

THE BIG CARNOUSTIE CONVERSATION



Report of the Carnoustie Charrette

March 2015

WELCOME
TO

THE BIG CARNOUSTIE
CONVERSATION



Contents

		Page			Page	
PART 1:	The Brief	5	PART 3:	Charrette Context	41	
PART 2:	Charrette Output:					
	A vision for Carnoustie town centre					
	• Carnoustie Town Centre: a definition	7		• National	42	
	• A Vision for Carnoustie Town Centre 2025	8		• Local	43	
	• CORE OBJECTIVE 1: a better retail offer	9	PART 4:	Charrette Process	44	
	• CORE OBJECTIVE 2: a stronger range of community, social and cultural facilities	10			• General Approach	45
	• CORE OBJECTIVE 3: a more attractive tourist destination	11		Appendices		
	• Delivering the Vision: a town centre masterplan	12		1. Engaging the Community	48	
	• Major Regeneration Sites	13		2. The Young Peoples’ Session	50	
	• The Carnoustie Place Plan	16		3. The Big Walkabouts	51	
	• 6 Projects: 23 Components	17	4. SWOT Analysis	52		
	• Stakeholder Commitment	30	5. The Comment Cards	54		
	• Key Recommendations form the Carnoustie Charrette	32	6. The Consultancy team	55		
	• A Management Structure Focused on Delivery	33				
	• A Funding Strategy	34				
	• An Action Plan for Carnoustie Town Centre	35				
	• Implications and Opportunities for Carnoustie beyond the town centre	40				



PART 1: The Brief

Angus Council commissioned the Carnoustie Town Centre Charrette with the **general aim**:

To develop a long term vision for Carnoustie Town Centre and build stakeholder commitment to the delivery of that vision.

To achieve the stated general aim, Angus Council considered it necessary to deliver a charrette through which:

- A shared long-term vision for the future of Carnoustie town centre is developed, which is set within the wider vision for the town and its hinterland. This vision will be created within the context of a process which takes proper account of the assets/strengths of Carnoustie town centre
- The challenges to be addressed in achieving the shared vision are identified and agreed
- Commitment to delivering the changes required to achieve the vision is increased on the part of all of the people and agencies that have a stake in the future of Carnoustie town centre, and the wider community

- A clear agreed action plan for turning the outputs from the charrette into a long term strategy for delivering change is developed
- Future Angus Local Development Plans, Housing Plans and other significant local policies and plans are informed

It is an objective of the project that the charrette process helps to ensure that the people who live and work in Carnoustie have a significant input to the creation of the vision for their town centre through their participation in the event and related activities.

The brief also invites the consultants to **THINK BIG**



PART 2: Charrette Output
A vision for Carnoustie town centre

Carnoustie Town Centre: a definition

Scottish town centres are historically the civic, social and commercial hearts of their communities. For most towns, their image and character are set by the urban quality, commercial and social activity and civic presence. They have always been more than just the principal retail areas in the town.

Carnoustie's town centre lacks definition. Its community facilities are scattered across the town; its retail offer is a disjointed series of small groupings of shops over a considerable length of its main street; it has no town square or communal gathering area; it is divided by the railway line; and it has no civic space around a grouping of civic buildings, historic monuments or ecclesiastical buildings.

The initial challenge for the charrette was to agree what the townsfolk consider their town centre to be. This was quickly agreed as the area bounded roughly by Station Road to the east, Links Avenue to the west, High Street/Dundee Street to the north and the seafront to the south. Throughout the charrette process, the definition was under constant review but the initial definition has been retained.



A Vision for Carnoustie Town Centre 2025

The Carnoustie community believes that the town is a great place to live and a great place to bring up children. But there is a clear aspiration for a more sustainable town with a stronger town centre that more adequately caters for more of its social and economic needs and ambitions.

Its vision is for a town centre that is more self-sufficient for employment, services and facilities.

The core objectives of the vision are for a town centre that:

- Provides a better **retail offer** so that residents are less dependent on travelling to other towns and visitors are attracted to spend in a wider variety of interesting shops
- Is the focus for a stronger and more coordinated range of **community, social and cultural facilities**
- Is a more attractive **tourist destination** for overnight stays and day visitors

These core objectives must be underpinned by a series of supporting and enabling interlinked themes and projects, principally,

- Greater **focus of activities** on the High Street spine to generate higher and more sustainable levels of footfall
- Greater **connectivity** (for pedestrians and vehicles) in and around the town centre, particularly the seafront and High Street spine
- More **permeability** and pleasant **spaces**
- Improved **accessibility** and traffic management (including car parking)
- More inspiring and noteworthy architecture and **urbanism**
- Continued town centre **living**
- Increased professional **employment** opportunities

Core Objective 1: a better retail offer

In recent times, Carnoustie town centre has never been a strong retail area and it would be false to claim that its relatively poor size and range of offer is the product of recent national trends that across the UK have led to swathes of closures and high vacancy rates.

Carnoustie's proximity to the much larger retail centres of Dundee and Arbroath together with high levels of daily commuting, is the major constraint on the creation of an exciting range of shops that meet the aspirations of the local populace and the short-stay visitor market. It is exacerbated by the fact that the other three main cities are easily accessible by train.

Some national trends are a further threat to Carnoustie, but others present opportunities, such as

- Increased focus on High Street food shopping
- The general policy focus on sustainability
- The continuing growth of E-commerce
- The popularity of localism
- Growth of quality independents

The harnessing of these trends in combination with the strong desire of the local population for a better quality of product is a potentially powerful combination. The community's ambitions can

be realised, but only if the right conditions for retail investment and successful trading are created. These include:

- The availability of floorspace that is the required size and shape, in appropriate locations
- Locations in which the grouping, density and continuity of frontage is adequately addressed
- Affordability of occupancy
- Good customer accessibility
- Strong levels of footfall that offer high conversion levels

In order to achieve this key objective of the vision for Carnoustie town centre, a priority must be the production of a Retail Strategy. Its principal purpose should be to:

- Quantify the scale and nature of a supportable retail sector
- Assess the potential level and nature of retailer demand
- Identify the means by which suitable property can be made available for modern retailing
- Promote Carnoustie as a suitable investment location
- Promote good retail and marketing practices that lead to more profitable trading

It must provide the framework for proactive management and enablement of the process of achieving the strategy.

Core Objective 2: stronger range of community, social and cultural facilities

Town centres are the natural location for community, social and cultural interaction. A balanced range of opportunities and facilities – properties and public spaces – facilitate a social and cultural dynamism.

That density of activity and interaction leads to opportunities for further growth, and is also beneficial for other town centre sectors:

- The increased levels of footfall creates opportunities for a more sustainable retail sector
- Tourists and visitors will find the vitality of a visible cluster of interesting and accessible facilities worthy of attention and engagement
- Shared car parking and the greater proximity to public transport routes enhances accessibility for community facilities and also helps build additional capacity for town centre commercial activities

A town centre focus for community, social and cultural facilities also enhances the opportunities for greater social inclusion.

Carnoustie enjoys a robust and dynamic series of community, social and cultural facilities. Much of it is not readily visible, partly because the physical distribution and location of the properties that house these activities is scattered across the Carnoustie urban area.

Furthermore the charrette has established a strong demand for an extended and improved range of facilities, most notably,

- 25m swimming pool
- Community cinema
- Technology centre
- Business centre

This, combined with the potential closure of the Panmure Centre suggests the need for a detailed assessment of the needs and aspirations of the community groups and the level of use and suitability of the various facilities to cater for that demand. This should inform a coordinated strategy for delivery in town centre locations.

Core Objective 3: a more attractive tourist destination

The charrette has revealed an overwhelming attitude of resignation and acceptance in Carnoustie that its world class and world renowned sporting attractions – the Championship Golf Course – exists in parallel with the town centre but has no impact on the town's commercial life and growth potential. This cannot be true and the sense of resignation should not be accepted.

