CAIRNGORMS NATIONAL PARK AUTHORITY

Title: REPORT ON CALLED-IN PLANNING

APPLICATION

Prepared by: FIONA MURPHY

(PLANNING OFFICER,

DEVELOPMENT MANAGEMENT)

DEVELOPMENT PROPOSED: Demolition of Existing West Stand and

Replacement with Grandstand and

Visitor Centre Incorporating

Exhibition/Interpretive Spaces, BRHS Office, Reception, Retail, Cafe and Supporting Ancillary Accommodation at Land To North Of Princess Royal And Duke Of Fife Memorial Park, Moorfield House Road, Braemar

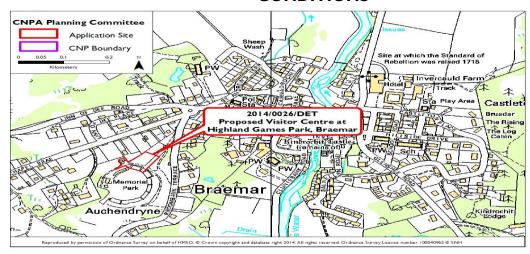
REFERENCE: 2014/0026/DET

APPLICANT: Mr William Meston, Braemar Royal

Highland Charity

DATE CALLED-IN: 10 February 2014

RECOMMENDATION: APPROVAL SUBJECT TO CONDITIONS



Grid reference: (E/314711, N/791301)

Fig. I - Location Plan

SITE DESCRIPTION AND PROPOSAL

I. The application site lies to the south-west of the village centre and comprises the northern part of the Memorial Park. It includes one of the existing grandstands but is otherwise located outwith the Highland Games arena.





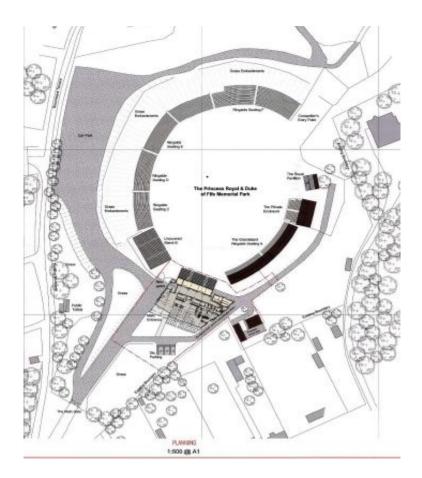
2. The site lies within the Braemar Conservation Area, the National Scenic Area and the Morrone Birkwoods SSSI. The Princess Royal and Duke of Fife Memorial Park, Patron's Pavilion, Private Enclosure and Gatepiers only, Broombank Terrace, Braemar are Category C Listed Buildings and were listed on the 15 January 2014.

