaces to serve new development within the Masterplan area	Silver/Gold
Improved car park signage	Improved signage to car parks on the key approaches to the central area on the A96 and A941 and within the central area	Bronze
Develop critical mass and attractiveness of Elgin City Core		
St Giles Church – New use	Use of St Giles Church as Tourist information centre or events venue	Bronze
High Street Pavilion	Public Meeting/events venue/ exhibition space	Bronze
Townscape Heritage Improvements	Focused improvements on key landmark buildings	Bronze
City Centre Enabling fund	Fund to enable and support site assembly /CPO/ demolition / removal of constraints for the area behind city centre	Bronze

Moray College / UHI Teaching restaurant	Teaching restaurant relocated from existing College premises to reuse of vacant property in/ near High Street.	Bronze
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A96 – Southern Frontage

Extension of St Giles Shopping Centre	Enhance comparison retail within city centre and raise the profile of the High Street and rear entrances. Current opportunity to acquire the Clydesdale Bank property.	Bronze
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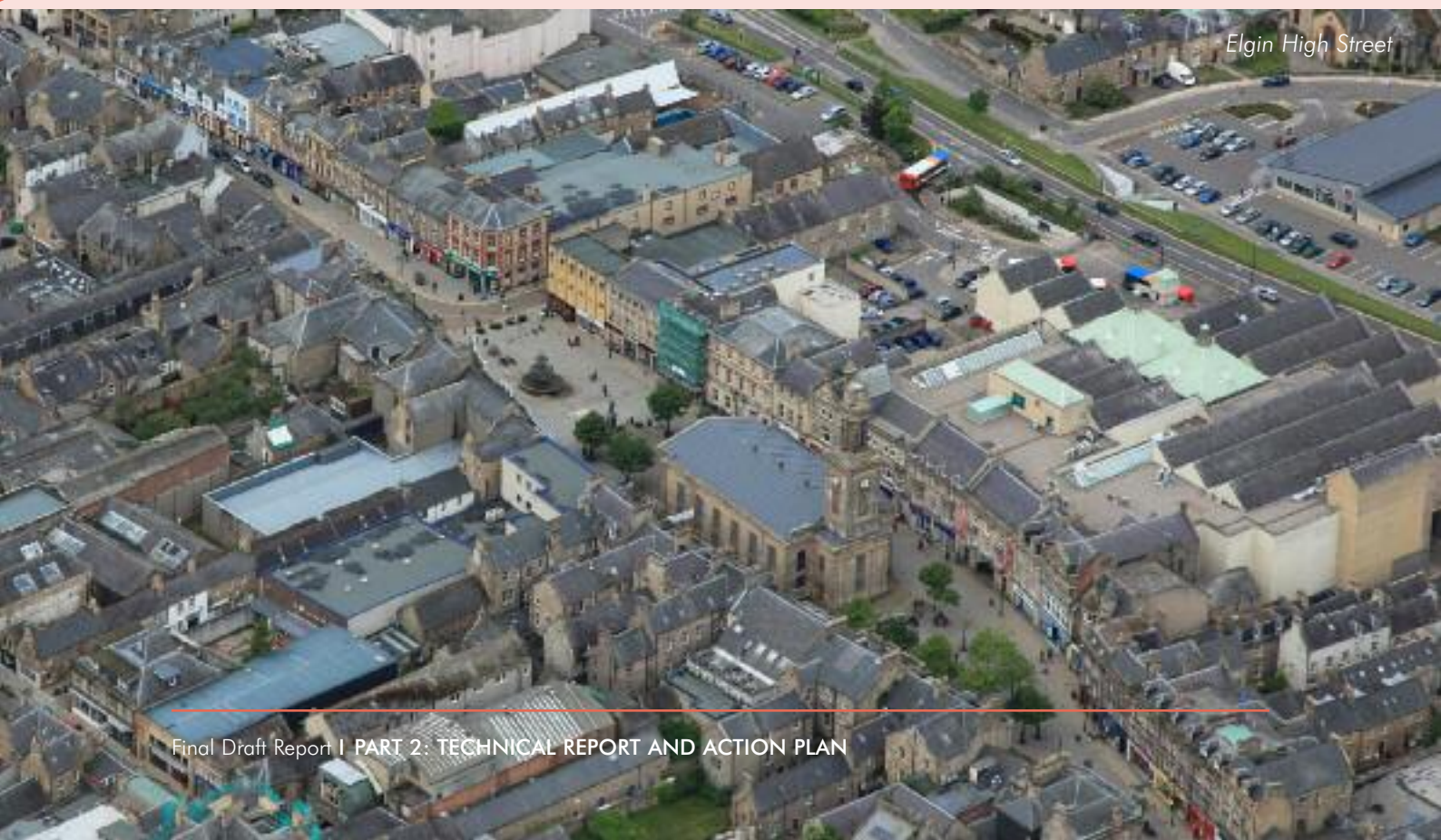
Marks and Spencer Expansion	Extension of retail unit of over 1,100m ² , with other leisure & retail and possibly office use.	Silver
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High Street East 47-71 High Street/ Northport	Site for a mix of uses with potential for hotel/office /retail/leisure and residential accommodation	Silver
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Lossie Green Masterplan Area

Grant Lodge Restoration	Seek funding and listed building consent in order to redevelop and sensitively extend Grant Lodge for use as Museum / Archive / Cultural space.	Bronze
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Lossie Green (including land adjacent to Cooper Park & Halfords, Anderson & England and Tile and Carpet Centre)	A new mixed use area including a civic space, leisure, culture comparison retail, residential and potential future office development.	Gold
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PLATFORM 2 – INNOVATION IN TECHNOLOGY AND BUSINESS

Elgin's economy is built on significant manufacturing in food and drink, the public sector, health and education and retailing services. Compared to other economies of its size, its weaknesses relate to its reliance on some of these industries, which make it vulnerable to change. Although the service sector is usually driven by the health of these other industries, in this case retail is currently underperforming due to a higher quality offer in competing centres and the dampening effect of the current over supply in the Edgar Road area.

While Elgin and the surrounding area have broadband access, the area needs to maintain a position in the vanguard of telecommunications infrastructure. Alongside investment in strategic road infrastructure, this will counter perceptions of business peripherality. Substantial investment is needed to ensure telecommunications (broadband and its successors) are of world-class quality and coverage and are being effectively used. This will enable local companies to build their business models on the ability to communicate remotely at high speed with markets in Scotland, the remainder of the UK and abroad.

This platform prioritises projects that build and nurture the indigenous business base, creates expanded production and innovation capacity, aligns skills development and training to new opportunities and enables new infrastructure to be put in place that provides access to global markets.

The Action Areas proposed as part of this platform include:

- Growing the Economy - Job Creation and skills
- Diversify the economy through the identified economic themes including innovation in Business and Technology, the visitor economy, education and health and the commercial opportunities offered by the life science sector.



Strand 1: Growing the Economy - Job Creation and skills

- Grow and develop indigenous small businesses, fostering an enterprise culture – through community and schools – stressing lifelong potential rather than a one-time career choice
- Attract inward investment through improvements in infrastructure and skills development
- Business and other skills development, providing localised training and support for online learning
- Provide workspace on flexible tenures and ‘expansion ladder’, allowing for business to grow by taking successively larger units
- Identify optimal locations for office and business park development
- Attract inward investment – where additions strengthens the base rather than displacing
- Grow supply chains – creating linkages with other firms e.g. energy, tourism and manufacturing
- Work in partnership with local organisations to build critical mass in market-led research activity, specifically in the food and drink and sustainable development sectors.

Strand 2 Diversify the economy through key sectors,namely the tourism, education, health, energy and life science sectors

- Maximise Elgin’s potential as a centre of excellence in the knowledge economy
- Support SME business development in key sectors; tourism facilities, social economy and healthcare opportunities
- Develop supporting infrastructure including availability of suitable industrial land, improved telecommunications and road connectivity. Provide workspace for key sector development.

Platform Projects	Description	Phasing
Elgin West Research and Innovation park	Research and business accommodation for health-related commercial activity	Bronze
Stream lined planning procedures	Stream lined planning procedures to encourage sector development and business location	Enabling Process
Barmuckity Business Park	New industrial floorspace	Bronze/Silver/Gold
Central Elgin Serviced office accommodation	Provision of flexible small office suites to meet the needs of small businesses	Bronze
Business Development Support Unit	Partnership between higher education and public sector to encourage innovation and business development across Elgin’s key sectors	Bronze/Silver/Gold

PLATFORM 3 - EDUCATION AND HEALTH

At a regional level, the importance of education, skills and lifelong learning is acknowledged and endorsed as a key component of economic development strategies and increasing productivity. A key ingredient for competitiveness is the stock of skills available and the proportion of graduate skills in an economy, which is strongly correlated with productivity.

The presence of a dynamic and ambitious third level institution, a cutting edge regional teaching hospital and a state of the art Life Sciences centre will be a potent combination for Elgin. There are major opportunities for shared research and development projects harnessing the depth of expertise that these institutions nurture.

The education offer within Elgin has the potential to become a leading factor in enticing inward investors and spurring the economic development of the City. There must be a logical link between education and employment. Moray College has a critical role in assisting the future development of the Moray economy through; further development of courses relevant to the developmental requirements of key sectors such as food and drink, tourism and health; establishing expertise (and a strong reputation) in these fields; and reinforcing its links with key sectors through the potential development of related research and advisory capacity, as well as provision of customised training programmes and a range of short courses to meet the needs of industry, commerce and the public sector.

The College, which currently sits on the Moray Economic Partnership Programme Board must continue to develop its leadership role in partnership with local enterprise, industry and schools, building on good work to date and ensuring that Elgin fully exploits the considerable educational assets within the city. Links between enterprise and education/research should be established more formally and this could include a business development unit to support local employers. This platform is focused around enabling Dr Gray's and The Moray College to deepen their collaboration and integrate fully with the needs of the city economy.

Action Areas

- Develop the leadership role of the Moray College, including the development of the broad sectoral experience of middle/senior managers to work with local businesses in developing potential commercial opportunities.
- Invite NHS Grampian to sit on the Moray Economic Partnership Programme Board.
- Pursue opportunities for Moray College to realise the full potential of campus redevelopment.
- Strengthen links between local businesses and enterprise and Moray College.
- Match the needs of industry with education provision and attainment targets and facilitate engagement with local employers so that the demand for skills is met. The College should generate the capacity to adapt to the changing local, regional, and global economic context.
- Develop the profile of Moray Collage, NHS Grampian and Elgin as a centre of excellence in relation to life sciences.
- Provide suitable student accommodation within or near the city centre. On this basis, develop links and attract more international students to the area.

The Life Sciences Centre

The Life Sciences Centre presents a singular opportunity which has the potential to have a catalytic effect on educational, social and economic wellbeing. More specifically, it will also result in:

- Collaboration and joint working; building pathways between research and business development;
- Shared facilities, reducing costs and raising efficiency; and
- Greater opportunities to access specialist facilities.

Links with Dr Gray's, creating an emphasis on learning with practical research benefits, which will also assist in attracting and retaining highly qualified medical staff to the area.

Platform Projects	Description	Phasing
Residential Accommodation	Student and health board staff accommodation on or close to the High Street	Bronze
Dr. Gray's masterplan & redevelopment	Masterplan being prepared, reconfiguration of the hospital underway.	Gold
Moray Life Science Centre	Centre for research and development of life sciences. Funding is approved and design teams appointed. Construction contracts yet to be completed.	Bronze
Overarching Travel Plan	Overarching Travel Plan which will capture the 3 main partners - Moray Council, NHS Grampian and Moray College.	Bronze
Specialist Research Chairs	Funding of key chairs and specialist research augmenting potential investment from GE and others	Bronze
Moray College / UHI Campus	Redevelopment (phases 2 & 3 of OBC) including teaching and laboratory space incorporating conference centre	Silver / Gold
Elgin West Research and Innovation park	The provision of research and offices pertaining to research/innovation campus	Bronze
Business Development Support Unit	Partnership between higher education and public sector to encourage innovation and business development across Moray's key sectors	Bronze/Silver/Gold
Regional Sports Facility (in conjunction with Moray Council)	As per the Moray Council Capital programme 2010, the allocation deferred until 2014 /2015 at the earliest	Gold
Establishment of new Art School/Arts Centre, in conjunction with Moray Council	Combining performing arts with visual arts. Includes a theatre that is available to UHI, a local commercial theatre, and UHI's premier Arts and Design School.	Gold

PLATFORM 4 - THE VISITOR ECONOMY

The tourism economy contributes 11% of the Scottish services sector and brought a spend of over £4 billion to the economy in 2009 (Tourism in Scotland 2009, Visit Scotland Research). The tourism market in Scotland is largely generated by UK visitors (83%) with a smaller proportion of this spend coming from overseas markets (17%).

Tourism has been identified as having particular potential as a relatively untapped sector within Elgin due to the significant assets within the city and the wider area. In this context, tourism and the potential to grow the visitor economy warrants specific attention.

The key to unlocking the economic potential of tourism for Elgin is to increase visitor dwell time within the area through the provision of visitor accommodation, attractions, amenities and activities. Developing a compelling visitor experience within the city is a central component of this platform.

A further challenge relates to the profile of Elgin as a destination regionally, nationally and internationally. There is a general sense that there is a need to develop Elgin's identity and brand so as to convey the particular assets and attributes of the area. Marketing activity needs to play to the key strengths of the region and focus on growing year round, higher value, extended stay business.

The proposition is about creating compelling themes, activities, attractions and experiences. This not only allows for the diversity of the region to be captured within a coherent marketing framework it also provides an opportunity for each of the component parts of the destination - such as Elgin - to showcase their own particular strengths and distinctiveness.

Action Areas include:

- Engage with Visit Scotland in the external marketing of the destination through the use of a coherent 'Elgin' product identity within the Moray Speyside brand.
- Identify what is unique and special, enhance the tourism product and develop the brand.
- Formulate a revised tourism strategy for the region to help Elgin compete as the touring base for the Moray / Speyside area.
- Providing the necessary tourism infrastructure; initiate an immediate action plan to address a particular deficit in restaurant and hotel facilities. Support and facilitate the industry to take the lead in driving this forward.
- Work with Moray Tourism Development Group Ltd to realise the ambition for growth in the Tourism sector.
- The potential to link local food produce to local dining out facilities.
- Provide a coherent visitor product/offer with the infrastructure that citizens and visitors need. Align the needs of visitors, the place and the community e.g. Improve the Arts and Culture Offer.

- Tell the story of Elgin, whilst respecting the identity, nature and sense of place. Interpretation and lighting of key buildings should be linked by a signed walking route such as the existing proposal for the Cathedral to Castle route.
- Be focused on nurturing a distinctive, high quality, niche offering based on the natural and cultural heritage of the area.
- The development of a package of visitor experiences based on particular product strengths such as whisky tasting, clothes, food, and heritage needs to be undertaken (e.g. whisky tours and combination packages linked to other activities providing a wide range of experiences within the destination).
- Develop a programme of events for the key themes
 - active in the great outdoors ... walking, cycling and riding ...
 - participation and enjoyment ... events and festivals
 - understanding and appreciation ... culture, wildlife and heritage ...
 - the urban experience ... shopping, eating out, the night time economy

Platform Projects	Description	Phasing
Revised Tourism Orientation Strategy/ product development	Preparation of a product development strategy in addition to Castle to Cathedral Heritage Trail that would direct visitors to sites of interest within Elgin City Centre. The orientation strategy will focus on information provision at key arrival points such as Johnston's or the train station.	Bronze
Lighting Strategy for Key Buildings	Lighting at night of key landmark buildings and attractive streetscape features	Bronze
Regional Sports Facility (in conjunction with Moray Council)	As per the Moray Council Capital programme 2010, the allocation deferred until 2014 /2015 at the earliest	Gold
Elgin TIC Relocation	Tourist information centre to be relocated to the High Street. Possible locations include St Giles Church or the High Street Pavilion.	Bronze
Business Development support packages to hoteliers and restaurants	Business Development support packages to hoteliers and restaurants	Bronze/Silver

New city centre coach drop off and pick up facility

New facilities to be located central to the High Street. This will be in addition to the Johnston's one. Two options at present allowing facilities close to the High Street and the new pavilion and relocated Tourist Information Centre.

Bronze

Establishment of new Art School/Arts Centre, in conjunction with Moray Council

Combining performing arts with visual arts. Includes a theatre that is available to UHI, a local commercial theatre, and UHI's premier Arts and Design School.

Gold

Grant Lodge Redevelopment

Redevelop and if required sensitively extend, for Museum/Archive/Cultural/Tourism use

Bronze



PLATFORM 5 - ARTS, CULTURE AND HERITAGE

The tourism sector has been identified as one of the most underperforming sectors of Elgin's economy which is all the more remarkable given the outstanding built heritage qualities of the place. Creative and cultural activity enhances a city's quality of place, helps to reclaim and revitalise neighbourhoods, enables more innovative thinking and problem-solving across all sectors of the economy, and shapes a city's identity in the face of increasing competition for talent, investment and recognition. Creative and cultural activity is also a powerful vehicle for community development and engagement.

Arts and culture are central elements to the development of this sector and will have overlapping benefits for tourism. Watching performing arts (including cinema) is one of the top ten visitor activities undertaken in Scotland. Enhancing arts, culture and heritage will therefore benefit the tourism economy and will help to leverage an existing set of local assets to generate economic activity. In turn, these benefits can be enhanced through a number of multiplier effects, ranging from the ability of the city to host facilities, services and events that the host population might not sustain by itself. Enticing visitors to stay longer spreads these benefits.

Elgin Historic Core

Elgin's historic city centre provides the location for much of the heritage and architecture offer because of its rich and varied past. It has an enviable stock of historic buildings and a good story to tell. As documented by the Elgin BID Business Plan and Moray Tourism Strategy there is a need to enhance the services and infrastructure for visitors in Elgin and address specific weaknesses that reduce or limit Elgin's destination appeal to visitors.

Opportunities for Elgin to enhance its visitor appeal through arts, heritage and culture include

- Maintaining and enhancing the character and appearance of the historic built environment
- Maximising the use of public space for events and markets
- Ensuring that the city's story is told in a clear and engaging manner
- Enticing visitors to stay longer with shopping, restaurants and a range of attractions
- Promoting opportunities to walk around the city by enhancing connectivity and Signage

Platform Projects	Description	Phasing
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Improved Regional Public Transport Links	Discussions with transport operators to enhance bus and rail services to better support the local and regional economy. Could be considered as part of an Elgin wide Travel Plan	Bronze
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High Street Pavilion	Public Meeting/events venue/ exhibition space	Bronze
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Townscape Heritage Improvements	Focused improvements on key landmark buildings	Bronze
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Establishment of new Art School/Arts Centre, in conjunction with Moray Council	Combining performing arts with visual arts. Includes a theatre that is available to UHI, a local commercial theatre, and UHI's premier Arts and Design School.	Gold
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Grant Lodge Redevelopment	Redevelop and if required sensitively extend, for Museum/Archive/ Cultural/Tourism use	Bronze
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Regional Sports Facility (in conjunction with Moray Council)	As per the Moray Council Capital programme 2010, the allocation deferred until 2014 /2015 at the earliest	Gold
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Figure 5 illustrates the complete Elgin Regeneration Model with the identified platform projects and actions for each economic sector that will act as platforms for transformational change within the Elgin economy.