Harnessing the potential of the tourist economy is one of the great opportunities for Carnoustie town centre. It doesn't just enjoy the spectacular benefit of its iconic golfing status, it has an excellent seafront location and a geographic location that presents many benefits and opportunities.

A short term strategy to build the visitor economy in the town centre should include:

- Proactively promoting the town centre to existing golfing visitors
- Developing a "Carnoustie Cuisine" brand and coordinated offer
- Building an events strategy
- Exploring opportunities for golfing memorabilia

It should be augmented by a parallel short term strategy for the seafront, including:

- A destination restaurant in the Pavilion
- Community garden and coffee pod
- Extended and upgraded promenade with public lighting
- Information signage and countryside ranger service

These initiatives must be underpinned by projects to address the poor permeability between the High Street spine and the seafront, caused primarily by the barrier of the railway and the poor legibility for visitors. In this respect, **enhanced linkages** are a priority.

In the medium to longer term, two major opportunities to develop the tourist market were identified in the charrette:

- A **major destination attraction** at the seafront (on the site of the tennis courts/sports centre)
- Iconic public art at the seafront

A theme running through all these components is **activity tourism**. This could be a major opportunity to build a niche product and reputation for the town. It could successfully package and promote the availability of a wide range of activities that could bring about a step change in the contribution of tourism to the town's economy.

Delivering the Vision: a town centre masterplan

Having distilled the Carnoustie community's assessment of its opportunities and aspirations for its town centre into three principal objectives (an enhanced retail offer; a greater range of community, social and cultural facilities; and a step change in the visitor economy) underpinned by a series of important supporting measures, the key challenge for the charrette was to identify the means by which they could reasonably be achieved.

A series of interlinking project initiatives were developed through an iterative process that when presented back, received the overwhelming endorsement of the charrette participants.

These **6 Key Projects** are set out in the following pages.

Each has been conceived to contribute to a strategy for the town centre that attains the agreed core objectives and the supporting measures. Underpinning this is a place plan for the town centre that adheres to the following core spatial principles:

- The town centre comprises two principal segments: the High Street spine and the seafront. The linkages between the two are weak and need to be strengthened in order that the combined area can more readily reach its full economic potential

- The linkages should provide a legible route between and within each of the segments
- The routes should have 'anchors' to add definition and reassurance
- Each proposal should be judged against how it contributes to the 3 core objectives and the supporting measures
- Accessibility and internal movement should be improved and diversified
- Future new developments should adhere to the 'town centre first principle, to boost footfall and activity and provide mutual support to other uses
- There are three principal large regeneration sites in the core area:
 - The site of the former Kinloch School and its environs
 - Various adjoining underused sites in the Bonella Street/High Street area
 - A large potential brownfield site on the seafront presently occupied by the Sports and Leisure Centre and ancillary uses

Major Regeneration Sites

The three large sites – Kinloch School; Bonella Quarter; and the seafront - listed on the previous page have the potential to bring about the scale of change advocated by the Carnoustie community via the charrette process and are therefore central to achieving the vision.

The 3 core objectives (set out on page 8) cannot be achieved by piecemeal development on small sites as they become available. Bold interventions are necessary. The 3 major sites can deliver these objectives and must be protected from development that would preclude their strategic contribution to the town centre vision.

If they are developed for other purposes, the opportunity to realise the vision will be lost for a generation or more.

Each should be developed with a mix of compatible uses that address the masterplan core objectives and/or supporting measures and also creates a sense of place.

There are various ways of achieving these objectives on these sites. Some options shown on pages 18/19, 20/21 and 28/29. These are not the only means, but some overriding principles should form the basis of any site development briefs:



- Kinloch Square
A well-proportioned public space funded by retail development where pedestrian uses take priority over vehicle uses.
- Bonella Quarter
The principal use must be retailing of a scale and layout to attract larger retailers. The car parking should be retained (but not necessarily in the same location). Community business hub should be explored for part of this site. Potential for ancillary housing use. Penetration through railway barrier is strongly desirable.
- Seafront
At present, the seafront facilities are geared towards the local community, although it is believed that the play park attracts families from further afield. The strategy for the site needs to focus on how this strength can be retained and augmented by a tourist product that has wider geographic and visitor appeal. This may include:
 - A major commercial tourist attraction
 - A relocation of sporting facilities to a sports hub elsewhere in town (possibly a sports hub at the High School campus) funded by the commercial uses
 - High quality community garden on upgraded Rest Garden
 - Improved road and pedestrian links with the High Street spine
 - Enhanced direct vehicular accessibility





Carnoustie Place Plan

The 6 projects



6 projects – 23 components

<i>projects</i>		<i>components</i>	
1	Kinloch Square	1	Town square
		2	New supermarket
		3	Community cinema
		4	Traffic calming
		5	Community church
2	Bonella Quarter	6	New retail
		7	Community business hub
		8	Possible ancillary housing
3	High Street (East)	9	Lochty Burn
		10	Library link
		11	Library extension

<i>projects</i>		<i>components</i>	
4	Memorial Garden & Dibble Court	12	Lower level of gardens
		13	Café/terrace
		14	New housing
		15	Pocket park
		16	New pedestrian routes
5	Carnoustie Seafront	17	Major tourist destination
		18	Community gardens
		19	Extended promenade
		20	Car parking
		21	Digital signage system
6	Links link	22	New bridge(s)
		23	New housing/hotel

Project 1: Kinloch Square

A new civic and social space for Carnoustie.

A space in the heart of a “community campus” – a space surrounded by a grouping of 5 community buildings.

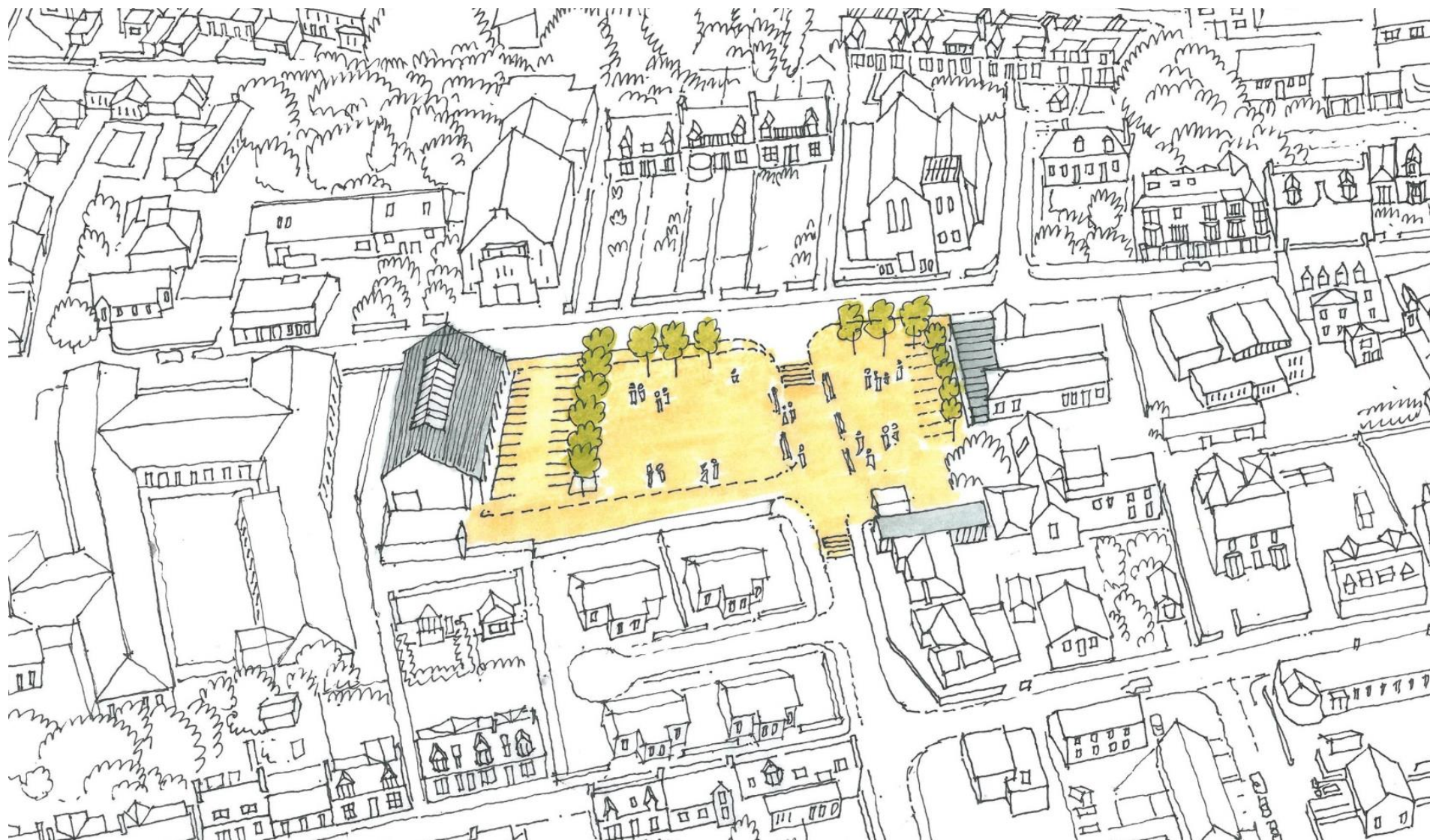
A square bounded to the west by a new retail destination store.