Development Proposal

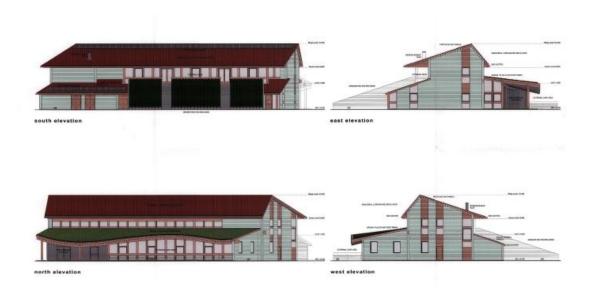


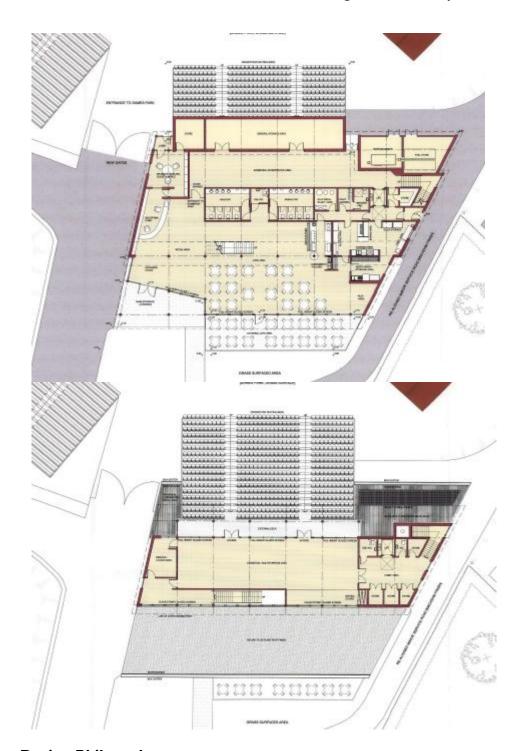
- 3. The proposal is to erect a two-storey building comprising grandstand facilities and a Visitor Centre incorporating exhibition/interpretive spaces, an office for the Braemar Royal Highland Society, a reception area, shop, cafe and supporting ancillary accommodation.
- 4. The Highland Games Charity went through an extensive consultation exercise to determine the level of support for the proposals and the preferred site location and building concept. This included a Client Workshop, a Public and Stakeholder Consultation Day and online survey responses, from which it was concluded that there was overwhelming support for the site proposed in this application. The theme of the Visitor Centre is 'Highland Games' and it will be available to the local community and visitors all year round.
- 5. The Visitor Centre has been developed as a relatively prominent and welcoming structure which will be readily recognisable and inviting as a visitor destination. Car parking will be provided immediately adjacent to the existing main entrance drive and service roads and will take the form of reinforced grass parking.

CAIRNGORMS NATIONAL PARK AUTHORITY Planning Committee Paper 6 06/06/14



6. The proposed visitor centre will be located directly on the footprint of the existing main west grandstand, which is to be demolished as part of the development, and an open flat land to the immediate north of the existing grandstand.





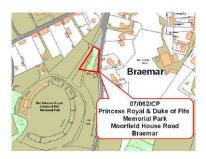
Design Philosophy

- 7. The design aesthetic of the open-fronted covered grandstand and private enclosure structures to the west of the Games Park has influenced the principal high level roof designs within the proposed visitor centre, which are proposed to be finished in curved metal sheet with a "russet' coloured paint finish.
- 8. The exception is the undulating natural planted roof structure over the full length of the main north elevation, which seeks to introduce a visual expression of the flick and swish of the kilt and the movement of the undulating Cairngorms National Park skyline within the aesthetic of the architecture.

- 9. The building elevations to the north and south incorporate a significant amount of glazing to create light and airy spaces that maintain visual connection between the interior and exterior at all times. In contrast, the east and west gable walls of the proposed visitor centre are intended to be constructed of solid insulated panels to provide higher degrees of privacy or visual screening to suit the functional requirements of individual spaces.
- 10. The external wall finish is proposed as a horizontal timber weatherboard with a pale green paint finish to match the colour of the walls of the existing structures to the west of the Games Park.
- 11. The replacement grandstand structure will be constructed of pre-cast concrete with inlaid timber decking boards to minimise the extent of exposed concrete surfaces. The seating will be individual tip-up proprietary "stadium seat' components in a "pale green" to match the applied paint colour.
- 12. The application is supported by a 'Building Concept Proposals' report and a 'Sustainable Design Statement'. Sustainable design features include reduction of cold water demand (rainwater harvesting, water saving fittings/appliances), reduction of cooling demand (efficient natural ventilation, passive ventilation and prevention of overheating), reduction of energy demand (including high levels of natural daylighting and ventilation, higher performance thermal insulation, air tightness, and LED lighting) and reduction of space heating demand (high performance thermal insulation and air tightness, heat exchange and zonal control of heating).
- 13. In terms of renewable energy, onsite zero and low carbon equipment will be incorporated, solar thermal panels and photovoltaic panels are proposed, and a bio-mass boiler installation fired by a renewable source will be included.
- 14. With the exception of the external grandstand, the proposed Visitor Centre is intended to be constructed predominantly in engineered sustainably sourced timber. The primary and secondary structural timber will be manufactured in 30mm thick lamellas of slow grown Douglas Fir. Carcassing/framing timber that is fully concealed can be home grown softwood preservative treated and appropriately stress graded to suit purpose. All window and door components are to be manufactured in slow grown Douglas Fir heatwood, laminated as necessary to ensure stability. All timber material to be used within the construction will be specified and selected from FSC/PEFC sources.

Site History

15. Planning permission was granted by CNPA in 2007 for the 'Erection of an Administrative Centre' (Application No 07/062/CP) on the east side of the Games entrance.