Figure 5 The Elgin Regeneration Model with identified platform projects



5 THE ELGIN MASTERPLAN

5.1 Introduction and background

The Elgin City Masterplan articulates the spatial interventions of the ECFTF strategy. It was informed by baseline information gathered at the initial plan stages, as presented in The Interim Report and Baseline Study and takes into account the requirements of the project brief which sought the preparation of a masterplan for the city centre area, including Lossie Green, encompassing the assets of the partnership.

5.2 The Masterplan development strategy

The preferred development strategy is based on an urban strengthening agenda, addressing current issues facing Elgin, detailed in Chapter 2, and the core city principle, focusing investment on Elgin High Street and building value in adjacent areas. The strategy development process considered a range of physical intervention options that would deliver these objectives. The preferred option or masterplan will ensure that development over the next 10 - 15 years strengthens the positive spatial qualities of Elgin whilst allowing flexibility in the type of development as the economy transforms.

5.2.1 Masterplan Aims

Figure 6, the Elgin masterplan (page 47, and for a more detailed plan refer to Part 3 Masterplan), illustrates the physical interventions proposed at the gold attainment scenario and in doing so aims to:

- Provide a vision and an aspiration of what is possible spatially and physically in terms of developing the future city, which is critical to facilitating a shared understanding and visual articulation of what the Partnership are trying to achieve by way of transformational change.
- Address fundamental and difficult challenges of assembling Partnership assets, primarily in the form of land and buildings in the heart of the city and addressing the physical and economic constraints that need to be overcome.
- Set out the key strategic synergies between opportunities presented by Lossie Green, opportunities to develop new frontages onto Alexandra Road, underused buildings such as Grant Lodge and St Giles Church and the other assets of the partnership that have potential to be assembled with the assistance of private interests and benefactors.
- Provide the guiding spatial principle; the concept of 'High Street First' looking to sequence opportunities that strengthen the role of Elgin High Street as the primary economic and cultural space within the future city.
- Explore opportunities for the Partnership assets to help lever the development of key gap and back land sites that will build capacity and land values along the length of the High Street.


A number of spatial objectives were further developed during the information gathering stage, which are supportive of achieving these aims and the overriding vision of the ECFTF strategy referred to in Chapter 4. The spatial objectives are to:

- Build land values and improve vitality and viability within the city centre
- Unlock constrained sites
- Re use vacant derelict or underused premises, particularly along the A 96 frontage
- Improve pedestrian permeability and opportunities for walking and cycling
- Reduce the severance of the A96 and allow for better pedestrian crossing facilities
- Improve the quality and character of the built form
- Minimise impacts on the city centre conservation area and other historic designations
- Enhance the relationship between Lossie Green and the High Street
- Address issues of comparison retail expenditure leakage
- Avoid areas of flood risk and other environmental constraints, identified in 'The Interim Report and Baseline Study'
- Minimise traffic generation and deliver effective citywide transportation solutions that reconcile the needs of all road users.

5.2.2 Development Options for the Masterplan

The historical spatial layout of Elgin limits the options for intervening and directing new development opportunities using the Partnership's assets. With this in mind, as well as the context set by the ECFTF strategy aims and objectives, the options are fairly limited and fall into the following broad areas:

- **Urban Strengthening:** Concentrate on rebuilding the city core from the centre out. Put the High Street first and focus on building a strong central space harnessing the considerable strengths presented in the historic built fabric of the city before expanding elsewhere.
- **Expanded City Centre:** Focus on opportunity to bring forward Lossie Green as a comprehensive development site and develop in parallel with the historic High Street.
- **Twin Centre:** Develop Edgar Road and the historic city centre as a dual centre model sharing investment with improved linkages.



There are overriding and well established regeneration reasons for justifying the urban strengthening option as the preferable option that best delivers on a long term and more genuinely sustainable economic return. The location of the Partnership's assets is also best placed to deliver on this option as opposed to the others. Indeed, as options these are not necessarily exclusive but sequential in nature on the basis that they are all achievable but only if delivered in sequence.

The spatial focus of the masterplan is therefore the urban strengthening of the city centre and Elgin's High Street, building values and extending activity so that in the longer term development can come forward within Lossie Green. There is clear justification for an initial spatial focus on developing an energised High Street as a necessary pre-requisite for an expanded City Centre. Edgar Road will continue, as at present, to have a complementary role in terms of the wider retail offer.

As a consequence of this spatial focus, a number of more detailed options were considered in relation to the possible land uses that could be accommodated on Lossie Green as well as the layout and configuration of these uses. These options were evaluated against the spatial objectives outlined above.

LAND USE OPTIONS FOR LOSSIE GREEN

Spatial Objectives	Option 1 a scheme led by significant convenience retail	Option 2 a scheme led by comparison retail and a mix of uses incorporating residential, cultural, leisure and office accommodation	Option 3 a mixed use scheme with pedestrian bridge linking the St Giles Centre to Lossie Green
Build land values and improve vitality and viability within the city centre	✓	✓	×
Unlock constrained sites	×	✓	×
Re use vacant derelict or underused premises, particularly along the A96 frontage	×	✓	×
Improve pedestrian permeability and opportunities for walking and cycling	×	✓	×
Reduce the severance of the A96 and allow for better pedestrian crossing facilities	×	✓	×
Improve the quality and character of the built form	×	✓	×
Minimise impacts on the city centre conservation area and other historic designations	×	✓	×
Enhance the relationship between Lossie Green and the High Street	×	✓	×

Address issues of comparison retail expenditure leakage	×	✓	-
Avoid areas of flood risk and other environmental constraints, identified in 'The Interim Report and Baseline Study'	✓	✓	✓
Minimise traffic generation and deliver effective citywide transportation solutions that reconcile the needs of all road users (a detailed transport options appraisal is set out in Appendix 1)	×	✓	-



Lossie Green

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Layout Options for the Town Hall Perimeter Block

	Option 1 improving the frontage to A96 and allowing for a permeable pedestrian environment.	Option 2 allows for an increase in plot sizes	Option 3 provides block size of 11,500m ²	Option 4 provides a block size of 16,000m ² .
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Build land values and improve vitality and viability within the city centre	X	✓	X	X
Unlock constrained sites	-	-	-	-
Re use vacant derelict or underused premises, particularly along the A 96 frontage	X	✓	X	X
Improve pedestrian permeability and opportunities for walking and cycling	X	✓	X	X
Reduce the severance of the A96 and allow for better pedestrian crossing facilities	X	✓	X	X

Improve the quality and character of the built form	X	✓	X	X
Minimise impacts on the city centre conservation area and other historic designations	X	✓	X	X
Enhance the relationship between Lossie Green and the High Street	X	✓	X	X
Address issues of comparison retail expenditure leakage	X	✓	X	X
Avoid areas of flood risk and other environmental constraints, identified in 'The Interim Report and Baseline Study'	X	✓	X	X
Minimise traffic generation and deliver effective citywide transportation solutions that reconcile the needs of all road users	X	✓	X	X

The previous tables provide a short summary of the optioneering stage which was an important step in the masterplanning and design process. It helped to develop and refine the masterplan concept and the principles of design which are most relevant to the local context.

5.3 Masterplan Design Principles

Some specific design principles have been drafted so that high quality urban design and built form is achieved within the masterplan area. Quality design in the built environment has multiple benefits in terms of townscape, health and wellbeing, energy efficiency as well as attracting higher value end users. Ultimately, planning policy and guidance should be brought forward to ensure that these design objectives are met.

Protect and Enhance Elgin's Character Elgin is characterised by a number of historic landmarks, civic spaces and an impressive stock of historic buildings. Attracting investment and increasing vitality and viability can help to maintain the fabric of the historic core. Given Elgin's significant historic environment, its character should not be undermined by poor quality development. Development proposals within or adjacent to historic environment designations should respond to, and respect their context in terms of design, scale and height.

Develop Connections A number of ongoing projects as well as proposals within this masterplan will result in improved connections within Elgin, particularly for facilitating more sustainable and active modes of transport, which will enhance health and wellbeing. The majority of these improvements will be sought in the area adjoining the High Street and Lossie Green (See below).

Improve Pedestrian Movement Elgin is characterised by a dense medieval street pattern and the meandering open landscape of the River Lossie. Small block sizes, in areas where significant change is envisaged, enhanced visibility of destinations within the city and improved interpretation and signage at gateways will help promote pedestrian movement and enhance activity within existing public spaces.

Appropriate Building Heights & Active Frontages Proposed building heights will reflect the existing scale of the High Street conservation area. Historic building lines will be reinstated, unless overriding benefits to permeability and activity within the public realm are achieved. Three storey buildings are proposed for retail uses fronting the boulevard and the new civic square at Lossie Green. Active frontages are important for city centre spaces and will be encouraged at the High Street, Alexandra Road and the new civic square.

5.3.1 Lossie Green

In the long term, the Lossie Green area is where the most significant level of change is proposed. The design for Lossie Green is shown in **Figure 6** below, and presented in more detail in Part 3: Masterplan, and can be summarised as follows:

Improving visibility of landmarks and access to civic Spaces; The masterplan will improve activity within existing public spaces and create a new civic square on Lossie Green with views of Elgin Cathedral, which will aid orientation and provide viewing points for visitors to the city.

Figure 6 New Civic Square



Key Connections A number of improvements to the A96, creating a boulevard design will improve connections between the High Street and Lossie Green. New crossing points will be provided to enable relaxed pedestrian movement and integrate proposals for Lossie Green with the rest of the city centre. The Elgin City For the Future pavilion on the High Street is coupled with Trinity Church to provide landmarks at either end of North Street, thereby encouraging footfall in both directions. Additional detail on the proposed improvements to Alexandra Road / A96 is set out below in **Section 5.3.4**.

Proposed Pattern of Pedestrian Movement The new street pattern and grain proposed for Lossie Green will improve connections between the High Street and green cycle and walking routes adjacent to the River Lossie and within Cooper Park.

Urban Grain and Block Size Block sizes proposed within the Lossie Green area will continue the tight urban grain that is a strong characteristic of Elgin City Centre. The permeability will promote connections and activity. Perimeter development has flexibility to accommodate different building depths and numerous uses.

Building Heights & Building Frontages Three storey buildings are proposed for retail uses fronting the new civic square at Lossie Green. Active frontages are important for city centre spaces and will be encouraged at the High Street, Alexandra Road, and the new civic square.

Mixed Use Character Areas Elgin City Centre is characterised by a mix of uses that attract people to visit and work throughout the day. New development at Lossie Green which will include leisure, retail, office and residential uses within or adjacent to the centre will develop this critical mass of attractions and activities. Within Lossie Green mixed use character areas, each with an identified predominant use, have been developed to help create a legible built fabric and to ensure that development and uses are compatible.

More detail is presented within the City Masterplan which is provided as a separate document, Part 3: Masterplan.

Figure 7 Cooper Park Promenade and New Civic Square from the Amphitheatre

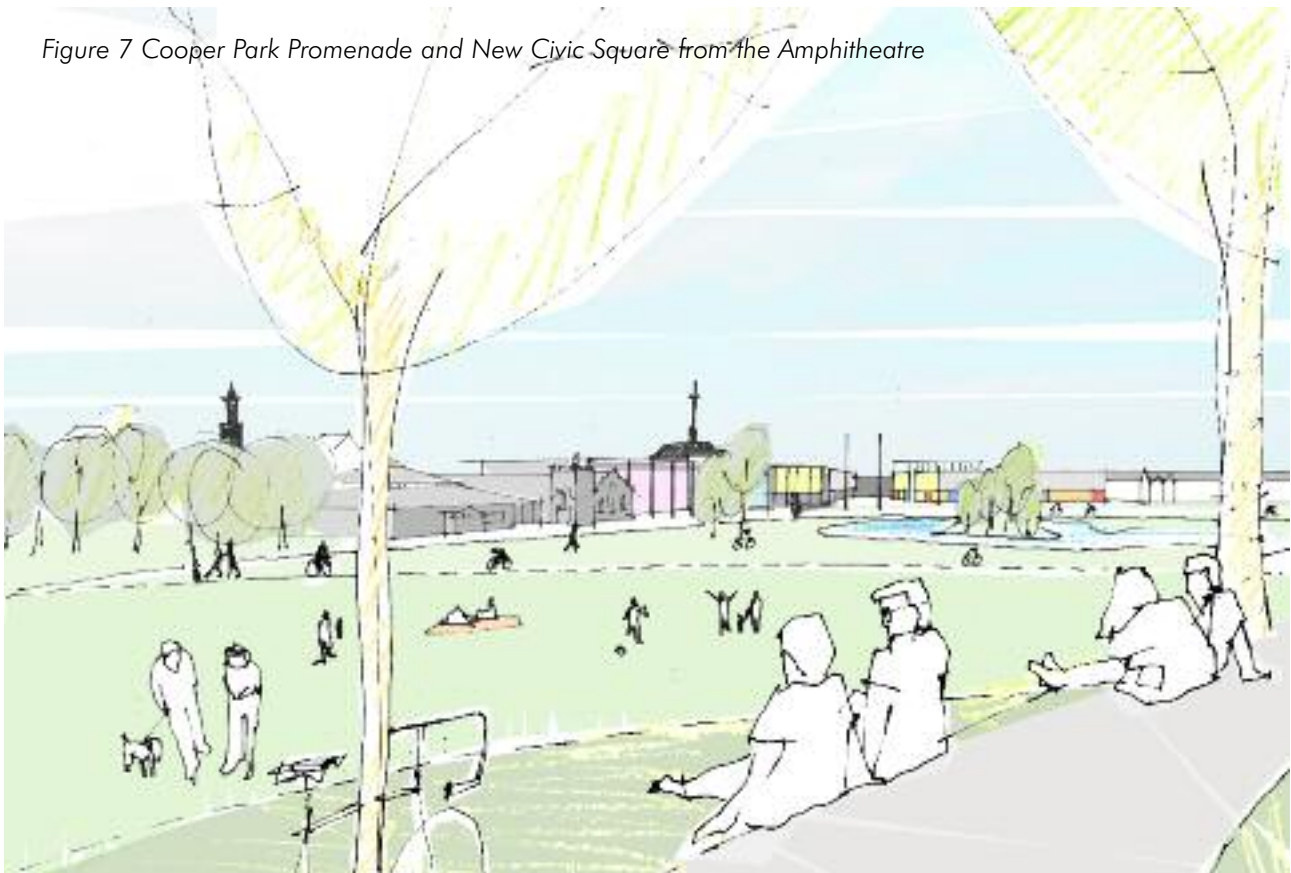


Figure 7 – The Lossie Green masterplan

5.3.2 Transport Strategy and Testing

The Transport Strategy supporting the Masterplan was developed around a number of guiding principles as follows:

- Recognition that the majority of traffic using the A96 Alexandra Road has an origin and/or destination within Elgin and that the proposal for an Elgin bypass would not provide significant traffic relief for the city centre;
- Reduce the severance effect of the A96 Alexandra Road to allow good pedestrian and cycling connections between the High Street and the Lossie Green areas of the city centre;
- Create a new boulevard along the A96 Alexandra Road to provide a more urban feel with at grade pedestrian crossings corresponding with the principal pedestrian desire lines, the removal of a number of key pedestrian unfriendly roundabouts in the city centre and frontage development on both sides of the road;
- Local widening of Alexandra Road to provide the necessary traffic capacity between the Tesco junction and the A941 junction; this will allow improvements to connectivity without having a detrimental effect on traffic capacity and the safe operation of Alexandra Road;
- A need to provide better linkages between north and south Elgin, with other local road improvements to improve traffic flow. These improvements could be linked to development including those in the Edgar Road area;
- Building upon the Council's Urban Freedom project the development of a safe and attractive network of walking and cycling networks with a focus on the green corridor following the River Lossie and the opportunities for enhancement opened up by the flood defence works;
- Relocation of the bus station to a new central location on Lossie Green as part of the development of a new civic square and to assist in the activation of the Lossie Green area of the City Centre. Access to the new bus station will be from the A941 and Boroughbriggs;
- Promotion of sustainable travel patterns throughout Elgin by the development of an overarching Travel Plan with an emphasis on walking, cycling and public transport trips. The Travel Plan will address accessibility issues both within Elgin and across the region;
- The replacement of all car parking spaces lost to the Masterplan in a new multi-storey car park on Lossie Green accessed from the A941 and Boroughbriggs;
- Realising the opportunity to remove on street car parking within Cooper Park;
- An allowance for additional parking in the new multi-storey car park to cater for the demands of the Masterplan in order to support the vitality and viability of the city centre;
- Improved signage to city centre car parks on the key approaches and within the central area;
- Relocation of the lorry park on Lossie Green to the industrial areas to the east of the city accessed from the A96;
- Provision of a new centrally located coach drop off and pick up facility in addition to the existing facilities at Johnston's; and
- An emphasis on high quality street design within the Lossie Green Masterplan in accordance with the design principles of 'Designing Streets'.

One of the key objectives of the Masterplan is to improve pedestrian access across the A96 and in particular, the section between the Tesco roundabout and the A941. As this is also where much of the traffic from the site will be generated, it is critical to the plan's success that the road be improved in such a way as to achieve the aim of increased accessibility, whilst accommodating any increase in traffic volumes.

Currently Moray Council is considering a number of traffic management options for Elgin including a potential new western distributor road. The Elgin City For the Future study does not specifically address the issue of the western distributor road as this is currently being worked on by Moray Council's term consultants Jacobs. Whilst a decision is still to be made on the Western Distributor Road this study recognises the need for a complete and functional distributor road network to ensure that traffic related to the proposals in the city centre can be managed. This will be dealt with as part of the Elgin Traffic Management Project.

Although the A96 is part of the wider strategic network, the problems experienced by many drivers within the centre of Elgin are not generally caused by strategic traffic. A number of studies have shown that approximately only a quarter of vehicles on Alexandra Road are travelling through Elgin with the rest of the traffic starting and/or ending their journey within the city. The construction of a bypass around Elgin would therefore remove a proportion of traffic from the city centre, but not as much as people might expect and certainly not enough to justify the cost of constructing the bypass.

