

# ELGIN

City for the Future



## Part 1

### Executive Summary 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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# INTRODUCTION & OVERVIEW

The Elgin City for the Future (ECFTF) project was commissioned by the Moray Community Planning Partnership (MCP) in order to spearhead an economic regeneration strategy for the city of Elgin. 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 city centre. The project is based on defining a regeneration strategy for Elgin and in particular Elgin city centre that responds to issues facing the city, having regard to the likely impact of recent decisions to restructure the defence sector, in addition to an underlying and perhaps overdue need to diversify the regional economy across all its sectors. The Moray Economic Strategy (MES) is the overall strategy for Moray and the ECFTF project is directly aligned with this. It provides a critical component of this collective effort, delivering a 'framework for development' (or 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. Within this context and 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 economic recovery.

The study therefore 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 where the focus falls on the understanding of how key economic sectors are underperforming and how key partnership approaches can help address this underperformance.



# 1 THE ELGIN REGENERATION MODEL

The ECFTF Strategy has three important elements to it:

- **The Elgin Regeneration Model:** Defining the structure of a sustainable economic base for Elgin and setting out the key platforms upon which this can be developed.
- **The City Masterplan:** Deploying the right spatial development framework utilising the collective land and property assets of the partnership to lever new investment in key areas of the city.
- **The Action Plan and Delivery Framework:** The detail of the projects, the partners, the finance and the delivery body.

## 1. The Elgin Regeneration Model

The definition of an Elgin regeneration model is at the heart of this strategy. This provides an insight into the particular elements of the area's economic structure that need to be addressed. 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 presented in the study 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 MCPP can advance to help re-gear the economic base towards a more sustainable future.

### 1.1 A Vision for Elgin

A shared and single vision is essential for the ECFTF project as this forms the basis around which the components of the regeneration model are assembled. The Community Planning Partnership is determined to ensure that all stakeholders including the community are committed to this single vision and enabled to participate in its 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. A 'vision' for Elgin subsequently emerged to reflect these inputs.



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### **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.

The model is built around the core requirements for Elgin to demonstrate regional leadership and to diversify its economic base. The Moray Economic Strategy also stresses the importance of diversifying the economy away from an over reliance on the key sectors of defence and public administration and there is an inherent call for more assertive leadership amongst its leading stakeholder group.

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 The Moray Economic Strategy, commissioned by the MCPP to establish an overarching economic vision for Moray.

Successful towns and cities are created and sustained by strong and focused leadership and there is a need for a particular focus on this role. 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.

Around the central components of leadership and diversification are a series of essential infrastructure projects without which the city cannot grow. This is a ‘must do’ agenda and includes a full funding commitment to the Elgin Flood Alleviation Project, a series of improvements on the trunk road network, the upgrade and re-design of Alexandra Road and the delivery of new broadband infrastructure. With these laying the foundations for investment, five new platforms for change can be structured.

## **1.2 The Platforms for Change**

The study has looked at the areas (or platforms) of the economy that have shaped Elgin’s performance in the past and this has informed an understanding of the particular elements that will act as catalyst for future development and growth.

These new platforms form the basis for the Elgin regeneration model. Illustrated on the opposite page, five ‘platforms for change’ (or leading sectoral themes) have been identified to drive the vision for Elgin to 2030. The platforms for change are all inter-related and there are actions and interventions within each that will determine the success of the framework in achieving all the elements of the vision.





In essence, the platforms of the regeneration model are interrelated, inter-dependent and overlapping. They are bespoke to Elgin and are aimed at managing a 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.



# THE PLATFORMS FOR CHANGE



## **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.



## **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.



### 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 and a cutting edge regional teaching hospital in Elgin is a potent combination.

There are major opportunities for shared research and development projects harnessing the depth of expertise that these institutions nurture.



### 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.



### 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.



### 1.3 The Bronze, Silver, Gold Attainment Scenarios

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. 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.

Using broad attainment scenarios (described as gold, silver and bronze), is an established approach to regeneration and relates to the capacity of the community and its governance structures to effect change in a given set of economic circumstances.

For Elgin, this has led to a tiered approach to attainment, which recognises three levels above an existing 'do nothing' or 'at trend' level, against which an implementation programme can be structured. 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.

#### *Masterplan - Gold Scenario*



## 2 THE MASTERPLAN

The City masterplan takes the platforms from the regeneration model and articulates the spatial interventions of the ECFTF strategy. It addresses the requirements of the project brief which sought the preparation of a masterplan for the town centre area, including Lossie Green encompassing the assets of the partnership. The masterplan is focused on the appropriate use and configuration of the partnership assets in the context of:

- Building value within the town centre;
- Optimising the development value of Community Planning Partners' land and property assets;
- Making the most efficient use of public funding, by identifying the most appropriate sites for development, including co-locations, potential joint ventures between Community Planning Partners, and with the private sector;
- Unlocking constrained sites, through site assembly; and
- Reusing vacant, derelict or underutilised premises.