DEVELOPMENT PLAN CONTEXT

National policy

- 16. Scottish Planning Policy¹ (SPP) is the statement of the Scottish Government's policy on nationally important land use planning matters. It supersedes a variety of previous Scottish Planning Policy documents and National Planning Policy Guidance. Core Principles which the Scottish Government believe should underpin the modernised planning system are outlined at the outset of SPP and include:
 - The constraints and requirements that planning imposes should be necessary and proportionate;
 - The system shouldallow issues of contention and controversy to be identified and tackled quickly and smoothly; and
 - There should be a clear focus on quality of outcomes, with due attention given to the sustainable use of land, good design and the protection and enhancement of the built and natural environment.
 - 17. **SPP** emphasises the key part that development management plays in the planning system, highlighting that it should "operate in support of the Government's central purpose of increasing sustainable economic growth." Para. 33 focuses on the topic of Sustainable Economic Growth and advises that increasing sustainable economic growth is the overarching purpose of the Scottish Government. It is advised that "the planning system should proactively support development that will contribute to sustainable economic growth and to high quality sustainable places." Planning authorities are encouraged to take a positive approach to development, recognising and responding to economic and financial conditions in considering proposals that would contribute to economic growth.
 - 18. Under the general heading of Sustainable Development, it is stated that the fundamental principle is that development integrates economic, social and environmental objectives, and that the "aim is to achieve the right development in the right place."

7

19. As a replacement for a variety of previous planning policy documents the new Scottish Planning Policy includes 'subject policies', of which many are applicable to the proposed development. Topics include economic development, rural development, historic environment and landscape and natural heritage.

Scottish Historic Environment Policy (SHEP) December 2011

- 20. The Scottish Historic Environment Policy (SHEP) sets out Scottish Ministers' policies, providing direction for Historic Scotland and a policy framework that informs the work of a wide range of public sector organisations. It states that the remains of the past can act as a powerful catalyst and a stimulus to high quality new design and development, leading to successful regeneration and community-building. The Ministers believe that the historic environment should be valued as an asset, rather than thought of as a barrier to development. This reinforces the identity of communities, and can add value, provided that value is recognised at the outset and it becomes an integral part of any development or regeneration project.
- 21. The SHEP states that the protection of the historic environment is not about preventing change. Ministers believe that change in this dynamic environment should be managed intelligently and with understanding, to achieve the best outcome for the historic environment and for the people of Scotland. Such decisions often have to recognise economic realities.

Strategic Policies

Cairngorms National Park Partnership Plan (2012 - 2017)

- 22. The Partnership Plan sets out the vision and overarching strategy for managing the Park and provides a strategic context for the Local Development Plan. Three long term outcomes have been identified to deliver the vision for the Park and development proposals would be expected accord with those:
 - A sustainable economy supporting thriving businesses and communities;
 - A special place for people and nature with natural and cultural heritage enhanced; and
 - People enjoying the park through outstanding visitor and learning experiences.

The CNP Partnership Plan can be viewed on the Cairngorms National Park Authority website at http://cairngorms.co.uk/park-authority/about-us/publicationID=299

Local Plan Policy

Cairngorms National Park Local Plan (2010)

