

BANFF HARBOUR BUSINESS PLAN

AUGUST 2015

FINAL REPORT

Fisher Assoc. Ltd (t/a Fisher Associates)

Fisher Associates, April House, Rowes Lane, Lymington, SO41 5SU, UK

Tel: 44 1590 626 220 www.fisherassoc.co.uk

Company Number: UK 7449155



Executive Summary	3
Introduction	5
Banff Harbour overview	5
Business Plan strategy and proposals	11
Implementation and next steps	26
Appendix A: High level cost estimate	31
Appendix B: High level impact assessment	33
Appendix C: Stakeholder engagement	37

Executive summary

Banff Harbour is a key community and leisure facility in the town. It is a thriving marina, which currently operates at capacity and has a waiting list for berths.

The Business Plan, which covers a five year period, comprises proposals that build upon the existing success of the harbour, enabling it to develop so that it can not only better meet the needs of current users, but attract new users in the future. At the same time proposals are also focused on maximising the harbour's impact on the development of the town centre, through improving connectivity between the town and harbour and promoting the harbour as an attractive location for visitors and residents alike.

The overall vision for Banff Harbour is *“to safeguard the future of Banff Harbour as a vibrant leisure marina and iconic structure for the benefit of harbour users, visitors and the local community”*.



View of the Inner Basin

The proposals in the Business Plan have been informed by desk research, discussions with the Council and stakeholder engagement. The proposals are categorised as follows:

- Infrastructure and marine operations.
- Enhancing facilities and equipment.
- Connectivity between the town and harbour.
- Marketing and promotion.

A total of £326,500 of investment is planned over the five year period.

Proposal category	Total cost over Business Plan period
Infrastructure and marine operations	£47,000
Enhancing facilities and equipment	£119,500
Connectivity between the town and harbour	£20,000
Marketing and promotion	£140,000
Total	£326,500

The Business Plan proposals:

Infrastructure and marine operations

- An in-depth structural assessment to identify short and long term maintenance requirements and potential solutions to the silting issue.
- Removal of additional pontoons during the annual dredge.
- Frequent removal of sand from the entrance channel, using the pilot boat from Macduff and a bespoke dredge apparatus.
- Pre-feasibility work to determine options for harbour expansion.

Enhancing facilities and equipment

- Extension and development of the boat compound behind the Harbour Master's office and lengthening of the Outer Basin slipway.
- Provision of a beach shower at the Outer Basin and kayak storage within the boat compound.
- Installation of a water gauge to enable more accurate measurement of water depth.
- Improved facilities for lifting boats out of the water and handling masts.
- Feasibility into options for additional floating pontoons.

Connectivity between the town and harbour

- Installation of new signs directing people and traffic to the harbour from Banff town centre and other locations.
- Creation of a road 'gateway' and 20mph zone past the harbour area.
- Redefining the Town Heritage Trail and other trails and walks to improve the harbour's profile.

Marketing and promotion

- An additional resource ('business development resource') is required to oversee and drive the implementation of the Business Plan.
- Updating the marina website and welcome packs for visiting sailors.
- Availability of Wi-Fi in the marina.
- Installation of interpretation boards in and around the harbour.
- Working with local groups to encourage community events and use of the harbour.
- Support to the Sailing Club with a view to developing their training programme offer.
- Supporting the development of a café, retail, cultural or combined facility at the harbour.

1.1) Need for a Business Plan

Banff Harbour is a key community and leisure facility in the town. It is a thriving marina, which currently operates at capacity and has a waiting list for berths.

The Business Plan, which covers a five year period, comprises proposals that build upon the existing success of the harbour, enabling it to develop so that it can not only better meet the needs of current users, but attract new users in the future. At the same time proposals are also focused on maximising the harbour's impact on the development of the town centre, through improving connectivity between the town and harbour and promoting the harbour as an attractive location for visitors and residents alike.

1.2) Work programme

The process of developing this Business Plan has involved several stages commencing in May 2015:

- Stage 1: Scoping research and site visit to the harbour.
- Stage 2: Stakeholder workshop and one-to-one discussions with stakeholders and Council officers to identify views on key issues and constraints and proposals to be considered in the Business Plan.
- Stage 3: Drafting the Business Plan, particularly formulating the vision and objectives and indicative proposals.
- Stage 4: Second stakeholder workshop to present indicative proposals and to obtain views on these.
- Stage 5: Finalisation of the Business Plan.

1.3) Report structure

This report is structured as follows:

- Chapter 1 Introduction. This chapter introduces the Business Plan.
- Chapter 2: Banff Harbour overview. This chapter provides an overview of Banff Harbour today in terms of its ownership, operations and current issues and constraints identified by stakeholders and desk research.
- Chapter 3: Business Plan strategy and proposals. This chapter sets out the vision and objectives for Banff Harbour, along with a set of proposals that will enable the harbour to grow and develop.
- Chapter 4: Implementation and next steps. This chapter considers roles and responsibilities with regard to implementation, potential funding sources and next steps.

Supporting appendices:

- Appendix A: High level cost estimate.
- Appendix B: High level impact assessment.
- Appendix C: Stakeholder engagement.

2.1) Banff Harbour overview

A former fishing and cargo port, Banff is now a recreational harbour. It was first formed in 1625 where the Inner Basin now stands and in 1770 John Smeaton was commissioned to make improvements. This was followed by the creation of the Outer Basin by Thomas Telford in 1801. The harbour was deepened and serviced pontoons installed in 2006.

The harbour is tidal with restricted access, as are many east coast harbours, with a sandy bottom, and can be accessed generally +/- four hours either side of high tide. There are three basins, with an entrance channel dredged to 0.7m below chart datum leading into all three.

The **Outer Basin** has a spending beach to reduce wave power and is served by a slipway and two alongside working berths.

The **Middle and Inner Basins** are dredged to a maximum of 1.8m and 1.5m below chart datum respectively, and both are fitted with serviced floating pontoons accessed from an all-tidal access bridge. The marina offers 98 berths, of which 76 are serviced pontoon berths and 22 unserviced traditional moorings on the East Pier shelf and in the inner corner of the Inner Basin. There are three allocated berths for visitors, though any unused berths are also made available.

There are two **storage compounds** (with electricity and water), one located behind the Harbour Master's office, and the other having a dedicated slipway and a repair / painting pad at the top of the Middle Basin. Winter storage is available for non-harbour users when there is space. An ice machine has been installed in one of the compounds.

