THE VISION
‘Tobermory Harbour Association has a shared vision with the residents and stakeholders; to see the vibrant town of Tobermory and its surrounding areas to grow and prosper, creating sustainable employment and economic growth, to support local businesses through careful promotion and utilisation of its outstanding natural assets’

AROS WATERFRONT REGENERATION

‘Increasing the recreational, educational and leisure offer in an iconic location on the Isle of Mull.’
AROS WATERFRONT REGENERATION

EXECUTIVE SUMMARY

INTRODUCTION

Tobermory Harbour Association is a unique and instrumental community enterprise company based on the Isle of Mull responsible for the protection and development of Tobermory Bay and its environs on behalf of the community. The THA objectives are to deliver increased visitor numbers, employment opportunities and economic growth to support local businesses. As demonstrated by the 2015 Ekos study, the THA currently supports a £2.5 million spend in the local economy and supports 65 FTE jobs. The THA aims, through continued development and a long-term vision, to continue to grow the economic value of the harbour through an understanding of the community’s needs and building of community assets. As such, any unallocated cash is reinvested in the community and is used solely to grow the assets of the town.

Aros Estate, located just outside the main town of Tobermory, has been identified as a significant opportunity area for development within the remit of the THA. The current landowners, Forestry Commission Scotland are keen to facilitate a community-based regeneration project that will complement the facilities of both Aros Estate and Tobermory Bay. The project will have significant economic benefit for Tobermory, the over-arching objectives being to:

1. Increase visitor numbers
2. Increase income in the town
3. Create sustainable employment.

The recent introduction of RET on all ferry routes to the island, which has substantially decreased ferry fares, has seen a 25% rise in visitors in 2016 - and with many reluctant to travel abroad in light of current terrorism alerts, holidays to safe and peaceful locations like Mull and the Western Isles of Scotland are at an all-time high. The THA are keen to ensure that Mull is capable of retaining and expanding upon its current market in order to secure year-round tourism and trade to the island.

AROS ESTATE WATERFRONT

Aros Estate, an attractive area of forest land and the main outdoor recreation space for Tobermory and the wider Isle of Mull, is owned and managed by the Forestry Commission Scotland (FCS). The Estate is a highly valued community resource, used by both local residents and visitors to the island; its trails through attractive woodlands, popular walking, cycling and running routes, woodland play trails for children, loch fishing and picturesque waterfalls among its finest attractions. Located just 1.5 miles from the main town (population 1,000) and harbour which attracts over 45,000 marine visitors annually, the park is also accessible to the 700,000 tourists who visit the island each year and 3,000 island residents.

The Estate waterfront bordering Tobermory Bay comprises a pier and slipway as well as two disused buildings of historic importance, one the former Estate sawmill and the other the original boathouse. The deteriorating condition of the pier and the buildings mean they are in need of refurbishment if the structures are to be preserved and to avoid future demolition. An agreement exists between THA and the Forestry Commission for transfer of this area of land and buildings to THA ownership for £50,000.

The heritage value of Aros Park, its historic buildings, ancient woodlands and natural heritage is presently diminished through lack of availability of information and resources to allow visitors to engage with the history of the site. The THA proposal is to acquire the waterfront and redevelop the buildings to create a sustainable visitor attraction that complements the
existing THA business model, whilst utilising the exceptional combination of existing heritage and modern opportunities of the site to create both a unique visitor experience and local community nucleus. THA recognise that it is crucial that proposals meet community aspirations as well as maximise economic opportunities and, to ensure this happens, has put community and stakeholder engagement at the heart of the development research.

Funds are being sought to develop a business case initially focused on three main areas:

- **Waterside Development**
  - Restoration of the Pier and Slipway
  - Refurbishment of the Old Boathouse
  - Watersports facility & sailing school
  - Hire of sailing dinghies, power-craft, kayaks, canoes and windsurf/paddle boards
  - Water-taxi link from Tobermory Harbour – Aros Park
  - Bunkhouse accommodation for schools and youth groups

- **Historic Building Restoration**
  - Regeneration of the Old Sawmill into a Heritage Centre
  - Café/tearoom for sub-lease, utilising local produce
  - Lobster/shellfish hatchery with explanatory tours
  - Hydro restoration of the former watermill

- **Outdoor Forest Adventure Park**
  - Forest style adventure playground for young children
  - ‘Go-ape’ style attraction for older children, teenagers and corporate groups.
  - Climbing wall
  - Treetop trail, 3D Maze and Lookout Tower

**General Facilities** to include outdoor seating, picnic areas and benches will also be added as well attention given to development and marketing of the existing walking, running and cycling trails and development of orienteering trails.

The Heritage Centre and shellfish hatchery have a high educational value and will ensure people are engaging with their local heritage and with the natural heritage of the park. The Pier restoration will see it replicate its former hub of activity, providing a focal point for the marine-based activities, and the proposed water taxi from Tobermory will regenerate historic cultural and commercial links with the town. The marine facilities and adventure playground make a significant contribution to the promotion of general health & well-being as well as increasing the potential footfall of the park. Together, the proposed facilities provide a high-quality, all-weather visitor attraction and a valuable year-round community space for local residents.

As a result of this development, there will be wider opportunities for people to engage in a variety of activities, both educational and recreational. The Heritage Centre, Shellfish Hatchery and Sailing School will attract youth groups and schools. The proposed facilities combined will contribute towards a greater holiday experience afforded our visitors, encouraging repeat and recommended visits, especially in view of the cheaper travel costs now associated with the island. Aros Waterfront Regeneration will see the restoration of significant community assets, encouraging greater use of the park, increasing the footfall and promoting a strong sense of community spirit in the town, making Tobermory a more attractive place to both live and visit.
PROJECT DEVELOPMENT

A valuation of the land and assets at Aros Park was jointly commissioned by FCS and the THA in April 2015, and an agreement to purchase at the nominal sum of £50,000 now exists. Grant assistance has been successfully acquired through Heritage Lottery Fund and Awards For All for the pre-development works to develop the business case, establish the viability of the proposals, prepare an Options Appraisal and assess the condition of the structures. During the pre-development works, community and stakeholder consultation will help shape the final project. Further funding will then be sought for purchase of the land and finally, for the main project, including restoration of the pier and historic buildings, landscaping works and creation of new visitor facilities within.

The THA plan to apply to the National Forest Land Scheme in mid-2016 to purchase the land off the open market, followed by an application to the Scottish Land Fund for the purchase costs of the land and associated fees. The regeneration process itself is envisaged to require up to 2 years and cost in the region of £1.5 million. The envisaged development programme is such that the project will be self-sustaining in terms of its income and employment once operational. [See ___ for Project Timescales].
ABOUT TOBERMORY HARBOUR ASSOCIATION

Tobermory Harbour Association was founded in 1983 and, in 1998, became a community enterprise company, limited by guarantee. The THA is governed by a board of directors comprising 12 members elected annually from community organisations, representatives of key stakeholders and local residents, a maximum of 5 of whom are Member Directors and 7 of whom are Appointed Directors.

Organisations represented on the Board include the Fisherman’s Association, Community Council, the RNLI, the Forestry Commission and the Beach Committee along with frequent users (stakeholders) of the harbour facilities – commercial divers, aquaculture companies, commercial boat owners, mooring holders, hoteliers and transport operators.

Directors maintain a close link with the community – who are the main beneficiaries to any plans – and feedback from them and local businesses identifies opportunities for further investment or issues to be addressed.

Membership is open to any individual over the age of 17 whose main residency is on the Isle of Mull and anyone nominated by either an incorporated or unincorporated body with an interest in the activities of the THA.

The THA ethos is ‘facilities for all’, aiming to identify and implement relevant opportunities on behalf of the community and care is taken to avoid competition with existing businesses.

The THA will collaborate with the local community and existing community groups such as Mull & Iona Community Trust, Mull Museum, Mull Community Council, Mull Wildlife & Horticultural Society, Western Isles Yacht Club, Isle of Mull Coastal Rowing and others on Aros Waterfront, in order to develop an exciting visitor experience centre for all age groups and abilities.

PAST: PHASES 1-5

The THA has a proven track record of delivering high-value projects, on time and within budget. The directors’ have varied business backgrounds and this range of skills and knowledge creates a valuable resource pool in support of the company.

Projects that have been successfully delivered include construction of a harbour building with toilets, showers and laundry facilities, an aquarium and cinema room, boardroom, conference room plus six letting office units. The THA has also managed the installation of 110 moorings and a 47-berth pontoon. These facilities have consistently proven a success with the visitors afloat and local residents, and have been highly utilised by all our users from locals to internationals, from dinghies to cruise ships, from commercial to recreational users and from tour operators to fishermen. Berth nights in Tobermory have increased from 5,000 in 2006 to 11,000 in 2015 and turnover has increased from £k to £250k in 2015.

PHASE 6: PIER & BREAKWATER CONSTRUCTION

Phase 6 is the latest project in the rolling programme to provide ‘facilities for all’. The infrastructure comprises a new fishing pier & low-gradient slipway, a floating wave attenuator & pontoon berth and an inter-tidal boat servicing area. These works will progress alongside an application for a Harbour Empowerment Order, securing Tobermory Harbour and bringing the Bay under the statutory control of a single Harbour Authority on behalf of the community. The conceptual design was undertaken by Wallace Stone Engineering at the end of 2013 and a budget estimate and tender drawings produced. The THA are now working on gaining the necessary consents and securing finance to execute the project.
Marine and coastal tourism development are identified as sustainable economic assets in the Argyll & Bute Economic Development Action Plan, and the sea and its coastline as ‘primary components of the Argyll & Islands experience’. Tourism Intelligence Scotland deliver the formidable message in their 2010 publication ‘Sailing Tourism in Scotland’ that Scotland must take action to maintain its position in the marine tourism market and to grow its share in the future by addressing infrastructure shortfalls and carefully targeting promotion of the destination at those sectors and regions offering maximum opportunity.

Scottish Enterprise, Visit Scotland, Sail Scotland, Tourism Intelligence Scotland and British Marine Federation Scotland all identify marine and adventure tourism as a priority industry in Scotland.


On a more local level, the project sits within the Strategy Framework of Mull & Iona Community Trust, ‘to protect and develop the cultural and natural heritage in harmony with community needs’ and ‘to seek opportunities for promoting our cultural and natural heritage’, as well as to ‘secure community ownership of assets which facilitate trade, industry and community regeneration’ (Strategy Framework 2012 [http://www.mict.co.uk/about-us/document-library/]).

The THA, in the quest to provide ‘FACILITIES FOR ALL’, will collaborate with other community groups such as Mull & Iona Community trust, Tobermory Endeavour, Mull Community Council, Mull Museum, Mull Wildlife & Horticultural Society, Western Isles Yacht Club, Isle of Mull Coastal Rowing and others, in order to provide a wide-appealing and sustainable visitor attraction to complement the natural heritage of Aros Park and the heritage and facilities of Tobermory Bay and the iconic and historic town of Tobermory.
AROS WATERFRONT REGENERATION

THE VISION ‘Tobermory Harbour Association has a shared vision with the residents and stakeholders; to see the vibrant town of Tobermory and its surrounding areas to grow and prosper, creating sustainable employment and economic growth, through careful promotion and utilisation of its outstanding natural assets’.

INTRODUCTION
Tobermory Harbour Association is a unique and instrumental community enterprise company based on the Isle of Mull responsible for the protection and development of Tobermory Bay and its environs on behalf of the community. The THA objectives are to deliver increased visitor numbers, employment opportunities and economic growth to support local businesses. The THA aims, through continued development and a long-term vision, to continue to grow the economic value of the harbour through an understanding of the community’s needs and building of community assets. As such, any unallocated cash is reinvested in the community and is used solely to grow the assets of the town.