- 23. The Cairngorms National Park Local Plan was formally adopted on 29th
 October 2010. The full text can be found at:
 http://www.cairngorms.co.uk/parkauthority/publications/results.php?publication_ID=265
- 24. The Local Plan contains a range of policies dealing with particular interests or types of development. These provide detailed guidance on the best places for development and the best ways to develop. The policies follow the three key themes of the Park Plan to provide a detailed policy framework for planning decisions:
 - Chapter 3 Conserving and Enhancing the Park;
 - Chapter 4 Living and Working in the Park;
 - Chapter 5 Enjoying and Understanding the Park.
- 25. Policies are not cross referenced and applicants are expected to ensure that proposals comply with all policies that are relevant. The site-specific proposals of the Local Plan are provided on a settlement by settlement basis in Chapter 6. These proposals, when combined with other policies, are intended to meet the sustainable development needs of the Park for the Local Plan's lifetime. The following paragraphs list a range of policies that are appropriate to consider in the assessment of the current development proposal.
- 26. <u>Policy 2 National Natural Heritage Designations</u>: Development that would adversely affect national natural heritage designations, which includes Sites of Special Scientific Interest, will only be permitted where the objectives of the designation and the overall integrity of the designated area would not be compromised or where any significant adverse effects are outweighed by social or economic benefits of national importance and mitigated by the provision of features of commensurate or greater importance to those that have been lost.
- 27. <u>Policy 5 Biodiversity</u>: Development that would have an adverse effect on habitats or species identified in the Cairngorms Local Biodiversity Action Plan, or by Scottish Ministers through the Scottish Biodiversity List, including any cumulative impact, will only be considered where:
 - (a) The developer can demonstrate that the need and justification for the development outweighs the local, national or international contribution of the area of habitat or population of species; and
 - (b) Significant harm or disturbance to the ecological functions, continuity and integrity of the habitats or species populations is unavoided, or minimised where harm is unavoidable.
- 28. <u>Policy 6 Landscape</u>: there will be a presumption against any development that does not complement and enhance the landscape character of the Park, and in particular the setting of the proposed development. Exceptions will only be made where any significant adverse effects on the landscape are clearly outweighed by social or economic benefits of national importance and all of

the adverse effects on the setting of the proposed development have been minimised and mitigated through appropriate siting, layout, scale, design and construction.

- 29. <u>Policy 9 Listed Buildings:</u> There will be a presumption in favour of development that preserves a listed building, or its setting, or any features of special architectural or historic interest which it possesses. The layout, design, materials, scale, siting and use of any development will be appropriate to the character and appearance of the listed building and its setting. Where a listed building is in serious risk of collapse or irrevocable decay, enabling development may be considered where all alternative means of funding or enabling have been exhausted and the proposal will secure the preservation of the building. Any such development will be the minimum required to secure the buildings restoration.
- 30. <u>Policy 10 Conservation Areas</u>: Development within a conservation area or affecting its setting, will preserve or enhance its character. Policy 10 requires that the design, materials, scale, layout and siting of any development will be appropriate to the character and appearance of the conservation area and its setting. The supporting text includes reference to the protection given to trees in conservation areas in the legislation and advises that the removal of such trees will only be considered appropriate in exceptional circumstances. This is based on an assessment of the contribution that the tree makes to the character of the conservation area.
- 31. <u>Policy 16 Design Standards for New Development</u>: this is one of a number of policies which is intended to encourage developers to consider how they can best include the principles of sustainable development in their proposals, and consider the impact on the environment, economy and community. Policy 16 requires that all proposals are accompanied by a design statement which sets out how the requirements of the policy have been met. The design of all development is encouraged to:
 - Reflect and reinforce the traditional pattern and character of the surrounding area and reinforce the local vernacular and local distinctiveness, whilst encouraging innovation in design and materials;
 - use materials and landscaping that will complement the setting of the development;
 - demonstrate sustainable use of resources;
 - protect the amenity enjoyed by neighbouring properties and all proposals will be designed to help create environments that can be enjoyed by everyone; and
 - be in accordance with the design standards and palette of materials as set out in the Sustainable Design Guide.
- 32. <u>Policy 33 Tourism-Related Development</u>: This policy supports the development of accommodation which will have a beneficial impact on the local economy, provided that it does not have an adverse impact on the landscape and the built and historic environment. The supporting text includes a reference that most tourism developments will normally be expected to be sited within or

adjacent to existing settlements where there is existing infrastructure capacity. The policy requires that applications are accompanied by supporting information to illustrate the need for the development and the impact it will have on the economy of both the local and wider area.

- 33. <u>Policy 35 Sport and Recreation Facilities</u>: Developments of formal sport and recreation facilities, diversification of, or extensions to existing sport and recreation-related business activities, or for the enhancement of existing facilities in terms of quality and design will be supported where:
 - a) they demonstrate best practice in terms of sustainable design and future maintenance, and where there are no adverse environmental impacts on the site or neighbouring areas; and
 - b) they will meet an identified community or visitor need.
- 34. Braemar is identified as an intermediate settlement within the settlement hierarchy in the CNP Local Plan. The subject site is within the settlement boundary and is neither designated specifically for development nor specifically excluded from development, provided the relevant policy criteria are met.