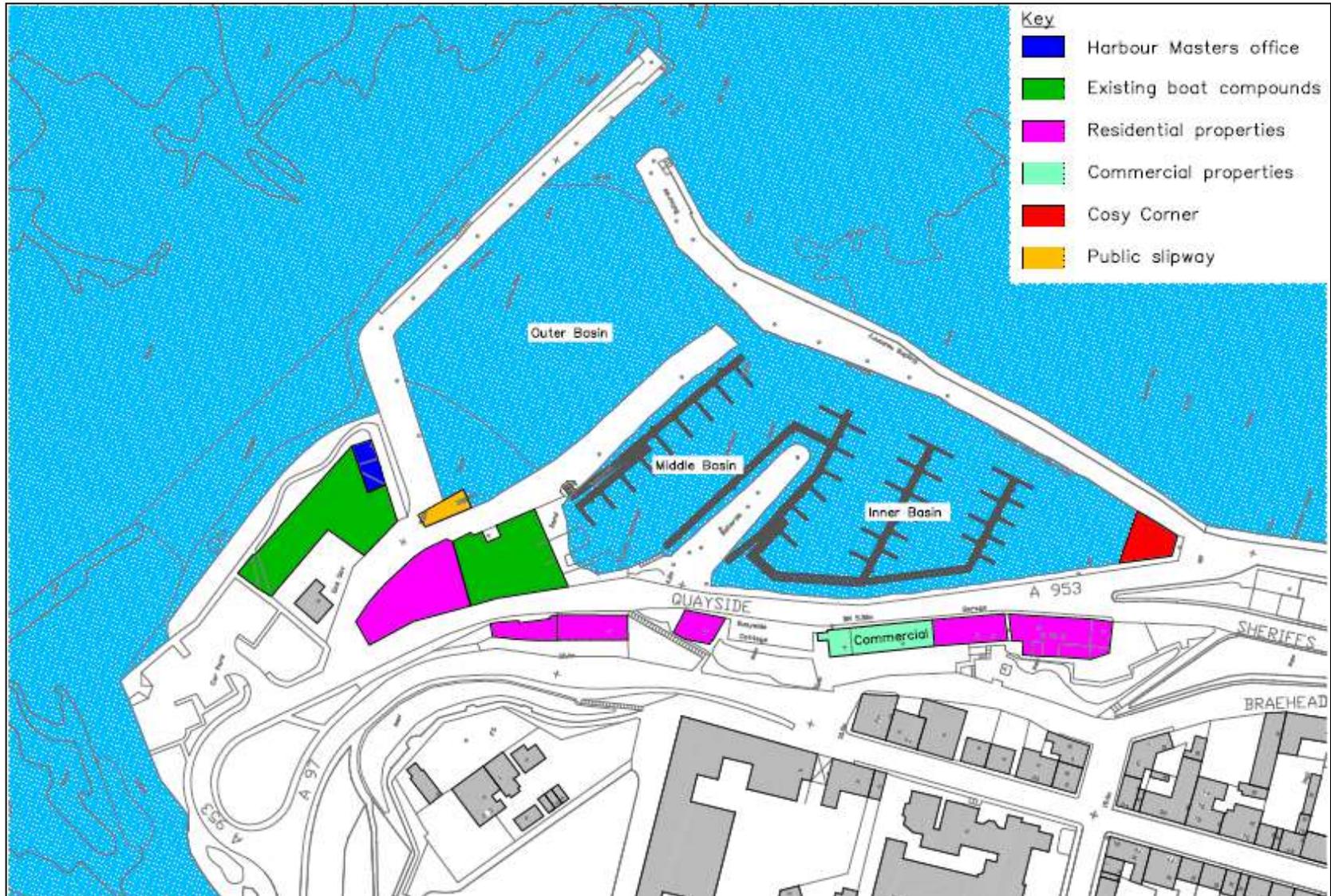
West of the compound and Harbour Master's office there is a large car park and next to the Harbour Master's office there are toilets, showers, and laundry facilities.



View of the Middle Basin

2.1) Banff Harbour overview (continued)

Figure 1 Banff Harbour



2.2) Key activities in the harbour

The marina is operating at capacity

The majority of serviced pontoon berths are occupied with resident leisure and fishing boats, as are the 22 traditional berths. Two berths are occupied by the Sailing Club and three are reserved for visiting boats. Berth holders are mainly from the Aberdeen area, though some are based as far away as the south of England.

The compound behind the Harbour Master's office has space for between 15 and 20 boats, depending on size. There are several customers who berth their boats here all year round and some that do so during the winter. The compound at the Middle Basin can accommodate between five and nine boats depending on size, although boats here are usually for repair or to use the working berth.

There is a waiting list for 20 water berths, suggesting that the marina is operating at capacity.

Visiting Banff by boat is on the increase

Visiting boats can berth in either the allocated pontoon berths or on traditional moorings for short stays. Thirty boats visited Banff in 2014, accounting for 275 visitor days (number of crew multiplied by number of days spent in marina). This compares to 173 visitor days recorded in 2010.

Day launches

The harbour is a popular location for launching boats. Many people bring their boat by trailer and launch via the slipway into the water.

It is also a good and safe location for launching kayaks, canoes and jet skis.

Diving and wildlife trips

North Sea Adventures is based in one of the commercial properties on the seafront and offers dive training, retail and equipment servicing. Diving trips are offered along the coast at weekends and in the evenings, out of Banff, Cullen and Lossiemouth. This is one of very few dive businesses in the north of Scotland. Dolphin / wildlife trip are also offered but this is only a small part of the business. Trips are mostly to Troup Head and Pennan in the summer.

Inshore and hobby fishing

Most of the fishing boats based at Banff Harbour (around 30) are owned by unlicensed hobby fishermen, while four are licensed commercial boats. These boats are predominantly catching shellfish and mackerel when in season.

The Scottish inshore fisheries fleet is almost completely dependent on shellfish, with numerous vessels generally under 10m in length, fishing predominately inshore waters inside six nautical miles.

The viability of the inshore fishing community is supported by the provision of suitable port infrastructure located close to the fishing grounds. The services required include access to fuel, water and ice together with storage facilities for bait and gear including areas for mending and temporary holding of equipment. In addition there is the need for facilities to allow the safe and rapid unloading of the catch to ensure it is maintained in pristine condition (based on discussions with the Moray Firth and North Coast Inshore Fisheries Group and as identified in their Area Fisheries Management Plan).

The health and volume of stocks varies from year to year and by region, and it is difficult to predict with accuracy how this sector will develop. Despite this, inshore fisheries along the Aberdeenshire and Moray Coast is doing well.



2.2) Key activities in the harbour (continued)

Banff Sailing Club - developing a successful keelboat training school

Banff Sailing Club has around 70 members with many of these having boats berthed in the marina. In 2010 the club bought two 707 keelboats and started to offer training and taster sessions for the wider community. The Club offers a range of keelboat courses leading to skipper and instructor qualifications. The helms who lead the training activities do so in their own time. The range and number of groups coming to the Club for training, practice or for taster sessions continues to grow.

Community events

There is a variety of events annually, including Sailing Club events such as regattas and taster sailing days, Bay swim events and open days.

Properties along the seafront

Directly across the road from the marina is a number of commercial properties, all privately owned: a taxi firm, dive shop and cafe which has just closed down. There are several residential properties along this road also.



View of the East Pier and Outer Basin from the North Pier



Sailing Club 707 keelboats

2.3) Key issues and constraints

There are a number of issues and constraints which, if addressed, could enable the harbour to develop and make the most of its existing assets for the benefit of users and visitors. Banff Harbour is home to a successful marina, but is operating at capacity, with a waiting list for berths all year round. The basins are continuously silting up and require dredging on a regular basis. Signage and linkages with the town are poor, and there are limited storage / repair facilities for users. The potential for Banff Harbour to be a tourist attraction for sail and land visitors alike is underdeveloped, as is the marketing to support this concept.

Many more issues and constraints were identified by stakeholders, which are captured below:

Harbour infrastructure and facilities

- Insufficient capacity – long waiting list.
- Silting – often it is not clear what the actual water depth is, particularly for visitors.
- Harbour walls / piers are in poor condition.
- Slipway facilities are not great – can't be utilised due to water depth.
- Limited space for repair / moving boats around.
- Limited storage space.
- Limited (sail) training facilities for young people and children.
- Toilets are not open in evenings – makes group events out of Banff unattractive.

Tourism and linkages with town

- Harbour perceived not to have not delivered economic benefits expected of the marina.
- Link between town and harbour is poor: lack of information and signage to attract people from the town to the harbour.
- Lack of amenities at the harbour (e.g. café, shop, etc.).
- No interpretation boards at harbour capitalising on heritage / historical aspects.
- Lack of information for sail visitors.
- Website (Banff Marina) is poor in terms of information provision for sail visitors.

Surrounding infrastructure

- Insufficient pavement space for pedestrians – and for advertising retail opportunities outside commercial properties.
- Traffic speed and volume on road past harbour perceived by some people as issue.
- Difficult to develop commercial opportunities on quayside as all properties are privately owned.