A more effective solution would be to complete a series of distributor roads around the city to allow better access to non-central parts of the city from the A96 and A941. In addition to allowing strategic traffic to bypass the city centre, this would encourage drivers with a non-central origin/destination to use the distributor roads and would remove a greater proportion of vehicles from the city centre than the bypass proposals. Furthermore, many of the problems within the city centre are caused by the conflict between east-west and north-south traffic, particularly on the section of the A96 between the High Street and North Street where these two movements combine; unlike a bypass which would remove mostly east-west traffic, the distributor road system would also benefit traffic on the north-south axis, thereby providing yet more benefit.

By allowing ease of movement around the city periphery, the distributor roads would remove the dominance of the A96 and A941, opening up development opportunities elsewhere within Elgin. They would also distribute traffic more evenly and remove pressure in a number of key congestion hot spots such as Edgar Road, as well as the city centre. In summary, the creation of a series of distributor roads would benefit more drivers, would have a much greater impact on reducing city centre congestion than a bypass, and is likely to be much less expensive.

Preferred Option Testing

Taking account of the key findings of the traffic model option tests and based on a number of stakeholder consultations, a preferred land-use strategy was developed. In the intervening period between option testing and the development of the preferred scheme, Jacob's produced a future-year model which incorporated many of the committed developments and also the Elgin Traffic Management (ETM) proposals. The ETM proposals included new roundabouts on the A96 to permit right-turning traffic, widening of Alexandra Road between the Tesco roundabout and the A941 and the removal of eastbound traffic from South Street between Dr Gray's Roundabout and Hay Street, along with a number of other improvements.

The model nominally models 2014 traffic volumes, although traffic growth is predicted to be negligible over the next ten years and consequently the model is considered as a suitable base for modelling any year within the Masterplan period; indeed, with the addition of the Masterplan developments (and others), it is likely that the resultant traffic growth in the model is significantly higher than predictions and so can be considered as a robust assessment.

The first task in testing the preferred land-use strategy was to estimate the likely increase in trip generation as a result of the proposed development. Using the following list of developments, the numbers of trips generated were calculated using the TRICS databases, and the number of trips is given in Table A1 (Appendix 1); trip generation figures are also provided graphically in Figures A1 and A2 (Appendix 1). A more detailed list of developments assumed in the model is provided in Table A2 (Appendix 1).

For each new development the trip distribution of a nearby existing development of similar land use was used to distribute the generated trips through the network. A number of junctions were identified during the option testing phase which were at or near capacity and which would need to be redesigned in order to accommodate the increased levels of traffic expected. These junctions were redesigned and tested firstly in isolation using Linsig (see Appendix 1) and then in combination in the model.

A summary of the modelled impacts of the Masterplan proposals are set out in Appendix 1.

5.3.3 Car parking

The Masterplan removes a number of existing car parks within the city centre including Lossie Green and the lorry park, Lossie Wynd and the North Port car park. The Masterplan provides for the replacement of these car parking spaces in a new multi-storey car park on Lossie Green. This multi-storey car park could accommodate up to 500 to 600 spaces. This figure has been based on an assumed plot size of 4,400 sqm and an allowance of 26.5 sqm per car, providing space for around 150 cars per deck. It is assumed there would be four decks (ground floor, two upper floors and a roof deck), providing overall space for around 600 cars.

In addition car parking will be provided for the residential and employment land uses proposed on Lossie Green. In the longer term the Masterplan provides the flexibility to develop the St Giles Centre car park for mixed retail/employment uses to incorporate car parking as required. It should be noted that the transport modelling work assumes that the St Giles car park is retained in its current location.

In addition, a new lorry park to replace the 13 spaces at Lossie Green will be built to the east of the town. The chosen site will give access to drivers to catering and toilet facilities with easy access from the A96 and A941.

5.3.4 A96 Improvements & Alexandra Road

The transformation of Alexandra Road to tree lined boulevard will be an essential part of the strategy to reconnect the established town centre with Lossie Green, Cooper Park, the Cathedral and the north of Elgin. It will transform the present traffic dominated environment into a lively appealing street environment and overcome the barrier effect of the road, whilst maintaining its strategic traffic function. It will be characterised by:

- new building frontages and corners, defining a new space in Elgin's street pattern;
- broad tree lined pavements;
- dedicated cycleways;
- high quality paving, street furniture and cycle parking;
- increased pedestrian movement and activity;
- signalised traffic junctions replacing roundabouts with crossing points at pedestrian desire lines;
- the pedestrian and visual reconnection of North Street -Trinity Place, Lossie Wynd and North College Street;
- integration with the fine grain of the closes; and
- an extension to the St Giles Centre.

Figure 8 Transformation of Alexandra Road into a Boulevard



Treatment of the A96 and Alexandra Road was considered in detail as part of the transportation study underpinning this strategy. During the options testing phase, described in Section 5.2.2, a number of junctions were identified which were at or near capacity and which would need to be redesigned in order to accommodate the increased levels of traffic expected. These junctions were redesigned and tested firstly in isolation using Linsig and then in combination in the model. The full list of assumed network changes, largely affecting Alexandra Road is as follows:

- Signalisation of the High Street / Alexandra Road;
- Signalisation of the Haugh Road / Alexandra Road;
- Removal of pedestrian crossing on Alexandra Road between High Street and Haugh Road (replaced by crossing facilities at both junctions);
- Retention of two-way traffic on South Street (between Dr Gray's Roundabout and Hay St);
- No dualling of A96 Alexandra Road is proposed, although partial widened to allow two eastbound lanes. Pedestrian crossing moved east from existing location to point approximately midway between Haugh Road and Cumming Street. This would place the crossing in a similar location to the existing underpass, thereby providing alternatives for pedestrians crossing between the High Street and Lossie Green;
- Signalisation of Cumming Street / Alexandra Road junction. This will have implications in terms of eastbound vehicles exiting St Giles Car Park and a detailed study may be needed in the future to look at options to address this issue;
- Removal of parking from Lossie Wynd / Multi-storey car park to be built on Lossie Green;

- Relocation of the bus station to north of Alexandra Road/A96 with access from the A941 and Boroughbriggs Rd. Associated signals may be required on the A941 to allow safe access/egress from the bus station.;
- Signalisation of South College Street / Alexandra Road junction;
- New pedestrian crossing on A96 north of North College Street; and
- Signalisation of A941/Boroughbriggs Road (includes limited widening immediately south of bridge to allow southbound traffic to pass right-turners).

In order to allow the proposals to be tested, assumptions were made regarding the four main junctions on the A96, and a number of preliminary layouts were designed. However, there is a lot of uncertainty regarding the levels of flow that will need to be accommodated, largely as a result of similar uncertainties regarding the proposed Western Distributor Road (WDR). In some cases, if a Western Distributor Road is not provided traffic volumes could be more than 200% greater than if the WDR were provided. This would obviously increase the size of the junctions required and could require the use of third-party land and CPO procedures.

Alexander Road



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ACTION PLAN

Abbreviations

CoS Church of Scotland

EBID Elgin Business Improvement District

FSB Federation Small Businesses

HEI Higher Education Institutes

HIE Highlands and Islands Enterprise

MC Moray Council

MCoC Moray Chamber of Commerce

MTD Ltd Moray Tourism Development

NHSG National Health Service Grampian

SDI Scottish Development International

UHI University of Highlands and Islands

6 THE ACTION PLAN & DELIVERY FRAMEWORK

The Masterplan aims to integrate Elgin's economic performance more closely with that of the wider economy. Consistent with the wider Moray Economic Strategy, it promotes sustainable diversification of economic activity in a range of sectors, and the Action Plan brings forward measures to achieve this:

- The Moray Economic Strategy seeks to develop a lead role for Moray in key economic sectors including: health research, tourism and arts and culture, and engineering. Elgin has a key role as a core location for these activities, and also in building high value activity. Attracting and retaining well-qualified staff is a key feature of the strategy, and the Elgin Masterplan addresses this through a comprehensive range of measures to position the city as a preferred location for living, working, learning and leisure time activity.
- Elgin and its City Centre is Moray's prime retail location: actions aim to attract a broader range of retail and leisure activity to the City Centre to encourage dwell time and expenditure.
- Developing a high quality and comprehensive education and health infrastructure and research service for Moray residents is at the heart of the Economic Strategy. Elgin's well established regional education and health infrastructure gives it the potential for a key role in attracting new firms and developing existing businesses in these sectors, and developing research and innovation links with them.
- Moray's tourism offer is the focus for considerable development, building on its renowned whisky, glens and coastal heritage, its food and drink offer – with the region home to world leading brands, and the potential for a wide range of outdoor activities. The Moray Economic Strategy highlights the need to develop Elgin as a visitor 'gateway' bridging and signposting the regions various attractions.
- Arts, culture and heritage have considerable potential across Moray. The Moray Economic Strategy notes the value to the economy of the region's developing cultural offer, including the Findhorn Foundation, the Moray Arts Centre, and Moray's place as a centre for the Scots language. While limited at present, Elgin has a key role in the Strategy through building on Moray Colleges established leadership position in arts education in the north of Scotland, and raising the profile of Moray's culture and its architectural, archaeological and industrial heritage.

Fundamentally, the Masterplan seeks to address the causes of Elgin's underperformance as part of delivering The Moray Economic Strategy.

6.1 Economic Benefits

The potential economic benefits of Action Plan delivery are estimated as follows³.

		BRONZE	SILVER	GOLD
ELGIN CITY FOR THE FUTURE				
Construction	Investment (£m)	£53.4	£84.1	£211.3
	Jobs	102	162	407
EMPLOYMENT	net	828	1,466	2,649
annual GVA	(£m)	£49.9	£80.0	£123.1

High Street First

Construction	Investment (£m)	£12.1	£31.5	£63.5
	Jobs	23	61	122
EMPLOYMENT	net	78	270	762
annual GVA	(£m)	£2.0	£7.5	£17.0

Innovation in Technology and Business

Construction	Investment (£m)	£24.1	£35.4	£45.6
	Jobs	46	68	88
EMPLOYMENT	net	641	974	1,336
annual GVA	(£m)	£42.3	£64.8	£89.6

Education & Health

Construction	Investment (£m)	£10.8	£10.8	£78.8
	Jobs	21	21	152
EMPLOYMENT	net	68	68	237
annual GVA	(£m)	£4.2	£4.2	£9.9

The Visitor Economy

Construction	Investment (£m)	£6.4	£6.4	£6.4
	Jobs	12	12	12
EMPLOYMENT	net	41	154	266
annual GVA	(£m)	£1.4	£3.5	£5.7

Arts Culture Heritage

Construction	Investment (£m)	£0.0	£0.0	£17.0
	Jobs	0	0	33
EMPLOYMENT	net	0	0	48
annual GVA	(£m)	£0.0	£0.0	£0.9

³ Estimates have been prepared consistent with HM Treasury and Scottish Enterprise guidance.

6.2 The Action Plan

The Action Plan specifies measures in each of the five platforms for change, highlighting lead and support partners, the likely timescale for delivery, the key supporting actions required and a broad indication of cost.

The timescale for delivery has been specified for each action and can be referred back to the bronze, silver and gold attainment scenarios (detailed in **Section 4.2** of the main report). The timescale of this plan is from 2011 to 2021 with some of the longer term actions envisaged for delivery in 2022 onwards. The bronze, silver and gold phasing therefore refers to the following timescales

- **Bronze** **2011 - 2015**
- **Silver** **2016 - 2021**
- **Gold** **2022 onwards**

The action plan is indicative and there may be projects that are interchangeable between platforms and phases.



Platform 1 High Street First

Bronze: 2011 - 2015

Silver: 2016 - 2021

Gold: 2022 onwards

High Street First	Phasing	Lead Role	Support	Cost
<p>Maintaining and improving the centre’s accessibility for Elgin and Moray is critical to raising its attraction. Actions therefore focus on: improving links between Elgin and other settlements in Moray; and developing hub facilities consistent with Elgin’s role.</p>				
<p>i Improved Regional Public Transport Links Improved links to central Elgin from other parts of Moray will support its key retail, leisure, civic, administrative and employment role. Maintenance of a comprehensive public transport network - servicing both peak hour and leisure time requirements - will also enhance Elgin’s ‘Gateway’ role to the rest of Moray. Proposed service enhancements will require liaison with businesses in the centre’s retail, leisure and other sectors.</p>				
<p>Develop Elgin-wide Travel Plan; Implement service improvements</p>	Bronze	Moray Council/ Transport Operators	Elgin BID, Transport Scotland	
<p>ii Bus Station Relocation An improved, relocated bus station is needed in the City Centre. Relocation is needed to support consolidation and improvement of the St Giles Centre. The preferred area for its relocation is Lossie Green, ultimately as part of a new civic square. Parking spaces will be reprovided elsewhere in the Masterplan area.</p>				£4m
<p>Commission Bus Station design, (including options review). Relocate car parking Procure bus station redevelopment</p>	Bronze	MC / transport operators	Private sector developers/ investors	

	Phasing	Lead Role	Support	Cost
<p>Bringing increased activity and animation to the High Street environment will help to attract increased footfall (from residents and visitors) and related business activity. This should combine initiatives which help give a distinct sense of Elgin's identity; broad-based environmental improvements which build on the High Street's high quality; and initiatives to maintain high levels of service in businesses in the central area.</p>				
<p>iii Moray College / UHI Teaching restaurant Moray College has established strengths in hospitality and leisure. It has an existing restaurant facility located on the campus. This would be relocated (or supplemented) in a centrally located property (High Street/South Street), providing operational, management as well as hospitality training in a 'real world' context.</p>				<p>£100,000 for fit out. Excludes annual operating costs</p>
Develop and agree training restaurant concept and operating model.	Bronze	UHI	MC/Elgin BID, MTD Ltd	
Identify appropriate premises (with a preference for sites in Moray Council's portfolio)	Bronze	UHI	MC	
Agree lease arrangements, fit out and commence operation	Bronze	UHI	MC	
<p>iv St Giles Church as the centre piece of High Street activity St Giles Church is the most dominant building in the High Street, although it is increasingly under-used. Its re-use as Elgin's main visitor information centre and/or an events venue would help to attract and better orientate visitors to explore the High Street and neighbouring areas. This can only be done with the agreement of the congregation and the Church of Scotland. There has been a religious presence on the site for some 800 years, which in itself may provide the basis of a related exhibition.</p>				<p>£2.5m</p>
Discussions with Church of Scotland /congregation on acceptability of reuse	Bronze	MC, Church of Scotland	MC, EBID, MTD Ltd	
Liaison with Historic Scotland	Bronze	MC	Historic Scotland	
Agree use specification	Bronze	CoS	MC, EBID, MTD Ltd	
Design & Implementation	Bronze	MC, CoS	EBID, MTD Ltd	

	Phasing	Lead Role	Support	Cost
v A High Street Pavilion as a showcase for change A temporary building with innovative design would be constructed and prominently positioned in the High Street. This would provide both a showcase for progress in implementing the Masterplan and as a temporary exhibition space. Opportunities to fund this privately should be explored.				£320,000
Agree temporary use of space	Bronze	MC	Community Councils, Statutory consultees	
Prepare detailed concept and activity brief	Bronze	MC	EBID, private sector	
Identify potential sources of funding	Bronze	MC	EBID, HIE	
Commission Design Competition	Bronze	MC, Private Sector	EBID, Royal Institute of Architects Scotland	
Implementation	Bronze	MC, Private Sector	EBID	
vi Townscape Heritage Improvements Elgin has a strong character of historic townscape and buildings and its central street pattern, High Street and Little Cross have a unique identity. This is accompanied by high quality civic and institutional buildings. These features should be maintained and where possible enhanced to make the centre an increasingly attractive place to come to, use and spend time and money.				£250,000
Prepare prioritised rolling programme of key buildings and related improvements (costed).	Bronze	MC, EBID	Building owners, MC, Private Sector, Lottery and other funds	
Implement improvements	Bronze	MC, EBID	Private Sector	

	Phasing	Lead Role	Support	Cost
<p>vii Business development & support to the leisure and retail sectors</p> <p>Development of a package of advice, training and other support to assist businesses in investing in greater levels of business activity in the City centre, targeting visitor growth markets, improving their service offer, and engaging with City centre events and promotions. While promoting the active engagement of multiple retailers as well as the City Centre's independents, this should include provision for targeted consultancy to smaller businesses.</p>				£500,000
Develop business support package	Bronze	EBID	MC, UHI, MCoC, FSB, Private Sector	
Development of employee training programme based on a training needs analysis of City Centre retail and leisure employees (including those interfacing with visitors to the City Centre e.g. taxi drivers)	Bronze	EBID	MC, UHI, MCoC, FSB, Private Sector	
<p>Reinforcing the City Centre's retail & leisure role is a key strategic aim, and a benchmark by which the success of the Masterplan will be gauged. The lack of central expansion opportunities has frustrated various attempts to redevelop and extend the city centre's retail offer, while at the same time encouraging retailers to occupy space outside the city centre for example at Edgar Road. If Elgin town centre is to build its retail, leisure and commercial function, city centre sites need to be assembled and promoted for redevelopment. At the same time, development needs to be carefully phased in order to build city centre values.</p>				
<p>viii City Centre Enabling Fund</p> <p>A City Centre Enabling Fund is proposed to support site assembly, compulsory Purchase Orders (if required) and the removal of constraints behind city centre development located to generate maximum economic benefit. There are a number of assets which the partners own which could be inputted into such a fund. Further discussions between the partners are required to ensure that sufficient funds are available to drive improvements to the city. In certain locations⁴, Council sites may form part of an investment to improve and attract private sector funding for development by making development more viable.</p>				
Establish the scope for using Council and other public sector assets (land and buildings) to support city centre development (e.g. through disposal to generate receipts, or as contribution to a joint venture)	Bronze	MC		

⁴Subject to procurement regulations.