A civic and social space funded from the proceeds of the retail investment.

A definition for the western edge of the town centre.

A legible marker for visitors to give confidence of a route from the Links to the High Street.

Note: this is an indicative sketch of one potential iteration.
No detailed design work has been undertaken.



Project 2: The Bonella Quarter

A major area of opportunity for the commercial expansion of the town centre

A series of linked and underused sites with regeneration potential.

A series of development options with potential to address all 3 objectives and various supporting measures.

Potential to provide up to 50,000 sq ft of retail floorspace in various sizes in a pedestrianised setting.

Opportunities for rationalisation of car parking.

Potential site for community business hub.

Potential for new town centre housing (but not at the expense of commercial development)

Note: this is a sketch of one potential iteration.
No detailed design work has been undertaken.

These options show retail on High Street frontage
and community business hub on yard to rear.



Project 3: High Street (East)

General enhancement around the 'western anchor' to aid legibility.

Creating small community space around Lochty Burn.

Creating permeability between car park/major retailer/
library around the new space.

Enhanced use of Library with possible extension to the front.

Note: this is a sketch of one potential iteration.
No detailed design work has been undertaken.

Project 4: Memorial Garden & Dibble Court

An enhanced civic and social space for Carnoustie.

A celebration of the birth of Carnoustie and the memory of the sacrifice of its sons and daughters, in juxtaposition.

A new attraction for visitors.

Remodelled Memorial Garden that facilitates managed interaction.

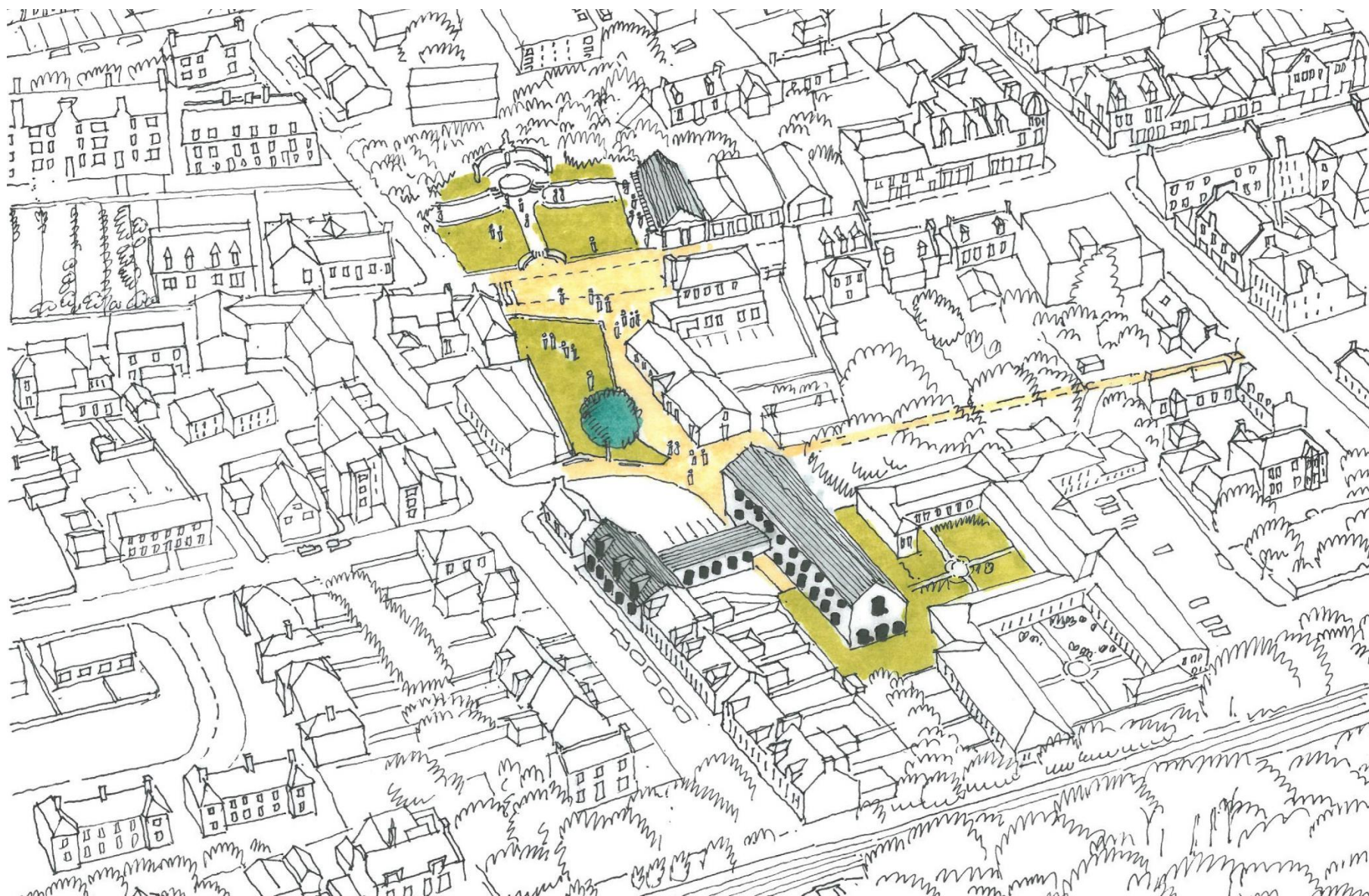
Possible overlooking by café/restaurant from the site to the east.

Pocket park around the iconic Dibble Tree.

Greater permeability between Ferrier St/High St/Park Avenue.

New housing site to the south.

Note: this is a sketch of one potential iteration.
No detailed design work has been undertaken.



Project 5: The Links Link

A major new road access to Carnoustie Seafront and Links.

A possible second road bridge over the railway.

Addresses the vehicular accessibility challenge for the Seafront:

- increases regeneration and tourist development potential
- addresses emergency access challenge at major events

New town centre car parking on Links Parade.