Management and operations

- Harbour Advisory Committee not perceived by everyone to represent the harbour users in general.
- Communication between Council / Harbour Advisory Committee and harbour users perceived as poor by some people.
- There is no harbour users group.
- Perceived by some people as too expensive for smaller boats.

3.1) Vision and objectives

The overall vision for Banff Harbour is:

“To safeguard the future of Banff Harbour as a vibrant leisure marina and iconic structure for the benefit of harbour users, visitors and the local community”

This is underpinned by the following objectives:

- To safeguard the long term viability of the harbour.
- To improve connectivity between the town and harbour.
- To make the harbour a more attractive place to visit for residents, tourists and sail visitors.
- To enhance the harbour’s role in the local economy and community.

3.2) Business Plan proposals

The proposals in the Business Plan have been informed by desk research, discussions with the Council and stakeholder engagement. The proposals are aligned with the objectives opposite and are categorised as follows:

- Infrastructure and marine operations.
- Enhancing facilities and equipment.
- Connectivity between the town and harbour.
- Marketing and promotion.

3.3) Business Plan proposals – infrastructure and marine operations

The harbour infrastructure is ageing and the basins are prone to silting. While there is an annual internal photographic survey of infrastructure to determine maintenance requirements there has not been an in-depth structural assessment for a number of years.

The Business Plan proposals for infrastructure and marine operations aim to:

- Gain a better understanding of the current condition of the infrastructure and maintenance requirements in the short and long term, so that the future viability of the harbour is safeguarded.
- Identify ways in which the silting issue can be addressed with and without (if possible) major investment in infrastructure.
- Explore potential options for harbour expansion.

P1 In-depth structural assessment

An external, in-depth structural assessment is proposed, which is intended to identify short and long term maintenance requirements, as well as potential solutions to the silting issue. This will also assist the Harbours Team in making the case internally for additional funding.

Following an initial assessment it is likely that some survey work will be required to explore problems further.

It is recommended that dialogue with Historic Scotland commences with regard to future maintenance and repairs and potential grant funding. Using traditional materials and methods is preferable in order to maintain the integrity of the historic structures.

P2 Removal of additional pontoons during dredge

At present pontoons are removed as part of the dredging exercise on a rolling basis. It is recommended that additional pontoons are removed at each dredge. This will involve minimal extra crane hire cost and time, but will improve the efficiency of the dredge.

P3 Frequent removal of sand from entrance channel

The entrance channel is particularly prone to silting between annual dredges, with a build up of sand at the end of the East Pier. While local users are aware of where these build-ups are, visiting boats are not. It is proposed that the Council undertake this activity internally on a monthly basis, using the pilot boat from Macduff Harbour with a bespoke dredge apparatus.

P4 Harbour expansion pre-feasibility work

Prior to the construction of the marina several feasibility exercises were undertaken to determine what options were most viable in terms of harbour deepening. Options included deepening the harbour to a depth of 2+ metres and installing lock gates – these options were discarded at the time on the basis of engineering complexity and high cost.

There is an aspiration among stakeholders to develop the harbour in the longer term, though there are wide-ranging views on what is optimal: removing the issue of silting altogether, making the Outer Basin more operational, or even creating a new entrance.

The first step, which is incorporated in the Business Plan, is a thorough review of the feasibility work undertaken to date with a view to determining what options might be worth considering now. It is recommended that an expert opinion is sought from an industry specialist to ascertain if there are any alternative options that could be explored.

3.4) Business Plan proposals – enhancing facilities and equipment

A number of proposals in the Business Plan are focused on improving the facilities for existing and future users.

P5 Extension and development of the boat compound

The compound behind the Harbour Master's office will be redeveloped and extended, with a view to creating more dry berths and a new repair area, potentially with a shed in the longer term.

Based on initial discussions with SGN (gas distribution company that owns the gas distributor governor located at Banff Harbour) it is possible that some of the area around the gas distributor governor could be made available by moving the wall. It is proposed that the extended compound includes part of the car park to the west of the existing compound and that the monument at the entrance to the car park is relocated.

The entrance to the compound will be moved, so that it is facing the slipway in the Outer Basin and a second entrance would be created via the car park.

By redefining the compound and extending it, the harbour could offer up to 25 dry berths for different boat sizes in this area. This might free up some water berths and reduce the waiting list, attract some new customers and improve utilisation of the compound. At the same time, the lower compound could be tidied so that dry berths are better utilised by existing water berth holders.

A feasibility exercise will be required to ascertain whether part of the car park can be incorporated and to determine what the layout within the redeveloped compound should be, taking into account new access points, the ability to move around within the compound and a suitable area for repair that might be developed in the future.



View of the Harbour Master's office from Outer Basin



Monument at car park entrance, adjacent to the compound

3.4) Business Plan proposals – enhancing facilities and equipment (continued)



Outer Basin and its spending beach



Boat compound and repair berth

P6 Lengthening of the Outer Basin slipway

The slipway in the Outer Basin is not utilised extensively because of its short length. This proposal involves extending the slipway to 40 metres, which will make it more attractive for day launches.

It would also be the main slipway access point to the redeveloped compound.

P7 Improved facilities for lifting boats / handling masts

Boats are lifted out of the water by crane or by trailer. The harbour owns a trailer but has no tractor for lowering into the water. Cranes are hired from local companies. Options include some form of boatlift, a tractor, or a davit crane for handling masts, for example.

An assessment is required to ascertain what is an optimal solution in terms of value for money.

P8 Water depth gauge

Due to silting, the water depth in the harbour is variable. The Harbour Master presently measures depths manually on a regular basis. One water depth gauge will be installed at an appropriate location in the entrance channel to make this process more efficient.

P9 Kayak storage facility

This proposal comprises covered galvanised storage racks for up to three kayaks, to be located in the redeveloped compound area.

3.4) Business Plan proposals – enhancing facilities and equipment (continued)

P10 Floating pontoons in Cosy Corner or the Outer Basin

This proposal comprises the installation of some form of pontoon, either in Cosy Corner or in the Outer Basin. In Cosy Corner this could create up to four new traditional berths, while a floating pontoon alongside the new slipway could enable more boats to berth in the Outer Basin during the summer months.

P11 Provision of fresh water / beach shower

A fresh water hose / shower will be installed in front of the Harbour Master's office at the Outer Basin.

P12 Marina fob security system and supervised open access

This proposal comprises the introduction of a 'fob' rather than security code for entry to the marina, removing the issue of people retaining the code information – even if the fob is given to a fellow sailor, the holder of the fob must retrieve it.

Supervised open access to the marina is proposed, whereby the gates are open on request for a set period of time, but with supervision, either by Harbour Master or someone else.



Traditional moorings on the East Pier



Cosy Corner, Inner Basin

3.5) Business Plan proposals – connectivity between town and harbour

P13 Improved directional road signs

Signs to the harbour are very poor. This proposal comprises the installation of new signs directing people to the harbour, from Banff town centre, from the southern outskirts of the town and from Macduff. It is proposed that Brown Tourist signs are designed and installed.

P14 Harbour road ‘gateway’ and 20mph zone

The A953 which runs past the harbour reportedly has a fast and frequent flow of traffic, according to stakeholders. The pavement is narrow and there is a problem of people parking along the street.

This proposal involves slowing traffic down as it passes the harbour area, both to improve quality of place for residents and businesses located on the street, but also to enhance the attractiveness of the harbour area.

A traffic survey will be required initially to assess the current average speed of vehicles, which in turn will ascertain whether any physical traffic calming measures are required. The creation of ‘gateways’ will indicate to drivers that they are entering the harbour area, which would also be a 20 mph zone. The gateways will be generally aesthetic in nature, with textured surfacing or cobble strips, and speed limit markings in the road, for example. The nature of any traffic calming measures will depend on the outcome of the traffic survey.