	Phasing	Lead Role	Support	Cost
<p>ix Physical Extension of St Giles Centre</p> <p>The St Giles Centre is a key retail space; the city centres only covered mall provision and the town centre's prime retail area. Despite various proposals for its extension, none has yet been implemented. It is unlikely that the city centre will be able to attract significant investment in the absence of modern and available floorspace. The extension of the St Giles Centre to the north and west (and possibly back towards the High Street could make a further 7,300 sq.m (76.600 sq.ft) available for retail/leisure-led mixed use development, albeit a smaller extension may prove more viable in the current economic/property climate.</p>				£12.1m
Prepare development brief for extended site (acknowledging requirement for bus station relocation)	Bronze	MC	Private Sector, EBID	
Broker site assembly discussions with landowners	Bronze	MC	Private Sector	
Agreed Heads of Terms for consolidated site	Bronze	Private Sector		
Site assembly	Bronze	Private Sector	MC	
Planning application for mixed use development	Bronze	MC, Private Sector		
Implementation	Bronze/ Silver	Private Sector		
<p>x Southern A96 frontage consolidation</p> <p>Marks & Spencer's High Street store anchors the western end of the High Street. The area fronting the A96 also houses leisure and office uses. From the A96 this area presents a fragmented unattractive aspect. There is scope to introduce new activity here, reinforcing the Elgin city centre's retail and leisure offer. A96 frontage consolidation could realise retail/leisure led mixed use development of 3,716 sq.m (40,000 sq.ft). Potentially, this would enable an M&S expansion, along with an extended leisure offer, without compromising car parking levels in this area. The site could be developed in individual parcels or as part of a combined development.</p>				£4.3m
Prepare development brief for extended site	Bronze	MC	Private Sector, EBID	
Broker site assembly discussions with landowners	Bronze	MC	Private Sector	
Operator discussions re potential requirements	Bronze	Private Sector		

	Phasing	Lead Role	Support	Cost
Agreed Heads of Terms for consolidated site	Bronze	Private Sector		
Site assembly	Bronze	Private Sector	MC	
Planning application for mixed use development	Bronze/ Silver	Private Sector MC		
Private sector	Bronze/ Silver	Private Sector		
Implementation	Silver	Private Sector		
xi High Street East The limited availability of potential retail development opportunities in the centre of Elgin extends in equal measure to hotels. The Masterplan findings indicate a shortage of good quality accommodation in Elgin in both business and leisure sectors. A centrally located hotel would support the development of Elgin's night time economy and potentially attract increased levels of expenditure to it. A site at North Port has been identified with High Street frontage and opposite the Moray Council buildings.				£4m
Prepare development brief	Bronze	MC	Private Sector, EBID	
Operator discussions re potential requirements/ involvement	Bronze	Private Sector		
Broker site assembly discussions with landowners	Bronze	MC	Private Sector	
Draft Heads of Terms for consolidated site	Bronze	Private Sector	MC	
Site assembly	Bronze	Private Sector	MC	
Planning application for mixed use development	Bronze/ Silver	Private Sector MC		
Implementation	Silver	Private Sector		

Planning for the City Centre’s future growth

Lossie Green is critical to the future of Elgin’s city centre. It links the River Lossie to the centre. It’s proximity to Cooper Park also gives it considerable potential to better link the existing and potential visitor/cultural offer to the city centre. It is presently occupied by the Town Hall, car parking, and a combination of office, retail and industrial uses.

Projects such as the bus station relocation may be able to proceed here in the bronze development phase. At this stage, mixed use development combining retail, leisure, commercial and residential uses is not sustainable.

One of the Masterplan’s objectives is to build central area values over time, so that they are sufficiently robust to enable Lossie Green’s beneficial development for a range of uses. Its comprehensive development is envisaged in the late silver/gold development phases. Given the projected timescale for its development, the Development Brief for Lossie Green needs to be sufficiently flexible to enable it to respond to different scenarios. It also has to be able to reflect critical considerations such as the Town Hall, the challenges posed by the escalating costs of its maintenance, its continued suitability for a range of community and civic functions, and its Listed Building status; and progress in improving pedestrian access between Lossie Green, the remainder of the city centre and other areas such as Cooper Park.

xii Town Hall Feasibility Assessment

The required strategy for the future of this building should acknowledge the scale and nature of the building’s usage (existing and potential); increasing maintenance costs and the likelihood that this will continue; the potential benefits and costs of relocation and redevelopment; and community views on its future. The Town Hall occupies a strategic frontage site. Whether it remains as it is; is redeveloped in situ; or is relocated to a new building will have a critical bearing on the response of developers to the opportunities the rest of the site offers once flood alleviation works are completed (anticipated 2014). Clarity over the Town Hall’s future is needed to prepare a meaningful Development Brief that the market will respond to.

Detailed assessment of: Town Hall condition, maintenance costs and implications; & Options for future provision of Town Hall functions	Bronze	MC		
Consultation and decision on preferred option	Bronze	MC		

	Phasing	Lead Role	Support	Cost
<p>xiii Lossie Green Development Brief</p> <p>The Masterplan has examined various development mixes for Lossie Green, none of which are viable at present. Once a decision has been taken on the future use of the Town Hall site, the flood alleviation works are close to completion and other activity is underway in the centre of Elgin this can be addressed. The availability of expansion space for the city centre is key for Elgin going forward. Having this land, adjacent to the existing High Street area will greatly assist the future direction of development of Elgin in the longer term.</p>				
Undertaking of site investigations to include contamination analysis	Bronze			
Preparation of Development Brief (involving neighbouring occupiers/owners)	Bronze	MC, Private Sector	EIBID	
Marketing of development opportunity for extension of town centre uses and identification of development partner/funder.	Bronze	MC		
Agreed Heads of Terms	Bronze			
Submission of planning application Processing of planning application	Silver	MC, Private Sector		
<p>The area to the north of the A96 between the City Centre and Cooper Park has considerable potential in the medium to long term as pedestrian linkages across the A96 are developed and as Lossie Green comes forward. This site helps define access to Cooper Park (and the Cathedral) as well as perceptions of Elgin. It is presently occupied by a combination of bulky goods retail and trade uses which would require relocation. The site could potentially accommodate relocated civic uses/ arts centre or residential uses.</p>				
<p>xiv A96 North Development Brief/To East of A941</p> <p>The range of potential development mixes is linked to the findings of feasibility assessments for the Town Hall and the Arts Centre.</p>				£32,170
Preparation of Development Brief (involving neighbouring occupiers/owners)	Bronze	MC, Private Sector	EBID	
If appropriate, marketing of opportunity for appropriate uses and identification of development partner. Otherwise business case submissions for civic and related uses.	Bronze	MC	UHI/others as appropriate	
Submission of planning application Processing	Silver	Private Sector/MC/UHI MC		

	Phasing	Lead Role	Support	Cost
<p>xv Alexandra Road Improvements</p> <p>The replacement of a number of roundabout junctions on Alexandra Road with traffic signals and the introduction of at grade pedestrian crossings. Associated with this the widening of Alexandra Road between the Tesco and A941 junctions. The provision of shared foot/cycle ways along the north side of Alexandra Road and a footway to the south. Public realm improvements to create a boulevard along Alexandra Road.</p>				£2.5m
Scheme Design	Bronze	Transport Scotland	MC	
Land Assembly	Bronze	Transport Scotland	MC	
Construction	Bronze	Transport Scotland	MC	
<p>xvi Lossie Green Multi-storey Car Park</p> <p>The provision of a new multi-storey car park on Lossie Green to replace the existing car parking and to accommodate the Masterplan. Access from the A941 and Boroughbriggs.</p>				£4.5m
Planning and Design	Bronze	Private Sector	MC	
<p>xvii Replacement Lorry Park</p> <p>The long term plans for Lossie Green will require a replacement and purpose built lorry park to the east of the town.</p>				£100k
Land assembly, design & construction	Bronze	MC		
			Total	£35.20m





Platform 2 Innovation in Technology and Business


	Phasing	Lead Role	Support	Cost
<p>Manufacturing in Moray accounts for a significantly higher proportion of economic activity than Scotland as a whole. Much of this is based around its established food, drink, textiles and more recently, offshore engineering sectors. Elgin itself is home to successful businesses including distillers Gordon & MacPhail, Diageo, cashmere manufacturers Johnstons, and games developers Hunted Cow.</p> <p>The Strategy supports the continued development of businesses in established and emerging sectors through actions to ensure continued provision of appropriate premises and sites, and encouraging the ongoing development of effective links between local businesses and the skills and expertise available within Moray College.</p> <p>Facilitating development of new employment areas</p> <p>Industrial areas such as Chanonry, Tyock, Linkwood and Pinefield remain popular with local businesses and there is continuing demand for expansion space. The Flood Alleviation Scheme will affect a number of these areas, generating a further relocation requirement. The need for additional business land was identified in the 2008 Review of the Moray Local Plan and in previous reports.</p>				
<p>i Promotion of Barmuckity Business Park</p> <p>While part of the site is constrained by flooding, Barmuckity is a key resource to enable the expansion and relocation of local businesses, and attract new investment to Elgin. It could provide at least 30 ha of general industrial land.</p>				<p>£40.1m</p>
<p>Completion of Flood Alleviation Scheme Finalise design guidance to ensure treatment of approaches reflects the sites location on the eastern gateway to Elgin. Develop Site Marketing Strategy Submission of subsequent planning applications for individual sites. Processing of planning application Site Servicing Implementation</p>	<p>Bronze</p>	<p>MC MC Private Sector Private Sector MC MC Private Sector</p>	<p>HIE, MC, SDI Private Sector, HIE</p>	

	Phasing	Lead Role	Support	Cost
<p>ii Elgin West Research & Innovation Park</p> <p>Building on the development of the Life Sciences Centre and the skills and expertise available at Dr Gray’s and Moray College, suitable ancillary office and research space is required if opportunities in research and applied technologies are to be captured locally. The phased development of some 2,787 sq.m (30,000 sq.ft) of high quality business floorspace in the west of Elgin proposes to do this.</p> <p>This is dependent on business provision elsewhere and the CPP partner’s assessment of displacement and additonality.</p> <p>Site acquisition</p>				£150,000 per annum
<p>Planning application submitted</p> <p>Planning application processed</p> <p>Park development</p>	Bronze	<p>Private Sector HIE</p> <p>Private Sector HIE</p> <p>MC Private Sector</p>	<p>NHS</p> <p>Private Sector, NHSG, UHI</p> <p>NHSG, UHI</p>	
<p>iii Industrial Estate remodelling/ refurbishment</p> <p>Expansion and relocation will leave existing industrial properties vacant, some of which will have been subject to incremental development as businesses have developed. As businesses move to new space, this provides an opportunity to refurbish the vacated units to current standards, and to remodel units to the scale required by start ups and other businesses. While there is provision in the Moray Council’s Capital Programme for £155,000 in 2011/12 and £113,000 in 2012/13, a similar level of provision is required following FAS implementation and as Barmuckity is developed.</p>				
<p>Develop and implement refurbishment remodelling programme</p>	Bronze	MC		
<p>iv Identification of expansion land</p> <p>Development rates over the past 3 years have shown a steady take-up of land. As Council-owned sites are fully occupied there is an acute shortage of serviced land ready for development. Elgin’s available employment land supply is limited to approximately 4 to 4.5 ha of developable land.</p> <p>There are current and anticipated requirements in the area for some 16 hectares. In addition to Barmuckity and Elgin West further allocations are required to ensure that major external inquiries or the potential expansion/relocation requirements of larger businesses in the area in the medium to long term can be met and economic activity and employment retained locally.</p>				
<p>Identify future employment allocations through the Moray Local Plan process (reference in the Main Issues Report)</p> <p>Indicate allocations in the Proposed Plan</p> <p>Plan adoption anticipated</p>	Bronze	<p>MC</p> <p>MC</p> <p>MC</p>	Private Sector	

	Phasing	Lead Role	Support	Cost
<p>Moray and Elgin’s education sector can play a lead role in attracting new investment and developing business capacity to spur Elgin’s economic development. It has a critical role in assisting economic development through: further development of courses relevant to the developmental requirements of key sectors such as food and drink, tourism and health; establishing expertise (and a strong reputation) in these fields; and reinforcing its links with key sectors through the development of related research and advisory capacity, and provision of customised training programmes/ short courses to meet the needs of industry, commerce and the public sector.</p>				
<p>v Continual dialogue Continual dialogue between Moray College staff and representatives of Moray’s key business sectors to ensure education and training provision closely tailored to business requirements.</p>				
Liaison through Wealthier & Fairer Strategic Group	ongoing	UHI	MC, MCoC, FSB, MTD Ltd	
<p>vi Establish Business Development Support Unit Moray College provides courses in Arts, Business & Management, Care & Social Work, Hospitality, and Science & Technology (including engineering). In addition to their educational value, the skills and experience of its staff can be a useful resource for the local business community, both in providing advisory services and in assisting innovation in product and service development.</p> <p>The support unit would provide a brokering service between local industry and educational resources (which may also include the Scottish Agricultural Colleges Business Services Office and other UHI campuses), assistance with product and service development audits, signposting to potential funding sources and assistance in developing funding applications. (Dundee’s Innovation Portal provides a comparable example)</p>				<p>£200,000 per annum</p>
Identify collaborating HEIs	Bronze	UHI	UHI, MCoC	
Develop Support Unit Business Case (potential for SEEKIT and other grants)	Bronze	UHI	UHI, MCoC	
Establish Moray Business Development Support Unit	Bronze	UHI	Business Gateway, UHI, MCoC	

Site location of Elgin West Research & innovation Park *Aerial photography copyright of ScotAvia images*





Platform 3 Education & Health

Cost

Moray College and Dr Gray's have a central role in the Elgin strategy. Moray College's University status and its developing focus in key sectors will help to attract and retain highly skilled teaching staff and young people to Moray, supporting labour force skills development and efforts to promote higher value economic activity. The development of training, advisory, research and product development relationships aims to improve business competitiveness while also developing academic staff.

Dr Gray's District General role is vital to the provision of accessible secondary health services in Moray; continuing medical training in Elgin; and the retention of highly skilled staff in the area. Moray College's campus re-development is critical to its future ability to provide university-standard courses and attract students and staff to Moray.

i Moray Life Science Centre

Moray Life Science Centre is a joint Moray College/NHS Grampian initiative. It will become a key research, education and continuing professional development facility for the life science sector in the North East of Scotland and will be housed in a new building on the Moray College Campus. In addition to space to accommodate the College's Health and Social Care faculty and NHS Grampian's Clinical Skills Unit, commercial space will be available for related SMEs. Conference and meeting facilities will also be accommodated in it.

Additional research activities and commercialisation will be introduced to increase knowledge transfer with local companies. Remote and digital healthcare based on research and development being carried out by Moray clinicians is the initial focus of research activity.

The development of Moray College's Life Science Centre, the particular expertise of senior medical staff at Dr. Gray's, and the availability of comprehensive information at population level of the health of Moray residents presents a clear opportunity for Elgin to develop its position as a focus of health-related research. The combination of research and new facilities will help attract and retain key staff in the area.

£6m

	Phasing	Lead Role	Support	Cost
Funding is committed by key partners and a Design Team has been appointed.				
Construction of Life Science Centre	Bronze	UHI	NHSG, HIE	
ii Promotion of Specialist Research Chairs Specialist Research Chairs will be supported to embed digital healthcare research in Elgin and raise the prospects for attracting related companies to commercialise and apply related opportunities. These chairs should be supported by UHI specialist researchers.				£6m (3 years)
Working with the private sector, establish Digital Research group	Bronze	UHI, Private Sector	NHSG, HIE	
Establish Chairs in Medical Web Science, Consumer Health Psychology and Mobile Health Technology with research support.	Bronze	UHI, Private Sector	NHSG, HIE	
iii Develop Moray marketing proposition to Digital Health sector Effective marketing of Elgin’s package of: skills; academic facilities; demographic characteristics; and availability of related research and business premises to healthcare companies to encourage their development/location in Elgin.				
Develop Moray’s Health-related investment proposition.(skills, resources, premises, support)	Bronze	HIE, SDI	UHI, NHSG	
Develop & implement related Marketing Strategy (target markets/companies)	Bronze	HIE, SDI	UHI, NHSG	



Figure 9: Moray Life Science Centre

	Phasing	Lead Role	Support	Cost
<p>iv Serviced residential accommodation</p> <p>When people are making choices about where to study or train, the availability of suitable accommodation is an important consideration. Accommodation is required to meet: Dr Gray’s staff requirements (trainee doctors and medical staff); and for those moving to Elgin to study. This should be provided in central Elgin, -medical staff need to be close to the hospital, students close to their place of education and the services and facilities they require. Hospital staff and students help generate a critical mass of activity in the centre of Elgin. While there may be opportunities for joint provision, NHS and College requirements may dictate separate provision.</p> <p>There is an immediate requirement for some 50-75 spaces (the NHS requirement is for up to 30). As Moray College develops its University status, this is expected to increase in the medium to long term. This needs to be taken into account when developing solutions. As appropriate, the potential for reuse of former Council properties should be considered. Long lease arrangements and security of a long term income stream are needed to attract the private sector to develop this accommodation.</p>				<p>£4.8m Phase 1</p>
Specify accommodation criteria (location, scale, cost)	Bronze	UHI, NHSG		
Prepare and issue market brief	Bronze	UHI, NHSG	MC	
Select preferred development partner	Bronze	UHI, NHSG		
Agreed Heads of Terms				
Submission and processing of planning application	Bronze	Private Sector MC	UHI, NHSG	
Develop accommodation for immediate needs.	Bronze	Private Sector	UHI, NHSG	
Plan for medium to long term requirements.	Bronze	UHI, NHSG		

	Phasing	Lead Role	Support	Cost
<p>Dr Gray’s and Moray College each provide important services to Moray residents while making a major contribution to economic activity in their own right. The quality and condition of Moray’s hospital and higher education campuses dictates their future roles. Campus redevelopment at Dr Gray’s and Moray College will enable both to maintain and improve the quality and range of services provided to Moray’s residents, and extend their economic contribution by acting as focal points for research and related business activity.</p> <p>In each case, recent redevelopment proposals have not been approved by their respective funding bodies. The scale of investment needed requires external funding approval, demanding that robust business cases be supported by consistent, concerted political support.</p>				
<p>v Moray College Campus Redevelopment</p> <p>Campus redevelopment will enable the College to provide a range of courses and facilities which capitalise on its University status, making Elgin an attractive alternative to more established Scottish seats of higher education. It will be a contributory factor in staff recruitment and the extension of advisory and research capacity.</p>				<p>£28m</p>
Refine & submit Business Case to reflect RAF rationalisation in Moray. (Accompanied by a strategy to influence Government Ministers and key decision makers).	Bronze	UHI	Scottish Funding Council, MC, HIE, Private Sector	
Campus redevelopment	Silver/ Gold	UHI		
<p>vi Dr Gray’s Hospital Redevelopment</p> <p>NHS Grampian has been preparing a masterplan for Dr Gray’s. Redevelopment which will provide a modern, high quality, medical service provision and research environment. It will also address access and parking issues and capitalise on partnership projects located nearby. Its comprehensive redevelopment was not prioritised in the latest Capital Plan.</p>				<p>£40m</p>
Complete redevelopment masterplan, incorporating economic and business case (linked to economic impact and health research)	Bronze	NHSG	MC, HIE	
Pursue prioritisation in NHS Grampian Capital Plan	Bronze	MC, NHSG	NHSG	
Hospital redevelopment	Gold	NHSG		

	Phasing	Lead Role	Support	Cost
<p>Along with their core education and health service remits, Moray College and Dr Gray's (NHS Grampian) also have an important role in harnessing their acknowledged research and delivery specialisms to the benefit of the local economy.</p>				
<p>vii Moray College/UHI Teaching restaurant See related action Platform 1 - High Street First, Project 1 (iii)</p>				
<p>viii Continual dialogue Continual dialogue between Moray College staff and representatives of Moray's key business sectors to ensure education and training provision closely tailored to business requirements See related action Platform 2 - Innovation in Technology & Business, Project 2(v)</p>				
<p>ix Establish Business Development Support Unit See related action Platform 2 - Innovation in Technology & Business, Project 2(vi)</p>				
				<p>£84.8m - £96.8m</p>