Aros Estate, located just outside Tobermory, has been identified as a significant opportunity area for development within the remit of the THA. The current landowners, Forestry Commission Scotland are keen to facilitate a community-based regeneration project that will complement the facilities of both Aros Estate and Tobermory Bay. The project will have significant economic benefit for Tobermory, the over-arching objectives being to:

1. Increase visitor numbers
2. Increase income in the town
3. Create sustainable employment.

The aim is not only to attract more visitors during the summer months, but to encourage longer and more frequent visits, as well as return trips and recommended visits. This development will also assist in attracting families out-with the summer months and extend the visitor season to create year-round employment and to the benefit of all local businesses.

PAST: PHASES 1-5
The THA has a proven track record of delivering high-value projects, on time and within budget, including large scale development of the harbour, pontoon facilities, mooring re-organisation and a multi-million seabed reclamation & carpark/promenade development. The THA directors’ can all demonstrate varied business backgrounds and their wide ranging skills and knowledge create an invaluable resource pool in support of ongoing projects. The THA has utilised the aptitudes of the directors to successfully deliver the continually developing amenities in place today, including a harbour building with toilets, showers and laundry facilities, a marine experience centre, cinema room, boardroom, conference room, six letting office units, 110 moorings and a 47-berth pontoon.

PRESENT: PHASE 6
Phase 6 is the ongoing THA vision which will complete the harbour-side facilities at Tobermory, comprising a new fishing pier & low-gradient slipway, a floating wave attenuator & pontoon berth and an inter-tidal boat servicing area. These works will progress alongside an application for a Harbour Empowerment Order, securing Tobermory Harbour and bringing the Bay under the statutory control of a single Harbour Authority on behalf of the community. The conceptual design was undertaken by Wallace Stone Engineering at the end of 2013, a budget estimate and tender drawings then produced, and the THA are now working on gaining the necessary consents and securing finance to execute the project.
Aros Park has long been the main outdoor public recreation space for the people of Tobermory and the wider island. At just 1.5 miles outside the town, accessed via both road and scenic coastal path, it is accessible to many yet large enough to allow users to find space in its’ peaceful setting. Forestry Commission Scotland and the Tobermory Harbour Association plan to restore the pier and re-develop the Aros Park waterfront, to prevent further deterioration of the pier or demolition of the buildings. The THA see a significant development potential in this land, which will complement their presence and facilities at the harbour and around the town. Aros Park is already known to attract over 30,000 visitors per year and a much wider variety of amenities as envisaged would result in a very popular visitor attraction for all age groups.

Aros Park is an iconic location in Tobermory, frequented by local families as well as tourists for walking, fishing, cycling and play, but many of the cultural and historical features in the park are in need of refurbishment and the image of the park as a whole would benefit from the planned regeneration works. Restoration of the vacant and partially derelict buildings and pier would bring an area of historic community importance back to life; the addition of the planned amenities would offer a new and unique visitor attraction, and valuable community space whilst promoting the interesting legacy of the Estate.

TIMELINE

The Tobermory Harbour Association has been in correspondence with Forestry Commission Scotland for several years regarding Aros Park, having continually been involved in the consultation process. Initially, consulted as a stakeholder; laterally, as project facilitators, as well as being kept updated through meetings and conferences with FCS personnel. A valuation of the Pier Site, which was of specific interest to the THA, was completed in April 2015 by the District Valuers’ Office. The THA will now move forward and submit an application to National Forest land Scheme to purchase the land; meantime proceeding with a 25-year lease for the land.

Initial grant assistance has been successfully acquired through Heritage Lottery Fund and Awards for All for the pre-development works to develop the business case, establish the viability of the proposals, prepare an Options Appraisal and assess the condition of the structures. During the pre-development stage, community and stakeholder consultation will help shape the final project. Further funding will then be sought for purchase of the land and associated costs from Scottish Land Fund and then finally for the main project, including restoration of the pier and historic buildings, landscaping works and creation of new visitor facilities within.

The THA will be applying to the National Forest Land Scheme in July 2016 to purchase the land off the open market, and will then purchase the land upon successful application to Scottish Land Fund. Further funding will then be sought for the regeneration project, from Heritage Lottery Fund with match funding from Coastal Communities Fund. The regeneration process is envisaged to require 2 years and cost in the region of £1.5 million. Depending on the funding scheme, the regeneration may then require to be split into two phases; Phase 1, the development phase incorporating the research, design and planning stage and Phase 2, the delivery phase and main project works.

WHY NOW?

The THA has set out a framework for the enhancement of facilities in Tobermory over the past three decades. The advantages of the natural harbour linked with the growth potential in eco-tourism and water-borne leisure activities create a positive driver for continued expansion of facilities.

Whilst recognising that the rural economy of the island is fragile and heavily dependent on tourism, Tobermory has a well-developed international reputation as a ‘must see’ location in an area of spectacular beauty.

The recent introduction of RET on all ferry routes to the island, which has substantially decreased ferry fares, has seen a 25% rise in visitors in 2016 already - and with many reluctant to travel abroad in light of current terrorism alerts, holidays to safe and peaceful locations like Mull and the Western Isles of Scotland are at an all-time high. The THA are keen to ensure that Mull is capable of retaining and expanding upon its current market in order to secure year-round tourism and trade for the island.

Local residents are increasingly concerned about the volume of traffic on our deteriorating single track roads and the THA is relieving some of this pressure by encouraging visitors in by sea. This has seen an increase in marine visitors from 5,000 in 2005 to 45,000 per annum in 2015.

Families still visit the island in quest of the ‘Balamory’ setting and seeking family based and child friendly activities to enhance their holiday and are often disappointed to find that there are very few indoor and rainy-day activities.

Feedback in this report will demonstrate the aspiration and need for this proposed development on the Isle of Mull.
ABOUT TOBERMORY HARBOUR ASSOCIATION

‘Facilities for All’

Tobermory Harbour Association was founded in 1983 and, in 1998, became a community enterprise company, limited by guarantee. The THA is governed by a board of directors comprising 12 members elected annually from established community organisations, representatives of key stakeholders and local residents, a maximum of 5 of whom are Member Directors and a maximum of 7 of whom are Appointed Directors.

Organisations represented on the Board include the Fisherman’s Association, Community Council, the RNLI, the Forestry Commission and the Beach Committee along with frequent users (stakeholders) of the harbour facilities – commercial divers, aquaculture companies, commercial boat owners, mooring holders, hoteliers and transport operators. Directors continually consult with their communities – who are the main beneficiaries to any plans – and feedback from them and local businesses identify the continued need for growth.

Membership is open to any individual over the age of 17 whose main residency is on the Isle of Mull and anyone nominated by either an incorporated or unincorporated body supporting the aims and activities of the THA; there are currently 250 members.

The THA always operate in a sensitive and sustainable manner in harmony with the harbour and its environs, the objectives being to install, maintain and lease the assets (being moorings, landing stages, berthing and slipways as well as associated property and infrastructure), appropriate management of marine activities whilst working closely with relevant agencies, customers and suppliers and to promote and support (both financially and otherwise) any organisations and projects which operate in the area for the benefit of the community. The THA regularly hold community engagement meetings to consult with the public and the stakeholders on any future plans and aspirations and to inform them of any current or ongoing activities. Development of succession planning is ongoing at present, with measures being put in place to guarantee the continued operation of the board on a professional and effective level.

The Tobermory Harbour Association’s reputation and experience precedes it – many of the current Directors’ were present during the execution of the contracts listed [at 1.2], all of which were completed on time and on budget. Each project was carefully planned, with the Line Management and development tailored to suit the needs of the individual project.

The Directors’ of the Tobermory Harbour Association continually endeavor to make Tobermory a better place to live, visit, work and play.

AROS PARK & THE THA

Aros Park would complete the THA’s facilities in Tobermory, complimenting what they and others already have on offer both on the water and harbour-side at Ledaig. The THA’s plans to bring Tobermory Bay under the statutory control of a Harbour Authority via Harbour Empowerment Order will incorporate Aros Bay, and the moorings at Aros will offer a scenic and peaceful alternative to the bustle of the main harbour pontoons. Marine traffic currently arriving at Tobermory will not only have options for berthing, but also the offer of coastal recreational activities to enhance their stay and encourage repeat visits and recommendations.

Over recent years the THA have installed a number of moorings on the Aros side of the Bay; feedback from customers has demonstrated their popularity already, with many choosing to anchor over that side in favour of at the pontoons.

Ongoing works on the coastal path, which runs between Ledaig Carpark and Aros Park funded by Coastal Communities Fund (CCF) will also be complimented by any development, encouraging use of the path and offering an alternative route via water taxi for ease of access.

The new Phase 6 infrastructure, once in development phase, will attract more marine and commercial visitors - the hope being that they will further utilise the Aros development. The projects will regenerate historic links between Aros Park and Tobermory and simulate the hive of activity the harbour and Aros Pier once were, while allowing the THA the opportunity to offer coastal and marine visitors the full recreational package.
THA MANAGEMENT STRUCTURE

CURRENT STAFFING

PAID

- Office Manager: FTE 1.0
- Marine Manager: FTE 1.0
- Relief Marine Mgr: FTE 0.5
- Facilities Officer: FTE 0.75
- Aquarium Manager: FTE 1.0
- Aquarium Assistant: FTE 0.5
- Cleaning Staff: FTE 1.5

FUNDED

- HEO Project Manager: FTE 0.5
- CCF Project Manager: FTE 0.5
- Aros Park Facilitator: FTE 0.25
- Marine Assistant: FTE 1.0
- Aquarium Assistants: FTE 2.0

- THA core funding is currently self-financed through an increase in activity of the company to ensure secure sustainable jobs, including operating costs and overheads.
- FLAG funding, which financed the Phase 6 study works and the Project Manager post, ended in June 2015. The THA continued to fund the employment post through to end September 2015 and is now searching for further funding for this project.
- CCF funding for Aros Path Improvements, New Shelter and Moorings is currently running until December 2016; capital works to be completed by March 2015 and salaries funded until December 2016. A recent extension to this fund has also financed the HEO Officer post through to December 2016.
- Recent successful applications to Awards For All and Heritage Lottery (Start Up Grants) have secured funds for the pre-development work at Aros Park including an economic assessment, structural survey work and to finance a 0.5 FTE position to develop the business case.
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<tr>
<th>NAME</th>
<th>Brian Swinbanks, Chairman</th>
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**EXPERIENCE & QUALIFICATIONS**

Brian is a founder member and Chair of the THA since 1983 now having 32 years voluntary work for THA. With others, he was the Concept Creator, Project Manager and Director of Phases 1-6 and responsible for the evolution of the Harbour Committee to a Company Limited by Guarantee with a caring Community Board and highly motivated and inspirational Staff.

He is the Managing Director of KFT, a manufacturing company based in Tobermory, with a Degree in Industrial Design and a Masters Degree from the Royal College of Art. Previously, Brian was a skipper and partner in a charter boat, package holiday company for 21 years.

Brian and other long standing Directors bring continuity to the new Board and continue to steer the THA successfully through a process of change which will deliver a new Community Harbour Authority and the required infrastructure to position Tobermory Harbour as one of the most important Hub Ports for Marine Tourism in Scotland.

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<tr>
<th>NAME</th>
<th>Richard West, Financial Director</th>
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**EXPERIENCE & QUALIFICATIONS**

Richard West has been a director of THA since 2007 and the finance director since 2011. As such, he has a complete grasp of the commercial and financial position of the THA and has also been instrumental in developing the current systems and procedures used to manage the company. He is fully supportive of the vision and potential of the THA to develop as a community company.