There is limited scope for other measures, such as a one-way system or widening the pavement due to the existing road configuration.

P15 Redefining the Town Heritage Trail

The Banff Preservation Society along with other groups is redeveloping the Town Heritage Trail, on which the harbour will feature. This proposal comprises support toward the development of the harbour’s profile as part of the Trail.

P16 Review and update of other trails and walks

Banff Harbour features on a coastal walk and on a Harbour Trail along the north coast. The Council will work with the Banffshire Coast Partnership and other organisations to review the success of these tourist offers and identify ways in which the profile of Banff Harbour can be raised.



Current signage to the harbour from Banff town centre

3.6) Business Plan proposals – marketing and promotion

P17 Business development resource

The need for a resource to oversee the implementation of the Business Plan has been identified. This post would be shared with Macduff Harbour, where a similar proposal is being made with regard to the implementation of the Macduff Harbour Masterplan.

P18 Review and update of marina website

The existing website is limited in terms of information provided. It does not *sell* Banff Harbour as a place to visit, nor does it provide up to date information on ‘what’s on’ or where to eat in the local area. This proposal comprises a review and update of the existing website, drawing on best practice examples from elsewhere. Consideration should be given to the creation of a ‘members only’ page where information can be shared, the installation of an online weather station and options for creating parallel social media solutions.

P19 Update of welcome packs for visiting sailors

On arrival sail visitors receive a welcome pack from the Harbour Master. This proposal comprises a review of this pack and to update it as necessary. The pack should be reviewed annually.

P20 Availability of Wi-Fi in the marina

At present there is no Wi-Fi available in the marina or surrounding area. This proposal comprises the installation of Wi-Fi technology at the Harbour Master’s office, ensuring that the range extends to the whole of the marina area. It will be made freely available to existing berth holders and sail visitors.

P21 Interpretation boards

There are few places where information is displayed about the harbour and its heritage. This proposal comprises the installation of three interpretation boards around the harbour area. These could present information, for example, on the history of the harbour’s construction, past commercial activities, landmarks visible from the harbour. Suggested locations include Banff Castle grounds and utilities cabinet at the quayside.

P22 Working with local groups to encourage more community events at the harbour

The Council will undertake a review of activities at other harbours and liaise with local groups to identify a forward programme of events, taking into account grant funding that may be available.

P23 Support to the Sailing Club training programmes

The Sailing Club has already developed a successful, informal keelboat training programme which is run by volunteers. This proposal comprises support to the Sailing Club with regard to identifying and sourcing funds for training and qualifications, and potentially a part-time post that would be focused on developing the training programmes and ‘school’ concept. Support would also include consideration of how the training programmes can be more formalised (for example, through discussion with local education establishments).

3.6) Business Plan proposals – marketing and promotion (continued)

P24 Encourage and support the development of a café / restaurant / retail / culture facility in or adjacent to the harbour

The café at the harbour has now closed, and there is now nowhere that sells refreshments or food. The presence of a facility that sells drinks, ice cream or food is vital if the harbour is to attract visitors. Other types of facility would also attract visitors, like a gift shop, gallery or heritage exhibition.

The owner of commercial properties next to the harbour is open to leasing or selling these units. There are three business units (a taxi firm, a dive business and a recently opened craft shop). There is potential to purchase a unit, or to attract a new tenant, with a view to creating something that will increase the attractiveness of the harbour. This could be a café combined with a shop, heritage centre or art gallery. A restaurant is not proposed at this stage, given the impact that a late night venue might have on residents nearby.

It is proposed that in the first instance the Council makes available an area of land on the quay front and attracts a mobile food van or a 'seafood shack' to set up during the summer months.

Consideration should be given to trialling a 'pod' – a pre-constructed wooden unit with electric and water supply – at the harbour area, either for the sale of food and drink or for other retail activities.



View of the marina and some harbour frontages

3.7) High level cost and impact assessment

Where possible the cost of delivering proposals has been estimated. In some instances it is not possible to quantify costs until further feasibility work has been undertaken. Where this is the case an indicative budget has been allocated (see Appendix A).

A qualitative assessment of potential impacts on the economy and environment has been undertaken, along with consideration of stakeholder buy-in and community benefit (see Appendix B).

With regard to stakeholder buy-in, the Consultant's assessment is supported with the results from a questionnaire distributed to workshop attendees (see Appendix C).

The tables overleaf present a summary of costs and impacts, using the following scales:

Cost	Very High	>£50K	1
	High	£21K - £50K	2
	Medium	£11K - £20K	3
	Low	£0 - £10K	4
Economic impacts	-	No impact	0
	✓	Slight positive impact	1
	✓✓	Moderate positive impact	2
	✓✓✓	Significant positive impact	3
Environmental impacts	+++	Significant negative impact	-3
	++	Moderate negative impact	-2
	+	Slight Negative impact	-1
	-	No impact	1
	✓	Slight positive impact	2
	✓✓	Moderate positive impact	3
	✓✓✓	Significant positive impact	4
Stakeholder buy-in	Very High	Very high level of buy-in	4
	High	High level of buy-in	3
	Medium	Medium level of buy-in	2
	Low	Low level of buy-in	1

In order to consider how proposals might rank against each other, an overall score has been assigned to each proposal using the above scale, where cost, impacts and stakeholder buy-in have equal weighting.

3.7) High level cost and impact assessment (continued)

Proposal	Cost	Economic	Environment	Stakeholder buy-in	Overall score
P1 In-depth structural assessment	Medium	✓✓✓	+	Very High	9
P2 Removal of additional pontoons during dredge	Low	✓	–	Medium	8
P3 Frequent removal of sand from entrance channel	Medium	✓	–	High	8
P4 Harbour expansion pre-feasibility work	Low	✓✓✓	+	Medium	8
P5 Extension and development of the boat compound	Very High	✓✓✓	–	Very High	9
P6 Lengthening of the Outer Basin slipway	High	✓✓✓	–	Very High	10
P7 Improved facilities for lifting boats / handling masts	Medium	✓	–	Medium	7
P8 Water depth gauge	Low	✓	–	High	9
P9 Kayak storage facility	Low	✓	–	Medium	8
P10 Floating pontoons in the Outer Basin	High	✓✓	–	Medium	7
P10 Floating pontoons in Cosy Corner	High	✓✓	–	Medium	7
P11 Provision of fresh water / beach shower	Low	✓	–	High	9
P12 Marina fob security system and supervised open access	High	✓	–	Low	5

3.7) High level cost and impact assessment (continued)

Proposal	Cost	Economic	Environment	Stakeholder buy-in	Overall score
P13 Improved directional road signs	Low	✓✓	+	Very High	9
P14 Harbour road 'gateway' and 20mph zone	High	✓	✓	Very High	9
P15 Redefining the Town Heritage Trail	Low	✓	✓	Very High	11
P16 Review and update of other trails and walks	Low	✓	✓	Very High	11
P17 Business development resource	Medium	✓✓✓	–	Very High	11
P18 Review and update of marina website	Low	✓✓	–	Very High	11
P19 Update of welcome packs for visiting sailors	Low	✓✓	–	Very High	11
P20 Availability of Wi-Fi in the marina	Low	✓	–	High	9
P21 Interpretation boards	Low	✓	–	Very High	10
P22 Working with local groups	Low	✓	–	High	9
P23 Support to the Sailing Club training programmes	Low	✓✓	–	Very High	11
P24 Café facility	High	✓✓✓	–	High	9
P24 Retail / cultural facility	High	✓✓✓	–	High	9
P24 Combined facility (café + retail or cultural)	High	✓✓✓	–	High	9
P24 Restaurant	High	✓✓✓	+	Medium	6
P24 Seafood shack / mobile food van	Low	✓✓✓	–	Very High	12

3.7) High level cost and impact assessment (continued)

The assessment, while high level, enables a comparison of proposals based on their estimated costs, potential impacts and likely level of stakeholder buy-in.