Platform 4

The Visitor Economy

	Phasing	Lead Role	Support	Cost
<p>While Moray’s tourism offer linked to whisky, the Spey Valley is of world renown, it has a limited number of visitor attractions marketed as such, its accommodation offer is limited, and the availability of good quality food and drink establishments is inconsistent. Moray lacks a ‘gateway’ and its coastal towns and Elgin in particular are not well linked to the attraction of Speyside.</p> <p>In Elgin, tourism is a relatively untapped sector despite the presence of significant assets in the town and wider area. The strategy aims to give Elgin a clear strengthened tourism identity, promoting visitor facility and activity development under the regional Food & Drink, Environment and Heritage themes. It promotes action to improve the quality and range of visitor accommodation, attractions, amenities and activities and extend visitor dwell time and spending. It aims to position Elgin as a gateway to Moray’s Speyside and coastal attractions.</p> <p>Moray Tourism Development Ltd will be a key delivery partner.</p>				
<p>i Elgin Destination Strategy</p> <p>There is a very specific requirement to establish a bespoke destination strategy for Elgin. A strategy that is targeted at altering the current dynamic for the visitor economy, challenging the status quo (which is not working for Elgin) and addressing a complacency about visitors and the untapped potential of Elgin as a compelling destination.</p> <p>A new approach is needed that gathers all stakeholders around a refreshed and integrated strategy for city promotion with new thinking around key elements such as product development and product innovation, heritage appreciation, the welcome experience, the evening economy offer and the synergies with the development of local arts and culture activity.</p>				£60,000
Commission Strategy	Bronze	MTD Ltd, MC	EBID, HIE	

		Phasing	Lead Role	Support	Cost
ii Visitor Management Strategy As a sister strategy to the Elgin Destination Strategy above, this will concentrate on developing: clear arrival and information points which showcase the full range of Elgin's developing tourism offer; path and other infrastructure to guide visitors around Elgin and its attraction and points of interest; and co-ordinated information on facilities, accommodation and events. It will also develop well-located parking facilities for car and coach-borne visitors.					£25,000
Commission Strategy	Bronze	MTD Ltd, MC		EBID, HIE	
iii Castle to Cathedral Heritage Trail A Castle to Cathedral heritage trail will be developed as a central and currently missing component of the tourism infrastructure, encouraging visitors to explore the links from Ladyhill through the High Street to the Cathedral. An external loop from the Cathedral through Cooper Park would complete the circuit. This would be accompanied by interpretation, signage and promotion events					£350,000
Develop Castle to Cathedral project, specifying phases	Bronze	EBID		MC, MTD Ltd, HIE	
Implementation	Bronze	EBID		HIE, MC	
iv City centre coach drop off and pick-up facility New facilities would be provided central to the High Street, providing easy access to relocated visitor information services and the proposed High Street pavilion.					
	Bronze	MC		EBID, MTD Ltd	
v City Centre Lighting Strategy Key buildings and spaces will be illuminated to highlight attractive features in the City centre to encourage visitors and residents to make use of the area in the evening. This would be part of the extension of Elgin's evening economy and would be supported by coordination with city centre business to ensure appropriate leisure, food and drink and cultural opportunities are available.					£250,000
Prepare Lighting programme, identifying priority buildings and spaces	Bronze	EBID, MC		MTD Ltd	
Implementation	Bronze	EBID, MC			
vi Relocation of Elgin Visitor Information Centre					
See related action Platform 1 - High Street First, Project 1(iv)					

	Phasing	Lead Role	Support	Cost
vii High Street Pavilion				
See related action Platform 1 - High Street First, Project 1(v)				
viii Business Development Support Business Development Support packages for hoteliers and restaurateurs. Elgin's accommodation and food and drink sector is tailored to a combination of local trade and business-related demand. Business development support packages, including marketing, business development advice and potentially small scale grant funding, will be developed to assist restructuring towards the tourist and visitor economy.				£50,000 per annum for 3 years
Development of support packages (including identification of available business development funding and eligibility criteria)	Bronze	Business Gateway, MC	MTD Ltd, Business Gateway, HIE, Visit Scotland, Private Sector	
Business development & support to the leisure and retail sectors				
See related action Platform 1 - High Street First, Project 1(vii)				
ix The Moray Story / Grant Lodge Redevelopment Grant Lodge is one of Elgin's signature buildings and is in need of urgent repair. Its central location, within Cooper Park, between the Cathedral and the town centre, suggests its use as a focal point for a major attraction and or interpretative facility. It is proposed that the building be redeveloped as appropriate and extended to accommodate a range of functions: The Moray Story – a permanent exhibition telling the story of Moray's people, its way of life and its key industries, temporary displays; and the Council's archives (which are acknowledged to be of national importance).				£6m
Develop Moray Story concept	Bronze	EBID	MTD Ltd, MC, HIE	
Grant Lodge Feasibility & Options Analysis, including: Legal/ Common Good factors Current condition and risks Restoration options Expansion/redevelopment options Funding sources	Bronze	MC	EBID, MTD Ltd, HIE, Historic Scotland	
Design Moray Story Centre	Bronze	MC or Trust Body		
Implementation	Bronze	As above		

	Phasing	Lead Role	Support	Cost
<p>x Events & Promotions Strategy</p> <p>This would build on existing events in the Food and Drink and other specialist sectors and seek to extend the range (in focus and size).</p> <p>It would be designed to increase footfall at all times of the year. While promoting a range of events, it would also involve co-ordination of retail, leisure and accommodation business to ensure marketing and promotions are consistent. The Events & Promotions Strategy should identify emerging short and medium term opportunities as well as longer term objectives.</p>				£150,000 per annum
Develop Events and Promotion Strategy	Bronze	EBID	MC, MTD Ltd, HIE	
<p>Develop integrated approach to Retail Markets including farmers markets. Quality produce and goods should be emphasised, reinforced by strong management and enforcement. A programme of themed speciality markets should be co-ordinated with regular market provision.</p> <p>In addition a loyalty card system should be further developed to attract retail and leisure customers to make greater use of the town centre and undertake return visits.</p>	Bronze	EBID	MC	
				£6.69m + £200,000 per annum





Platform 5 Arts, Culture and Heritage

	Phasing	Lead Role	Support	Cost
<p>Moray has considerable cultural and heritage assets including the story of its development, its archaeological and architectural heritage, and its coastline and valleys. In the Findhorn Foundation, the Moray Arts Centre and Moray College’s renowned Arts School, it also has the basis for further development of a wider arts offer.</p> <p>Developing the Arts Culture and Heritage infrastructure in Elgin will reinforce efforts to promote the City as a visitor gateway. It will also raise the profile of the area as a place to live, further adding to the positive quality of life characteristics which the area presently enjoys.</p>				
<p>i A new Arts Centre/Arts School UHI/HIE An expanded Arts School would enhance Moray College’s profile while also supporting arts-based activity across Moray. The proposed Arts Centre would include theatre, performance, and exhibition space, as well as artists’ studios. It would complement the work of the Findhorn Foundation. Such a facility should be centrally located to bolster Elgin’s role as a focus for arts and heritage activity. Feasibility work should be undertaken in tandem with analysis of Town Hall feasibility options as there is clear co-location potential.</p>				<p>£10m- £12m</p>
Detailed assessment of Arts School/Arts Centre requirements, including facilities and floorspace. Location options to include Town Hall co-location.	Bronze	UHI	HIE	
Preparation of Business Case (dependent on findings of assessment)	Bronze	UHI	HIE	
Funding submissions	Bronze	UHI	HIE	
Implementation (linked to Campus redevelopment)	Gold	UHI	HIE	

	Phasing	Lead Role	Support	Cost
<p>ii Regional Sports Facility</p> <p>Developing the area’s sports infrastructure will broaden the area’s cultural profile, while also improving its links to tourism linked to outdoor recreation. Development of a regional sports facility for Moray will help develop Elgin as a focal point, complementing existing leisure centre provision. It will also assist in Moray College’s efforts to attract students from further afield as well as providing accommodation for its developing programme of sports and fitness courses.</p>				£6
Implementation (linked to available budgets and consistent with Moray Council Capital Programme)	Silver/ Gold	MC/UHI		
<p>iii High Street Pavilion</p> <p>See related action Platform 1 - High Street First, Project 1(v)</p>				
<p>iv The Moray Story / Grant Lodge Restoration</p> <p>See related action Platform 4 - The Visitor Economy, Project 4(ix)</p>				
<p>v Events & Promotions Strategy</p> <p>See related action Platform 4 - The Visitor Economy, Project 4(x)</p>				
				£16m- £18m



Moray College - UHI

6.3 Delivery Structure

As the area's overarching partnership body, the Moray Community Planning Partnership should be the main reporting mechanism for implementation of the Elgin City For the Future project. Progress should be reported directly to it.

The project is comprehensive, and includes a holistic range of economic, regeneration and improvement themes. It aims to generate a major change of gear in the Elgin and Moray economy. Accordingly, its implementation will require action: by all of Moray's key public sector bodies; by key businesses and across the main businesses sectors; and in some cases, commitment to resources by the Scottish Government.

Moving forward, there are some fundamental delivery issues linked to this:

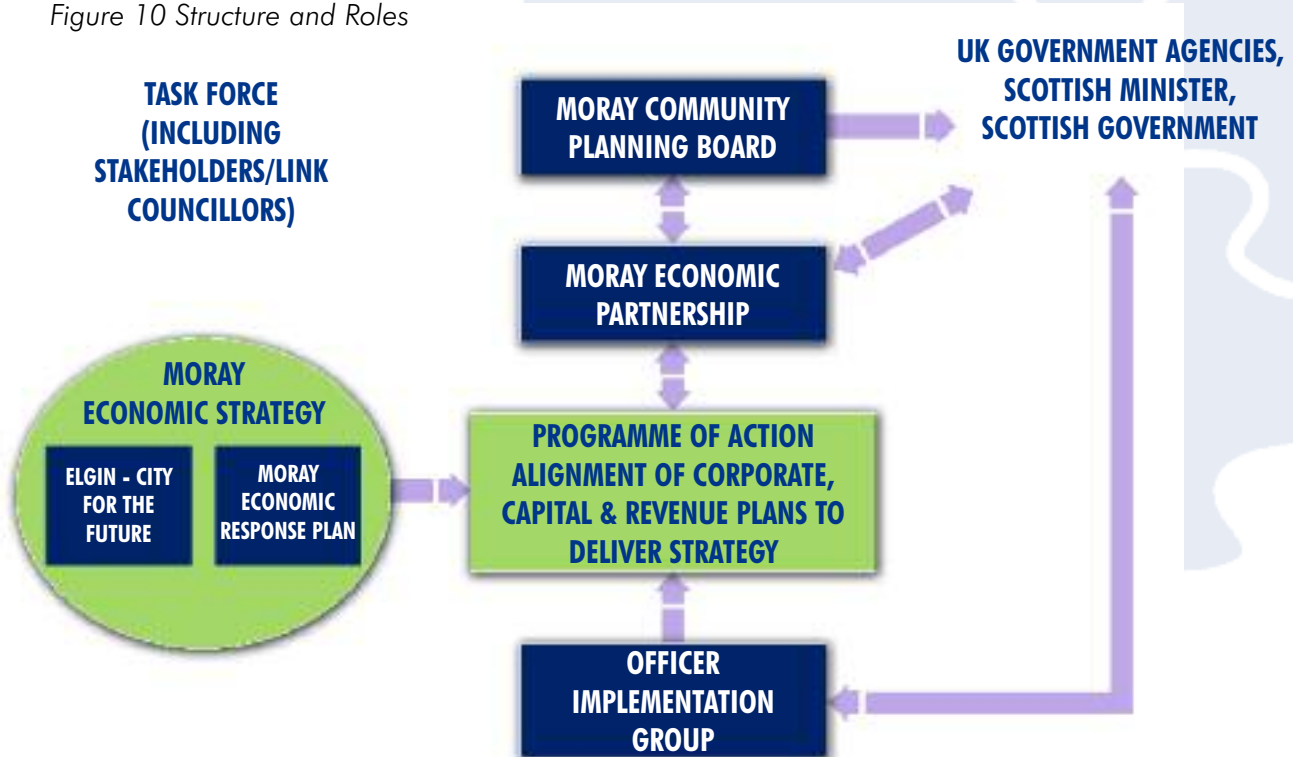
- responsibility for implementation of the Elgin City For the Future project(s) needs to be clear;
- co-ordination will be critical.

The people and organisation(s) leading implementation need to have decision-making capability and authority. In a project such as the ECFTF, this will mean the capacity to influence a range of public sector bodies at senior level and either some delegation of decision making or the development of clear channels of communication to enable swift decision-making.

ECFTF will be a significant project, a key element within the overall Moray Economic Strategy and requiring concentrated staff resource for its implementation. Those involved need to have appropriate skills and experience in co-ordinating the delivery of complex projects. While these skills may be available within Moray CPP member organisations, implementation will require a central focus on the ECFTF and the commitment and prioritisation of resources behind it. The approach to implementation clearly needs to be fit for purpose, and to that end the Community Planning Partnership has agreed the model (Figure 10).



Figure 10 Structure and Roles



An Officer Implementation Group would be recruited from the Community Planning Partners and would be charged with implementation of the MES and the ECFTF project within it. This is a significant role and the resource implications are clear: i.e. this should be the officer's main function. This Group would be responsible for developing an aligned Action programme. It would report progress in achieving this to the Programme Board, and from there to the Community Planning Partnership.

The Moray Economic Partnership has been established to provide an economic focus within the Community Planning Partnership and specifically to deliver The Moray Economic Strategy and supporting projects, including the Elgin City for the Future project. The Programme Board would be its administrative arm, and include:

- Broad-based political representation: to establish a medium to long term consensus behind economic priorities;
- Key business involvement at senior level: reflecting committed investment in the economy and their critical role in delivery; and
- Key funding partners, represented at Convenor/Chief Executive or Director level. This includes: the Moray Council; Highlands & Islands Enterprise; the Scottish Government; NHS Grampian; Moray College; Skills Development Scotland; and the Moray Chamber of Commerce.

The Programme Board will be responsible for ensuring progress on the Elgin City For the Future project as part of its role in delivery of The Moray Economic Strategy. It will report to the Community Planning Partnership.

6.3.1 Resources and Potential Regeneration Models

Investment by both the public and private sectors will be required to help Elgin city and the wider economy to get back on track. The development platforms described earlier, depend on major investment.

With reduced levels of public and private sector capital investment in the current economic climate, there is now a need to consider and develop more creative and innovative financing models to support major capital projects. Below is a review of the main models, some of which could be relevant in assisting with the future growth of Elgin city. (Further information on the different structures for delivery options is provided in Appendix 2).

Local Asset Backed Vehicle

LABV (local asset backed vehicle) is a corporate joint venture (JV) involving one or more public sector bodies and the private sector. The public sector's interest in the JV is generally provided through the injection of land and property assets, with the private sector investing cash equivalent to the deemed value of these assets. However, this does not preclude the public sector injecting cash on its own with the private sector providing "in kind" specialist input such as development and delivery expertise.

The core aims of the LABV are likely to be linked to projects where the benefits manifest themselves in land and property values, such as economic development, regeneration and corporate asset management. The future business plan will be predicated on realising sufficient latent value within the assets and to fund the servicing and repayment of private finance.

The nature of the project included in the business plan for an LABV is important because the real added value of an LABV is where it facilitates investment activity that otherwise would not take place.

An LABV also has the potential to deliver a pipeline of projects without having to enter into a series of separate procurements and provision on ability to ring fence planning, development or regeneration proceeds within the vehicle to help fund future projects. It can also provide the private sector with exclusive access to a potential substantial "deal flow" and the opportunity to work with the public sector to develop a long term, coherent investment programme.

In relation to Elgin, the main issue would be in ensuring sufficient value can be created from the asset inputted by the public sector bodies which can be matched by the private sector and then geared up to a sufficient level to undertake the development.

It is envisaged in Elgin and Moray terms that such a model might well have substance in relation to larger long term projects such as the future redevelopment of Lossie Green, partly due to the scale and the life expectancy of an LABV which can be from 10 up to 20 years, but also due to the value and uses proposed for this site which could generate enhanced values relative to the smaller transformational sites within the City Centre.

LABV's have a number of benefits over more traditional development structures such as public sector land sales or development agreements including:

- Guaranteed minimum value for public sector assets on establishment of LABV
- Further profits of the LABV above based value of assets shared 50/50 by public and private sectors
- Public sector retains long term control over the development of its assets only selling individual assets to repay developers on an ad hoc basis
- Assets revert back to the public sector if the LABV does not proceed
- Uneconomic sites can be subsidised by the prospective future uplift of the area as a whole and by cross subsidising between sites, the model can satisfy best value requirements which might otherwise frustrate individual regeneration projects.
- However, to succeed LABV's require a diverse and substantial project pipeline, a good mix of public sector assets and a readiness on the part of the public sector to take a long term approach.

In setting up a LABV a series of key questions require to be answered. These include:-

- Assuming decisions have been taken on the principle economic/regeneration aspects, the Moray Council could pursue these goals directly as a Local Authority or through some other delivery vehicle for example a development agreement joint venture company, PPP etc. If not, how could an LABV help deliver aspirations and create additional value? Does Moray have a detailed pipeline of regeneration projects that require additional funding?
- Critically are the right kind of assets available to attract private sector partners and investors?

Ensuring a good mix between sites that are attractive to the market and other surplus, undervalued, or underdeveloped land is critical. Appropriate assets could encompass:-

- Surplus properties
- Public sector brownfield sites
- Investment properties
- Sites for development
- Operational assets
- Income producing assets

Local authorities must be clear regarding the type of partners they require. They need to evaluate the resources and skills needed, and:

- Target specific private sector groups that are likely to be interested in their particular assets;
- Ensure the aims link well with an existing development plan;
- Be clear on the role of the public sector and the governance of the vehicle;
- Consider the level of risk the Council is willing to take and expect their partners to share; and
- Ensure there are sufficient cross-parties to ensure the aims are achieved over the medium to long term.

It is true to say that local authorities with a strong track record of delivering regeneration on a sufficient scale are likely to find attracting partners easier than others. Potential partners would be regeneration investors, pension funds, bank/financial institutions and property developers. Any number of additional specialist partners can be introduced once the structure is agreed. Delivery partners could include any of the following organisations:-

- Developers (operational or specialist)
- Infrastructure delivery companies
- Contractors
- Other public/private sector bodies.