Richard is qualified to degree level, with an engineering background and extensive project management experience gained in working for large oil companies and international engineering contractors. During his working life he has gained a great deal of experience in managing teams of people and of managing very large multi-million pound projects.

This experience is very relevant to the THA as the company organisation develops, especially under the legislative environment in which small companies are now required to operate.
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<tr>
<th>NAME</th>
<th>Experience &amp; Qualifications</th>
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| Allan MacLean, Vice-Chair | Allan is a founder member of the THA, and sits on the Board as a member and representative of Mull Fishermens Association. He is the Owner/Operator of several local businesses, including:  
*Edge of The World RIB Tours, a business specialising in sightseeing and history around Tobermory and local coastline. In addition the RIB was used as a charter to the mainland or outer islands. This business has since been sold.  
*Isle of Mull Scallops, a local business that processes King Scallops landed in Tobermory and Mull employing upto 20 people.  
*Local construction company and local property management company.  
*MacGochans Licenced Premises in Ledaig, Tobermory. Several years as owner operator and now leasing the building, assisting when required.  

Allan's experience in many fields is invaluable to the Board of Directors, as is his support to the community and to the THA as it evolves.                                                                                                                                                                                                                      |
| Mike Asher, Charter Boats | Mike has been a director of the THA for the last 11 years representing charter boat operators, during which time the pontoon development, the THA building and the Aquarium have been completed. He is presently Director responsible for the Phase 6 Project, for which his previous experience as a surveyor on marine projects has been very useful in discussions and development of the proposed designs with the consulting engineers  

Mike is a retired qualified surveyor, who worked in land and marine hydrographic mapping and construction projects worldwide. Training in aerial work led to a career as a pilot in commercial aviation, eventually becoming a captain on international long-haul flights.  

Mikes role is vital in representing Charter Operators and also in our work towards the successful completion of the Phase 6 Project and the development of the THA as a new Harbour Authority.                                                                                                                                                                                                                                       |
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<tr>
<th>NAME</th>
<th>Rory Forrester, Mull Community Council</th>
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<td>EXPERIENCE &amp;</td>
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<td>QUALIFICATIONS</td>
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<td>Rory is another long-standing valuable member of the THA Board on many levels. His experience lies in setting up, managing and successfully running new businesses, with every business he has either re-organised or set up having made significant profits. During his time at Natwest International he set up the business from scratch and when he retired it was making an annual profit of £3m p.a. After Nat West he went onto further success with Bridge Information Systems and Techclean.</td>
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<td>In 1985, Rory purchased Ardnacross Estate, which is now a successful sheep and beef farm with an average annual revenue of £90k.</td>
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<td>Rory is excellent at identifying and solving management and business problems, is a good people person and brings extensive management experience to the board of THA and is a valuable support to the newer Directors.</td>
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<th>NAME</th>
<th>John MacDonald, Transport Operators</th>
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<td>John is a native of Tobermory, and have lived and worked here almost all of my life, and is now one of very few. He has been involved with THA for several years now, and has been instrumental in the progress that has been made by that organisation in managing the bay for the benefit of all users, and equally importantly, the business and wider community of Tobermory, and, to a degree, all of the Island.</td>
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<td>John has run his own haulage business since 1978, which has proven very successful and is a lifeline for many residents and businesses on the island. Success of his business has been achieved by a combination of careful management, hard work and good service, qualities he also brings to the Board.</td>
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<td>John continues to have a keen interest in directing the THA onwards to what should be a dynamic and exciting future, and has remained on the Board in recent years to support the development of the company.</td>
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<td>NAME</td>
<td>EXPERIENCE &amp; QUALIFICATIONS</td>
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| Jan Dunlop, Adjacent Businesses & Land Owners | Jan has a BA (Hons) in Geography, PG Diplomas in Cartography and Primary Education and an HND with Distinction in Countryside Management.  

Having worked as a ranger and then Ranger Manager on the Isle of Mull for the past 17 years, she has built up excellent working relationships with the landowners, the community and government and non-government organisations. Jan also has an intimate knowledge of the Island with a focus on access, recreation in the outdoors, funding interpretation opportunities and knowledge of Mull and Iona’s cultural and natural heritage, as well as a good working knowledge of health and safety protocol.  

The Mull and Ranger Service has been involved, either as lead or in partnership in producing several reports to time and within budget, including the Core Path Network Consultation for Mull, Safe Routes to School Mapping & Pricing for Argyll & bute Council, NADAIR Habitat Packs for Island Schools and many more. Jan was also the one who organised the fundraising for and installation of 6 children’s play areas within Aros Park. |

| Helen MacDonald, The Public | Helen has a degree in Geography and a Masters in Resource Management, and has worked in the public sector for 15 years, bringing with her experience in event management, committees, marketing, HR and project management.  

She currently works for Mull and Iona Community Trust, managing the Ulva Ferry Housing Project, which involves managing budgets, funding applications, working with architects, contractors and building professionals, and regular meetings with community groups. Helen is also secretary of the Tobermory Playpark Appeal, involving liaising with A&B Council to form a partnership, applying for funding and various fundraising and profile raising events.  

Originally from Mull, she has recently returned home to raise her young family in Mull, and brings with her not only her professional success but her enthusiasm to contribute towards the continued success and future development of the THA. |
Anne Fraser, Leisure Users of the Harbour

Anne has spent the last 18 years working in various industries, moving from declining sectors to new ones and developing new skills along the way. She has worked within the airline industry, financial services, recruitment and latterly developing a new role for a charity; with a lot of the work in the past having been project based, developing process improvements, training, cost/benefit analysis, etc. Her recruitment and selection experience has been of significant benefit to the THA already.

Anne has a degree in Business, some of the subjects including Strategic Management, Marketing, Economics, Finance, Quality Assurance, Law (for business), and she brings these skills she has developed from the business world to help develop the new Tobermory Harbour Authority. Her skill set has brought a fresh perspective and assisted with developing new ideas.

Currently on a career break whilst raising her young family, Anne joined the Board in 2015 to assist with shaping the future of the THA and Tobermory with a view to its effects on the younger generation.

Rebecca Adams, The Public

Rebecca has a Bachelors Degree with Honours in Mathematics, and is a qualified chartered accountant with a speciality in charity accounts. She has experience in preparing small to medium sized corporate and charity accounts and sole trader accounts as well as bookkeeping and auditing roles, providing her with a strong foundation in finance.

Her time in practice provided me with the opportunity to analyse and improve the internal systems, controls and processes of client businesses and charities and make appropriate recommendations based on my knowledge and experience. She brings expertise in the design and development of integrated, financial systems operating across multiple departments of a global business and good working data practices from time spent in industry, as well as in ensuring good process and control and compliance with regulation and legislation on a national and an international level.

Rebecca brings integrity, knowledge of financial controls and processes, experience of good governance and auditing skills to the board as well as a good team spirit.

The other two Directors are Mary MacGregor, Financial Officer & Board Secretary and Jim Traynor, Harbour Manager & Executive Director, who joined the newly formed Executive Board as long-standing members of staff of the THA.
PREVIOUS PROJECTS EXECUTED

Ledaig Park reclamation and landscaping (1995)

Designed by the Harbour Committee in 1989 and built in 1995 by Strathclyde Regional Council with assistance from the THA and financial support from Highlands & Islands Development Board. The seabed at Ledaig was in-filled and landscaped to provide a car park, a bus park, boat park, slip and promenade.

Total Project Value: £949,250

Tobermory Bay re-organisation (2000)

From 1998 the THA secured permissions to lay and maintain a grid of 125 mooring blocks across the seabed in Tobermory Bay. All previous moorings were removed from the seabed and a managed grid installed for lease to local and visiting boats. A Fairway was also cleared and marked by Buoys, in conjunction with the Fishermen’s Association and Caledonian Macbrayne.

Total Project Value: £40,060

Boat Park improvements (2001)

In 2002 the THA sympathetically landscaped and completed the Boat Park at Ledaig, adding storage compounds and a fuel storage tank and pump, all for lease to local businesses.

Total Project Value: £40,056

Pontoon installations (2004)

From 2002 the THA, with grant assistance from A.I.E., installed a 20 berth pontoon system with water and electricity for visitors afloat, berths for local charter boats, cruise liner passengers and dingy berths for local THA members. In 2008 with capital investment from the Crown Estate, a further 20 berths were added and the fuel berth extended.

Total Project Value: £83,800

Taigh Solais design and build (2005)

In 2007 the THA with multiple support and grant funding built a Harbour Visitor Centre, Taigh Solais. The Centre provides offices for let, a Marine Visitor Centre plus digital cinema room, a garage for the Coast Guard, a panoramic board room with conference centre facilities, plus visitor toilets, showers and a laundry.

Total Project Value: £1,175,704
AROS PARK

LOCATION

The Aros Park Estate is currently owned by Forestry Commission Scotland, and is situated at the North Eastern end of the Isle of Mull. It is accessible by road from A848, the islands’ main route linking Tobermory-Salen-Craignure-Fionnphort and onward to Iona. There is also an alternative route in and out of the park, via a scenic coastal path from the main harbour carpark in Tobermory which follows the coastline right round Tobermory Bay.

The Estate is linear in nature, with the Northern boundary comprising mostly the coastline framing Tobermory Bay and the Sound of Mull, the Southern boundary following the main road and the rest mainly surrounded by fields. Much of the surrounding edges are now in private ownership, as are several of properties within the park with the exception of the pier, buildings and one other cottage.

The land which is of interest to the Tobermory Harbour Association, and has been jointly valued by FCS/THA at the pier site comprises 0.21 hectares inclusive of the pier and slip between high and low water mark and 0.98 hectares above the high water mark.

LANDSCAPE

Most of Aros Park is designated as ‘Sensitive Countryside’ within the local plan, with the majority of the Estate being wooded and protected as Ancient or Semi-Ancient Woodland. There are various areas of cultural and historical interest within the park, including the man-made lochan, waterfalls and burns and the remnants of a walled garden, which was once used to supply produce to the Main House. Aros Park is highly utilised by locals and visitors alike; its trails through attractive woodlands, popular walking, cycling and running routes, woodland play trails for children and loch fishing some of its finest attractions. The areas of commercial interest to the THA include only the pier & slipway, the former sawmill & lade and the old boathouse; all of which are in a state of disrepair.
The ‘Aros Estate’ (deriving from the Scandinavian ‘Aarhus’ meaning ‘estuary’, dating back to the 1800’s) and various other sections of land surrounding Tobermory were purchased by the British Fisheries Association in 1788 as part of their wider plans to develop Tobermory Bay into a major fishing port. The Estate was sold in 1821 to Lieutenant Colonel Hugh MacLean of Coll, who also owned Ben More Estate on Mull, who built Aros House in the mid-1820’s. Mr MacLean was known for his lavish lifestyle – he married twice and fathered ten children, later having to sell the house due to financial issues.

The Sawmill and Lade were built in the mid-1800’s and the Estate passed through the hands of various owners - none of whom showed a real interest – until 1874, when Bryce Allan, shipping magnate, purchased it. He extended the main house and built the lochan as a setting for the house and to power the mill. He created the walled garden to supply produce to the house and to power the mill. He created the walled garden to supply produce to the house and to power the mill. Bryce Allan died young, leaving the Estate to son, Alexander (age 29), who gave up the shipping trade and devoted his time to running the Estate. Alexander became the first Provost of the new Burgh of Tobermory, a role which he held for almost 50 years and during which time he was instrumental in developing a new water and electricity supply to the town. He also opened up the grounds of the Estate to the people of Mull to enjoy the walks, wildlife, flora and fauna.

The Estate has a significant historical value for Mull as the Allan’s were a well-known local family and, although they sold Aros in the late 1940’s, they continued as benefactors of Tobermory until the late 1960’s.