- There is a mix of high and low cost proposals, with some only requiring internal man-hours.
- The potential for economic impact is greatest where jobs or efficiencies can be created: harbour development (both safeguarding the existing infrastructure and expansion), extending the boat compound and Outer Basin slipway, a new café or other facility, and a new business resource post to oversee the Business Plan implementation.
- With regard to potential environmental impacts, the general conclusion is that the impact on the environment may be minimal. The potential for negative impact has been identified with the construction of new facilities where there might be impact on the historic environment, for example. Some positive impacts have been identified with proposals that might reduce traffic speed or volume. That being said, any proposal involving improvements or change to infrastructure may require its own environmental assessment, and should any environmental impact be identified going forward, mitigation measures would be developed to deal with this.
- There is a high level of stakeholder buy-in for the majority of proposals: with the exception of a fob security system and supervised open access in the marina.

Looking at the overall scores, the following proposals are ranked highest:

- P6 Lengthening of the Outer Basin slipway.
- P15 Redefining the Town Heritage Trail.
- P16 Review and update of other trails and walks.
- P17 Business development resource.
- P18 Review and update of marina website.
- P19 Update of welcome packs for visiting sailors.
- P21 Interpretation boards.
- P23 Support to the Sailing Club training programmes.
- P24 Seafood shack / mobile food van.

3.8) Final proposals, costs and timescales

The Business Plan proposals have been prioritised based on discussion with Aberdeenshire Council and drawing upon the high level impact assessment outcomes.

- The post of **business development resource (P17)** is pivotal in implementing the Business Plan.
- The **in-depth structural assessment (P1)** is a priority in order to establish the baseline condition of the harbour infrastructure and to develop a proactive plan of maintenance and repair.
- Reasonably low cost measures to improve the silting issue can be implemented fairly quickly: **frequent removal of sand from the entrance channel (P3)** and **removal of additional pontoons during the annual dredge (P2)**.
- Feasibility will be progressed with regard to **harbour expansion (P4)** in Year 1.
- The development of the **boat compound (P5)** and **Outer Basin slipway (P6)** are priorities in terms of investment in infrastructure and facilities, with investment programmed in Years 1 and 2. A budget is allocated in Year 5 for the construction of a repair shed. The overall score for the compound extension and development is slightly lower than that for the Outer Basin slipway. Nonetheless it is regarded as a priority investment for the Council, given its potential to improve facilities, attract new users and increase revenues.
- The installation of a **water gauge (P8)** and **shower facility in the Outer Basin (P11)** is programmed for Year 1, with the **kayak storage facility (P9)** programmed for Year 3.
- While scoring relatively high, the business case for **pontoons at the Outer Basin or Cosy Corner (P10)** is not proven at present – the installation of pontoons is expensive, with only minimal return from traditional berth mooring fees. Stakeholders were mixed in their views as to where, if any, additional pontoons should be located. A feasibility exercise is proposed in Year 2 to ascertain where is the optimal location for some form of pontoon and what kind of pontoon is most suitable.
- A budget for **facilities / equipment to handle boats and masts (P7)** is allocated in Year 5.
- The installation of **new directional road signs (P13)** is regarded as the main priority to enhance connectivity between the town and harbour: the proposal to create a **gateway and 20mph zone (P14)** is planned for Year 3, reflecting its lower overall score in the impact assessment.
- With regard to marketing and promotion most proposals will commence in Year 1 – **updating the marina website (P18)**, making **Wi-Fi available in the marina (P20)**, **working with local groups (P22)**, **supporting the Sailing Club (P23)**, and updating the **welcome packs for sail visitors (P19)**. The installation of **interpretation boards (P21)** is planned for Year 2, reflecting its lower overall score in the impact assessment.
- Supporting the **development of a café and/or retail / heritage / cultural facility (P24)** in some form is a priority to enhance the attractiveness of the harbour, though this is dependent on the new directional signs being in place. A restaurant would not be considered based on the analysis and likely objections from local residents. The first step will be to attract a **seafood shack or mobile food van** to the harbour area in Year 1, with the aim of attracting a new permanent facility (e.g. café) in Year 2.

3.8) Final proposals, costs and timescales (continued)

The introduction of a **fob security system and supervised open access to the marina (P12)** is excluded from the final list of proposals on the basis that the majority of marina users may not support these proposals – this proposal also received the lowest overall score in the impact assessment

An estimated investment of £326,500 is planned over the five year period. The table below presents a summary of this, while the table overleaf presents a more detailed summary of costs per proposal (estimation of costs is based on discussions with Aberdeenshire Council Harbours Team).

Proposal category	Year 1	Year 2	Year 3	Year 4	Year 5
Infrastructure and marine operations	£35,000	£3,000	£3,000	£3,000	£3,000
Enhancing facilities and equipment	£53,500	£25,000	£1,000	£30,000	£10,000
Connectivity between the town and harbour	£5,000	£0	£15,000	£0	£0
Marketing and promotion	£22,000	£71,500	£15,500	£15,500	£15,500
Total	£115,500	£99,500	£34,500	£48,500	£28,500

3.9) Projected costs over Business Plan horizon

Business Plan proposals		Year 1	Year 2	Year 3	Year 4	Year 5
Infrastructure and marine	P1 In-depth structural assessment	£15,000				
	P2 Removal of additional pontoons during dredge	£600	£600	£600	£600	£600
	P3 Frequent removal of sand from entrance channel	£17,400	£2,400	£2,400	£2,400	£2,400
	P4 Harbour expansion pre-feasibility work	£2,000				
Facilities and equipment	P5 Extension and development of the boat compound	£25,000	£20,000		£30,000	
	P6 Lengthening of the Outer Basin slipway	£25,000				
	P7 Improved facilities for lifting boats / handling masts					£10,000
	P8 Water depth gauge	£500				
	P9 Kayak storage facility			£1,000		
	P10 Floating pontoons in Cosy Corner / Outer Basin		£5,000			
	P11 Provision of fresh water / beach shower	£3,000				
Connectivity between harbour & town	P13 Improved directional road signs	£5,000				
	P14 Harbour road 'gateway' and 20mph zone			£15,000		
	P15 Redefining the Town Heritage Trail	No cost				
	P16 Review and update of other trails and walks	No cost				
Marketing and promotion	P17 Business development resource	£15,000	£15,000	£15,000	£15,000	£15,000
	P18 Review and update of marina website	£2,000				
	P19 Update of welcome packs for visiting sailors	No cost				
	P20 Availability of Wi-Fi in the marina	£5,000	£500	£500	£500	£500
	P21 Interpretation boards		£6,000			
	P22 Working with local groups	No cost				
	P23 Support to the Sailing Club training programmes	No cost				
	P24 Café facility		£50,000			
	P24 Seafood shack	No cost				

4.1) Implementation and next steps

This chapter describes some of the key actions required to manage and deliver the Business Plan over the next five years:

- Roles and responsibilities: Not all of the proposals are within the management remit of the Harbours Team, therefore it is necessary to establish lead partners for each of the proposals.
- Potential funding sources: Identifying ways in which the proposals can be funded.
- Next steps: Identifying next steps with a view to implementing the Business Plan proposals.

4.2) Roles and responsibilities

The business development resource post will play a pivotal role in the implementation of the Business Plan proposals, acting as a project manager for the Plan as a whole and delivering specific proposals. Without a dedicated resource, it is possible that the Harbours Team would struggle to implement the Business Plan on time.