The spatial focus of the masterplan is therefore the urban strengthening of the town centre and Elgin's High Street, building values and extending activity so that in the longer term development can come forward in a structured way within Lossie Green.

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## 2.1 Transport Strategy and Testing

The masterplan was informed by a detailed transportation study that modelled the impact of all of the proposed development projects. The Transport Strategy supporting the Masterplan was developed around a number of guiding principles including the following:

- Recognition that the majority of traffic using the A96 Alexandra Road has an origin and 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;
- Other local road improvements to improve traffic flow between north and south Elgin and linked to development including 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;
- 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 town accessed from the A96;
- Provision of a new centrally located coach drop off and pick up facility in addition to the existing facilities at Johnstons; and
- An emphasis on high quality street design within the Lossie Green masterplan in accordance with the design principles of 'Designing Streets'.

# 3 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 College's 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.

A detailed programme of actions is listed at the end of this summary. The collective economic benefits of these are listed below:



### 3.1 Economic Benefits

The potential economic benefits of Action Plan delivery are estimated as follows<sup>1</sup>.

		BRONZE	SILVER	GOLD
<b>ELGIN CITY FOR THE FUTURE</b>				
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
<b>High Street First</b>				
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
<b>Innovation in Technology and Business</b>				
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
<b>Education &amp; Health</b>				
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
<b>The Visitor Economy</b>				
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
<b>Arts Culture Heritage</b>				
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

<sup>1</sup> Estimates have been prepared consistent with HM Treasury and Scottish Enterprise guidance.

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.

### **3.2 The Delivery Framework**

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 1 overleaf.



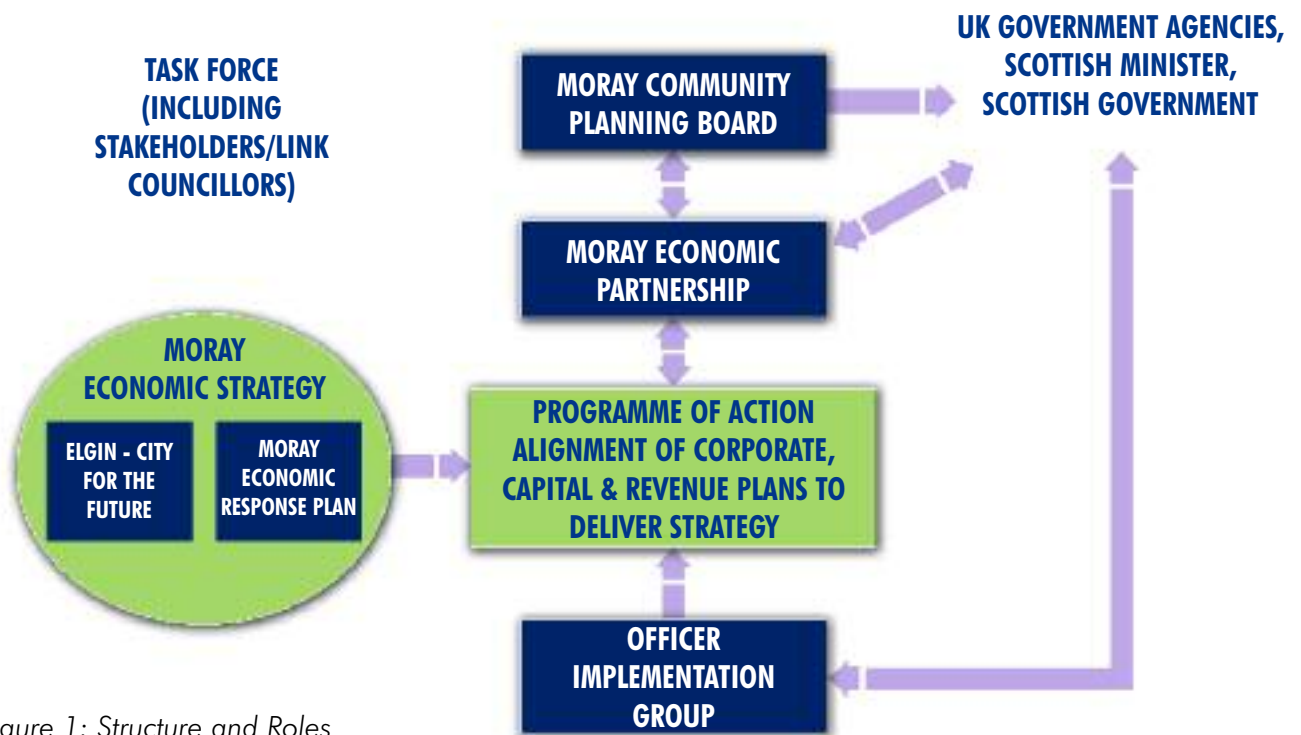


Figure 1: Structure and Roles

An Officer Implementation Group would be recruited from the Community Planning Partners and charged with implementation of The Moray Economic Strategy and the Elgin City for the Future 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.