Many of the older native residents remember Aros as a hub of activity; between the sawmill exports and the pier being the busy main point of arrival at Tobermory for steam ships.

Forestry Commission Scotland bought most of the Estate in 1959, although the house sold to a private buyer who stripped it of all valuable materials, leaving it in a serious state of disrepair, and the forestry with no option but to have it demolished by the army in 1962. The grounds of the house reopened to the public in 1969 and there is now no evidence of the grand structure that once stood so proudly by the lochan.

The park itself was allowed to decline overall until the 1990’s when an upgrade and regeneration programme facilitated path improvements and formation of car parking and picnic areas as well as a planting and maintenance programme being put in place.

Aros Pier and Boathouse, water powered Saw Mill and walled garden all form an important part of the Estate’s history and are now all in much need of restoration. There have been several attempts over the years to try to restore them, none of which have proved successful in the long-term. It would be detrimental to the community if these assets had to be demolished, as the only visible built remains of this historic estate.
DEVELOPMENT CONTEXT

The Isle of Mull is Scotland’s third largest island, spanning over 350 square miles, and with a population of over 3,000; 1,000 of which live in the main town of Tobermory. There are three ferry crossings on to the island, the main route being Oban-Craignure, which now operates up to eleven sailings per day during the summer season with one of the two other, shorter crossings operating even more frequently. Spring 2016 saw the introduction of RET and cheaper ferry fares as well as a new extra ferry to allow hourly sailings and this has already seen a 25% increase in ferry traffic to the island.

Tobermory, of Balamory fame, and the Isle of Mull – like most other west coast islands – are heavily reliant on tourism but, in 2012, economic activity on Mull was higher than both the Argyll & Bute and Scottish averages with only 2.2% of working age population claiming job seekers allowance (compared with 3.7% and 4.3% respectively). Average household income was around £31,000, the highest of any island in Argyll & Bute. Significant population growth of 14% since June 2001 is in stark contrast to the 2% decline demonstrated in Argyll & Bute as a whole. Despite this, Mull’s economy remains fragile and is heavily dependent on tourism. The seasonal nature of the tourism based economy results in a high percentage of employment positions being temporary in nature. Three shops on the waterfront currently lay empty/unopened, and therefore business developments that can extend the season and provide year-round employment are highly valued.

The largely tourism-based economy is under-pinned by the islands unique and outstanding natural assets, and the THA recognises that protecting and promoting these natural assets is fundamental to the success of any proposed developments. Visitors are attracted to Mull’s scenery, wildlife, biodiversity, archaeology and geology in addition to its cultural offerings, dining scene and outdoor pursuits. Other principal economic activities are concentrated around fishing, farming, forestry and the Tobermory whisky distillery.

The island currently attracts almost 700,000* (*Caledonian MacBrayne) visitors per year travelling on the three main ferry routes, in addition to an increasing number of sailing (25,000) (* THA) and cruise visitors (20,000) (* THA). Numbers of cruise-ship visitors, bus-tour passengers and day-trippers are known to be rising – all people in pursuit of outdoor attractions, sight-seeing, adventure-tourism and marine & coastal activities.

The Isle of Mull is an established destination for eco-tourists in search of its abundant wildlife, including sea-eagles, golden eagles, whales, dolphins and otters. Coastal tourism is also growing in popularity with many families visiting the islands many beautiful beaches, markedly Calgary & Langamull to the North and Fidden & Traigh Gheal to the South. Water based coastal activities are also becoming more popular, especially sea kayaking, rowing and loch & sea fishing.

Marine and coastal tourism development are identified as sustainable economic assets in the Argyll & Bute Economic Development Action Plan, and the sea and its coastline as ‘primary components of the Argyll & Islands experience’. Scottish Enterprise, Visit Scotland, Sail Scotland, Tourism Intelligence Scotland and British Marine Federation Scotland identify marine tourism as a priority industry in Scotland. It is essential coastal towns like Tobermory ensure facilities are in place to meet the demand of the visitors; Aros Waterfront being the consummate model. Aros provides tourists with accessible amenities within walking distance of Tobermory and is accessible by car, foot and bicycle. It is widely recognised that regeneration of this site would contribute greatly to development and enrichment of the community of Tobermory, and it is vital that the island is able to maintain visitor levels to sustain local businesses.
OTHER ISLAND ATTRACTIONS

The Isle of Mull has long been a destination for eco-tourists in search of its abundant wildlife, including sea-eagles, golden eagles, whales, dolphins and otters. Subsequently, there are a number of tour operators offering wildlife trips and boat tours around the island and out to iconic Staffa and the renowned Treshnish islands. History can be found aplenty, with a trip to one of six castles on the island, the MacQuarrie Mausoleum at Gruline, the Standing Stones at Lochbuie and of course a trip to historic and religious Iona. Mull is also home to some exciting cultural amenities in the shape of Comar Arts Centre, Calgary Art In Nature and the infamous Mull Theatre.

Annual events attract many visitors to the island for a specific purpose at various times of the year – for the Mull Music Festival in April, Mendelssohn on Mull and the Highland Games in July, West Highland Yachting Week in August, Regatta and the Provincial Mod in September and the world famous Mull Rally in October.

Coastal tourism is increasing, with many families choosing to visit the islands on the Scottish west Coast such as Mull in favour of holidays abroad because of its beautiful beaches, markedly Calgary & Langamull to the North and Fidden & Traigh Gheal to the South. Other coastal activities include walking, boating and loch & sea fishing.

There is a notable lack of participating activities for children and families on the island, which are such an important source of enjoyment in any holiday and, indeed a vital incentive to any repeat visits and recommendations to friends. Aside from pony trekking and the new Mull Aquarium, there is very little for children to partake in. Aros Park is the ideal location and hosts a significant variety of opportunities to target new and emerging markets of tourism to Mull.
AROS PARK: Existing & Historic Features

Key
- Aros Estate
- Aros Park Ruins
- Woodland Site
- Pier Site
- Land at Theatre
- Drumlinn

Recent Investment Since 2010
- Autumn View lookout Tower
- Invasive Rhododendron Clearance
- Interpretation, Replacement WC's
- Outdoor Adventure Play Trail
- Clearances of Former Railway Cages

Additional Assets
- Coastal Path
- Lochans & Ornamental
- Views, Especially those from the Headland
- Diversity of landscapes, paths and trails

In Private Ownership:
- Aros Lodge
- Wood Cottage
- Mill Cottage
- Former Walled Garden
AROS PARK: REGENERATION OF A FUNDAMENTAL HISTORIC COMMUNITY ASSET

THE PIER

The Pier Site is the area of specific interest to the THA; bound to the north by woodland and a privately-owned cottage, to the east by woodland and the Lochan, to the south by further woodland and to the west by Tobermory Bay. The site extends to approximately 0.6 hectares in a very rough diamond shape.

In addition to the pier, slipway and the two old buildings, there is an access road and a stream on the site. The stream flows westwards, parallel with the south boundary of the site, and the site slopes slightly from north-south toward the stream. The coastal edge of the site toward the pier consists of rocky landscape.

Repair of the pier is key to unlocking the potential in Aros Park and regenerating historic links mimicking the steamships that once stopped at Aros Pier allowing access to the grounds and providing the main point of arrival at Tobermory. Community and Stakeholder consultations met with significant support for restoration of the pier and the associated buildings. The pier is in a state of deterioration, with its condition worsening constantly.

ACCESS

The existing priority access junction on the A848 that currently serves the main park would also be utilised to serve the pier site. No improvements to the access junction are envisaged necessary, although the existing access gates may need to be widened to accommodate emergency services, construction vehicles and refuse vehicles.

The existing access track was upgraded in May 2016 to the best condition it has been in in recent years, but will still require slight upgrading in terms of width and surfacing. For the scale of the development envisaged, a one-way road with passing places should be sufficient, with a width of 3.7m to accommodate emergency and servicing vehicles with a maximum weight of 26t. The two existing bridges within the park that provide access to the Pier will require upgrading to accommodate the weight of heavy vehicles and construction traffic. One bridge is located near to the pier site, passing over the outfall burn from the lochan; the other located further to the south over the Aros Burn. Exact width and weight requirements will be established upon the necessities from the finalised development plans.

After restoration, the Pier will provide alternative and preferable access, and, should the Pier restoration be carried out in advance of any other works, construction access could be gained by sea. Further design and planning would be required in order to accommodate high passenger numbers from larger vessels.

 Provision of additional suitable parking will be essential to any development and in order to accommodate significant volumes of tourists in the summer months. The Main Carpark will house a large number of cars, but disabled and mother & Child parking will be required closer to the buildings.
Pedestrian access to the site would be provided via a link from the coastal path which would provide a desirable and direct pedestrian route to and from Tobermory.

Alternative access would be provided via a water taxi service which would run at scheduled times from Tobermory Harbour pontoons, utilising the restored pier and providing a tourist attraction in itself.

**LANDSCAPE/TOPOGRAPHY**

No historic ground investigation information was available for the Pier and surrounding areas, however, the published geology indicates that the site is underlain by basalt at shallow depths with thin deposits. Alluvium may be present on the site from former courses of the stream. A buried culvert is thought to underlie part of the site and it is unknown whether or not it remains operational or what condition it is in.

The site is set within a highly sensitive landscape both due to its visibility from Tobermory, the Bay and the coastal path. The park is also has local cultural significance as a historic self-sufficient Estate, with the Sawmill the more culturally significant of the two buildings and visible at key points from both the carpark and the coastal path. Neither of the buildings is listed by Historic Scotland, and regeneration of them would see a significantly increased productive floor space.

The landscape would suit a variety of forms of marine activity, in a beautiful setting with Aros as the backdrop and Tobermory Bay as the scenery. Restoration of the pier and Aros Bay being put back into use for marine activities would complement the landscape and the history of the site.
PLANNING & PRE-APPLICATION

The site lies within a ‘Countryside Zone’ in the proposed Local Development Plan, which acts as a guide for the level and nature of overall development across the plan area. Within this zone, the scale of development is limited to ‘small scale’ or reuse of existing buildings. Any other form of development would likely require an Area Capacity Evaluation to demonstrate there would be no detrimental effect on the surrounding countryside. Any regeneration works to the Pier would be permitted under the General Permitted Development Order if they were to be undertaken by a statutory body or a Harbour Association.

The plan is supportive of economic development proposals in general, siting forestry activity, food & drink industry, tourism and renewables as key growth sectors. Any proposals must work in harmony with the environmental assets that underpin the economy of the area, which would of course be taken into consideration.

Feedback from Argyll & Bute Council planning department strongly advises redevelopment and reuse of existing buildings which are of natural stone construction. Commercial usage such as a café/tearoom, heritage centre and so on would be justified in terms of contributing towards the growth plan in the draft Local Development Plan. Marine tourism is identified as a priority industry and a key area for economic growth in the Argyll & Bute Single Outcome Agreement 2013-2023, with the overarching aim to target the overall declining population and create sustainable employment.
AROS PARK: REGENERATION OF A FUNDAMENTAL HISTORIC COMMUNITY ASSET

THE BRIEF

Forestry Commission Scotland, the owners of Aros Park, are keen to transfer this important community asset and resource of land to a community group with intentions of making the best possible use of the land. The park is currently under-utilised and the buildings and pier are in need of renovation works to prevent complete decay. As a result of this proposed project not going ahead, the pier and historic buildings will eventually require demolition and an opportunity will be missed for community and economic development. Both FCS and the Tobermory Harbour Association are acutely aware of the role Aros Park plays in the wider context of Mull’s current tourism offer and, to this end, are mindful that any potential development must be in-keeping with the scenic surroundings of the Estate and compliment the natural, historical and cultural offerings of the park at present. In this respect, the development plans enhance the tourism offer afforded of the park and aim to increase its use by local residents for leisure, recreation and education. The THA undertakes to limit displacement by targeting new and emerging markets and creating an original and unique experience that is not in direct competition with any other local business wherever possible, with any activities and amenities created appropriate to the nature of its’ traditional and historic uses.