Tax Increment Finance

Since the economic downturn, there has been a steady increase in support for introducing Tax Increment Financing (TIF) to help offset the reductions in public sector capital expenditure. The TIF model was introduced in the United States some 40 years ago to allow local authorities to invest in an area by borrowing against future property tax revenues. The initial area improvements funded through TIF would then extract commercial investment and generate tax revenues to pay back the initial investment.

In March 2011, the first TIF project in the United Kingdom was approved by the Scottish Government for the regeneration of Edinburgh's Waterfront. Another TIF project for the regeneration of Ravenscraig near Motherwell was also approved and business cases for other investments are currently being developed. The TIF model is not without risk. One of the biggest risks is the potential for displacement, for example a TIF based investment may result in some businesses moving from one part of Elgin to another which would therefore reduce the additionality of non-domestic rates income and any subsequent economic impact.

It is likely that the TIF model will only be appropriate in certain areas, indeed COSLA has identified that TIF will only work under certain conditions such as large scale urban regeneration schemes where there is a strong prospect of payback through increased business rates and minimal displacement. Due to the scale of the proposals for Elgin and the more marginal nature of its property market, it is not seen as a suitable option for Elgin.

Enterprise Zones

In the 2011 budget, the Chancellor announced the creation of 21 new enterprise zones within 11 of the new English Local Enterprise Partnership areas. Enterprise Zones were first established in the early 1980's. New Enterprise Zones in England will benefit from business rate discounts, availability of super fast broadband within the zone, enhanced capital allowances to assist the manufacturing sector and inward investment.

Prior to devolution, 5 Enterprise Zones were developed in Scotland during the 1980's and 1990s. While the Scottish Government now has responsibility for planning and non-domestic rates, taxation currently remains a reserved issue. However, the UK 2011 Budget makes provision for the introduction of Enterprise Zones in Scotland should the Scottish Government wish to do so.

While no official announcements have been made to date, the SNP's intention as indicated in its 2011 election manifesto, was to introduce 4 EZs across the country.

JESSICA

In 2010, the Scottish Government signed a funding agreement with the European Investment Bank (EIB) to establish a new £50 million fund to support urban regeneration in Scotland. The JESSICA (Joint European Support for Sustainable Investment in City Areas) consists of Scottish Government resources and funding from the European Commission's European Regional Development Fund (ERDF). Currently there are 13 Local Authority areas that are eligible to apply for the funding, albeit these are all based in the Central Belt with the exception of Dundee. In contrast to mainstream EU programmes, the JESSICA Fund provides support in the form of loans, equity and guarantees to help de-risk private sector investment in regeneration projects. It is also aimed at supporting public/private partnerships and provides an "everygreen" fund, which will recycle public resources for future projects.

The funding works by member states of the EU being able to use some of their EU grant funding (structure funds) to make repayable investments in projects, forming part of an integrated plan for sustainable urban development. These investments may take the form of equity, loans and or guarantees.

Business Improvement Districts

Business Improvement Districts were set up in Scotland in 2007 for areas where businesses had voted collectively to invest in local improvements in addition to those delivered by statutory authorities. There are currently 10 BID's in Scotland with Elgin benefitting from one of these Business Improvement Districts.

This type of financing model will become increasingly important over the coming years as private sector budgets continue to fall. However, this type of initiative requires strong leadership and effective management with public and private sectors working closely together to invest in new development and drive future economic growth. We could see the extent of the current Business

Improvement District in Elgin with the BID being expanded and being more heavily involved in certain elements of the proposed vision and through more active management of the city centre.

Development Agreements

Development agreements represent a more traditional structure for property based regeneration schemes which seek to harness private sector expertise and the design, construction and financing of regeneration projects. Typically development agreements are site specific and the private sector will undertake the regeneration or new build of a property asset on behalf of the public sector. In return, the private sector may receive development rights to the remainder of the project site. Crucially, under this approach, the private sector can take possession of prime development land without the need to approach banks to raise acquisition finance. Generally, the public sector's design brief will come with planning permission with the developer being required to deliver that phase of the project first. The public sector requirements are delivered, whilst removing the burden from the developer of obtaining planning for this one aspect of the project. The developers return on the project is dependent on achieving planning consent for the remainder of the site.

Property Leases

This structure envisages the provision of regeneration projects by public bodies through revenue funding rather than capital budget. Essentially, a private sector entity would contract with the public body to build a development which would then be leased by the private sector to that public body over a fairly long term. Rental payments would be made by the public body to the private sector rather than their being any capital payment. This structure is particularly effective for the provision of certain elements such as social housing, student housing, etc.

To work in practice, the structure needs to provide an attractive investment opportunity for the private sector. In particular, rents need to be at a level which will provide the private sector with an acceptable level of return on its investment. The length of lease needs to be of sufficient length to provide a reasonably long term guaranteed return on investment. Other issues relate to who should be responsible for management and maintenance of the development, should the structure include the grant of an option for the public body to acquire title to the development, perhaps on a phased basis over the lifetime of the lease? This structure could be appropriate in relation to the provision of student housing in Elgin.

In conclusion, there is no single delivery vehicle that will be appropriate for all regeneration structures and it is likely that a tailored solution will be required for each separate project. A range of matters must be considered, including the need for flexibility, the type of projects envisaged, the number of parties involved, tax implications and how assets are to be owned. The extent of the powers of public bodies involved in the project will also be of crucial consideration.

The key factor in determining the appropriate delivery model for any regeneration projects will be the characteristics and objectives of the project itself and the location, scale and nature of the property market. None of the options presented above represent a complete solution to the

difficulties of project delivery in the current economic climate and these models will need to be refined and adapted on a project by project basis to fit the desired outcomes of the specific project. What is clear is that both the public and private sectors will need to continue to pursue innovative approaches if projects are to be delivered in spite of current financial constraints.

Broadly delivery vehicles are either corporate bodies (limited by shares or guarantee) or contractual entities (based on a partnership or consortium agreement). Further information is provided in Appendix 2.

The current economic situation and property markets are at or around their lowest point in the cycle. However, bearing in mind the timescale for the bronze, silver and gold delivery scenarios, and subject to the underlying case for redevelopment being robust, then the current situation need not necessarily be a significant problem, subject to a flexible and robust strategy that delivers results.

The most important aspects in ensuring a successful partnership between the public and private sectors is a clear demonstration of tenant demand, site availability, clarity on local authority policy, full Council support and a political consensus to reflect the long timescale of the project, clear planning policy and a clear vision and plan for Elgin.

Town centres need to be supported, managed and protected to enable them to react to new forms of retail and leisure demand and overcome competition from other centres outside the area. In addition to their role as planning authority, local authorities such as Moray Council can have a vital role to play in developing and delivering town centre strategies by utilising their property assets/ownership and CPO powers to assemble key sites where appropriate. Robust and strong planning policy is required in order to aid the efficiency of the CPO process and allow it to withstand inevitable challenge and scrutiny. Before deciding whether a local authority needs new delivery vehicles, it is important to consider the range of existing delivery mechanisms currently available.

Regeneration and economic development programmes do however not just need additional investment; they need to be successfully delivered.

6.4 The Property Intervention Strategy – Building Land Value and Strengthening the City Centre

It is important that the property intervention strategy for Elgin is both realistic and deliverable but also helps develop Elgin's economic growth and diversity, creates value and acts as a catalyst to attract and encourage further development of the city in the longer term.

It will be important to diversify the offering with the aim of attracting and retaining more visitors to the city centre, keeping them there longer and encouraging them to return. This will lead to more footfall and a more prosperous city centre.

It is vital for the future of the High Street area and retail uses in particular, that the retail element of the High Street/city centre remains complementary to Edgar Road and that the leisure provision of Elgin in its widest sense (to include restaurants, wine bars/pubs, cinema, hotel, visitor and cultural elements of the city) are retained and developed in the city centre.

Retail and leisure are now complementary activities and to attract people to the centre of the city and keep them there, and to encourage return visits, this mix of retail and leisure is vital. As a consequence of this, the bus station which eventually needs to be relocated due to both operational and capacity issues, and potentially for the expansion of the St Giles Centre, needs to be relocated within the city centre.

In addition, future office development should largely be concentrated in and around this area to help develop critical mass and footfall. It is in this location that most of Elgin's office occupiers are currently located. By encouraging future office development in the city centre this will assist with sustaining leisure and retail facilities in this location.

To be successful and to reflect the current depressed economic and property market and the constraints on Lossie Green in terms of flood alleviation works (which will not be completed until 2014) and the issues of potential contamination which require to be addressed, expansion of the city centre into the Lossie Green area will largely be at a later stage of the overall Action Plan programme and under the gold delivery scenario.

Assuming the partnership are successful in the proposed bronze and silver delivery scenarios of the Action Plan, this will help build value and help sustain and assist financial viability of development in the Lossie Green area over time.

As regards the proposed uses for Lossie Green, this will very much depend on the success of city centre regeneration efforts. While there may be a particular emphasis i.e. retail/leisure or residential led, it is envisaged that Lossie Green will be developed in the future as a mixed use development and extension of the city centre/High Street area. Potential mixes in this location include retail/leisure, offices, residential, a further hotel as well as the bus station, a multi-storey

car park and civic, cultural and arts uses. A flexible mixed use scenario of the scale envisaged has been incorporated into the transport model and masterplan design work.

It will be important that car parking in the city centre meets current and future expansion needs and with the potential expansion of the city centre, further car parking will be required, albeit in the early phases of development it is considered possible to work with the existing car parks but encouraging better overall management and use of existing spaces.

Whilst the city centre will be a key focus in both economic and property terms, Barmuckity has recently had a planning application for the road layout approved, and the overall project planning application remains in progress - this proposal should be encouraged, subject to meeting necessary planning requirements, as there is strong demand for new industrial premises in and around Elgin close to the A96 and this would be an obvious location for such a use. The release of existing units owned by the Council on the various industrial estates located off the A96 to the east of the city centre would allow for their refurbishment for other businesses (including start ups) that need a more discounted level of rent than more established businesses.

The site to the west side of the city opposite the Eight Acres Hotel which was originally identified by HIE as a site for business space, should be reserved for a life sciences campus with NHS Grampian and Moray College/UHI. Office development in its most general sense should, however, be restricted to the city centre.



The ability to link the key retail streets and in particular High Street to South Street will be important going forward in maximising the retail and leisure offer of the city centre. Initiatives by the private sector to do this should be encouraged.

The lorry park, currently located at Lossie Green should be relocated from the city centre to a site to be identified to the east of the city centre off the A96 freeing up space for additional car parking and future development of Lossie Green.

For the property strategy to work and to attract investor, developer and occupier interest, there needs to be a clear and accepted political consensus for the Elgin vision. There also needs to be a commitment from the public sector that they will act on this strategy, together with a demonstration of occupational demand and a clear policy in terms of planning at both local authority and national government levels.

Moray Council should be prepared to invoke CPO provisions if landholders are unwilling to engage for the overall benefit of Elgin.

Key transformational sites – Refer to Figure A3 (page 109)

The locations chosen for particular uses have been selected so as to reinforce/complement existing uses and to encourage the growth in values within the city centre. The locations reflect market demand and the need to support the city centre under the High Street First initiative. The uses selected have been appraised to test their financial viability. This will be important when property uses in certain locations within Elgin are currently financially unviable.

The massing and development densities provided under the Masterplan identify the maximum amount of development that different sites can potentially accommodate. This can be reduced to reflect specific requirements that are beneficial to the future development of the city centre and enables a degree of flexibility of use within the Masterplan.

Key transformational sites are generally deliverable in terms of existing ownerships and financially viable as they potentially enhance existing property interests. The uses proposed reflect our opinion of the best uses for a location as part of the overall Masterplan and strategy for the City Centre and have been tested against local property knowledge and expertise.

It is envisaged that key transformational site proposals will encourage adjoining land owners to engage in the discussion process and encourage future development and enhance critical mass within Elgin.

With the proposed masterplan for Dr Grays Hospital and development proposals for Moray College/UHI, there are a series of other sites/buildings linking the High Street with South Street which could also be considered for development over time, as well as opportunities between the partners in relation to Elgin West Research and Innovation Park.

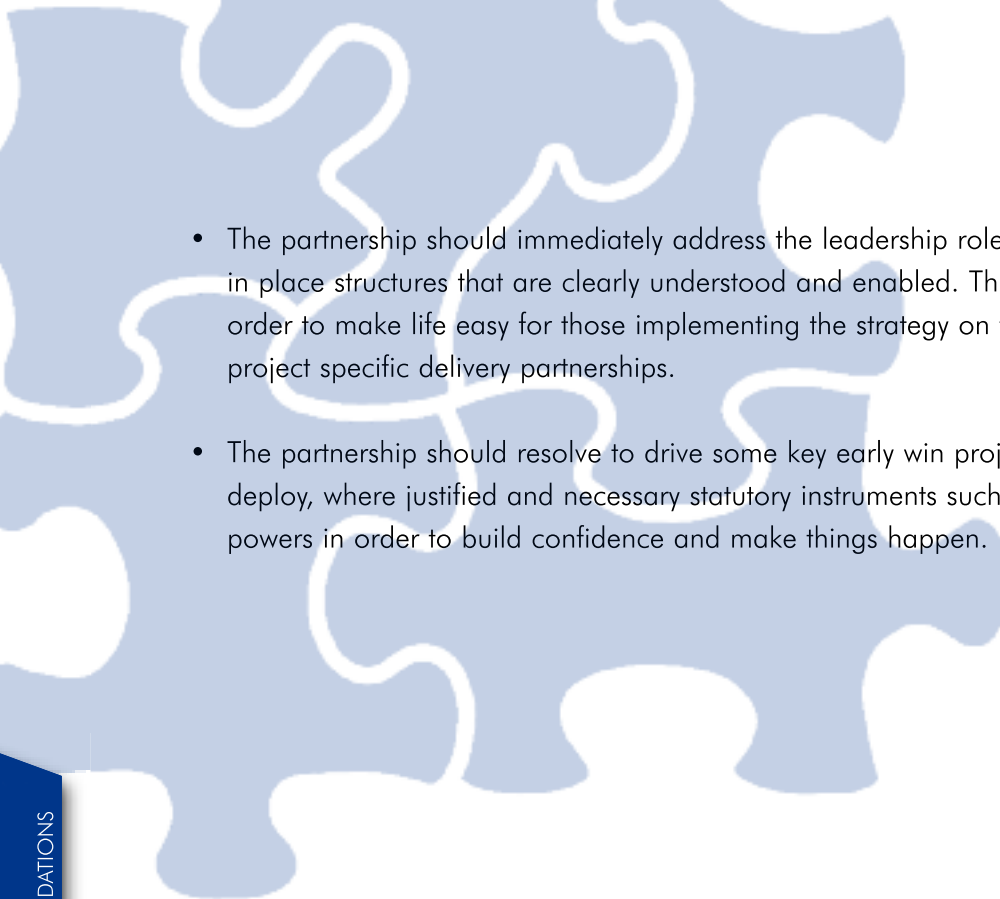
Bearing in mind the overall Masterplan timescale, a degree of flexibility needs to be built into the overall Action Plan to ensure that it reflects changing demand requirements of occupiers and reflects changing economic circumstances over the period of the plan. Appendix 3 provides more detail on the transformational sites as well as producing brief information on issues, assumptions and a more detailed commentary.

7 CONCLUSIONS AND RECOMMENDATIONS

The Elgin City For The Future Strategy is commended to the Board of Moray Community Planning Partnership. It is an ambitious and far reaching strategy which will support the restructuring of the Moray economy. The study clearly demonstrates the latent potential of the Community Planning Partnership to lead change and to broker a long term sustainable future for Elgin as Moray's regional focus.

The following recommendations are offered:

- It is critically important that a project of this potential has the full support and endorsement of the community and leading stakeholder organisations. The Moray Community Planning Partnership should undertake a community consultation exercise in order to validate the content of the ECFTF strategy prior to its finalisation, approval and implementation. This consultation could usefully be aligned with the development plan review process during the summer/autumn of 2011.
- The ECFTF strategy raises important issues for the Moray Development Plan review. The Moray Council, as planning authority should develop specific planning policy responses to support city centre regeneration in Elgin. This should include an office and housing allocation for the city centre and bespoke urban design guidance for the central area. Planning policies should be defensible and robust.
- In the spirit of cooperation, Moray College, Dr Gray's and the Moray Council should commission a single and joint travel plan to address the travel patterns of these three institutions. A single travel plan would have considerable benefits for Elgin, rationalising staff and visitor car parking requirements, public transport services and sustainable travel options for staff, customers and visitors to these agencies.
- HIE, The Moray Council and Moray Tourism Development Ltd. should initiate an immediate review of the tourism and visitor strategy for Elgin in the Moray context and the work of Moray Tourism Development Ltd. This is poorly aligned at present. The emphasis of this review should be on addressing the role and branding of Elgin as a compelling visitor destination.
- The Partnership should prioritise the development of protocols that make it easy to do business together. This should include agreement on sharing partnership assets to support strategy aims and a strategic view on how to collectively manage important issues such as private sector receipts. It should also include working protocols to coordinate regulatory procedures to assist timely delivery of key projects and commitments.

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- The partnership should immediately address the leadership role for the ECFTF strategy and put in place structures that are clearly understood and enabled. This will be critically important in order to make life easy for those implementing the strategy on the ground and brokering new project specific delivery partnerships.
 - The partnership should resolve to drive some key early win projects from the Action Plan and to deploy, where justified and necessary statutory instruments such as compulsory purchase powers in order to build confidence and make things happen.

APPENDIX 1 TRANSPORT ANALYSIS AND TRIP GENERATION

Transportation - Options Testing

An existing VISSIM model of Elgin was used as the basis for testing the impacts of any changes to the road network and the masterplan options. The model was originally developed a number of years ago by Halcrow, but was recently updated and recalibrated to a 2010 base by The Moray Council's current term consultant, Jacobs.

The first task for the model was to undertake a number of option tests, both in terms of the type of development proposed and in terms of the road layout. At this time, only a base year model was available from Jacobs as they were still in the process of developing a future year model to test the proposed traffic management schemes elsewhere.

A number of land use options were tested, which mainly varied around the proposals for Lossie Green and the High Street East areas; a range of different land-uses were tested in these locations including various combinations of office, retail and residential. These initial tests indicated that a large single use in these locations (Option 1) would result in too much traffic generation within a concentrated peak, and that a mix of uses should be proposed for these sites instead. One key finding from this stage of option testing was that options including a food retail element and associated high trip generation would result in significant traffic congestion and so should be avoided.

Once the development options were narrowed down, a number of changes to the road network were tested. These options were tested using a "worst-case" development scenario in terms of the level of trip generation; this would result in a fairly robust test for the various infrastructure schemes, but would invariably result in network issues being overstated.