Alternative access to High Street spine:

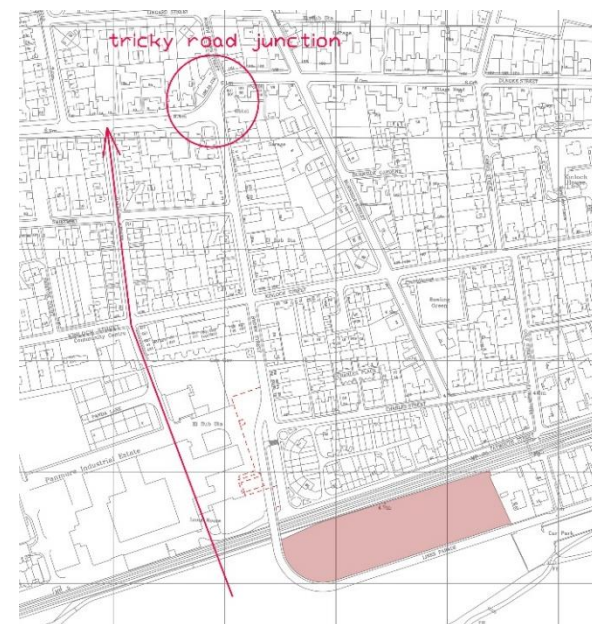
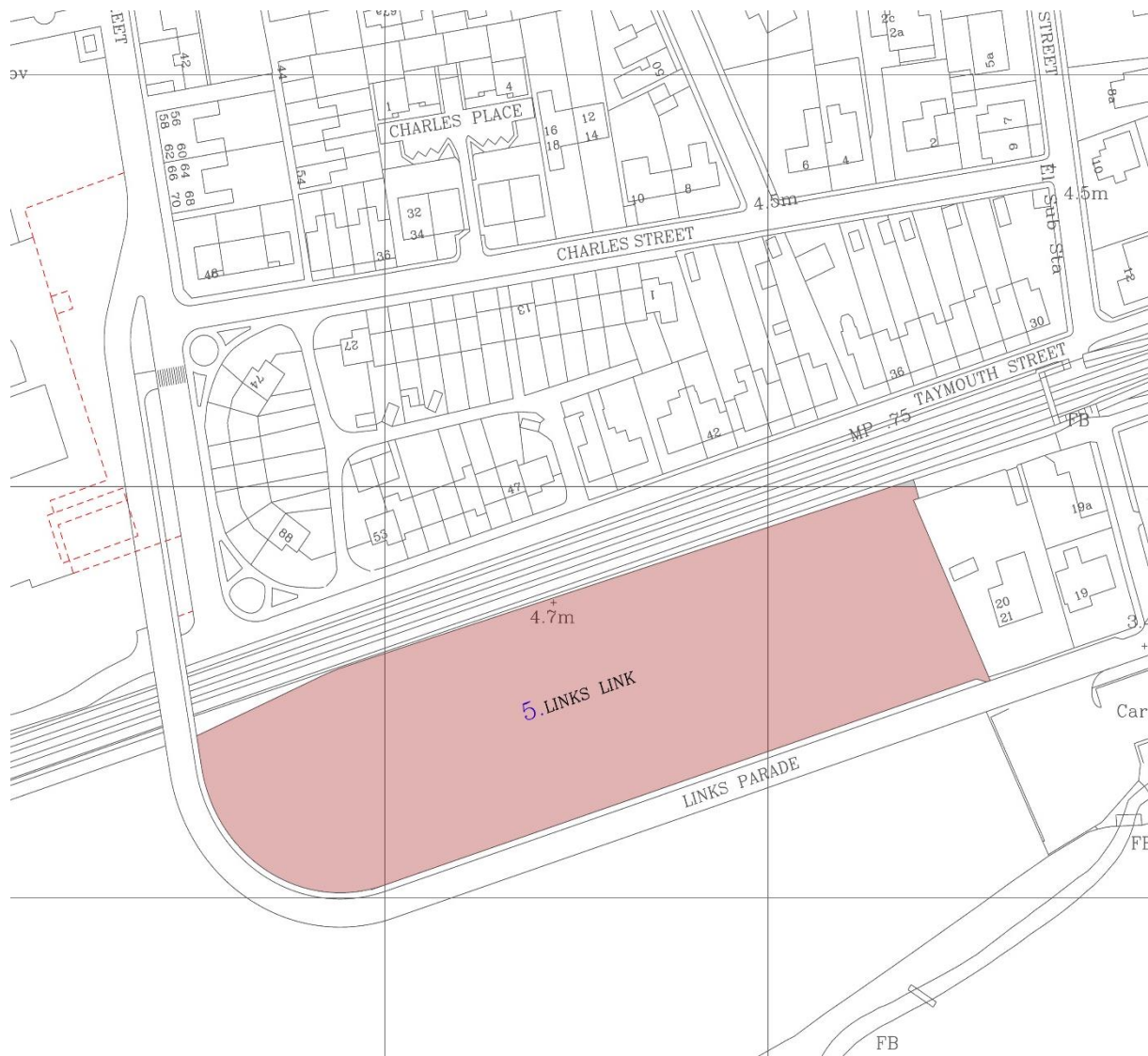
- reduction in High Street traffic flows
- generates new north / south footfall

Opportunities for Burnside Golf Course:

- to construct 2 new holes
- to create a driving range

Creates new development site for residential and/or hotel
and Increases opportunities for regeneration of industrial estate.

Note: this is a sketch of one potential iteration.
No detailed design work has been undertaken.



Project 6: Carnoustie Seafront

A major new tourist attraction (creating a strong anchor to the southeast of the town centre 'circuit')

Possible site for 25m competition swimming pool.

Stronger (and extended) promenade.

Destination restaurant in Pavilion.