In recent years, facilities have been added to promote use and encourage enjoyment of the park including provision of a carpark, toilets, play-trail and a lookout tower in addition to upgrading of paths and a re-planting and maintenance scheme. Forestry Commission Scotland are unable to further develop the park and deliver a regeneration project incorporating the pier and its surroundings. However, a community group such as the THA, able to identify suitable grant funding, would be capable of creating a high-value tourist attraction generating an income stream and creating sustainable employment.

The values and meanings attached to Aros Park by very diverse groups of people and the broad variety of responses its regeneration evokes amongst the community presents a rich and wholesome base for live heritage research and natural heritage preservation.

PROJECT AIMS, OPPORTUNITIES & OUTCOMES

AIMS

Any successful development and regeneration of the Pier site must:

- Build upon and compliment, not replicate, amenities and facilities already available in Tobermory
- Maintain current visitor numbers through securing longer and repeat visits.
- Attract an increased number of visitors to the island out-with the summer season.
- Regenerate key community assets for local and visitor use.
- Create sustainable year-round full-time employment.
- Increase the offer afforded the marine and coastal tourist to the island.
- Preserve and build upon the heritage of the site and its assets.

OPPORTUNITIES

The site presents a number of key opportunities:

- Provision of a highly desired all-weather visitor attraction for the island.
- Bringing deteriorating assets back into use, revitalising community spirit.
- Provision of a destination for those using the walking and cycling trails in Aros Park.
- Development of child-friendly and family activities in Tobermory.
- Promotion and utilisation of the heritage and natural heritage of the park.
- Community engagement and co-operation through project development.
- Creation of an outdoor activity centre within a marine context.
OUTCOMES

Community Outcomes
✓ Regeneration of an important community asset, encouraging greater use and increasing potential footfall.
✓ Increased sense of ‘community’ and ‘belonging’ from availability of improved facilities.
✓ Better quality of life for local children, aiding their education and life experience.
✓ Maximised opportunities for inclusion and participation for small local businesses.
✓ Increase in high-quality non-seasonal employment within the area.
✓ Increased GVA and higher spend within the town as a result of the above.
✓ Area is more attractive to live in as a whole, encouraging higher morale amongst residents.
✓ Greater community interaction between varying age groups and ethnicities.
✓ Extended visitor season, lessening the impact of winter on the town and on morale.
✓ Tobermory is a better place to live, visit, work, learn and play.

Economic Outcomes
✓ Creation of high-quality, year-round, sustainable jobs.
✓ Opportunities for input and involvement from already established small businesses.
✓ Maximising potential from existing visitors and attracting new markets.
✓ Increased tourism in local area resulting in creation of new businesses.
✓ Extended visitor season, impacting all local businesses.
✓ Limiting displacement by creation of new and unique amenities.

Heritage Outcomes
✓ Regeneration of historic pier, sawmill and boathouse, preventing further deterioration.
✓ Liaising with the Mull Museum to promote local heritage and knowledge.
✓ Wider local knowledge of the history of Aros Park and Tobermory.
✓ Increased audience engaging with heritage in general.
✓ Wider understanding of heritage ensures greater management and enforcement.
✓ Greater interest generated in heritage issues.
✓ Positive feedback encouraging others to participate.
✓ Inspiration for future regeneration projects, increasing the heritage value of the town.

Any development must also:

- Be sensitive to the location of the site in a very distinctive and visible location, from both land and sea
- Have a carefully managed visual impact on the undeveloped coastline and surrounding areas
- Be sensitive to the privacy of the owner of the adjacent Mill Cottage
- Consider upgrading and improvement of access and bridges
- Be in-keeping with the cultural and historical nature of the Estate
- Include provisions for the elderly and disabled wherever possible
TARGET MARKETS

Aros Park currently attracts a wide diversity of user groups, and the proposed development has the potential increase this scope even further, attracting new markets and widening the appeal of the site to a broader audience base.

Local families with young children are regularly seen in the park, utilising the play trails, playing in the ‘fairy’ forest, having picnics and bar-b-ques or taking one of the various walks or bike rides.

Dog walkers are one of the most frequent user groups, commonly accessing the park by the coastal path and returning via the main road with a choice of routes within the park to suit varying time demands and walking abilities.

Both Isle of Mull Cycling Club and Mull Massive running group regularly meet within the park as part of their weekly training sessions, an ideal location with a choice of routes to meet varying levels of fitness.

Visiting families, walking enthusiasts, cyclists and rod fishermen all also visit the park for the various reasons outlined above. The potential to increase each of the aforementioned markets through the proposed development is significant and opportunities to target new and more specific markets as follows:

- Local Community – range of differing expectations and needs
- Stakeholder Groups – to meet the varying needs user groups
- Visiting Families – indoor and outdoor all-weather activities for a broad spectrum of age and ability
- Marine & Adventure Tourist – seeking a range of coastal activities
- Cruise Passengers & Day-trippers – in quest of a quick-fix tourism experience there for a specific purpose
- Private, Public and Voluntary Sector Organisations – for events, meetings and courses
- Schools, Youth Groups, Corporate Groups and Entertainment Trips – seeking team-building activities and use of facilities

Living Heritage

An important factor in the Aros Regeneration project is gathering information on the live heritage of the site, in the form of memories, photographs, oral and written history in addition to peoples’ reactions to the future plans and how well a strategic fit they are with the history of the park.

Local residents have already begun sharing their memories of the site, from those who holidayed at the cottages in their childhood to those who can recall various members of staff of the big house. We have also had information and photographs from those who remember swimming off the pier and who delighted in stolen goods from the walled garden, as well as those who have knowledge of the various restoration attempts there have been over the last few decades. These memories and recollections not only evoke peoples’ personal interests in the site, but form a basis for their aspirations on its restoration. They also assist in collating a valuable community resource which will ensure this heritage is not lost to future generations and will create a living archive building upon this important history of Mull and its’ peoples.
### KEY MILESTONES, OUTCOMES & RESOURCES

#### TIMELINE TO DATE

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
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<tbody>
<tr>
<td>2012</td>
<td>Forestry Commission identifies development opportunity with Aros Park</td>
</tr>
<tr>
<td>2012</td>
<td>FCS enter talks with Tobermory Harbour Association re Aros Park</td>
</tr>
<tr>
<td>2013</td>
<td>Ryden instructed to carry out feasibility study</td>
</tr>
<tr>
<td>February 2014</td>
<td>Community &amp; Stakeholder Consultation</td>
</tr>
<tr>
<td>June 2014</td>
<td>Feasibility study available</td>
</tr>
<tr>
<td>November 2014</td>
<td>THA/FCS meet with The Crown Estate re Aros Park</td>
</tr>
<tr>
<td>April 2015</td>
<td>THA/FCS jointly instruct valuation of Aros Park</td>
</tr>
<tr>
<td>June 2015</td>
<td>THA meet with FCS to discuss progress</td>
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<tr>
<td>June 2015</td>
<td>THA submits Project Enquiry to Heritage Lottery Fund</td>
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<tr>
<td>August 2015</td>
<td>THA meets with FCS &amp; Community Group on site to inform of plans</td>
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<tr>
<td>September 2015</td>
<td>Application submitted to Awards for All for pre-development works</td>
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<tr>
<td>November 2015</td>
<td>Awards for All grant application successful</td>
</tr>
<tr>
<td>November 2015</td>
<td>Application submitted to Heritage Lottery Fund for pre-development works</td>
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<tr>
<td>February 2016</td>
<td>Heritage Lottery Start-Up Grant application successful</td>
</tr>
<tr>
<td>March 2016</td>
<td>Structural surveys carried out on pier and buildings by Wallace Stone</td>
</tr>
<tr>
<td>April 2016</td>
<td>Budget cost assessment for restoration works from Wallace Stone</td>
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<tr>
<td>April 2016</td>
<td>Develop Community Engagement Strategy</td>
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#### FUTURE TIMESCALES

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<th>Expected Date</th>
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<tr>
<td>April-July 2016</td>
<td>Economic Study by Ekos Consultants to establish viability of plans</td>
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<td>July 2016</td>
<td>Application to National Forest Land Scheme for purchase of Aros Park</td>
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<tr>
<td>May-July 2016</td>
<td>Public &amp; Stakeholder Consultation</td>
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<td>September 2016</td>
<td>Application to SLF for development funding</td>
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<td>2016</td>
<td>Stage 1 Application to Heritage Lottery Fund for development costs</td>
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<tr>
<td>2016</td>
<td>Detailed cost assessment established to restore buildings &amp; pier</td>
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<td>2016</td>
<td>Funding application to Big Lottery/CCF etc</td>
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<td>2016</td>
<td>Pre-application Planning Approach</td>
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<td>2016</td>
<td>Pre-development work</td>
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<td>2016</td>
<td>THA Purchase Pier Site at Aros Park through SLF</td>
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<tr>
<td>2017</td>
<td>Stage 2 Application to Heritage Lottery Fund for delivery costs</td>
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<td>2017</td>
<td>Planning Application submitted</td>
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<tr>
<td>2017</td>
<td>Preparatory works complete</td>
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<tr>
<td>2018</td>
<td>Regeneration works start</td>
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FEASIBILITY
In order for any potential project to be financially viable, the significant renovation and infrastructure costs must be taken into consideration, and any developments would be dependent upon grant funding to overcome any viability issues.

THE PIER
The Pier is approximately 20m long x 5m wide and 4m high.

- Current overall condition is poor
- The end section has collapsed
- Sections of stonework are bulging
- Surface is cracked and failing

Refurbishment works would include for rebuilding of the end section of the pier, sections of stone-work in selected areas, removal and replacement of the existing surface and infilling of sections of the quayside stone walkway to make safe. Restoration of the Pier is anticipated to cost in the region of £150,000.
THE BOATHOUSE
The 12m x 5m Boathouse is internally derelict, and the outside of the building is in a poor state of disrepair, with rot to the windows and doors, cracks to external walls and a decaying roof. Any recent attempts to make it wind and water tight have failed, and there are currently no services to the building. Refurbishment works would include:

- Replacement of roof – structure and covering
- Stabilisation and repair of external and structural walls,
- Upgrading of insulation to building,
- Replacement doors and windows,
- Internal lining and painting of walls, floors and ceilings,
- Provision of services to include sewerage, water and electric,
- Internal fixtures and fittings

Also included in the cost estimate is a blockwork extension to both gable ends, which would double the floor area to 120sqm and increase possibilities for usage and add economic value to any development. A budget cost estimate of £400,000 is assumed for the Boathouse, which includes a £50k allowance for provision of services and access and would include demolition of the existing building should it become apparent that that would be the best alternative. The existing materials are of limited historic importance, the building very narrow and limited in that respect in terms of possible uses; the cost of refurbishment would be almost in line with re-building.
THE SAWMILL

The traditional stone two-storey former water-powered Sawmill is 20m x 10m and therefore has a floor area of 200sqm. As with the Boathouse, it is in deteriorating condition and would require:

- Replacement of roof – structure and covering
- Stabilisation and repair of external and structural walls,
- Upgrading of insulation to building,
- Replacement doors and windows,
- Internal lining and painting of walls, floors and ceilings,
- Provision of services to include sewerage, water and electric,
- Internal fixtures and fittings

The Sawmill is of much greater historical significance, and lends itself to many more development proposals. As the Planning Department favours retention of existing buildings, this is obviously the preferable option in this instance, and a budget estimate of £750,000 includes an allowance for services and access.
AROS PARK: REGENERATION OF A FUNDAMENTAL HISTORIC COMMUNITY ASSET

PREFERRED REGENERATION OPTIONS

1 Waterside Development

Watersports Facility
Aros Park is the ideal setting for a water sports facility on the Isle of Mull; the Pier offers access to all, increasing the footfall of the park, the slipway allows launching of vessels and provides shallow waters for beginners, Aros Bay is sheltered and Tobermory Bay offers the more confident marine-user a more challenging option in deeper waters.