The Harbours Team will clearly take the lead on all harbour-specific proposals, as well as some others. On other proposals the Harbours Team will play a supporting role, led by the business development resource.

4.2) Roles and responsibilities (continued)

Some discussion will be required to confirm lead organisations and managers, as well as responsibility for funding:

- Council Roads Department may assume responsibility for road-related projects, particularly in relation to conducting traffic surveys and feasibility. They may or may not be in a position to contribute financially to proposal costs.
- Banff Coast Partnership may assume responsibility for walks and trails, while the Banff Preservation Society is currently managing the update of the Town Heritage Trail.
- The Sailing Club would likely lead on its own development.
- The Council Economic Development Department or Towns Team may assume responsibility for supporting the development of a café / seafood shack at the harbour.

The table overleaf indicates where the Harbours Team would lead or support on the implementation of a proposal, along with suggested potential lead organisations.

4.2) Roles and responsibilities (continued)

Business Plan proposals		Lead Role	Support Role
Infrastructure and marine	P1 In-depth structural assessment	Harbours Team	
	P2 Removal of additional pontoons during dredge	Harbours Team	
	P3 Frequent removal of sand from entrance channel	Harbours Team	
	P4 Harbour expansion pre-feasibility work	Harbours Team	
Facilities and equipment	P5 Extension and development of the boat compound	Harbours Team	
	P6 Lengthening of the Outer Basin slipway	Harbours Team	
	P7 Improved facilities for lifting boats / handling masts	Harbours Team	
	P8 Water depth gauge	Harbours Team	
	P9 Kayak storage facility	Harbours Team	
	P10 Floating pontoons in Cosy Corner / Outer Basin	Harbours Team	
Connectivity between harbour and town	P11 Provision of fresh water / beach shower	Harbours Team	
	P13 Improved directional road signs	Harbours Team	
	P14 Harbour road 'gateway' and 20mph zone	Roads Department	Harbours Team
	P15 Redefining the Town Heritage Trail	Banff Preservation Society	Harbours Team
Marketing and promotion	P16 Review and update of other trails and walks	Banff Coastal Partnership	Harbours Team
	P17 Business development resource	Harbours Team	
	P18 Review and update of marina website	Harbours Team	
	P19 Update of welcome packs for visiting sailors	Harbours Team	
	P20 Availability of Wi-Fi in the marina	Harbours Team	
	P21 Interpretation boards	Harbours Team	
	P22 Working with local groups	Harbours Team	
	P23 Support to the Sailing Club training programmes	Sailing Club	Harbours Team
	P24 Café facility	Towns Team / Economic Development	Harbours Team
P24 Seafood shack	Towns Team / Economic Development	Harbours Team	

4.3) Potential funding sources

Many of the proposals may be eligible for external grant funding. A number of potential sources have been identified.

European Maritime and Fisheries Fund (EMFF)

The EMFF is the fund for the EU's maritime and fisheries policies for 2014 – 2020. There are five priority themes for North Aberdeenshire underpinned by a number of actions that will be supported (see table opposite).

Several proposals may be eligible for funding against a number of actions, particularly 1.1, 1.2, 1.3, 3.1, 3.3, 3.4 and 4.1.

This may be relevant to:

- P5 Extension and development of the boat compound.
- P6 Lengthening of the Outer Basin slipway.
- P9 Kayak storage facility.
- P10 Floating pontoons in Cosy Corner / Outer Basin.
- P14 Harbour road 'gateway' and 20mph zone.
- P15 Redefining the Town Heritage Trail.
- P16 Review and update of other trails and walks.
- P17 Business development resource.
- P20 Availability of Wi-Fi in the marina.
- P21 Interpretation boards.
- P22 Working with local groups.
- P23 Support to the Sailing Club training programmes.
- P24 Development of a café / other facility.

Strategic Objective	Actions
1 Place: To enhance the natural and built environment and make better use of our assets to improve facilities and encourage growth of the tourism economy.	1.1 Development of multi-purpose, sustainable and productive community and/or business facilities, particularly using derelict sites.
	1.2 Provision of new or upgraded culture / tourism facilities.
	1.3 Place marketing and promotion activities.
	1.4 Assessing, enhancing and managing biodiversity assets.
2. Connectivity: To add value to wider efforts to improve internal and external connectivity.	2.1 Sustainable and/or active travel solutions.
	2.2 Access to and delivery of eServices.
3. Business Competitiveness: To encourage sustainable diversification of the economy through support for business and social enterprises, especially in tourism, food and drink, and renewable energy, and in the provision of services to local communities.	3.1 Improving priority sector competitiveness and collaboration.
	3.2 Facilitating diversification from agriculture.
	3.3 Facilitating diversification within and outside of the fisheries sector.
	3.4 Supporting lifelong learning and job creation in fisheries areas.
	3.5 Adding value, creating jobs and promoting innovation at all stages of the fisheries seafood supply chain.
4. Better opportunities: To ensure better opportunities for all with a particular focus on integrating and connecting socially-excluded people to the local community.	4.1 Provision of training / employability support which complements sectoral diversification and other development efforts.
	4.2 Provision of bespoke facilities, activities or services targeted at supporting socially excluded people.
5. Co-operation: To cooperate with other F/LAGs / facilitate greater involvement in national / international co-operation.	5.1 International co-operation.
	5.2 National co-operation.



4.3) Potential funding sources (continued)

Historic Scotland

Financial help is available to owners to meet the cost of repairs using traditional materials and methods to conserve original features in buildings of special architectural or historic interest towards ensuring a sustainable future for the building. This would be applicable for maintenance and repairs to A-listed infrastructure, arising from the in-depth structural assessment.

This may be relevant to:

- | |
|--------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • P1 In-depth structural assessment (outcome). |
|--------------------------------------------------------------------------------------------------|

Aberdeenshire Council: Banff and Macduff Town Centre Action Plan

There may be funding available under Objectives 2 and 3:

- Objective 2: To offer a memorable, high quality experience, and an interesting and diverse range of shops for locals and discerning visitors.
- Objective 3: To celebrate the towns rich history, heritage and culture.

There may also be funding available through the newly created Property Investment Fund (specifically for the development of a café / other facility). These may be relevant to:

<ul style="list-style-type: none"> • P15 Redefining the Town Heritage Trail. • P16 Review and update of other trails / walks. • P21 Interpretation boards. • P24 Seafood shack. • P24 Development of a café / other facility. 	<ul style="list-style-type: none"> Obj 3 Obj 3 Obj 3 Obj 2 Obj 2 & 3 + Property Investment Fund
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------

Aberdeenshire Council: other departments

There may be funding available from other departments within the Council, that deal with roads, transportation, economic development and skills and learning for example. There may also be small amounts of funding available from local sources such as the Common Good Funds and the Community Planning Partnership locally.

Further discussion with lead partners will be necessary to identify how proposals could and should be funded, followed by targeted discussions with the relevant departments and personnel.

Heritage Lottery Fund

The Heritage Lottery Fund supports projects that make a difference for heritage, people and communities.

This could be relevant for maintenance and repair of the historic quays, as well as proposals focused on promoting the history and heritage of the harbour.

Further ideas could be identified through working with local community groups.

This may be relevant to:

- | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • P1 In-depth structural assessment (outcome). • P15 Redefining the Town Heritage Trail. • P16 Review and update of other trails and walks. • P21 Interpretation boards. • P22 Working with local groups. • P24 Development of a café / other facility (if heritage aspect was included). |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



4.3) Potential funding sources (continued)

Sports Scotland

There are two particular sources of funds from Sports Scotland.

Sportsmatch provides match-funding for projects that increase club membership, with match-funding coming from 'sponsors'. Eligible projects include coaching qualifications, events and activities such as taster sessions, school training, and equipment.