At this stage, two junctions were examined in detail: the "Tesco" roundabout and the junction with the A941. With the key objective of reducing the severance caused by the A96, consideration was given to the replacement of these roundabout junctions with traffic signals which would be more compact and allow better pedestrian crossing facilities. The testing concentrated on the optimal layout and staging. Being a three-arm junction, the design of the A941 junction was reasonably straightforward and was very similar to the final design, but there were still a number of options to be explored in terms of staging, pedestrian crossings and lane allocations.

The Tesco junction however, proved to be very problematic in terms of design as there were simply too many major movements to accommodate efficiently. Various designs including a standard four-arm crossroads and two three-arm T-junctions were sketched up by our traffic engineers and tested, both in Linsig⁵ and in the model. The crossroads layout could not be made to work due to the need for eastbound traffic on the A96 to make a right turn. The double T-junction design failed at fairly low levels of traffic due to a lack of stacking capacity between the two junctions.

⁵ LinSig is a standard industry tool for the design, modelling and analysis of traffic signals.

Eventually it was decided that one of the two side roads would need to be realigned to join the other, resulting in just one signalised T-junction on the A96. Initially, this was tested with the Tesco access joining directly onto the A96 with Haugh Road realigned to join the Tesco access road. However, the short distance between the major junction on the A96 and the minor junction between Haugh Road and the Tesco access meant there was insufficient stacking capacity. The problem was exacerbated by the need to allow articulated vehicles to access Haugh Road (specifically to service Tesco and its associated PFS), which resulted in large radii on each of the kerbs, shortening the distance between the two junctions further and increasing the required signal intergreens⁶.

A similar design was therefore tested, but with Haugh Road joining the A96 directly and the Tesco access moved to join Haugh Road to the north. The layout of the site meant that there was a much greater distance between the two junctions and overall this design performed significantly better than any of the others; this was the design taken forward to the preferred option testing.

The option testing phase also highlighted the need for the study scope to expand to incorporate a number of other nearby junctions. The option testing included local improvements at these adjacent junctions as part of the preferred option testing.

Table A1: Development trips – morning and evening peak - total vehicles (calculated using trip rates sourced from the TRICS databases)

Development	Model zone	AM trips in	AM trips out	PM trips in	PM trips out
Healthcare worker’s accommodation	90	2	2	4	3
The Moray College Campus Master Plan	8	34	8	8	31
Student housing	17	3	3	7	5
Alexandra Road – southern frontage	13	148	34	72	169
St Giles Centre extension	14	27	15	37	45
High Street (east) – Zone 15	15	22	23	34	36
High Street (east) – Zone 14	14	89	24	42	99
Alexandra Road – northern frontage (Elgin Town Hall)	101	82	26	50	97
Lossie Green	101	212	86	112	229
Lossie Wynd & Cooper Park	19	90	32	88	131
Grant Lodge restoration	31	15	4	5	14
Elgin West Research Park	150	46	13	12	43
Barmuckity	160	177	96	81	162

⁶ Signal intergreens describe the necessary time lost between one signal turning red and the next signal turning green: the length of an intergreen is determined by vehicle speed and distance between stop lines.

Modelled impacts of the Masterplan Proposals

The model shows that the evening peak (5pm to 6pm) will have the greatest impact on the road network. Analysis of journey times along the A96 in the evening peak show that westbound journey times are largely similar to those without any development or junction improvements, but eastbound journey times have decreased by over a minute. However, there is an increase in journey time on the A941 which is predominantly caused by the signals at the Hay Street/High Street junction which prioritises the A96 traffic; there is also some increase as a result of new signals at Boroughbriggs Road to allow development traffic to exit safely.

In the morning peak (8am to 9am) there is a small increase in journey time eastbound on the A96 and a similar sized decrease in the opposite direction. It should also be noted that there is an increase in journey time on the approach to Greyfriars Street in both directions which results from the use of fixed signal times in the model and could be reduced significantly through the use of Vehicle Actuated (VA) signals. As with the evening peak there is an increase in journey time on the A941 caused by the signals at the High Street / Hay Street junction.

Detailed analysis of the models is provided in the separate transport modelling report, which is held by the Partnership.

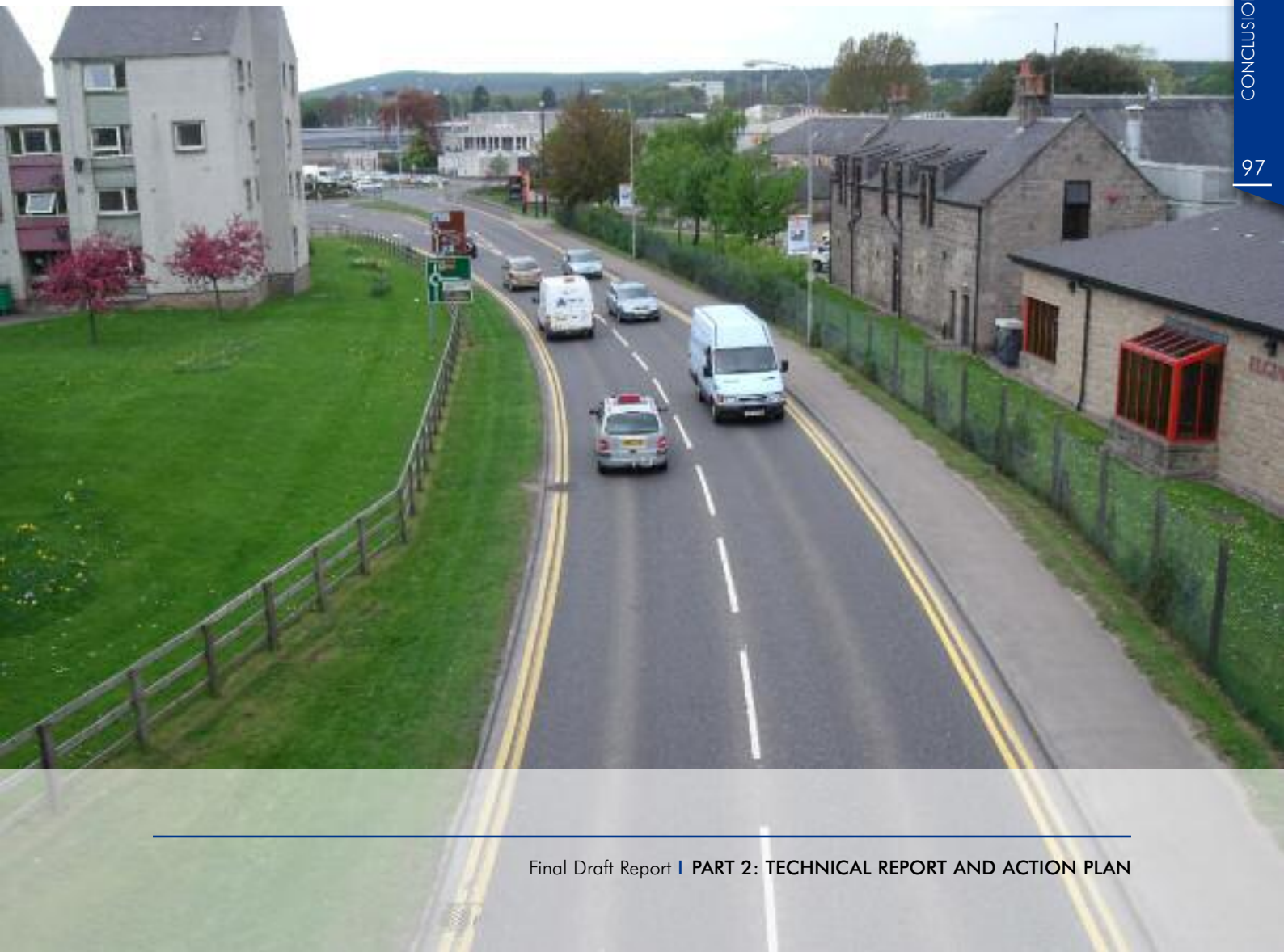


Table A2: Development matrix data

Group	Development	Data Supplied	Location- Building plot/ Model zone	Assumptions
DEVELOPMENT ASSOCIATED WITH EXISTING FACILITIES	Dr Grays Master Plan	plans are expected not to result in use density change	no plot number/ no zone number	ignored as no net density change
	healthcare worker's accommodation	1,993 m ² residential	no plot number/ Zone 90	The location of this housing is uncertain but it is assumed to be at / near the hospital. To account for high levels of walking a reduced trip rate is used.
	The Moray College Campus Master Plan	1,858 m ² (40% laboratories, 60% teaching spaces)	no plot number/ Zone 8	assumed to include: - Life Science Centre - Institute for Food & Drink Technology - Sustainable Design and Construction Centre.
	Student housing	3,225 m ² residential	Plot 23 / Zone 17	To account for high levels of walking a reduced trip rate is used.
HIGH STREET AREA	Alexandra Road southern frontage	1,100 m ² comparison retail 3,180 m ² office 10,770 m ² mixed use-leisure/comparison retail/office	Plots 12-14, 17-19/ Zone 13	The mixed use developments are assumed to consist of equal quantities of leisure, comparison retail and office space. Office floorspaces are reduced by 20% to allow for linked trips / incomplete realisation. Other floorspaces are reduced by 50% to allow for the fact that these are extensions to existing facilities.
	St Giles Centre extension	8,300 m ² comparison retail	Plot 20 / Zone 14	Floorspace is reduced by 50% to allow for the fact that this is an extension of an existing facility.
	High Street (east) Zone 15	6,000 m ² mixed use-comparison retail/hotel/residential	Plot 22 / Zone 15	It is assumed that 40% of the floorspace is occupied by retail, 40% by hotel space and 20% by residences. Assume 2:2:1. Floorspaces are reduced by 20% to allow for linked trips / incomplete realisation.
	High Street (east) Zone 14	7,200 m ² mixed use-comparison retail/office	Plot 21 / Zone 14	It is assumed that 50% of the floorspace is occupied by retail and 50% by offices. Floorspaces are reduced by 20% to allow for linked trips / incomplete realisation.

HIGH STREET AREA	High Street improvement events pavilion	186 m2 leisure	no plot number / no zone number	This is ignored as it will host special events only and will generate minimal peak hour traffic otherwise.
	St Giles Church - re-use	929 m2 leisure (tourist information centre)	no plot number / no zone number	This is ignored as it will generate minimal peak hour traffic.
LOSSIE WYND AREA / NORTH STREET	Alexandra Road – northern frontage	2,750m2 retail 5500m2 mixed use – retail / office	Plot 9 / Zone 101	It is assumed that 50% of the mixed use floorspace is occupied by retail and 50% by offices. Floorspaces are reduced by 20% to allow for linked trips / incomplete realisation.
	Lossie Green	68 flats 18,975 m2 residential 5,900 m2 comparison retail 8,150 m2 office	Plots 1,2,4-8 / 1 Zone 10	Floorspaces are reduced by 20% to allow for linked trips / incomplete realisation.
	Lossie Wynd & Cooper Park	36 flats 3,600 m2 comparison retail 3,300 m2 office 3,450 m2 leisure	Plots 3, 10, 11 / Zone 19	Several options were supplied. That chosen was considered to have the biggest peak time impact. Floorspaces are reduced by 20% to allow for linked trips / incomplete realisation.
	Grant Lodge - Restoration	1,858 m2 (50% education 50% leisure)	no plot number / Zone 31	The Whisky Centre is assumed to be included in this. Access is assumed to be to the east via Zone 31. Floorspaces are reduced by 20% to allow for linked trips / incomplete realisation.
OUTWITH CENTRA ELGIN	Elgin West Research Park	2,787 m2 (50% laboratories 50% office space)	no plot number / Zone 150	This is assumed to be additional to the very small business park flows to / from this zone in the existing development matrices.
	Barmuckity	29,032 m2	no plot number / Zone 160	The existing development matrices contain around 35% of this development and so floorspaces are reduced by 35%

Figure A1 Development trips – morning peak (total vehicles – arrivals are red and departures are blue)

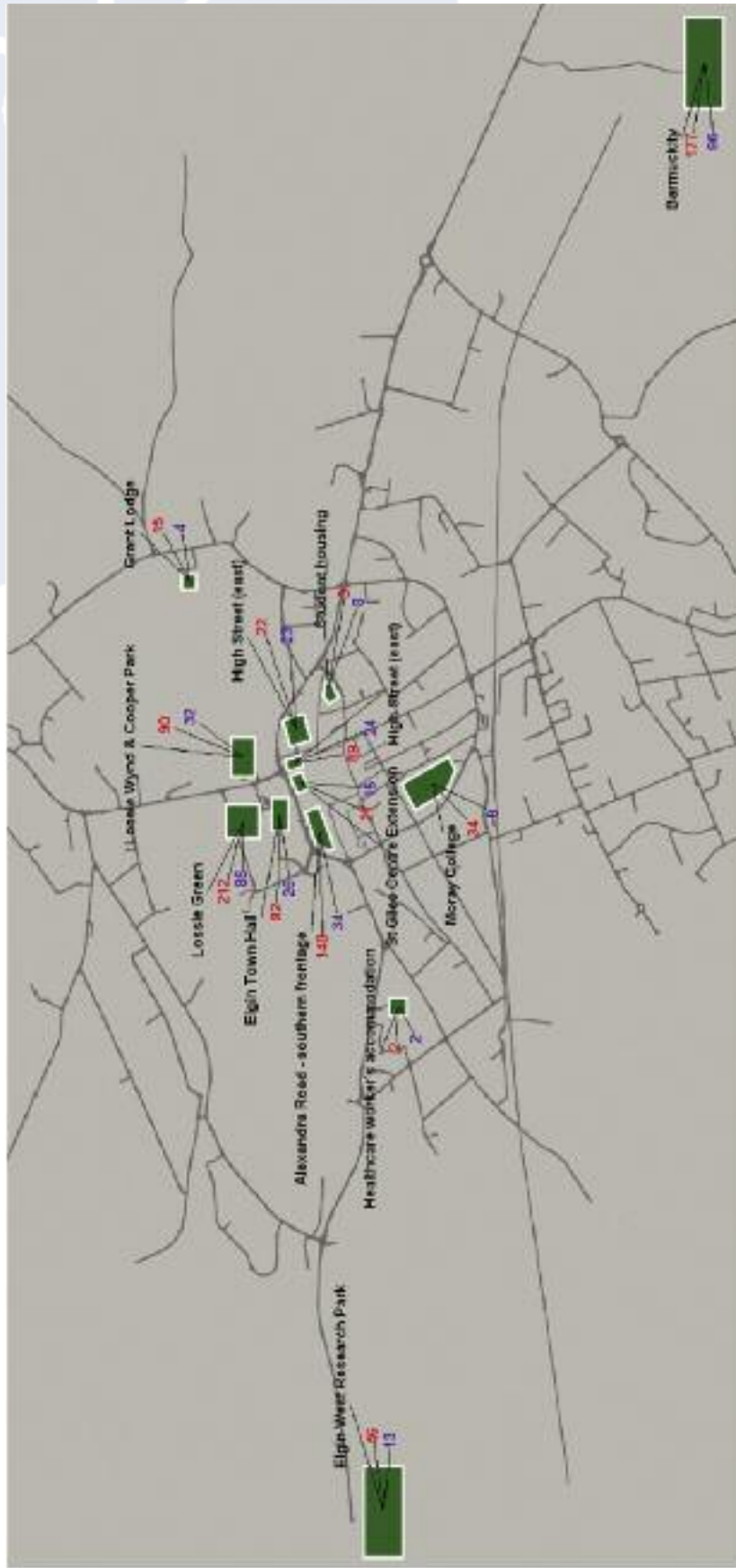
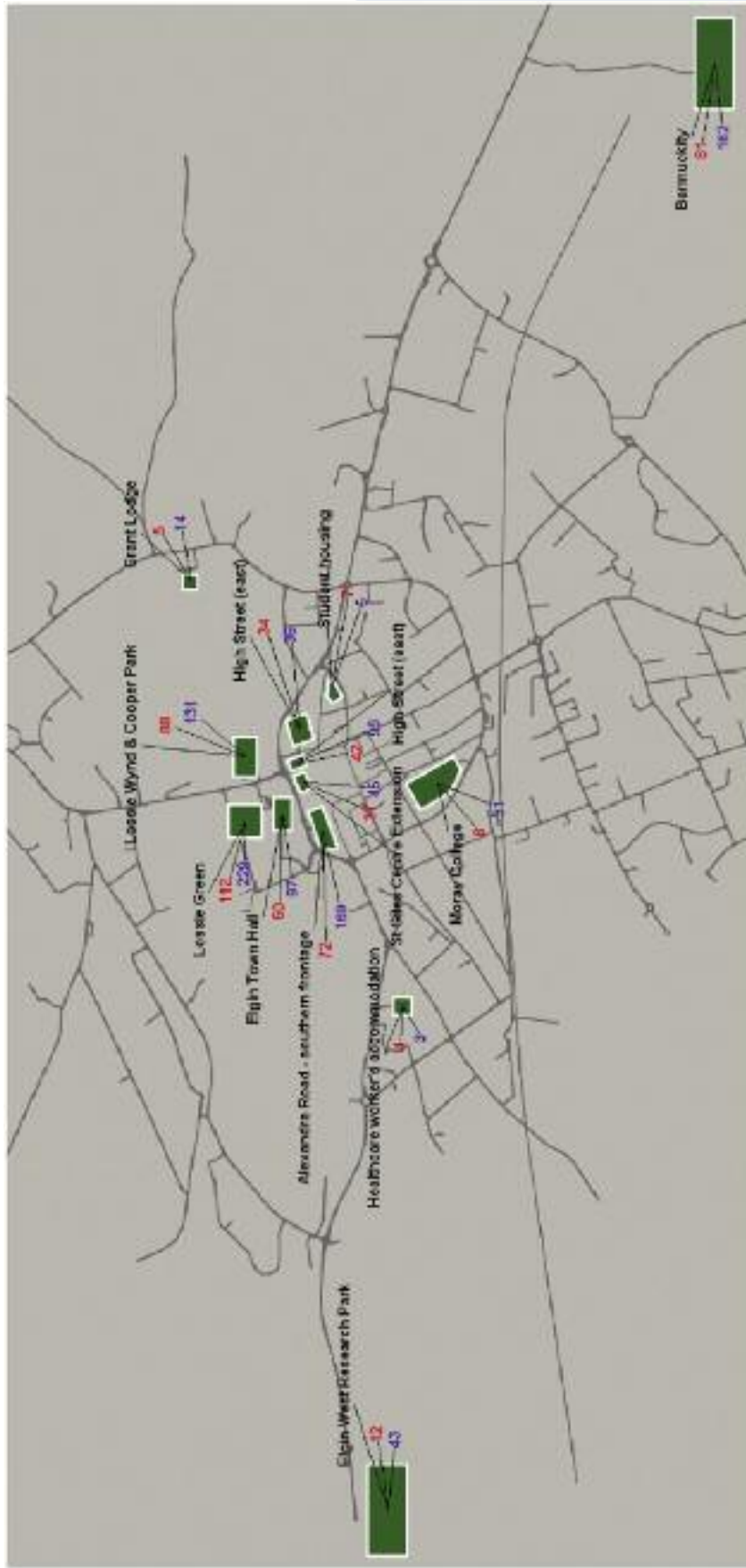


Figure A2 Development trips – evening peak (total vehicles – arrivals are red and departures are blue



APPENDIX 2 DETAILS & FEATURES OF POTENTIAL STRUCTURES FOR DIFFERENT DELIVERY OPTIONS

A summary of potential delivery options available to local agencies such as The Moray Community Planning Partnership is presented below. This includes contractual solutions alongside both the local authority and partners acting as principal and joint venture options.