Supplementary Planning Guidance

35. In addition to the adoption of the Cairngorms National Park Local Plan (2010) on 29th October 2010, a number of Supplementary Planning Guidance documents were also adopted, including the Sustainable Design Guide, Developer Contributions and Natural Heritage, all of which are relevant to the current application.

Sustainable Design Guide

- 36. The guide highlights the fact that the unique nature and special quality of the Cairngorms National Park and the consequent desire to conserve and enhance this distinctive character. The guidance has at its core the traditional approach to design which aims to deliver buildings which provide a resource efficient, comfortable and flexible living environment. The Sustainable Design Guide requires the submission of a Sustainable Design Statement with planning applications. It is intended that applicants would use the Sustainable Design Statement to demonstrate how standards set out in the Sustainable Design Checklist will be achieved.
 - 37. One of the key sustainable design principles referred to in the document is that "future development in the Park should be sensitively located, reflect existing development pattern and setting, and respect the natural and cultural heritage of the Park." Developments are also required to reflect traditional materials and workmanship, and take on board innovation, contemporary design and the emergence of modern methods of construction.

CONSULTATIONS

- 38. Aberdeenshire Council Infrastructure Services Roads Development advise that the site meets with visibility and parking requirements and that the application does not require a Traffic Assessment.
- 39. Aberdeenshire Environmental Health no response.
- 40. **Braemar Community Council** unanimously support the proposed visitor centre and wish to address the Committee.
- 41. **CNPA Economic Development Manager** comments that the ambition for the facility to be the "global centre" for Highland Games, with a state of the art interactive exhibition element, is ambitious but welcomed in the context of broadening the tourism offer in the National Park and contributing towards a more valuable and resilient tourism economy with increased profitability and local prosperity. The Manager observes that all assumptions seem to be fair and relatively conservative. The break-even point would seem to be achievable given visitor numbers to Royal Deeside and the comparable attractions within the vicinity. However, securing funding for the Games Centre by 2015 is likely to be extremely challenging with multiple funding sources required. Advice about fund raising and marketing has been suggested as a note attached to any planning permission.
- 42. **CNPA Visitor Services –** No response
- 43. **CNPA Landscape Adviser** observed that Braemar is within the Deeside and Lochnagar NSA and overlooked from a number of popular hill walking routes. The potential impacts of this development on the landscape character and special qualities have been assessed in respect of Braemar Landscape Priorities. The conclusion is that providing the issues of colour of seating and reflectivity of PV panels can be resolved, the development will not have a significant adverse effect on the character of this landscape. Combined with proposals to enhance the existing stands of birch trees around the Park Policy 6 Landscape (to complement AND enhance the character of the landscape in particular the setting of the development) will be met.
- 44. **CNPA Natural Heritage Officer** advises that the Morrone Birkwood SSSI lies adjacent to the south-east boundary of the Highland Games site. The notified features of the SSSI include upland birch woodland, juniper scrub, bryophytes, fungi, invertebrates and vascular plants. The Officer advises that the proposal to erect a new grandstand at the Braemar Highland Games site will not have any direct effect on the notified features of the SSSI and as such the proposal is not considered to have any adverse impacts on the integrity of the SSSI.
- 45. The Officer does not object to the removal of the single mature conifer but recommends that this is done outwith the breeding bird season (generally taken to be April to July inclusive). The Officer observes that the site has

CAIRNGORMS NATIONAL PARK AUTHORITY Planning Committee Paper 6 06/06/14

potential for ecological enhancement. There are clusters of birch woodland surrounding the stadium (out with the application area) that are of uniform age and no obvious succession was visible during the site visit. There is believed to be a high density of rabbits in the area which is preventing regeneration. Proposals for additional planting under and around existing birch trees would ensure the longevity of woodland on the site. Any planting would need to be protected from grazing to allow establishment.