Restoration of the Boathouse into a water sports facility and sailing school, offering activities such as sailing, kayaking, canoeing and windsurfing/paddle-boarding would complement both the activities of the THA and the surroundings of the park. Visitors would have the option to hire small sailing dinghies, paddle boats or kayaks to explore the Aros coastline, neighbouring Calve Island and Tobermory Bay.

A sailing school would offer lessons in these marine activities, opening up opportunities for visiting youth groups, schools, scouts/guides and corporate groups potentially attracting groups to the island specifically for that purpose.

Existing community groups such as Isle of Mull Coastal Rowing, Western Isles Yacht Club and the Cadet Sailing Club would have opportunities to use the facilities and wherever possible, activities would be linked with the various stakeholder groups to ensure local children and families get the optimum benefit from any development.

Further opportunities in this sector include other coastal activities such as coasteering and adventure tourism, an outdoor centre to compliment Stramash in Oban/Fort William. Links with other land-based activities such as orienteering, walking, cycling and running as well as increasingly popular coast craft training (e.g. den building and fire making) could be explored to offer a full programme of activities to enhance the visitor experience.

Water taxi link to Tobermory
A water taxi link with Tobermory is at the heart of the regeneration plans for Aros Park, offering an alternative route into the park, with the option to walk back via the scenic coastal path or the road. A scheduled timetable of water-taxis departing the THA pontoons in Tobermory and returning from Aros, would enable day-trippers, cruise visitors and visitors afloat with no transport and often limited time to visit Aros and make use of the amenities. It would also ensure disabled and less-able passengers had access to the facilities.

Strong support for this option has already been demonstrated during the public consultation and consistently in conversations with THA personnel over the years with cruise visitors often keen to visit Aros Park but unable to do so due to time constraints or access issues. This option also undoubtedly increases the appeal of a visit to the park, especially for families, given the added memory value and fun element the boat trip brings.

Regenerating historic links between Tobermory and Aros Park, which was once the main point of arrival for steam ships to Tobermory, and where much of the islands trade was conducted from, makes this a favourable option with both the community and the THA. It also reinforces the links between Aros and Tobermory Main Streets’ businesses; the main area of interest for the THA being the marine-related aspect of Aros Park.

2 Historic Building Restoration

Heritage Centre
Aros Park is at the heart of the community of Tobermory; frequented by local families for walking, cycling, fishing and play. Display boards in the main carpark currently outline the basic facts of the park but, for a place with such a colourful history and interesting array of wildlife and nature, this does not do the site justice. Visitors enjoy exploring all areas of the park, and would benefit greatly from a virtual guided tour to enhance their visit. The Heritage Centre would display boards with images and information on the history of the Estate, along with an exhibition showcasing the spectacular flora and fauna of the park and wildlife existing within its confines. Further information would be provided on the ecology, geology and archaeology of the park. Whilst a Heritage Centre wouldn’t generate any significant income, it is an integral part of the wider regeneration programme and will play a large part in attracting visitors to use the other facilities.
The Heritage Centre would complement and echo what is already on offer at the Mull Museum for visitors, with a shared vision and linked approach for promoting the history of the area. The museum attracted over 30,000 visitors in 2015 and with the added attractions at Aros, people would be more likely to visit both. Current feedback from the museum confirms they are unable to display all of their information due to a lack of space and abundance of archives. Additional options include:

a) a gallery displaying and selling local art and crafts, giving local artists a chance to promote their work
b) a small-scale workshop facility to demonstrate traditional crafts linked to the Estate
c) courses, workshops & conferences, for example art in landscape, archaeology and biodiversity of the site
d) a lobster/shellfish hatchery with explanatory tours for the visitor

Café/Restaurant
A café/restaurant would complete the heritage centre development, delivering sustainable income to an independent lessee. The provision of outdoor seating would offer a tranquil and scenic place to eat and relax, overlooking the Bay and surrounding woodland, with Tobermory in the background. An eatery would also encourage families to stay longer in the park, exploring what it has to offer and increasing the overall spend, as well as enhancing the overall visitor experience.

There are many options for consideration, such as a menu comprising fresh local produce, adding to the well-established Mull & Iona Food Trail, and the possibilities associated with serving produce from the walled garden (below).

Hydro Restoration of Watermill
The Sawmill was built in the 1920’s with water-power and, by the early 1970’s, developing industries such as railways and ship building meant wood was an increasingly valuable commodity. The timber was shipped from Aros Pier to sawmills in Glasgow and further afield for use in railway sleepers, mining operations, shipbuilding and other heavy industry. Incorporated into the development plans is the hydro restoration of the old watermill which once powered the sawmill, to power the renovated buildings once again as they are restored for use as envisaged above. This would not only provide a green energy solution, but also an invaluable hands-on educational experience demonstrating how historic and modern energies can work side-by-side in harmony and detailing how the historic buildings were restored with the aid of renewable energy.

3 Outdoor Forest Adventure Park
Families and children still come in quest of the village of ‘Balamory’ fame, expecting to have a selection of child-friendly activities on offer, yet the provision of family facilities on the island lags behind the demand. Outdoor Forest Adventure tree-top trails like ‘Go Ape’ in Aberfoyle and ‘Tree Zone’ at Aviemore have proven extremely popular and would attract additional users to the park and to the island specifically to use the amenities. This would also complement the nature and history of the park, being in-keeping with its surroundings and would go hand-in-hand with the water sports facilities available, in attracting youth groups, schools and corporate groups looking to combine both activities on outdoor and field trips. Such adventurous activities are not only very enjoyable but also provide a real personal benefit to young people - perhaps allowing them to overcome a fear, or at least complete an activity that challenges them both physically and mentally, giving a great sense of achievement. Such exhilarating outdoor activities are also known to encourage team-building skills and improve self-confidence, as well as being a valued source of fresh air and exercise. Other options for consideration include a climbing wall, forest adventure playground for younger children and a 3D maze/lookout tower.
PUBLIC CONSULTATION & MARKET RESEARCH

A feasibility study was commissioned by Forestry Commission Scotland in June 2014 and carried out by Ryden, in conjunction with OPEN Landscape Architects and Arup Engineering Consultants. The study takes account of the constraints associated with the site in terms of ground conditions, access and services, giving a realistic view of the range of uses that are possible. Throughout the study, a range of alternative development options were presented to Stakeholders and the local community in order to identify which best fit local desire.

Community Consultation

Two drop-in sessions were held in the Aros Hall, Tobermory during February 2014 to inform the local residents on the background of the feasibility study and to engage with them on their thoughts and aspirations for Aros Park.

The events were well advertised, with posters displayed on all community notice boards, leaflets distributed round local shops and businesses, in addition to personal invitations being sent to various interested parties and existing community groups. The advantage of this consultation work having been carried out during the winter months was gaining the views of the local residents separately to the views of visitors to the island. Attendees were presented with consultation boards informing them on the purposes of the study, initial suggestions of potential uses and montages of the possible scenarios. The project team engaged in conversation with the consultees on their responses and they were given a questionnaire to indicate their views and comment where necessary.

Almost 100% of those attending the public consultations were in favour of restoration of the pier, with strong support for renovation of the existing buildings also demonstrated.

The consultation was published online for those not able to attend, both to encourage further local response and to gauge visitors support.

Respondents were asked to indicate if they believed there to be an under-provision of amenities in the park for any particular user group and if so for whom; the most common answer being families and the disabled. Other comments of significant interest were no indoor facilities for a rainy day and lack of provision for the increasing day-tripper/cruise visitor.

They were asked if Aros Park should become ‘more of a destination’, to which 65% responded yes, 20% no and 15% were unsure. Comments varied, from some saying they would like to see the park further utilised to others wishing over-crowding to be avoided.

In the wider context of the development of the park as a whole, as proposed by Forestry Commission Scotland, 75% stated the Pier Site as the most favourable location for development, 60% of whom noted the pier itself and a further 30% the buildings as the areas for improvement.

Demolition of buildings was the least popular suggestion for the pier site, with restoration of the pier shown strong support, along with provision of a café/restaurant, arts & crafts facility and education centre. The addition of the water taxi and marine recreation facility were met with both support and some objection.

When asked what additional facilities should be considered for Aros park, a wide variety of responses were received:

- Cycle tracks/horse riding trails/pram walks
- Improved fencing/signage/dog waste bins
- Walled garden – Victorian herb garden
- Outdoor adventure activities
- Wildlife feeding & nature observation points
- Industrial units accommodating light, green industry

Several respondents commented that additional facilities at Aros Park should include education or exhibition space, showing Mull’s biodiversity and others stated provision of indoor space in the form of an eatery and/or family/childcare facilities.

Respondents were asked what would make users visit Aros Park more regularly, the most popular answers being better access, nothing and fewer people. This indicates that some users are happy with the park as it is and are concerned regarding the effects any future developments may have on the experience afforded the current user groups. However, the support shown for the planned pier developments demonstrates that the main concerns are merely for over commercialization and provision of accommodation or large-scale development of the park as a whole.
There was a strong suggestion of requirement for indoor space and activities for families and children within the park, the obvious site being the pier site. Use of the existing buildings limits the need for land-take in other areas of the park and ensures the ongoing traditional nature and rural feel of the park.

The improvements and regeneration programme planned must be progressed in a sensible and sympathetic manner. Continual consultation with the wider community and stakeholder groups is at the heart of any development plans, and care must be taken to ensure the appeal and tranquility of Aros Park is not compromised. In addition, any developments would exhibit and promote both Aros and Mull’s biodiversity, ecology, geology and archaeology.

Stakeholder Groups
The project team met with some stakeholders separately, and also invited them to the Public Consultation event in order to assess their aspirations for the park as a group and also to gauge their interest in being involved in any way or taking control of the development. The Tobermory Harbour Association had already been identified as a likely potential interested party, and the others consulted were:

- Argyll & Bute Council
- Mull Community Council
- Mull & Iona Community Trust
- Tobermory Endeavour
- Mull Wildlife & Horticultural Society
- North West Mull Community Woodland Company
- Tobermory Harbour Association

Discussions with community groups highlighted the view that visitors come to Mull to experience the surroundings rather than to be entertained. However, this does not apply to children, as anyone with children will know that adults and parents are willing to spend any amount of money to keep one’s children entertained! It is of popular opinion that there is a significant shortage of indoor ‘rainyday’ activities for visiting families out-with the season, and even during the summer months with the unpredictable Scottish weather.

It is envisaged that the THA will work with and further consult with all of the above in addition to Western Isles Yacht Club, Isle of Mull Coastal Rowing and others to maximise the potential of Aros Park as a community asset and visitor attraction, in order to provide an amenity as much for use by local residents as visitors. Other local Youth Groups will undoubtedly benefit from the development, such as the Cadet Sailing Club, Brownies/Guides, Cubs/Scouts, school groups and so on who will hopefully use the facilities on a regular basis.