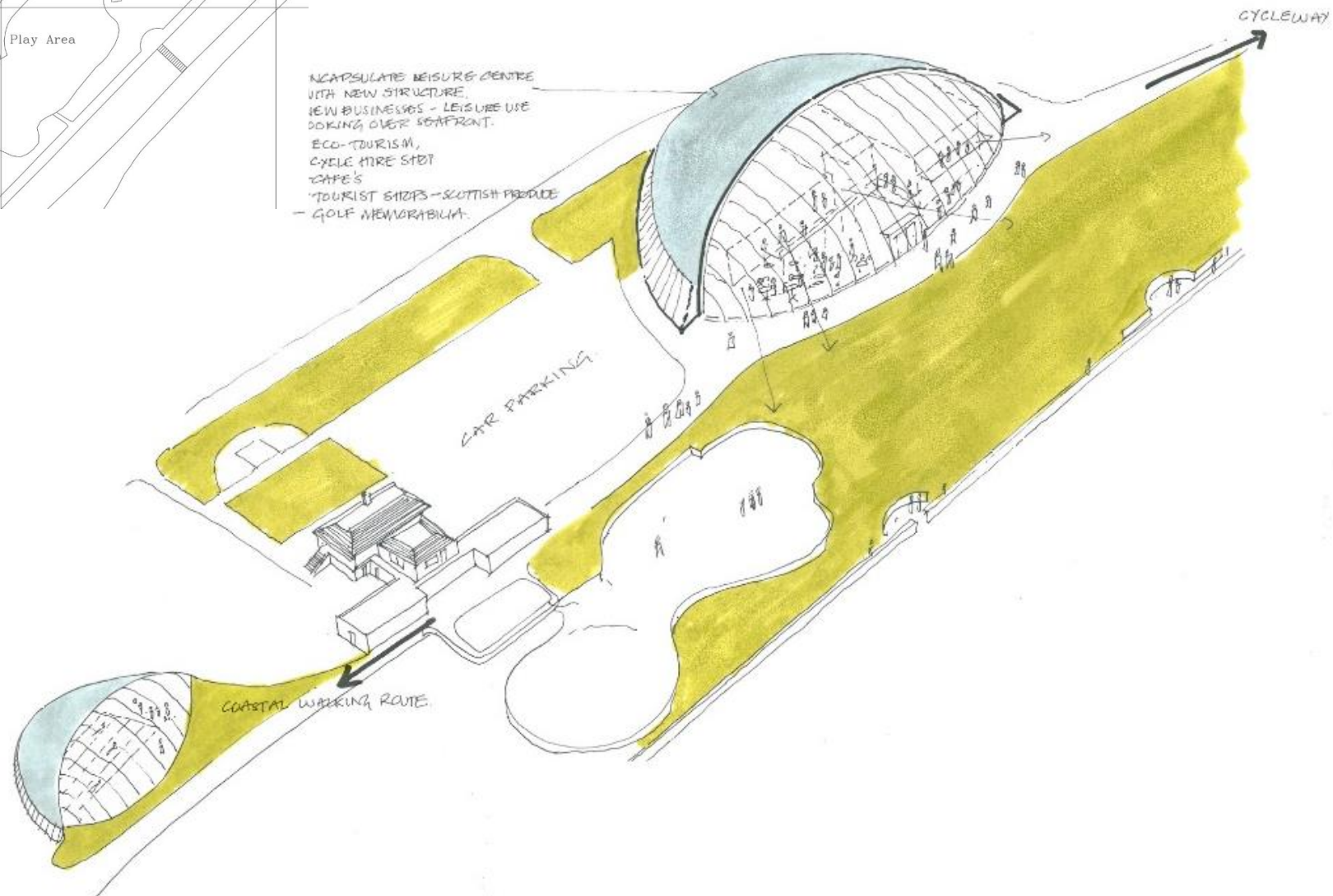
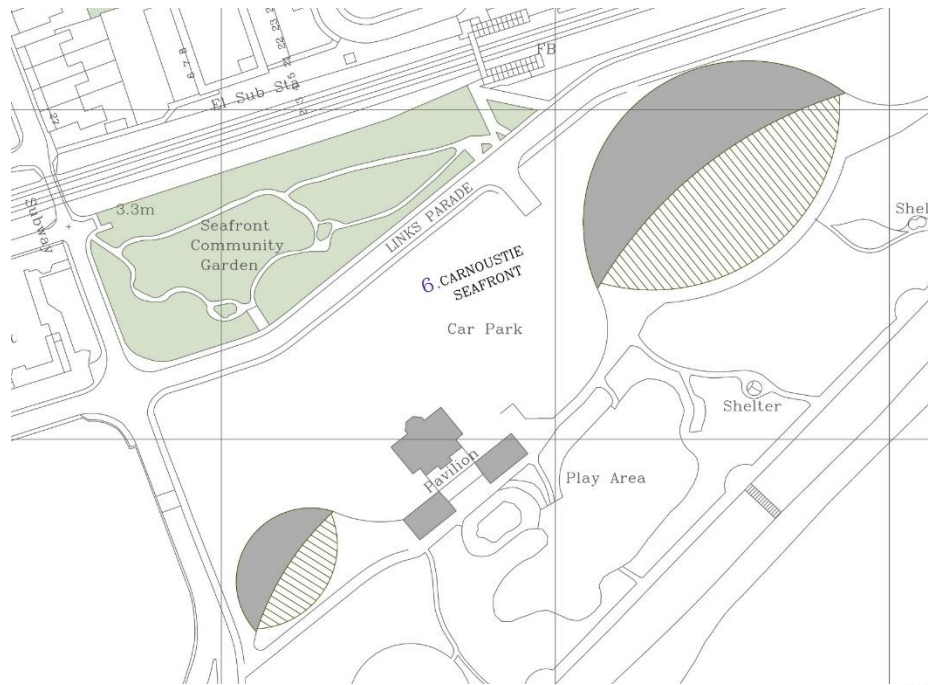
Commercial cluster fronting central promenade (specialist retail and restaurants)

Iconic, high quality community garden.

Iconic public art.

Visitor signage and Countryside Ranger Service.

Link a new Carnoustie orbital cycle/walking/running route to the international cycle route along the coast.



Stakeholder Commitment

A core requirement of the project brief is to build stakeholder commitment to the delivery of the vision.

A major information campaign was undertaken to alert the Carnoustie community to the charrette, to inform them about its purpose and the programme.

The details of this engagement exercise are set out in Appendix 1 to this report.

In the weeks before the public engagement, extensive discussions took place with various community organisations and Angus Council officers. Over the course of the week of the 10 charrette sessions, over 650 people attended and participated in the various events. The quality and nature of that engagement was almost exclusively positive.

The final sessions on 9th March presented the principles of the vision for Carnoustie town centre and the 6 projects that are set out in the preceding pages in this report. They were attended by over 80 people who overwhelmingly gave their enthusiastic endorsement to the proposed approach and projects.

The consultancy team believes that there is very strong stakeholder commitment to the vision for Carnoustie town centre.

These charrette outputs are encompassed in the following recommendations and Charrette Action Plan set out in the following pages.

“

The spontaneous enthusiasm displayed by the Carnoustie community to our final presentations gives us confidence that the vision for the town centre has the commitment of local stakeholders.

Positive ideas to take forward for the future

CARNOUSTIE RE-DEVELOPMENT DISCUSSED IN DEPTH

BY JOHNSTON BALSTON
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01347 821111

Proposals are being formed about the future of Carnoustie after a "thoroughly positive" design consultation was held last week.

The Big Carnoustie Conversation, organised by Carlogie Ltd. and funded by Angus Council and the Scottish Government, was an opportunity for townsfolk to put forward their ideas of what Carnoustie needs in the coming years.

The series of events ran from last Monday and included design sessions in the Golf Hotel, guided 'walkabouts' and concluded with two feedback sessions.

Adding their expertise and advice to the Big Carnoustie

Conversation were architects Rodger Brunton and Malcolm Fraser.

Gordon Reid from Carlogie Ltd was pleased with the response. He said: "There were 11 sessions over the course of the week and the number of attendees we reckon were reaching close to 600. We're delighted with that number, it was a thoroughly positive engagement with the community.

"There was quite a wide range of ages, at one point we had a group from Scallywags all leashed together and standing on their tiptoes to pin up their ideas on the boards. We had primary school children in with their parents making their contribution and we had a session at CHS. It was right through the ages and there was a 90-year-old gentleman there. I don't know if he was the oldest, but it

was a great cross section of the community represented."

Over 500 comments and suggestions were collected during the charrette and the team are currently collating the results.

Initial reports suggest that key areas for Carnoustie are a diversity of retail opportunities, additional community facilities, some kind of town or civic square, and a need to improve the access links between the seafront and the High Street.

One of the most important areas identified was the need to take full advantage of the opportunities presented by the town's renowned golf course.

Gordon said: "People were feeling that with a world famous golf course that most towns our size would kill for that we need to make more of it, provide more for visitors,



Work is continuing at Carnoustie seafront on the skatepark, a previous example of a community-inspired project coming to fruition. Inset: Building work in progress

tourists and day trippers to get them to linger longer and spend more time in the town, possibly over night."

A spokesperson for Angus Council said: "We would like

to thank everyone that came along and participated, we are delighted with the number of people that were willing to talk to us and share their views and ideas. People of all ages

took part - from nursery age onwards. The Council will receive the final report from the Consultant by the 31st March 2015 and will fully consider the next steps."

Key Recommendations from the Carnoustie Charrette

For immediate action:

1. Angus Council, Carnoustie Development Group, Carnoustie Community Council and their partners commit to the 6 Projects and to deliver the Charrette Action Plan

Within 3 months:

2. Establish the management structure that will champion the delivery of the Charrette Action Plan
3. Commence negotiations with key property owners and potential investors

Within 6 months:

4. Deliver the 4 identified 'early action' projects
5. Reconvene *The Big Carnoustie Conversation* and report progress to the Carnoustie community

Within 12 months:

6. Commence on-site delivery of Memorial Garden upgrade and Dibble pocket park
7. Detailed plans agreed for Kinloch Square; Memorial Garden/Dibble; High St (East); Pavilion; Seafront Garden

Within 5 years:

8. Kinloch Square delivered
9. Seafront projects delivered
10. New retail delivered in Bonella Quarter

By 2025 or sooner:

11. Conclude delivery of all 6 projects

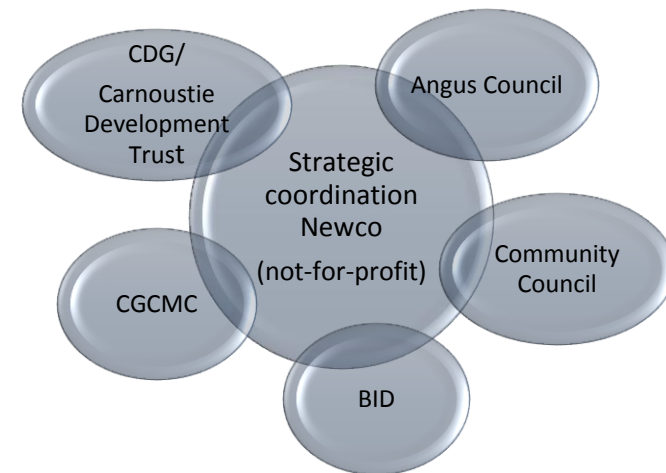
A Management Structure Focused on Delivery

Focus and empowerment will be required to drive the implementation of the Action Plan and attainment of the vision. There has been a conscious effort made to ensure that the financial resources for the identified projects is not the responsibility of any single party (see overleaf). Accordingly, delivery of the full project programme cannot be achieved by any single party and will be best attained where the project partners coordinate their activities and efforts. It is therefore strongly recommended that a priority should be the creation of a new, dedicated management structure.