- 46. **Aberdeenshire Council Environment Planner** advises that although in principle Aberdeenshire Council do not object to the formation of a visitor's centre, exhibition/ interpretive space, offices, retail area and café they do wish to raise the following concerns:-
 - As mentioned in the Sustainable Design Statement, the above property was listed category C on 15th January 2014 under the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 Buildings of Special Architectural or Historic Interest. This highlighted the location as a rare example of a permanent highland games structure and in particular makes note of the Patron's Pavilion.
 - Following this, we would have concerns over the scale and proportions of the proposed centre in its current location. The proposed site is directly adjacent to the above mentioned pavilion and due to its scale it dominates the current structure. It is our policy that new developments in a historic setting should be submissive to the original structure and this does not comply.
 - Secondly, the current entrance to the Memorial Park from the North heading out of Braemar, is very open and plays an important role in the setting and visual connection with the overall park area on the approach. The proposed building would block this view and therefore have a detrimental impact on the setting. Again in terms of built heritage this is not something we would support.
- 47. The officer advises that the overall design and materials chosen are sympathetic and would in principle be supported by Aberdeenshire Council, however, they would look to see either a reduction in scale or a proposal to separate the visitors centre from the grandstand and have it situated in a less prominent location.
- 48. Aberdeenshire Council Waste Management comment that the new Waste (Scotland) Regulations 2012 took effect on 1 January 2014 and place a requirement on all non-domestic waste producers to separate their recyclables, and in some locations also food waste. This location is exempt from the requirement to recycle food waste due to its rural location, however there are no exemptions from the requirement to recycle. Waste Management recommend that facilities are provided both behind the scenes

CAIRNGORMS NATIONAL PARK AUTHORITY Planning Committee Paper 6 06/06/14

and in the public areas (indoors and outdoors and particularly where there are any catering facilities) for the separation of glass, cans, paper, card and plastic bottles to enable this to happen.

REPRESENTATIONS

49. None

APPRAISAL

- 50. The planning legislation requires that a planning application is determined in accordance with the Development Plan policies, unless there are material considerations which would indicate otherwise.
- 51. In terms of the Development Plan policies listed above, the proposed development will not have an adverse effect on the SSSI. There is not deemed to be a significant landscape impact and a condition is suggested seeking further planting to mitigate for the loss of the tree and enhance the character of the landscape.
- 52. The design reflects the character of the area, demonstrates principles of sustainable development, does not affect the amenity of neighbouring properties and meets with the standards and materials set out in the Sustainable Design Guide.
- 53. As a tourism-related development, the proposals are expected to have a beneficial impact on the local economy. The development will enhance the existing use of the Park and meet an identified community and visitor need.
- 54. Aberdeenshire Council's Environment Planner is supportive in principle of the overall design and materials but believes that the building is in the wrong location, due to its impact on the listed structures and the views into the Memorial Park. However, it is noted that the applicant has undertaken a lengthy exercise with the community to find the best site for the facility and that this site was the preferred one out of 12 that were considered. Furthermore, it is noted that the Community Council unanimously support the application and that there has not been a single objection to the application.
- 55. In response to the specific points raised, it is understood that it is the three named structures in the Park that are listed, rather than the Park itself. It is acknowledged that the Visitor Centre is of a different scale to the existing structures in the Park but it is considered that it will read as a building (with an integral stand of the same scale as the original) rather than as an out-of-scale structure.
- 56. It is acknowledged that there will be an impact on the view into the Memorial Park but noted that for most days in the year, this view is of an empty field and

some empty stands. The Visitor Centre will contribute to the view on all those days and encourage visitors to stay and learn more about the Games.

Conclusion

57. It has been demonstrated that the proposed development is generally in compliance with the Development Plan policies.

IMPLICATIONS FOR THE AIMS OF THE NATIONAL PARK

Conserve and Enhance the Natural and Cultural Heritage of the Area

58. The Braemar Highland Games is a major element of the cultural heritage of the National Park and will be enhanced by the creation of new visitor facilities.

Promote Sustainable Use of Natural Resources

59. The application incorporates a Sustainability Statement, promoting the sustainable use of natural resources in the construction and operation of the building.

Promote Understanding and Enjoyment of the Area

60. The Visitor Centre will make a major contribution to the promotion of the understanding and enjoyment of the area by providing a visitor facility and by focusing on the nature and history of the Highland Games.

Promote Sustainable Economic and Social Development of the Area

61. The Centre will provide employment and will extend the visitor season and thereby increase the attractiveness of area to visitors, to the benefit of the social and economic development of the area.