Direct Club Investment complements *Sportsmatch* and offers investment to support club development over a 2 – 4 year period. This may be relevant to:

- P23 Support to the Sailing Club training programmes.
- P22 Working with local groups.

Big Lottery Awards for All Scotland

This funding (£500 – £10,000) is for projects that aim to help improve local communities and the lives of people most in need. Applications can be made for feasibility and development costs, or a range of activities including events, activities, new equipment, volunteer expenses, transport costs and staff costs. There are some restrictions on applicants with regard to previous applications. In some instances it may be necessary to reconsider the lead partner role.

This may be relevant to:

- P15 Redefining the Town Heritage Trail.
- P16 Review and update of other trails and walks.
- P21 Interpretation boards.
- P22 Working with local groups.
- P23 Support to the Sailing Club training programmes.

4.4) Next steps

There are a number of next steps which are critical in enabling the Business Plan to be implemented in a timely fashion. Until such time that the business development resource post is filled, the Council must identify a lead resource to oversee implementation.

- Action 1: Identify whether there is currently an internal resource who would be available to take on the role of business development resource, with a view to dedicating 50% of their time to Banff Harbour and 50% of their time to Macduff Harbour.
- Action 2: Confirm lead partners and managers who will be responsible for all proposals. Set up project groups where relevant.
- Action 3: Confirm funding availability within the Council and lead partner organisations and identify which proposals should apply for which source of grant funding.
- Action 4: Work with lead partners to prepare funding applications.
- Action 5: Once business development resource is in post, they should develop a project management timetable for implementation of all proposals, identifying key milestones and key actions.

Appendix A: High level cost estimate

A high level estimate of costs has been undertaken. The main source of information underpinning the cost assumptions is Aberdeenshire Council Harbours Team. For some proposals it is not possible to determine a realistic cost estimate, particularly where further feasibility or investigation into options is required. In these instances an indicative budget has been allocated.

Proposal	Cost description	Summary
P1 In-depth structural assessment	In-depth structural assessment: £5,000 / Surveys if required: £10,000.	£15,000
P2 Removal of additional pontoons during dredge	Additional crane time to remove / replace pontoons: £600 per annual dredge.	£600
P3 Frequent removal of sand from entrance channel	Macduff pilot boat hire (£200 per trip): £2,400 / construct dredge apparatus: £15,000.	£17,400
P4 Harbour expansion pre-feasibility work	Review of work undertaken internally: £0 / expert view on potential options: £2,000.	£2,000
P5 Extension and development of the boat compound	Difficult to estimate cost until more feasibility and design work has been done: an indicative budget of £75,000 is allocated. Feasibility, planning and design: £5,000. Relocation of monument and re-configuration of car park section: £20,000. Preparation of yard, fencing and relocation of gates: £20,000 / construct shed: £30,000.	£75,000
P6 Lengthening of the Outer Basin slipway	Area of 200m ² (40m by 5m, average depth of 0.3m), £300 per m ³ of light reinforced concrete with mesh layer: £25,000.	£25,000
P7 Improved facilities for lifting boats / handling masts	Difficult to estimate cost until a preferred option is identified: indicative budget of £10,000 allocated.	£10,000
P8 Water depth gauge	Installation of one gauge at entrance: £500.	£500
P9 Kayak storage facility	Bespoke storage for up to three kayaks (Kari-Trek): £1,000.	£1,000
P10 Floating pontoons in Cosy Corner / Outer Basin	Difficult to estimate until optimal type of pontoon, size and locations are determined. Likely to cost in excess of £20,000 / feasibility assessment: £5,000.	£5,000
P11 Provision of fresh water / beach shower	Cost of running power (enclosed wire system) to the beach area in front of the Harbour Master's office, hose push button shower: indicative budget of £3,000 allocated.	£3,000
P12 Marina fob security system and supervised open access	Difficult to estimate: indicative budget of £20,000 allocated. No cost allocated to supervised open access.	£20,000

Appendix A: High level cost estimate (continued)

Proposal	Cost description	Summary
P13 Improved directional road signs	Internal engagement with Visit Scotland and other bodies: £0. Final cost will depend on the final number of signs and content. Estimated to be in region of £5,000.	£5,000
P14 Harbour road 'gateway' and 20mph zone	Traffic surveys are being done internally at no cost. Until survey outcome is known, it is difficult to estimate. Indicative budget of £15,000 is allocated.	£15,000
P15 Redefining the Town Heritage Trail	Will be done by the business development resource.	£0
P16 Review and update of other trails and walks	Will be done by the business development resource.	£0
P17 Business development resource	50% share with Macduff Harbour: full time post @ £30,000 per annum.	£15,000
P18 Review and update of marina website	Employ external consultants to update website: £2,000. Management of website by business development resource.	£2,000
P19 Update of welcome packs for visiting sailors	Will be done by the business development resource.	£0
P20 Availability of Wi-Fi in the marina	Installation estimated to cost £5,000, plus £500 annual running costs.	£7,000
P21 Interpretation boards	Difficult to estimate cost as will depend on format adopted. Indicative budget of £6,000 allocated.	£6,000
P22 Working with local groups	Will be done by the business development resource.	£0
P23 Support to the Sailing Club training programmes	Will be done by the business development resource.	£0
P24 Café / other facility	Difficult to estimate as will depend on whether business unit is purchased by a community group, for example, or whether grant funding is made available to a potential tenant. Cost of refurbishment is estimated to be in the region of £50,000.	£50,000
P24 Seafood shack / mobile food van	Council could lease area of land for free to attract a business owner.	£0

Appendix B: High level impact assessment of Business Plan proposals (continued)

Proposal	Economic impact	Environmental impact	Stakeholder buy-in / community benefit
P1 In-depth structural assessment	Identifying any major defects is an important step in safeguarding the future viability and economic position of the harbour as a whole. Significant positive impact.	Potential for negative impact should repairs / maintenance be carried out without using traditional methods / materials. Dialogue with Historic Scotland to mitigate any potential impacts. Slight negative impact.	Enhances viability and sustainability of harbour, which is important for community. 100% support from workshop attendees (17/17)*. *Number of questionnaire respondents agreeing with proposal (workshop attendees).
P2 Removal of additional pontoons during dredge	Dredging will become more efficient and potentially have a greater impact on silting, which in turn will make harbour more efficient and more attractive. Slight positive impact.	No impact.	Mostly benefits harbour users and sail visitors. 76% support from workshop attendees (13/17).
P3 Frequent removal of sand from entrance channel	Removal of sand will make the harbour more efficient and more attractive to sail visitors. Slight positive impact.	No impact.	Mostly benefits harbour users and sail visitors. 82% support from workshop attendees (14/17).
P4 Harbour expansion pre-feasibility work	A major development of the harbour would lead to an increase in capacity, traffic and harbour revenue. Significant positive impact.	Potential for negative impact (at construction phase) though this will be identified in more detailed / mitigated. Slight negative impact.	Enhances viability and sustainability of harbour, which is important for community. 71% support from workshop attendees (12/17).
P5 Extension and development of the boat compound	Will enable more dry berths to be sold to existing or new customers. Improves quality of service for existing customers, encouraging them to stay. Increase in harbour revenue. Significant positive impact.	No impact.	Enhances viability and sustainability of harbour, which is important for community. 94% support from workshop attendees (16/17).
P6 Lengthening of the Outer Basin slipway	Will enable efficient use of developed compound. May encourage more day launches, increasing harbour revenue / visitor spend. Significant positive impact.	No impact.	Makes day launches more attractive for visitor and local resident use. 94% support from workshop attendees (16/17).