One way of achieving this would be to create a community not-for-profit company with the single strategic objective of delivering the 10 year vision for Carnoustie town centre. One option may be to structure it around existing/proposed Carnoustie organisations such as the Carnoustie Development Group, Carnoustie Community Council, Carnoustie BID, Carnoustie Development Trust, Angus Council and CGCMC. There may also be a case for inviting all residents to be members.

A small, focused board of directors comprised of senior representatives of each of these organisations, with an independent chair could work towards aligning the objectives and spending programmes of each constituent body to maximise the impact of the funding streams available to the town.

To be successful, it requires the full 'buy-in' of all parties to the principle. In this respect Angus Council is the key player. This is one option – there will be others that the partners may wish to explore.



All partners must ensure that they have the organisational capacity and skills set required to deliver. This will require dispassionate self-assessment and subsequent corporate/personal development plans. 'Making things happen' is not always about physical projects; it can be about people and commitment.

A Funding Strategy for Delivery of the Charrette Project Plan

A priority for Newco and its constituent partner organisations is the development of a funding strategy. This must deliver the financial means to:

- Sustain Newco and its constituent organisations as dynamic organisations focused on delivery for the economic, social and environmental benefit of Carnoustie
- Deliver the project programme
- Maintain the projects (where whole life maintenance does not lie with a third party)

Against the national background of continuing economic austerity and reductions in public expenditure, local authorities are suffering from significant budget reductions. In this environment, Angus Council cannot be depended upon to fund the entire project programme. Indeed, the programme has been constructed with this new reality in mind.

The Scottish Government is seeking to empower communities to show leadership at the local level by providing new powers. Consistent with this new agenda, there is a growing range of sources of finance that are available to local community organisations, some of which cannot be accessed by Councils.

The conditions are therefore ripe for a 'cocktail' of funding mechanisms and sources to fund the charrette ambitions. Examples of these may include:

- Heritage Lottery Fund
- Big Lottery Fund
- Sustrans
- EU
- Section 75 payments
- Community shares
- Corporate CSR funds and Trusts
- Social loans for community asset transfers
- CGLMC Ltd

A means should be explored to retain within an appropriate mechanism, all funds accrued from the disposal of public sector land and buildings and any revenue from charrette and CDT projects, for re-investing in projects in Carnoustie.

An Action Plan for Carnoustie Town Centre

The Carnoustie charrette is not an end in itself; it is a means to an end. The charrette process takes Carnoustie to the starting point in a new era of opportunity for the town to be all it wants to be.

This report sets out the vision and ambition of the Carnoustie community and gives 6 key examples of projects that would go a considerable way to achieving this vision over the course of the next 10 years to 2025.

The projects are selected because:

- They have emerged from discussions with the Carnoustie community and have the support of participants in *The Big Carnoustie Conversation*
- Together they make a major contribution to the vision for Carnoustie town centre 2025
- They each address the key challenges and opportunities identified by the Carnoustie community

- They offer a balance of the more easily achievable and the more ambitious
- Some require very little expenditure, some require a far greater resource commitment
- There are opportunities for each of the private sector, the public sector and the community/third sector to fund and champion the delivery of components of the projects

The action plan (overleaf) is the recommended approach to moving the community ambition forward to delivery. It sets out recommendations for the first 2 years of a long term plan.

It should be noted that the 6 projects may be influenced by 'outside factors' that may not be known at this stage and the final solution may vary from current expectations.

Additionally, emerging projects in/for Carnoustie should in future be appraised against the approved charrette programme.

Charrette Action Plan

YEAR 1: Management and delivery structures.

Demonstration projects

project	target	Potential lead delivery partner
<i>Management & delivery structure</i>	Create a public/private/third sector partnership company (Newco) charged with coordinating the delivery the charrette recommendations and action plan.	To be agreed
	Align the objectives and spending programmes of all constituent organisations (relevant to the charrette projects)	Newco
	Agree responsibilities and project timescales	Newco
	Develop a funding strategy for: <ul style="list-style-type: none"> - operation of new company - the 6 projects - community projects 	Newco
	Reconvene the Big Carnoustie Conversation before the end of 2015 to report progress to the Carnoustie community.	
	Prepare a communication strategy with 2 principal objectives: <ol style="list-style-type: none"> 1. Keeping the Carnoustie community informed of progress 2. Ensuring potential investors are aware of all relevant investment opportunities in Carnoustie 	
	Create a community development trust charged with taking forward agreed elements of the project programme	Carnoustie Development Group
	Promote a business improvement district to focus on business development and promotion.	CDG

<i>Additional town centre car parking at Links Parade</i>	Project 1: Re-allocate coach parking bay on Links Parade (Leisure Centre – Station Road) for car parking.	Angus Council
	Create feature entrances to the railway underpass to encourage pedestrian flows up Fox Street to High Street.	Angus Council
<i>Seafront Rest Garden</i>	Project 2: Establish management agreement between Angus Council and Carnoustie Development Trust.	Angus Council
	Commission strategic planting and maintenance plan for Garden.	Carnoustie Development Trust
	Establish CDT management roles and responsibilities.	Carnoustie Development Trust
<i>Town centre/ seafront digital information system</i>	Project 3: Launch web-based app system with first phase of information relating to:	Angus Council
	<ul style="list-style-type: none"> - Charrette development projects - Seafront facilities - Seafront environment - Town centre 	
<i>Destination restaurant in Beach Pavilion</i>	Project 4: Advertise property for sale for this purpose.	Angus Council
	Conclude sale.	
	Commence refurbishment/fit out	Private sector

Delivering the 6 projects: priority actions & early phases

project	action
<i>Retail strategy</i>	Commission the production of a detailed retail strategy that provides a framework for: <ul style="list-style-type: none"> - New retail investment in the new retail core - Enhanced trading performance by the existing retail sector

<i>Community facilities</i>	Undertake a review of community needs for accommodation to inform property requirements; review findings with CDT.
	Undertake a feasibility study for a Community Business Hub. To include: <ul style="list-style-type: none"> - HQ office for new Angus Leisure Trust - Offices for relocated AC staff
	Explore site and funding options for 25m competition swimming pool.
	Review site/property/operational options for community cinema.
	Allocate Kinloch School site for new town square and retailing.
<i>Carnoustie tourist strategy</i>	Prepare detailed visitor economy strategy for Carnoustie town centre.
Project 1: Kinloch Square	Identify and agree terms with anchor retailer
	Appoint public realm design team
Project 2: Bonella Quarter	Prepare development brief (informed by retail strategy)
	Commence promotion to target investors
	Explore options for site assembly as required
Project 3: East High Street	Commence discussions with land owners
	Commission design work for community space
Project 4: Memorial Garden & Dibble Court	Commission design work for project masterplan
	Commence negotiation with relevant owners
Project 5: The Links Link	Explore options for best location(s)
	Develop plan for golf links enhancement
	Open discussion with Network Rail
Project 6: Carnoustie Seafront	Build on successes of demonstration projects by developing a detailed seafront framework. A key component to be exploring the feasibility of a major visitor attraction and/or commercial uses, in association with the relocation of the Sports Centre.