Option	Detail	Features	Example
Contractual Arrangement	Traditional method for securing goods, works or services from the private or third sectors	<ul style="list-style-type: none"> • Flexible • Simple to put in place • Suitable for most public-private partnerships 	Majority of local authority arrangements with the private sector
Wholly owned subsidiary vehicle of local authority	Enables local authority to do certain things it cannot do in own name, such as trade commercially, to receive the full investment upside and call down additional sources of finance	<ul style="list-style-type: none"> • Flexible • Local authority needs to secure finance package without private investment • Ring fences risk outside of the local authority • Local authority subsidiary bears all risk 	Local authority wants to kick start a project where the service is new to the market or where there may have been market failure
Joint Venture	An efficient and effective means of drawing on the skills, experience and resources of each investor and sharing risk	<ul style="list-style-type: none"> • Common to be 50/50 with no investor in control, but any arrangement can be accommodated • Can be a flexible model • Needs minimum size to bear overhead costs • Must ensure interests of parties area appropriately aligned • Can be contractual model, corporate, partnership, limited partnership or LLP 	Local authority Asset Backed Vehicle (LABV) model

Option	Detail	Features	Example
Development agreement	A useful tool for delivery of new land development, offering local authorities a level of control through planning powers while allowing private developers and/or registered provider a degree of freedom in delivering product to market	<ul style="list-style-type: none"> • Limited control • Risk transfer • Immediate cash return from disposal proceeds. 	The local authority has a clear vision and specification of how the assets should be built out
Asset disposal	Straight sale of asset at current market value in the context of land deals; the decline in development and other land values has called into question whether local authorities are meeting their best consideration responsibilities in disposing of assets at low values	<ul style="list-style-type: none"> • Immediate return from disposal proceeds • Straightforward • Low risk • Limited upside 	Where the local authority (ignoring any planning function) is neutral as to how a site might be built out and wishes to maximise capital receipts
Direct debt or equity investment	A means to step in to support projects or business where funding or support has fallen away (may be particularly useful in current economic conditions), but local authorities need to ensure that they receive a return commensurate with the high risks being taken.	<ul style="list-style-type: none"> • Local authority not able to make speculative loans/investments • Protection of jobs • State Aid issues need to be addressed and may make investment unviable • May not be politically acceptable or an appropriate use of resources. 	Support for local trading businesses which are considered vital to the community.

APPENDIX 3 TRANSFORMATIONAL SITES – ISSUES, ASSUMPTIONS AND FURTHER COMMENTARY

The High Street currently turns its back onto the A96 running through the city centre. Bearing in mind the close proximity to Lossie Green, it is important that buildings backing on to the A96 are tidied up, where possible integrated with the A96 and also draw custom and footfall onto the High Street and surrounding streets, which will in due course with the expansion into Lossie Green allow for greater connectivity.

A number of key transformational sites (See Figure A3) have been identified under Section 6.4, which, if developed out as proposed, will assist in transforming the city centre whilst at the same time growing critical mass, mix and overall footfall which is important for the health of the city centre.

Key transformational sites and proposed uses are set out as follows:-

The **west end of the High Street** includes Marks & Spencer's with land to the rear. This is an important gateway site into the High Street and houses a key High Street retailer whom it is important to retain. Whilst retail rental levels in the High Street are depressed as a result of the current economic and property downturn, and the supply of out of town retailing at Edgar Road, by enlarging the M&S Store (above car park), utilising a discounted High Street rental and by lengthening the period of existing lease over the entire site it is possible to make this development stack-up and it should be attractive to the owner of the current store.

Issues/Assumptions

- Requires landlord and retailer to want to agree a suitable deal. Retail sector having a tough time in current economic climate.
- Elgin may not be first priority for expansion over country.
- Assumes a realistic rental can be agreed.
- Assumes a longer institutional lease over the whole development can be negotiated.
- Assumes technical solution can be produced allowing car park to be retained.
- Requires a sympathetic planning solution.

Further Commentary

- Should this proceed it is possible that other retail and leisure uses fronting onto A96 can be encouraged.
- Subject to above, the scheme would be viable reflecting the nature and protection of current owner
- There is also the possibility of providing a serviced office function along the A96 frontage to meet the needs of small companies creating a base in Elgin or wishing to relocate to more modern premises.

The **St Giles shopping centre** is currently on the market as a retail investment. It is key in terms of the prime High Street retail provision and its location on the street, but could be further enhanced through expansion to provide an additional retail capacity and retain certain occupiers whose leases come to an end over the next few years and who might otherwise relocate from the city centre due to requiring a different sized unit or layout. In addition, redevelopment to the rear of the centre will enable a greater profile from the A96 as well as a more significant second main entrance to the centre and the High Street itself.

Expansion of the retail element of the property would allow a future purchaser a degree of asset management potential and an opportunity to increase value further.

Preliminary appraisals confirm that expansion of the shopping centre would potentially stack-up financially, even at a discounted High Street retail rental. However, development of the shopping centre will require relocation of the bus station which will add further costs to be factored into the overall feasibility study which will require public sector subsidy. Currently, the appraisal works better for a small extension, avoiding the cost of purchasing other surrounding properties.

Depending upon the scale and complexity of the shopping centre expansion, this could involve third party interests and a potential need for CPO powers to be implemented. Currently, it is likely that the Clydesdale Bank on the High Street could be purchased which could potentially assist in the layout of the scheme dependent upon the overall size and scale finally envisaged. There is potential to enlarge the centre to different levels of scale, the lesser scale involves less risk and potentially a more viable option due to avoiding the need to purchase in surrounding properties.

Should the current owner of the shopping centre not be interested in expansion, then a clear vision for a future investor/developer of how the shopping centre could be expanded would be beneficial.

Issues/Assumptions

- Depends on owner or new owner and their funders being prepared to expand the centre
- Appraisal requires public sector partners to relocate bus station
- Purchasing additional surrounding properties currently and making a larger scale expansion unrealistic at the current time
- Planning consent being forthcoming
- Bus station operator agreeing to be relocated within city centre

Further Commentary

- A number of the leases in the existing centre are of a short nature and it will be important to be proactive to retain
- Additional space will provide the flexibility to potentially hold onto existing centre tenants
- Timing is critical

47-71 High Street, Northport. A currently run down retail precinct with a Council leased and operated car park to the rear. It is possible to have a more dense development here either a hotel to service the city centre or a mixed use development which could include residential, housing, leisure office or a mix of uses.

There is currently demand from a 3 star national hotel operator for Elgin for a 50 bedroom hotel which would stack up. Further discussions with the owners of this property are required and a fuller understanding of the existing asset value of this site is required.

Issues/Assumptions

- An ideal location for a new hotel in Elgin
- Hotel only financially viable as part of mixed use scheme
- Long lease to council. Would Council relinquish lease to allow a larger development of the site
- Need to buy out existing tenants, cost to be determined. Subject to larger scheme including car park at grade
- Owner of site being persuaded of benefit of redevelopment.

Further Commentary

- Need site of leases to clarify detailed floor areas and current value.
- Financial appraisal based on estimated value and areas.

Joanna's Nightclub/Cinema This is a large scale site fronting onto the A96. There is potential to refurbish/redevelop and potentially refurbish cinema to service the city centre with an enhanced leisure use to potentially include cinema/bar and retail/restaurant fronting onto the A96.

Currently it is understood that there is interest from an operator in this site, but it could be refurbished by the current owner operators.

Issues/Assumptions

- Current owner or new operator being prepared to refurbish.
- Current facilities could be greatly improved, potential for a small multi-plex.
- Improve vista onto High Street area and create greater life in surrounding area.
- Planning is sympathetic.
- Getting the right mix of uses is important for viability.

Further Commentary

- Could create an important addition to the improvement of the A96 with an attractive and complimentary range of uses.

Grant Lodge Potential cultural/archive facility subject to public funding and full detailed viability study.

Issues/Assumptions

- Condition of existing building
- Cost of refurbishment/redevelopment
- Public funding is forthcoming
- Detailed viability study and structural report are pro-active
- Listed Building and Planning Consent are forthcoming

Further Commentary

- Well located and potential to enhance the cultural aspects of Elgin.
- Regarded as an important building but currently a liability and eyesore.

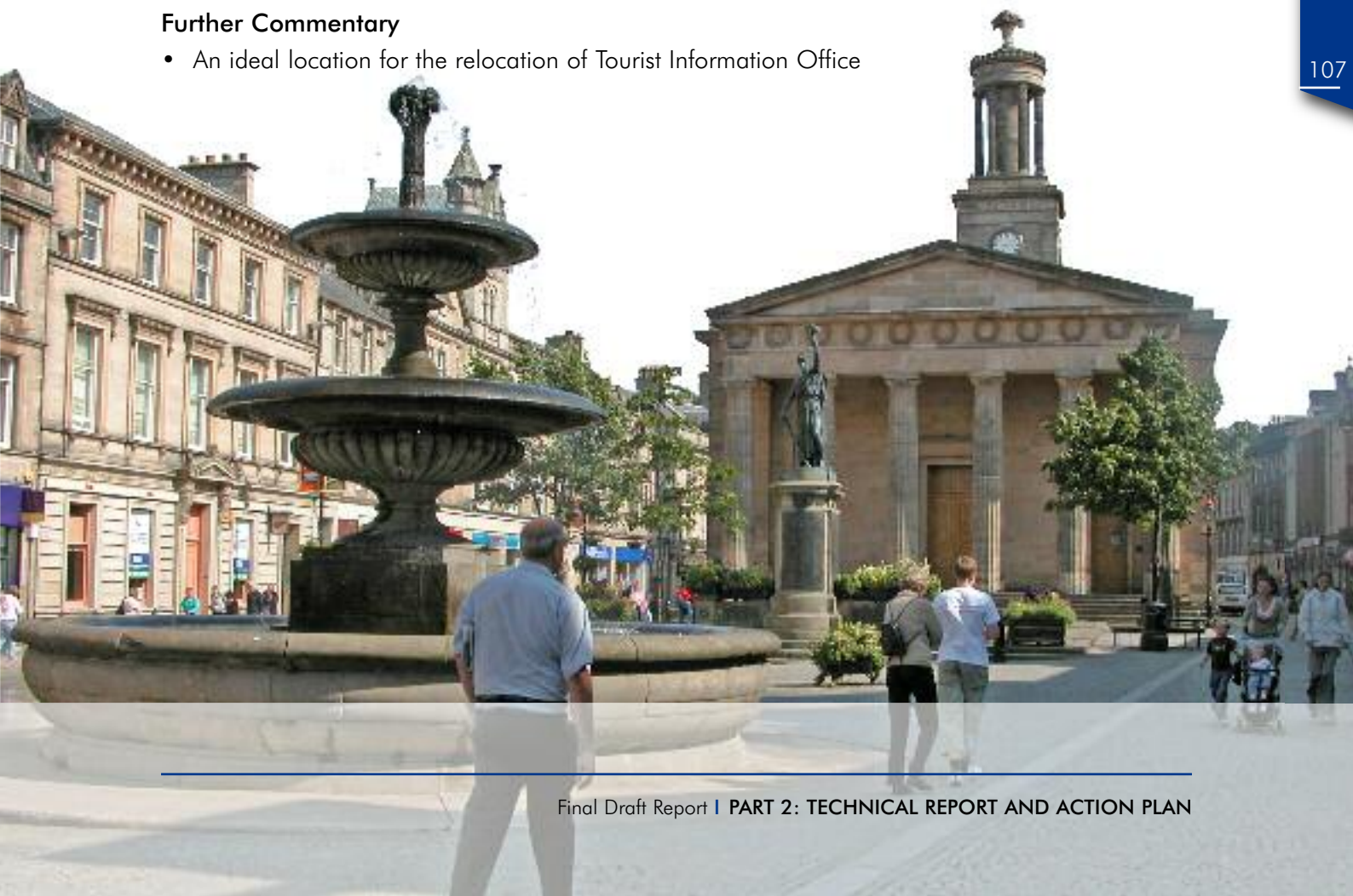
St Giles Church itself is a significant building in the centre of the High Street which is not fully being utilised. Potential alternative uses for cultural, restaurant or tourist information centre or a mix of all three are a possibility and would further enliven the High Street.

Issues/Assumptions

- Whether congregation will be prepared to release building or allow mutual use
- Will require public sector investment
- DDA compliance issues can be overcome

Further Commentary

- An ideal location for the relocation of Tourist Information Office



Barmuckity Business Park

The road layout for the proposed Barmuckity Business Park, to the east of the city centre off the A96, has recently been granted planning consent, and the overall project planning application remains in progress. Whilst the scheme would not currently stack-up as a speculative development due to the scale and infrastructure costs, site development for bespoke occupiers may make the scheme more viable. It is understood that the developer who has submitted the planning application does have such occupiers for a significant element of the site. Industrial use should in principle be encouraged, as it relieves pressure on the demand for new industrial space in Elgin. In turn, this will allow established industrial areas to be refurbished and be made available for other businesses (including start ups) that require a more discounted level of rent.

Issues/Assumptions

- Requires a planning consent
- Will require public sector input to support transport/infrastructure costs
- Requires a creative site layout to address flooding constraints
- Assumes a reasonable level of pre-sales of land
- Will require design to meet design principles and overall masterplan
- A phased development will be essential.

Further Commentary

- Essential to meet the backlog of industrial requirements, frees up space for refurbishment
- Probably need to be flexible over uses under industrial criteria

Elgin West Research and Innovation Park to the west of the city centre opposite the Eight Acres Hotel. This site will require public sector intervention as the private sector will not intervene until proof of demand and rental/capital growth can be demonstrated for the development. There could be the opportunity for a public sector head lease to provide the comfort and security that an investor/developer would require.

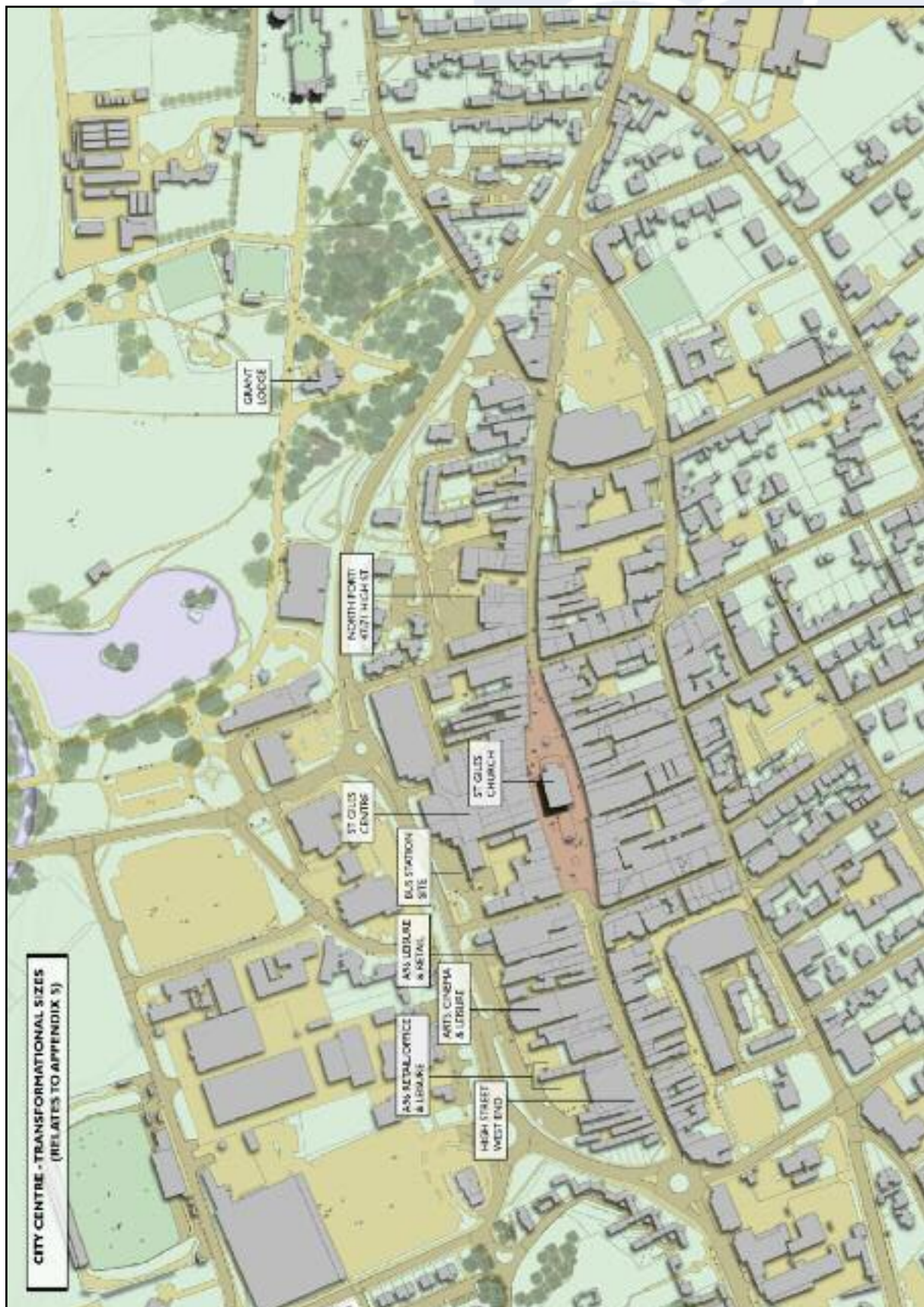
Issues/Assumptions

- Does not currently stack up financially
- High cost of servicing and infrastructure means would require public subsidy
- Need to consider pre-lets but potential issues with covenant strength and length of leases
- Need to consider a pre-letting campaign
- Need detailed costings and timescale along with proposals on design and layout.

Further Commentary

- Need to review in relation to the needs of NHS Grampian/Moray College (UHI).
- Needs a good early occupier and critical mass of enquiries to proceed.
- Continue to monitor as market improves.

Figure A3 –Transformational Sites





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