RECOMMENDATION

That Members of the Committee support a recommendation to grant planning permission subject to the following conditions:

- I. No development shall commence until details, colours and specifications (samples or manufacturers catalogues may be required) of the following materials have been approved by the Cairngorms National Park Authority acting as Planning Authority:
 - a) Timber cladding;
 - b) Sinusoidal roofing;
 - c) Proposed gates;
 - d) Grandstand seating; and
 - e) Timber fencing.

Reason:

To ensure that the quality and colours of the materials are appropriate for this sensitive location in the interests of visual amenity.

2.

No development shall commence until detailed proposals (including type, size, planting, protection methods and maintenance) for additional tree planting in the vicinity of the public toilets to the east of the proposed building have been approved in writing by the Cairngorms National Park Authority acting as Planning Authority. The approved proposals shall be implemented during the first planting season following the completion of the building.

Reason:

To ensure the longevity of the woodland on the site, in the interests of maintaining biodiversity and complementing and enhancing the character of the landscape in particular the setting of the development.

3.

No development shall commence until detailed proposals for the solar thermal panels and photovoltaic panels, which shall be designed as an integral part of the roof, have been approved in writing by Cairngorms National Park Authority acting as Planning Authority. The development shall thereafter be implemented in accordance with the approved details.

Reason:

To ensure that the panels are designed as an integral part of the roof, rather than as an add-on feature, in the interests of visual amenity.

4.

No development shall commence on site until detailed proposals for the bio-mass heating system have been approved in writing by the Cairngorms National Park Authority acting as Planning Authority, in consultation with Aberdeenshire Council Environment Health. The development shall thereafter be implemented in accordance with the approved details.

Reason:

To ensure that the siting and design of the biomass boiler and flue is appropriate in visual terms and does not adversely affect the amenity of local residents.

5.

No development shall commence until details of the arrangements for the storage, segregation and collection of waste have been approved by the Cairngorms National Park Authority acting as Planning Authority in consultation with Aberdeenshire Council's Waste Operations Manager. The approved arrangements shall be implemented before the use is brought into operation.

Reason:

To ensure that the arrangements are suitable, in the interests of sustainable development and safeguarding the amenity of residents and visitors in the vicinity of the development.

Advice Notes:

- In accordance with section 58(1) of the Town and Country Planning (Scotland) Act 1997 (as amended), this permission lapses on the expiration of a period of 3 years beginning with the date on which this permission is granted unless the development to which this permission relates is begun before that expiration.
- 2. It is recommended that all construction works (including deliveries of materials) shall take place within the hours of 0800 to 1800 Mondays to Fridays and 0900 to 1300 on Saturdays, there shall be no work or deliveries of materials on Sundays and Public Holidays.
- 3. Aberdeenshire Council's Waste Management advise that the new Waste (Scotland) Regulations 2012 took effect on I January 2014 and place a requirement on all non-domestic waste producers to separate their recyclables, and in some locations also food waste. This location is exempt from the requirement to recycle food waste due to its rural location, however there are no exemptions from the requirement to recycle. Waste Management recommend that facilities are provided both behind the scenes and in the public areas (indoors and outdoors and particularly where there are any catering facilities) for the separation of glass, cans, paper, card and plastic bottles to enable this to happen.
- 4. The CNPA Economic Development Manager recommends that the estimated preopening cash flow requirement to enable sufficient marketing and promotion, is investigated relatively early in the project plan as the inability to sufficiently promote the facility prior to opening may have a substantial knock on effect on the financial model.
- 5. The CNPA Economic Development Manager notes that the study clearly identifies the need to correctly market such a facility and has suggested that a full marketing strategy is developed to ensure that the challenge of attracting significant amounts of paying visitors is achievable. It is also recommended that a detailed business plan is developed leading towards a full operational plan. This advice should be heeded as a project of this, size and complexity will need to be managed effectively to minimise risk.

Fiona Murphy planning@cairngorms.co.uk 23.05.14

The map on the first page of this report has been produced to aid in the statutory process of dealing with planning applications. The map is to help identify the site and its surroundings and to aid Planning Officers, Committee Members and the Public in the determination of the proposal. Maps shown in the Planning Committee Report can only be used for the purposes of the Planning Committee. Any other use risks infringing Crown Copyright and may lead to prosecution or civil proceedings. Maps produced within this Planning Committee Report can only be reproduced with the express permission of the Cairngorms National Park Authority and other Copyright holders. This permission must be granted in advance.