Early project target:

Reconvene the Big Carnoustie Conversation before the end of 2015 to report progress to the Carnoustie community.



The Big Carnoustie Conversation concluded
at the end of March 2015.

It will be reconvened on
Thursday 1st October 2015

Come along to hear what has happened
over the last 6 months and what will
happen next.

Implications and opportunities for Carnoustie beyond the town centre

The phased implementation of the vision and masterplan for the town centre will have implications for the town beyond its town centre.

Principally, this will include:

- Retailing

The Scottish Government's "Town Centres First" principle requires that investment be focused in Carnoustie town centre. The potential availability of land for new retail floorspace in the town centre (at 'Kinloch Square' and at the 'Bonella Quarter') suggests that proposals for out of centre retail development should be resisted by Angus Council.

- Sports facilities

The strong demand for a new 25m swimming pool may be difficult to meet efficiently at the seafront. A study should be undertaken to test the feasibility of funding the relocation of the Sports and Leisure Centre to a Sports Hub adjacent to Carnoustie High School and its playing fields, (part) funded by the value generated by the commercial regeneration of the extended seafront site.

- Transport

The construction of the "Links Link" is proposed in order to significantly change traffic and pedestrian flows in and around the town centre. It will also have implications for traffic movements across a wider area.

In addition, the Carnoustie community expressed a strong demand for facilities outside the town centre:

- Community use of Carnoustie High School for adult learning
- Orbital/edge of town cycle/walking routes
- More frequent direct train services to Edinburgh
- More frequent train services to Glasgow
- An addition Medical Centre (at the east end)

There is a particularly strong demand in the town for a petrol filling station. It seems improbable that one could be provided in the town centre. Modern petrol retail business models are dependent upon large volumes and accordingly, the market is increasingly dominated by the large players with independents being squeezed out. It seems likely that the only opportunity for the provision of a filling station is in association with the development of a large supermarket and this would need to be viewed in the context of national planning policies and the Town Centre First principle.

ACCESS/
TRANSPORT

SHOPPING

BUSINESS,
TOURISM

OTHER
IDEAS

PART 3: Charrette Context

National context

The Scottish Government believes that town centres are a key element of the economic and social fabric of Scotland and can be a central component of successful local economies and offer a base for small businesses and jobs; they are often at the core of community life, offering spaces to meet and interact with access to facilities and services that people require; and therefore it is important that town centres are functioning, well-maintained assets that develop to support the needs of their residents, businesses and visitors.

It commissioned Malcolm Fraser and an External Advisory Group to produce a Town Centre Review. It published its findings in July 2013. The government responded by producing its Town Centre Action Plan in November 2013.

The overarching priority is the Town Centre First principle. This is supported by six themes for Town Centre recovery. These are:

- Town Centre Living – to ensure that more people live within the centre of our towns and bringing empty property back to life
- Vibrant Local Economies – to get a collective approach between business and local authorities that generate more activity in the centre of towns

“

We want to take every measure possible to ensure that our town centres are vibrant places.

”

Nicola Sturgeon

- Enterprising Communities – a greater emphasis on smaller organisations and social enterprises operating within a Civic Economy
- Accessible Public Services – a greater central focus and location of our public organisations
- Digital Towns – enhanced digital connectivity to improve competitiveness between all town centre users, public authorities and citizens
- Pro-active Planning – a greater level of pro-action from local government, civic and amenity groups. Having the right planning policies that support town centres

Local context

Angus Council published the Proposed Angus Local Development Plan in February 2015. The Plan will guide development for ten years following adoption, up to 2026. It identifies opportunities for development and sets out our policies for the development and use of land.



The Plan identifies Carnoustie as having a smaller town centre. This recognises the level of facilities and services currently available

within the centre. Plan policy seeks to direct uses which attract a significant number of people to the town centre to support its vibrancy, vitality and viability.

Angus Council has stated in the Plan that it will support the preparation of a Town Centre Strategy for Carnoustie developed in partnership with the local community through the Community Planning Process.

The Town Centre Strategy will look to identify and address the challenges faced by Carnoustie town centre and will provide a framework for coordinated action, including: developing a long term vision, identifying the potential for change, promoting opportunities for new development, diversification of uses, management tools and delivery mechanisms (including funding availability), accessibility, marketing and promotion. Future Local Development Plans will then reflect relevant outcomes from the strategy in policies and proposals specific to Carnoustie town centre.

The Carnoustie charrette provides this strategy for the period to the end of the Local Development Plan in 2026.

The local community planning partnership, the Carnoustie Development Group, is working towards a business improvement district and a development trust to build delivery frameworks.



PART 4: Charrette Process

General approach

The charrette process was delivered in the three general phases indicated.

The process adopted to engage the community is outlined in Appendix 1.

The charrette programme consisted of 27 hours over 10 sessions with the community over the course of 8 days:

Launch Event:

- 3 presentations by the team to set the scene
- SWOT analysis with the community

The Big Design Studio Drop-in (over 2 days):

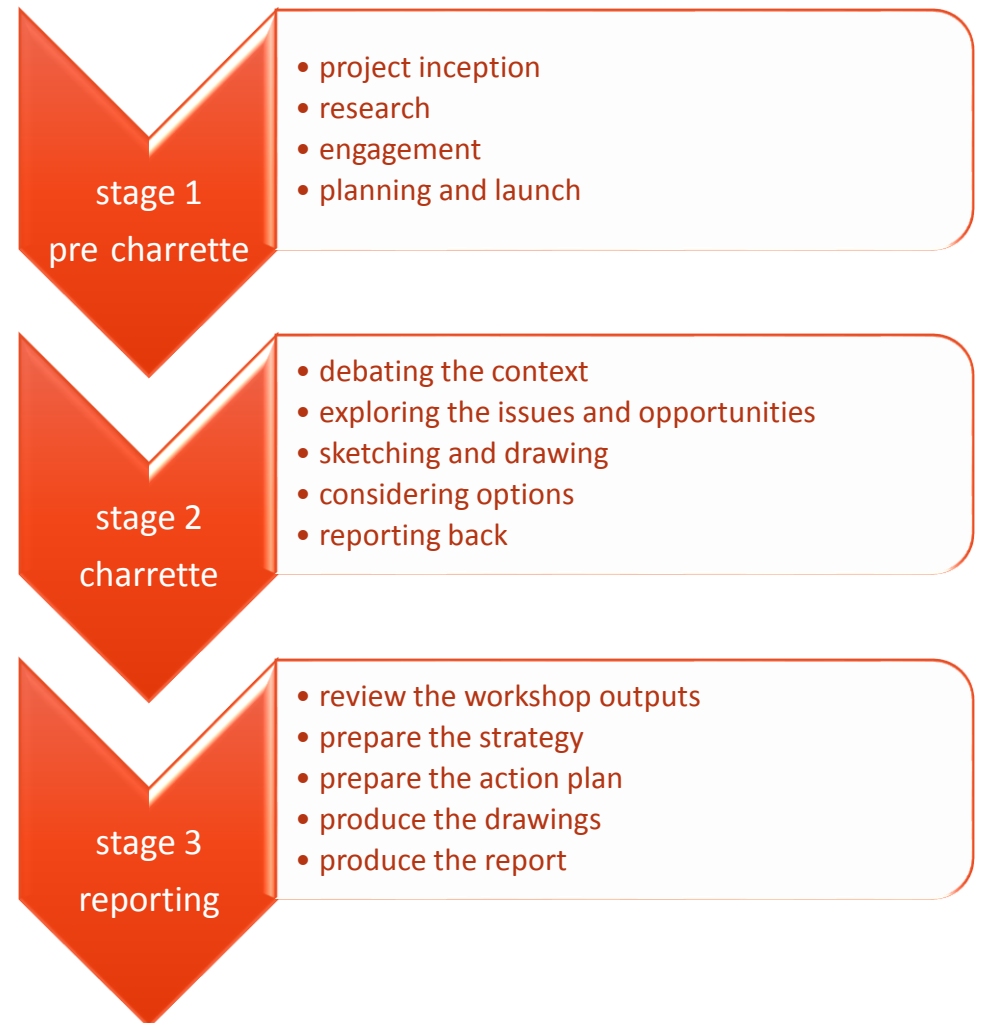
- Opportunities for the community to drop in to share views, sketch ideas and work with one of the architects.