Appendix B: High level impact assessment of Business Plan proposals (continued)

Proposal	Economic impact	Environmental impact	Stakeholder buy-in / community benefit
P7 Improved facilities for lifting boats / handling masts	A boatlift would remove the need for crane hire and reduce the amount of time required to move boats in and out of water. Other equipment would increase the efficiency of operation. Slight positive impact.	No impact.	Mostly benefits harbour users and sail visitors. 76% support from workshop attendees (13/17).
P8 Water depth gauge	Improving information on water depths for visiting boats will make the harbour more attractive – they might re-visit. It also may reduce the time required to enter the harbour, creating efficiency. Slight positive impact.	No impact.	Mostly benefits sail visitors. 82% support from workshop attendees (14/17).
P9 Kayak storage facility	Encourages kayakers to Banff Harbour, particularly those who cannot transport their kayaks by vehicle. Harbour revenue increase. Slight positive impact.	No impact.	Mostly benefits kayak owners. 76% support from workshop attendees (13/17).
P10 Floating pontoons in the Outer Basin	Increase in available traditional berths in the summer months only, will potentially attract new users, increase harbour revenue and visitor spend. Moderate positive impact.	No impact.	May attract new users, enhancing viability and sustainability of harbour, which is important for community. 53% support from workshop attendees (9/17).
P10 Floating pontoons in Cosy Corner	Increase in available traditional berths all year round. Potentially attract new users, increase harbour revenue and visitor spend. Moderate positive impact.	No impact.	May attract new users, enhancing viability and sustainability of harbour, which is important for community. 76% support from workshop attendees (13/17).
P11 Provision of fresh water / beach shower	Provision of fresh water and shower will encourage day launches and benefit swimmers in the Outer Basin and potentially increase visitor spend. Slight positive impact.	No impact.	Likely high buy-in from stakeholders as benefits users, particularly day launches and swimmers. Not included in questionnaire as not considered at time of consultation.

Appendix B: High level impact assessment of Business Plan proposals (continued)

Proposal	Economic impact	Environmental impact	Stakeholder buy-in / community benefit
P12 Marina fob security system and supervised open access	A fob security system will protect the security of the marina. Supervised open access would enable particular groups at particular times to come and go without having to ask someone to open the gates. No impact.	No impact.	Little support from workshop attendees, including berth holders. 18% support from workshop attendees for fob security (3/17). 24% for supervised access (4/17).
P13 Improved directional road signs	Potentially increase the number of visitors to the harbour, who might otherwise pass through Banff without stopping. This could result in increased visitor spend, as well as safeguarding jobs at commercial units near the harbour. Moderate positive impact.	Potential increase in traffic to harbour. Slight negative impact.	Enhances visibility of the harbour and increases the tourism offer of Banff. 100% support from workshop attendees (17/17).
P14 Harbour road 'gateway' and 20mph zone	By creating a 'gateway' and slowing down traffic, people driving past the harbour will become more aware of it. This may lead to more people visiting the harbour. It will benefit the businesses located across the road from the harbour, as well as residents. Overall the harbour will be a more attractive place, which could encourage more visitors and increase visitor spend. Slight positive impact.	Traffic speeds will be reduced. Slight positive impact.	Will improve the quality of place around the harbour. 94% support from workshop attendees (16/17).
P15 Redefining the Town Heritage Trail	By enhancing the information about Banff Harbour more people may be interested in visiting it, which in turn potentially increases the number of visitors to the harbour and Banff itself, increasing visitor spend and overnight stays. Slight positive impact.	Encourages walking. Slight positive impact.	Mostly benefits visitors to the area. 100% support from workshop attendees (17/17).
P16 Review and update of other trails and walks	By enhancing the information about Banff Harbour more people may be interested in visiting it, which in turn potentially increases the number of visitors to the harbour and Banff itself, increasing spend and overnight stays. Slight positive impact.	Encourages walking. Slight positive impact.	Mostly benefits visitors to the area. 94% support from workshop attendees (16/17).
P17 Business development resource	Creation of one job, plus key enabler for delivery of all Business Plan proposals Significant positive impact.	No impact.	Likely high level of stakeholder buy-in as will play key role in delivering Business Plan. Not included in questionnaire as not considered at time of consultation.

Appendix B: High level impact assessment of Business Plan proposals (continued)

Proposal	Economic impact	Environmental impact	Stakeholder buy-in / community benefit
P18 Review and update of marina website	Potentially increase number of sail visitors and spend through better information and marketing. Moderate positive impact.	No impact.	Mostly benefit sail visitors. 94% support from workshop attendees (16 /17).
P19 Update of welcome packs for visiting sailors	Providing more information for sail visitors may increase visitor spend / encourage return visits. Moderate positive impact.	No impact.	Mostly benefit sail visitors. 94% support from workshop attendees (16/17).
P20 Availability of Wi-Fi in marina	Providing internet access will make the marina more attractive to sail visitors. Slight positive impact.	No impact.	Mostly benefit sail visitors and berth holders. Not included in questionnaire as not considered at time of consultation.
P21 Interpretation boards	May attract more people to harbour, which in turn may increase visitor spend and overnight stays. Slight positive impact.	No impact.	Mostly benefit visitors to the area. 100% support from workshop attendees (17/17).
P22 Working with local groups	Encouraging more events at the harbour will attract more visitors and potentially increase visitor spend. Slight positive impact.	No impact.	Increase the level of interaction between community and harbour. 88% support from workshop attendees (15/17).
P23 Support to the Sailing Club training programmes	More training or having a formalised 'sailing school' will enhance the attractiveness of Banff, for residents and visitors, and potentially create jobs. Moderate positive impact.	No impact.	More training opportunities available to local residents. 94% support from workshop attendees (16/17).
P24 Café / other facility	Café / other unit will create jobs and make the harbour more attractive to visitors, which will potentially have positive impact on visitor spend. Significant positive impact.	Noise may be issue. Slight negative impact.	Increases the attractiveness of the harbour for residents and visitors. Over 80% of workshop attendees support a café / other facility (14 - 15/17).
P24 Seafood shack / mobile food van	Potentially create a part time or full time job and make the harbour more attractive to visitors, which will in turn potentially have a positive impact on visitor spend. Significant positive impact.	No impact.	Increases the attractiveness of the harbour for residents and visitors. 94% support from workshop attendees (16/17).

Appendix C: Stakeholder engagement

The development of the Business Plan has been informed by input from stakeholders at two workshops and through one-to-one discussions in person and by telephone.

Stakeholders were identified by the Council and Harbour Advisory Committee and invited to the first workshop in May 2015. This included representatives of the berth holder community, Sailing Club, residents living nearby, community groups, industry groups and Council departments. The main objective of the first workshop was to identify problems and constraints.

The same individuals were then invited to a second workshop in June 2015 to provide their views on proposals for inclusion in the Business Plan. In addition to group discussions workshop attendees were asked to individually provide their views on the proposals, the results of which are presented overleaf.

While only a small sample of 17 this provides a useful snapshot of potential buy-in across different stakeholder groups.

Three proposals had unanimous support from workshop attendees (17 out of 17):

- P1 In-depth structural assessment.
- P13 Improved directional road signs.
- P21 Interpretation boards.

Many proposals were supported by the significant majority of attendees (16 out of 17):

- P5 Extension and development of the boat compound.
- P6 Lengthening of the Outer Basin slipway.
- P14 Harbour road gateway and 20mph zone.
- P15 Redefining the Town Heritage Trail.
- P16 Review and update of other trails and walks.
- Proposals to update the marina website (P18) and welcome packs (P19).
- P23 Support to the Sailing Club training programmes.

Almost no support (3 or 4 out of 17) for changing the marina security system or supervised open access to the marina (P12).

Only half of attendees agreed with the proposal to install pontoons in the Outer Basin (P10), while several were not in favour of a restaurant development (P24) as it would have an impact on residents.

Appendix C: Stakeholder engagement (continued)