Detailed guidance is provided in the report on a range of 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. The main report contains a review of the main funding models, some of which could be relevant in assisting with the future growth of Elgin City.

## Conclusion

The ECFTF Strategy is commended to the Board of Moray Community Planning Partnership. It is an ambitious and far reaching strategy which has the potential to fundamentally restructure 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 the Moray Community.



# 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



# 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><b>i Improved Regional Public Transport Links</b> 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><b>Develop Elgin-wide Travel Plan;</b> Implement service improvements</p>	Bronze	Moray Council/ Transport Operators	Elgin BID, Transport Scotland	
<p><b>ii Bus Station Relocation</b> 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>				<b>£4m</b>
<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
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.				
<b>iii Moray College / UHI Teaching restaurant</b> 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.				<b>£100,000 for fit out. Excludes annual operating costs</b>
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	
<b>iv St Giles Church as the centre piece of High Street activity</b> 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.				<b>£2.5m</b>
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
<b>v A High Street Pavilion as a showcase for change</b> 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.				<b>£320,000</b>
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	
<b>vi Townscape Heritage Improvements</b> 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.				<b>£250,000</b>
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
<b>vii Business development &amp; support to the leisure and retail sectors</b> 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.				<b>£500,000</b>
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	
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.				
<b>viii City Centre Enabling Fund</b> 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 locations Council sites may form part of an investment to improve and attract private sector funding for development by making development more viable.				
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		



	Phasing	Lead Role	Support	Cost
<div>ix</div> <div>Physical Extension of St Giles Centre</div> <div> <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> </div>				£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		
<div>x</div> <div>Southern A96 frontage consolidation</div> <div> <p>Marks &amp; 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&amp;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> </div>				£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		
<b>xi High Street East</b> 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.				<b>£4m</b>
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		

**Phasing   Lead Role   Support   Cost**

**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
<b>xiii Lossie Green Development Brief</b> 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.				
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		
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.				
<b>xiv A96 North Development Brief/To East of A941</b> The range of potential development mixes is linked to the findings of feasibility assessments for the Town Hall and the Arts Centre.				<b>£32,170</b>
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
<b>xv Alexandra Road Improvements</b> 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.			<b>£2.5m</b>
Scheme Design	Bronze	Transport Scotland	MC
Land Assembly	Bronze	Transport Scotland	MC
Construction	Bronze	Transport Scotland	MC
<b>xvi Lossie Green Multi-storey Car Park</b> 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.			<b>£4.5m</b>
Planning and Design	Bronze	Private Sector	MC
<b>xviii Replacement Lorry Park</b> The long term plans for Lossie Green will require a replacement and purpose built lorry park to the east of the town.			<b>£100k</b>
Land assembly, design & construction	Bronze	MC	
<b>Total</b>			<b>£35.20m</b>







# 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 &amp; 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><b>Facilitating development of new employment areas</b></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><b>i Promotion of Barmuckity Business Park</b></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>				<b>£40.1m</b>
<p>Completion of Flood Alleviation Scheme</p> <p>Finalise design guidance to ensure treatment of approaches reflects the sites location on the eastern gateway to Elgin.</p> <p>Develop Site Marketing Strategy</p> <p>Submission of subsequent planning applications for individual sites.</p> <p>Processing of planning application</p> <p>Site Servicing</p> <p>Implementation</p>	Bronze	<p>MC</p> <p>MC</p> <p>Private Sector</p> <p>Private Sector</p> <p>MC</p> <p>MC</p> <p>Private Sector</p>	<p>HIE, MC, SDI</p> <p>Private Sector, HIE</p>	


Phasing    Lead Role    Support				Cost
<b>ii Elgin West Research &amp; Innovation Park</b> 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.  This is dependent on business provision elsewhere and the CPP partner’s assessment of displacement and additonality. Site acquisition				<b>£150,000 per annum</b>
Planning application submitted	Bronze	Private Sector HIE Private Sector HIE	NHS  Private Sector, NHSG, UHI	
Planning application processed Park development		MC Private Sector	NHSG, UHI	
<b>iii Industrial Estate remodelling/ refurbishment</b> 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.				
Develop and implement refurbishment remodelling programme	Bronze	MC		
<b>iv Identification of expansion land</b> 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.  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.				
Identify future employment allocations through the Moray Local Plan process (reference in the Main Issues Report) Indicate allocations in the Proposed Plan Plan adoption anticipated	Bronze	MC  MC  MC	Private Sector	