Key Employers
The THA propose to consult further with the stakeholders in addition to key local employers during the pre-development phase of the project, in order to gain a wider understanding of the islands employment trends and needs. It is already evident through early discussions that the seasonal nature of many of the islands industries is an ongoing issue, and it is the belief of the Directors that the Aros Park Development will attract visitors to Mull outwith the summer season on account of the provision of indoor facilities and all-weather family attractions as demonstrated by other outdoor and adventure centres. This would in turn support other local industry, generating income and creating employment in the quieter winter months. There are several key national employers in the area such as the fishfarms Scottish Seafoods & Marine Harvest and construction company TSL Contractors Ltd, an island based company which now has several mainland branches. There is also a good base of medium-sized local firms, Inverlussa Marine Services, the Island Bakery, builders merchants and tradesmen, along with some of the larger hotels and catering establishments, and many smaller businesses employing between 2 and 5 staff. Average household income of £31,000 is high for Argyll & Bute as a whole and working age population claiming job seekers allowance low at 2.2%, but still around ??% of employment on Mull remains seasonal.

Local Councillors
Both Local Councillors and Mull Community Council are wholly supportive of the THA’s ongoing projects and in particular the Aros Park Regeneration project, as it is widely viewed as a substantial community asset which could bring prosperity to the island and reinstate a sense of community spirit amongst residents. The support of local MSP’s has been sought, and the THA will continue to engage and liaise with important figures as the development progresses.
Local Business Trends
Local and national trends indicate that facilities such as those proposed for the watersports facility are increasingly popular. Stramash outdoor centre in nearby Oban and further afield has proven hugely popular and it is something that is notably missing in an ideal environment such as Tobermory. Similarly, ‘Go Ape’ and ‘Tree Zone’ have been in high demand since their introduction in recent years, with youth groups and corporate groups travelling long distances and visiting those areas just for use of those facilities. The heritage centre displaying information on the park, its history and inhabitants is again something which is continually pinpointed as being absent from Aros Park, and would add to the overall visitor experience. There are only two similar attractions within close proximity of Tobermory, one being the Mull museum which is free entry with The Old Byre, eight miles away past Dervaig being the next closest.

The café/restaurant would be the greater source of income, with the heritage centre being of insignificant commercial value. Average current commercial rental rates of £ ?? per month would still allow ample scope for profit from any potential lessee. There are a high number of seasonal eateries in Tobermory, including pubs, restaurants, cafes and tearooms; the majority of which tend to close of limit opening hours during October-March.

The water taxi link, mountain biking trail and hydro restoration of watermill would all provide new and innovative amenities and attractions – not elsewhere available on the island and adding to the appeal of Aros Park as a whole, while avoiding displacement.

Transport Links
Aros Park is ideally situated a mile and half South of Tobermory and is accessible via the main road (A848) by car or by foot or by a 20-minute walk along the coastal path from the main carpark in Tobermory. There is ample parking in the main carpark as well as an overflow carpark, and access for prams, bikes and wheelchairs is available. Additionally, there will be the alternative water taxi route once the development plans are in place, which will ease any traffic flow issues and offer a quicker route for visitors with little time to explore.

Unique Selling Point
Aros Park is a well-known site of heritage and biodiversity – so renowned that visitors often base a trip to Mull around a visit there. Cruise passengers commonly enquire about trips to the park, often to find that their itinerary doesn’t allow enough time for a visit with the walk involved. The Old Water Mill is a particular attraction, along with the scenery, flora & fauna and biodiversity.

The Unique Selling Point of Aros Park is a combination of facilities which together provide year-round, all-weather experience for all the family in the one place, in a spectacular location with ease of access. This includes several new and unique experiences for the Isle of Mull in addition to some old favourites and a must-have eating spot. Aros Park will attract new visitors to the island looking for these facilities and will also be used by current visitors to hopefully improve their holiday to Mull.

Forestry Input
The input of the current landowners, Forestry Commission Scotland, has been invaluable, including the findings in their feasibility study of the wider Aros park development and their general advice. Their understanding of the history of the park and the needs of the current user has added considerably to the data available on the pier site and the concepts being pursued.

FUTURE PLANS FOR FURTHER STAKEHOLDER & COMMUNITY ENGAGEMENT

Further consultation has taken place throughout summer 2016, at public events and in local shops as well as online. The response has been overwhelming and predominantly positive in favour of the proposed developments. By end June 2016, there had been 150 responses received and engagement is ongoing with local residents, businesses and visitors until the end of summer 2016. Social media sites have been created with both facebook and twitter pages now live.

- The development plans have already met with support from local community groups, stakeholders and the public. The THA undertake to continually consult with the public and its stakeholders at every opportunity.
- Initial economic data will be gathered by an independent source as to the viability of the THA’s Business Plan.
- ‘Live’ heritage will be gathered from local residents and used where possible to create links with the site regeneration.
- Further public meetings will be scheduled on completion of community consultation and the purchase of the land.
- Editorial will be placed in the press on a continuing basis.
- The THA will work with other ports and harbours in addition to their wide contact base to promote the marine recreation element.
- Signage will be erected at Aros Park and at Tobermory Harbour to engage with visitors and locals on the development plans.
- Letters of support will be sought from local Councillors, MSPs and statutory bodies.
- Local school children will be invited to sketch and describe their ideas and aspirations for the site.
- Further community consultation will take place at Open Days and at Local Events.
- Opinions of local employers and stakeholder groups will be gathered and used to form the final business case.
## Options Appraisal

<table>
<thead>
<tr>
<th>Option</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
</table>
| **Do nothing – site remains as is at present** | • Out of town site | • Pier remains unused & deteriorates  
• Buildings continue to deteriorate  
• Commercial value not realised  
• Cost to FCS in long run  
• No new employment opportunities  
• Lost opportunity for heritage |
| **Industrial Units** | • Out of town site  
• On-site parking  
• Eases Main Street Parking issues  
• ‘Greenfield’ sites | • Requires specific grant funding  
• Not an ideal location for businesses  
• Access for larger vehicles  
• Unpopular concept with residents  
• Objections – site of historic interest |
| **Bar/Restaurant** | • Spectacular location  
• Scenic & peaceful setting  
• On-site parking | • Seasonal in nature  
• High competition in Tobermory  
• Displacement of existing business  
• High risk |
| **Holiday Accommodation Units**  
Camping/Glamping/Bunkhouse | • Scenic & peaceful location  
• Unique experience  
• Lack of low-cost holiday accommodation  
• Lack of high-quality accommodation  
• Increases educational interest | • Community opposition  
• Planning permission an issue  
• High cost v low interim return  
• Buy-back clause from FCS  
• Limited choice for FCS |
| **Sawmill** | • Traditional Usage  
• No competition or displacement  
• Supports local business  
• High heritage value | • Low value industry  
• Not necessarily ‘viewer friendly’  
• Not best use of scenic surroundings  
• Opposition from visitors |
| **Walled Garden** | • Low purchase cost  
• High heritage value  
• Site of Local Interest  
• Opportunity for collaboration | • Low income  
• High workload  
• Dependent on lessee  
• Not within THA expertise |
| **Enchanted Forest** | • Unique experience  
• High return/Low volume of work | • Not within THA remit  
• Initial set-up costs |
| **Venue Hire** | • Unique location  
• High potential  
• Lack of other venues locally | • Infrequent use  
• Expensive up-keep  
• High Management costs |
| **Demolition of pier & buildings** | | • High community opposition  
• Loss of historic community assets  
• Not in-keeping with THA policy  
• Not in line with FCS vision |
| **PREFERRED OPTION**  
Mixed Use Venue – Heritage Centre/Café/ Watersports facility/Cycle Hire/Treetop Adventure | • Activities for all ages & abilities  
• Indoor/outdoor options, non-seasonal  
• Making best use of heritage, whilst still generating income stream  
• Minimum displacement  
• Wide appeal – numerous User Groups  
• Will attract visitors to the island  
• Educational value  
• Promoting fitness and healthy living  
• Utilising natural assets & surroundings | • Tearoom/Café the only element with competition, but is a necessary addition to complete the facilities proposed |
## SWOT ANALYSIS

### Strengths
- Prime location, nearby vibrant town of Tobermory
- Unique and scenic well-known attraction already
- Rich biodiversity, wildlife & natural surroundings
- One of few public outdoor spaces for family use in Tobermory
- Colourful & interesting heritage
- Wide appeal with numerous user groups
- Community asset which evokes sense of pride amongst residents

### Weaknesses
- Pier derelict and unfit for purpose, unable to be utilised
- Two dis-used historic buildings require renovation
- Lack of facilities available to user
- No transport links for those with disabilities
- Access requires upgrading
- Lack of funding available to current landowner
- Loss of commercial opportunity to town
- Lack of public knowledge due to limited information available on heritage

### Opportunities
- Unique facilities for Tobermory and Isle of Mull
- Wider target audience with limited/no displacement
- Introduction of RET in October 2015 = more visitors to Mull
- Amenities to compliment what is already on offer in Tobermory
- Development plans go hand-in-hand with THA’s current activity
- Stand-alone attraction to Mull for families and recreation
- Creation of non-seasonal employment
- Extended tourist season, stabilising employment levels

### Threats
- High cost of regeneration works
- Lack of suitable funding
RISK MANAGEMENT

The management of risk is a central issue in the planning and management of this project, particularly as the THA operates within tight financial limits as a not-for-profit community enterprise company.

The Project Manager will use the risk analysis to focus particular attention on those aspects of the project that pose threat to the THA business. The material risks are those associated with the implementation phase of the project and in particular, contractor performance. Care will be taken in the formulation of contractual terms to maximise the protection afforded to the THA. Where adequate protection cannot be secured by this means, consideration will be given to taking insurance cover.

In addition, the Project Officer will utilise the expertise within the design team and draw support from the directors to further minimise the risks.

The following table describes identified risks and indicated the likely impact on the business and the mitigating action that would be taken.
<table>
<thead>
<tr>
<th>RISK ANALYSIS</th>
<th>Risk</th>
<th>Probability</th>
<th>Impact</th>
<th>Risk Reduction Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>Socio-Economic Study does not support Business Case</td>
<td>Low</td>
<td>High</td>
<td>Ensure best possible business case is established, with enterprising activities and minimal competition.</td>
</tr>
<tr>
<td></td>
<td>Condition surveys show restoration costs to be excessive</td>
<td>Medium</td>
<td>High</td>
<td>Re-assess funding options &amp; development options.</td>
</tr>
<tr>
<td></td>
<td>Suitable grant funding cannot be secured</td>
<td>Medium</td>
<td>High</td>
<td>Re-assess development options in line with available funding.</td>
</tr>
<tr>
<td></td>
<td>Match funding cannot be established</td>
<td>Medium</td>
<td>High</td>
<td>Discuss options with local enterprise board HIE.</td>
</tr>
<tr>
<td></td>
<td>Project Officer funding not renewed</td>
<td>Medium</td>
<td>Medium</td>
<td>Re-assess funding options. Re-shape project if necessary</td>
</tr>
<tr>
<td></td>
<td>Key Management changes</td>
<td>Low</td>
<td>Low</td>
<td>Keep full sub-committee in the know at all times.</td>
</tr>
<tr>
<td>Management</td>
<td>Directors do not give go ahead for land purchase</td>
<td>Low</td>
<td>High</td>
<td>Discuss areas of uncertainty to try to resolve.</td>
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<tr>
<td></td>
<td>Terms of Lease not agreeable to Board</td>
<td>Medium</td>
<td>High</td>
<td>Revisit Terms of Lease with Landowners.</td>
</tr>
<tr>
<td></td>
<td>Project Officer funding not renewed</td>
<td>Medium</td>
<td>Medium</td>
<td>Re-assess funding options. Re-shape project if necessary</td>
</tr>
<tr>
<td></td>
<td>Key Management changes</td>
<td>Low</td>
<td>Low</td>
<td>Keep full sub-committee in the know at all times.</td>
</tr>
<tr>
<td>Planning</td>
<td>Negative audience response to development</td>
<td>Low</td>
<td>Medium</td>
<td>Community consultation through project lifetime.</td>
</tr>
<tr>
<td></td>
<td>Necessary consents cannot be achieved</td>
<td>Low</td>
<td>Medium</td>
<td>Early approach to Planning Department and others.</td>
</tr>
<tr>
<td></td>
<td>Project does not meet with funding body criteria</td>
<td>Low</td>
<td>Low</td>
<td>Ensure wide-scoped project, careful project plan.</td>
</tr>
<tr>
<td></td>
<td>Project cannot be delivered within timescale</td>
<td>Low</td>
<td>Low</td>
<td>Exact timetable. Regular progress meetings with team.</td>
</tr>
<tr>
<td></td>
<td>Design team fails to meet brief provided</td>
<td>Low</td>
<td>Low</td>
<td>Detailed brief with precise project development plan.</td>
</tr>
<tr>
<td>Project</td>
<td>Project tenders exceed estimates</td>
<td>Medium</td>
<td>Medium</td>
<td>Re-assess Options Appraisal for cheaper alternative.</td>
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<tr>
<td></td>
<td>Construction contractor(s) become bankrupt</td>
<td>Low</td>
<td>High</td>
<td>Select reputable contractor.</td>
</tr>
<tr>
<td></td>
<td>Contract delays caused by Contractor(s)</td>
<td>Low</td>
<td>High</td>
<td>Regular progress meetings. Specific project timetable.</td>
</tr>
<tr>
<td></td>
<td>Contractor(s) do not comply with H&amp;S regulations</td>
<td>Low</td>
<td>Medium</td>
<td>Select reputable contractor.</td>
</tr>
<tr>
<td></td>
<td>Unforeseen site conditions cause delays</td>
<td>Medium</td>
<td>Medium</td>
<td>Early survey work. Regular progress meetings.</td>
</tr>
<tr>
<td>Operational</td>
<td>Completion is delayed compromising Year 1 operation</td>
<td>Medium</td>
<td>Medium</td>
<td>Regular progress meetings. Maintain strong links with contractor(s). Re-assess project options. Consider THA staffing.</td>
</tr>
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</tr>
<tr>
<td></td>
<td>Unable to franchise project elements out</td>
<td>Low</td>
<td>Medium</td>
<td>Enhance profile through advertising &amp; social media. Review alternative uses for buildings. Develop initial project plan with minimal displacement.</td>
</tr>
<tr>
<td></td>
<td>Visitor numbers fall below expectations</td>
<td>Low</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reduced income due to introduction of competition</td>
<td>Low</td>
<td>Medium</td>
<td></td>
</tr>
</tbody>
</table>
Funds projects that make a lasting difference for heritage, people and communities in the UK. A project means work or activity that is defined at the outset; has not yet started; will take no more than five years to complete; will contribute to achieving the outcomes we describe. Heritage includes many different things from the past that we value and want to pass on to future generations, for example: archaeological sites; collections of objects, books or documents in museums, historic buildings; histories of people and communities; histories of places and events; the heritage of languages and dialects; natural and designed landscapes and gardens; people’s memories & experiences (often recorded as ‘oral history’); places/objects linked to our industrial, maritime & transport history; natural heritage including habitats, species & geology.

Under this programme, applications are funded from:
- not-for-profit organisations; and
- partnerships led by not-for-profit organisations.

Examples of the types of organisations funded:
- community or voluntary groups;
- Community Interest Companies;
- charities or trusts;
- social enterprises;
- community/parish councils;
- local authorities;
- Outcomes for heritage: With our investment, heritage will be: better managed, in better condition, better interpreted, and explained identified/recorded
- Outcomes for people: With our investment, people will have: developed skills, learnt about heritage, changed their attitudes and/or behavior, had an enjoyable experience volunteered time
- Outcomes for communities: With our investment: negative environmental impacts will be reduced, more people and a wider range of people will have engaged with heritage, your local area/community will be a better place to live, work or visit, your local economy will be boosted, your organisation will be more resilient

Dates
Open now.

Progress
Start-up grant awarded for initial study work.

Link
https://www.hlf.org.uk/looking-funding/our-grant-programmes/heritage-grants

Contact
Zoe.Clark@hlf.org.uk 0131 2401583
### 2 BIG Lottery: Grants for Community led activity

<table>
<thead>
<tr>
<th>Criteria</th>
<th>This funding is for organisations in Scotland that are based in the local area they serve and are run by local people. Your organisation must have a governing body (such as a committee or board). The governing body must have at least three unrelated people on it and a written governing document (such as a constitution). The governing document should make clear that the organisation has:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ A social purpose - Your organisation must have a clearly stated purpose which benefits the local area in some way</td>
<td></td>
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<tr>
<td>✔ Open membership - Everyone living in the area should be able to get involved in your organisation and the work that it does</td>
<td></td>
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<tr>
<td>✔ Community control - The majority of people serving on your governing body are from the local area and make the decisions</td>
<td></td>
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</table>

| Outcomes/Objectives | • Everyone in the community has the opportunity to influence and get involved in community-led activity  
• People in the community are better connected and work together to improve their well-being. |
|---|---|

<table>
<thead>
<tr>
<th>Dates</th>
<th>Awaiting new calls opening.</th>
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<tbody>
<tr>
<td>Progress</td>
<td>Awaiting new calls opening.</td>
</tr>
<tr>
<td>Contact</td>
<td><a href="mailto:Alasdair.jackson@biglotteryfund.org.uk">Alasdair.jackson@biglotteryfund.org.uk</a> 03001237110</td>
</tr>
</tbody>
</table>
**3 Coastal Communities Fund**

The Coastal Communities Fund (CCF) aims to encourage the economic development of UK coastal communities by awarding funding to create sustainable economic growth and jobs.

<table>
<thead>
<tr>
<th>Criteria</th>
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<tbody>
<tr>
<td>Any coastal settlement within a local authority area whose boundaries include UK foreshore, including local authorities whose boundaries only include estuarine foreshore. Coastal settlements include seaside towns, ports and other areas which have a clear connection to the coastal economy. Available to Local authorities, Development agencies, Local enterprise partnerships &amp; Other public sector bodies, Charities, Voluntary and community sector organisations, Social enterprises, including co-operatives and community ownership initiatives, Private sector companies.</td>
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<table>
<thead>
<tr>
<th>Objectives</th>
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<tr>
<td>• Projects will create direct and indirect jobs through a programme with a number of business development elements. At the same time, projects will stimulate the supply chains of existing local businesses, provide support to new start businesses, act as a broker between employers and potential employees and lead a marketing scheme to attract inward investment to their location.</td>
</tr>
<tr>
<td>• Projects aim to improve the local economy, boost tourism within the region and create direct and indirect jobs in particular by promoting the area as a viable recreation destination and creating jobs in retail, tourism, hospitality and event management.</td>
</tr>
<tr>
<td>• Projects focusing on improving the economy of a small coastal community with the potential to significantly increase tourism numbers. The project will deliver direct and indirect jobs supported by an increase in visitor numbers. Eg Improved harbour facilities, hospitality and shorefront access will bring more people to the area, support local business and help to sustain the community.</td>
</tr>
<tr>
<td>• Projects designed to stimulate sustainable economic growth through significantly increasing visitor income into a number of areas across a coastal community. Focusing on thematic clusters such as coastal walks, local produce initiatives and adventure tourism, it may aim to develop a distinctive, yet diverse offer within the area.</td>
</tr>
<tr>
<td>• Eg. Based on a small island, this project will purchase and install a pontoon system, additional berths, moorings and harbour facilities to attract visitors, boat users and cruise tenders, bringing additional tourism and business income into the local economy.</td>
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<table>
<thead>
<tr>
<th>Dates</th>
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<tr>
<td>£90m of new funding will be available from 2017/2018.</td>
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<tr>
<th>Progress</th>
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<tr>
<td>Funding was secured in 2014 for a Coastal Path and Harbour Improvements for £200K. Open to reapply.</td>
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<table>
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<tr>
<th>Link</th>
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<tbody>
<tr>
<td><a href="https://www.biglotteryfund.org.uk/ccf">https://www.biglotteryfund.org.uk/ccf</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact</th>
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</thead>
<tbody>
<tr>
<td>Stephen Leitch <a href="mailto:Stephen.Leitch@biglotteryfund.org.uk">Stephen.Leitch@biglotteryfund.org.uk</a></td>
</tr>
</tbody>
</table>
### Criteria

The Fund is used to co-finance projects, along with national funding:
- Each country is allocated a share of the total Fund budget, based on the size of its fishing industry.
- Each country then draws up an operational programme, saying how it intends to spend the money.
- Once the Commission approves this programme, it is up to the national authorities to decide which projects will be funded.
- The national authorities and the Commission are jointly responsible for the implementation of the programme.

### Objectives

- Helps fishermen in the transition to sustainable fishing
- Supports coastal communities in diversifying their economies
- Finances projects that create new jobs and improve quality of life along European coasts
- Makes it easier for applicants to access financing.

### Outcomes

- **Sustainable Fisheries:** Making fisheries and aquaculture more sustainable and profitable; Ensuring and creating sustainable jobs; Marketing and processing; Local development and support to fisheries areas
- **Control and Enforcement:** To monitor compliance with the European Common Fisheries Policy and protect a fair access to healthy stocks; Access to fishing grounds Controlling fishing effort, TACs and quotas; Other technical measures to improve selectivity and sustainability
- **Data Collection:** To collect the data the scientists need to improve our knowledge of the seas and the long term management of our fisheries; Understanding and monitoring of commercial species; Dynamics of single stocks and mixed fisheries; Ecological modelling of regional basins
- **Blue Economy:** To unlock sustainable growth and job creation from our seas and oceans, in areas such as: Maritime surveillance (CISE;) Improved knowledge of the seas and ecosystems; Enabling rational exploitation of new marine resources (e.g. energy, biotech)

### Dates

Open now.

### Progress

Specifically related to shellfish hatchery.

### Link


### Contact

Michelle.willis@marinemanagement.org.uk  0191 3762572
### 5 Other

Other funding options:

<table>
<thead>
<tr>
<th><strong>HIE</strong></th>
<th>Supports projects which will sustain and grow tourism in Tobermory as well as encouraging sailors to ports and harbours North and West of Mull in support of more fragile economies, which have had funding for infrastructure in recent years. This development will also assist in ‘targeting wealth creation through increased employment and enhanced quality of jobs’ which can be demonstrated through the Ekos socio-economic report findings.</th>
</tr>
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<tbody>
<tr>
<td><strong>Argyll &amp; Bute Council</strong></td>
<td>Contributing to three of Argyll &amp; Bute Councils’ main objectives in their Economic Development Action Plan 2013-2018, ‘Competitive Argyll &amp; Bute’, ‘Connected Argyll &amp; Bute’ and ‘Compelling Argyll &amp; Bute’ and meeting the outcomes of ‘diverse and thriving economy’ and ‘infrastructure that supports sustainable growth’ in the Single Outcome Agreement.</td>
</tr>
</tbody>
</table>
| **Other European** | • INTERREG
  • LEADER
  • ERDF |
Still to be formulated:

* Conservation Statement & Conservation Management Plan (STAGE 2 SLF)
* Architects Design Drawings & Plans (STAGE 1 SLF)
* Economic Impact Assessment – Jobs Created, Businesses Supported, Project Turnover, Income generated (EKOS)
^ Financial Appraisal – Capital Income & expenditure, Revenue Expenditure, Cashflow, Balance Sheet, Grant Funding
^ Operational Activity Plan – Educational Activities, Open Days etc (HLF Stage 1)
^ Governance & Management Structure for Project Delivery (HLF Stage 1)