Phasing Lead Role Support				Cost
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.				
<b>v Continual dialogue</b> 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.				
Liaison through Wealthier & Fairer Strategic Group	ongoing	UHI	MC, MCoC, FSB, MTD Ltd	
<b>vi Establish Business Development Support Unit</b> 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.  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)				<b>£200,000 per annum</b>
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	
<b>ii Promotion of Specialist Research Chairs</b> 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.				<b>£6m (3 years)</b>
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	
<b>iii Develop Moray marketing proposition to Digital Health sector</b> 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	



	Phasing	Lead Role	Support	Cost
<p><b>iv Serviced residential accommodation</b></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><b>£4.8m</b></p> <p><b>Phase 1</b></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>				
<b>v Moray College Campus Redevelopment</b> 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.				<b>£28m</b>
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		
<b>vi Dr Gray's Hospital Redevelopment</b> 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.				<b>£40m</b>
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
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.			
<b>vii Moray College/UHI Teaching restaurant</b> See related action Platform 1 - High Street First, Project 1(iii)			
<b>viii Continual dialogue</b> 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)			
<b>ix Establish Business Development Support Unit</b> See related action Platform 2 - Innovation in Technology & Business, Project 2(vi)			
			<b>£84.8m - £96.8m</b>





# 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 &amp; 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><b>i Elgin Destination Strategy</b></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
<b>ii Visitor Management Strategy</b> 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.				<b>£25,000</b>
Commission Strategy	Bronze	MTD Ltd, MC	EBID, HIE	
<b>iii Castle to Cathedral Heritage Trail</b> 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				<b>£350,000</b>
Develop Castle to Cathedral project, specifying phases	Bronze	EBID	MC, MTD Ltd, HIE	
Implementation	Bronze	EBID	HIE, MC	
<b>iv City centre coach drop off and pick-up facility</b> 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	
<b>v City Centre Lighting Strategy</b> 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.				<b>£250,000</b>
Prepare Lighting programme, identifying priority buildings and spaces	Bronze	EBID, MC	MTD Ltd	
Implementation	Bronze	EBID, MC		
<b>vi Relocation of Elgin Visitor Information Centre</b>				
See related action Platform 1 - High Street First, Project 1(iv)				

Phasing		Lead Role	Support	Cost
<b>vii High Street Pavilion</b>				
See related action Platform 1 - High Street First, Project 1(v)				
<b>viii Business Development Support</b> 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.				<b>£50,000 per annum for 3 years</b>
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)				
<b>ix The Moray Story / Grant Lodge Redevelopment</b> 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).				<b>£6m</b>
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
<b>x Events &amp; Promotions Strategy</b> 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).  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.					<b>£150,000 per annum</b>
Develop Events and Promotion Strategy	Bronze	EBID		MC, MTD Ltd, HIE	
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.  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.	Bronze	EBID		MC	
					<b>£6.69m + £200,000 per annum</b>



Strathisla Distillery





# 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><b>i A new Arts Centre/Arts School UHI/HIE</b></p> <p>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><b>£10m- £12m</b></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
<b>ii Regional Sports Facility</b> 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.				<b>£6</b>
Implementation (linked to available budgets and consistent with Moray Council Capital Programme)	Silver/ Gold	MC/UHI		
<b>iii High Street Pavilion</b>  See related action Platform 1 - High Street First, Project 1(v)				
<b>iv The Moray Story / Grant Lodge Restoration</b>  See related action Platform 4 - The Visitor Economy, Project 4(ix)				
<b>v Events &amp; Promotions Strategy</b>  See related action Platform 4 - The Visitor Economy, Project 4(x)				
				<b>£16m- £18m</b>



Moray College - UHI







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Project Officer (Equal Opportunities)  
Chief Executive's Office  
High Street  
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Jeżeli chcieliby Państwo otrzymać informacje w innym formacie, języku lub dodatkowe informacje, mówiący po angielsku znajomy lub członek rodziny może do nas:

Zadzwoń na numer: 01343 563319  
Wysłać mail: [equalopportunities@moray.gov.uk](mailto:equalopportunities@moray.gov.uk)  
Adres korespondencyjny: Project Officer (Equal Opportunities)  
(Urzędnik ds. Jednakowego Traktowania  
Mniejszości Narodowych)  
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Para outros formatos, idiomas ou para obter mais informações, peça para um amigo ou parente que fale a língua inglesa entrar em contato conosco:

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Email: [equalopportunities@moray.gov.uk](mailto:equalopportunities@moray.gov.uk)  
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