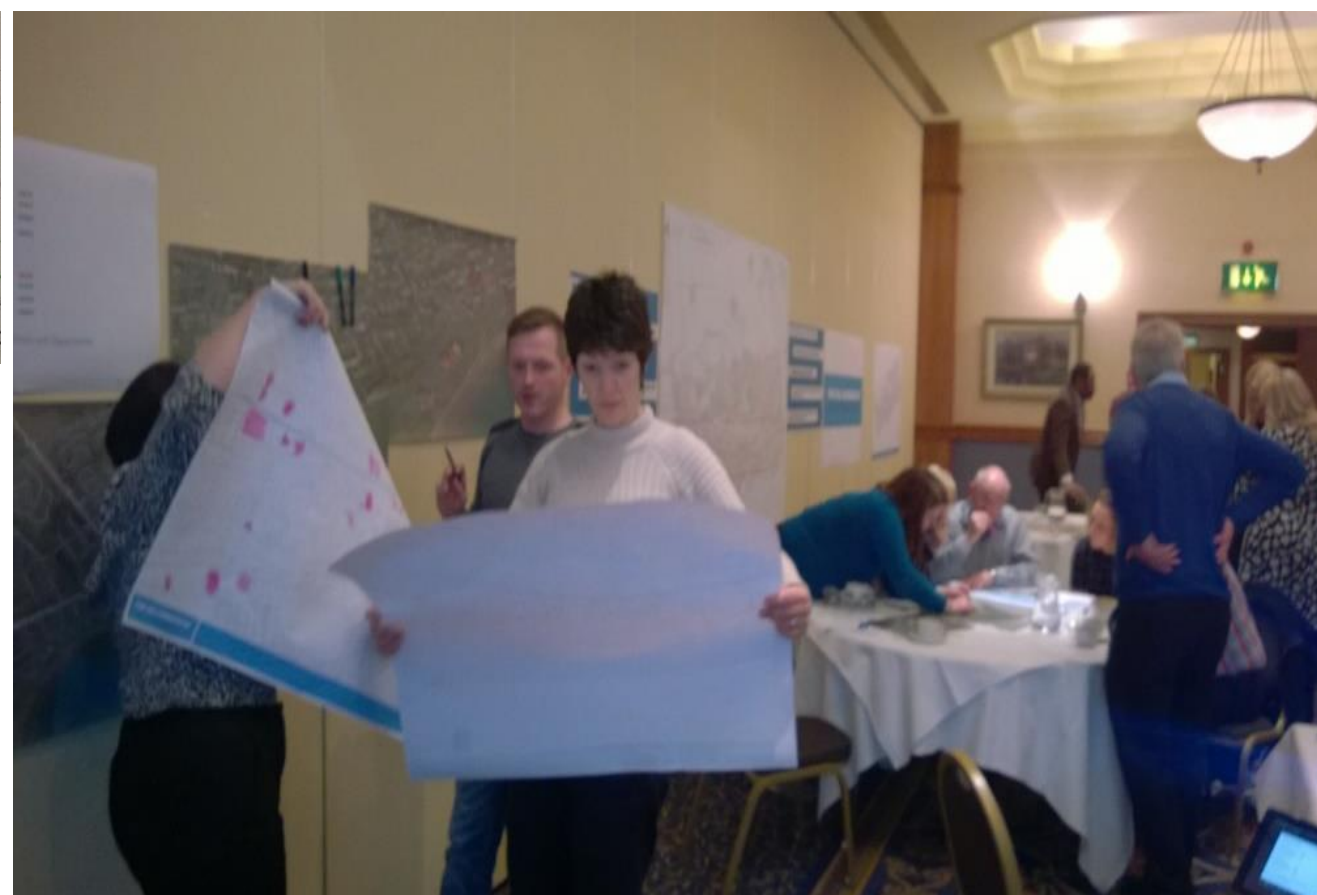
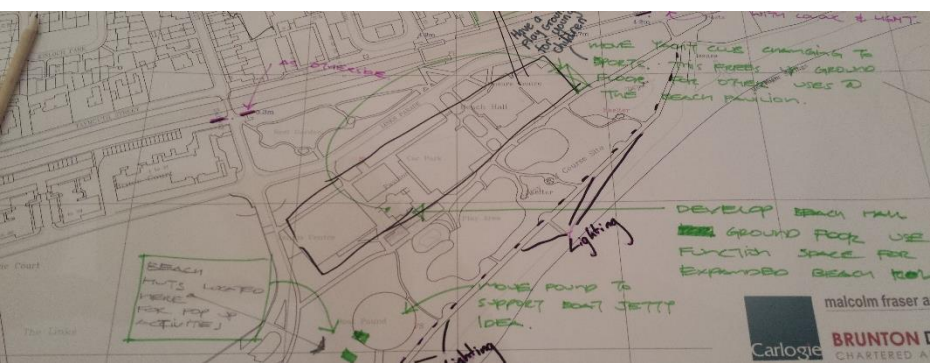
Emerging Options Session:

- Bringing thoughts and ideas together for debate

Reporting Back:

- 2 sessions for the team to present their initial recommendations and plans





APPENDICES

	Page
1: Engaging the Community	45
2: Young Persons' Session	48
3: The Big Walkabouts	49
4: SWOT Analysis	50
5: The Comment Cards	52
6: The Consultancy Team	53

Appendix 1: Engaging the Community

In the period prior to the intensive series of charrette workshops, the following principal methods were adopted to maximise community awareness and participation.

- Press campaign
 - Briefing articles in 2 newspapers in advance
 - 'Progress' articles during the charrette
- Social media, including
 - Community websites
 - Twitter
 - Facebook
- Posters
 - A3 branded and colour posters displayed at commercial and Council premises around town
- Invitation cards
 - Postcard-sized cards with same information as on posters.
 - Distribution via:
 - School bag drops
 - Commercial premises around town (at till points)
 - Door to door drops
 - Social venues



What's **YOUR** vision for Carnoustie town centre?
Come join
THE BIG CARNOUSTIE CONVERSATION

Monday 2 March
Launch Event 6.30pm – 9pm (Carnoustie Golf Hotel)

Tuesday 3 March
The Big Design Studio Drop-in, 11am – 8pm. Drop in to share your views. (Carnoustie Golf Hotel)
The Noon Walkabout – walk the town with the team, 12 noon (Carnoustie Library)

Wednesday 4 March
The Big Design Studio Drop-in, 2pm – 7pm. Drop in to share your views, sketch your ideas or work with one of our architects. (Carnoustie Golf Hotel)
The Noon Walkabout – walk the town with the team, 12 noon (Carnoustie Library)

Sunday 8 March
Emerging Options, 3pm – 5pm. Hear what's emerging from the conversation so far. (Carnoustie Golf Hotel)

Monday 9 March
Monday 9 March, 3pm – 4.30pm and 7pm – 8.30pm. A chance to hear what has emerged and find out what happens next. (Carnoustie Golf Hotel)

STAY FOR AS LONG AS YOU CAN. EVERYONE'S VIEWS COUNT

 @Carnoustieconvo www.angus.gov.uk/carnoustiecharrette

WE WANT AS MANY PEOPLE as possible to come along and **share** their **hopes, aspirations, ideas** and **suggestions** for the centre of their town. It doesn't matter how **old** or **young** you are. **You** have a contribution to make.

There are events running throughout the week at various venues:

Monday 2 March

Launch Event 6.30pm – 9pm (Carnoustie Golf Hotel)

Tuesday 3 March

The Big Design Studio Drop-in, 11am – 4pm. Drop in to share your views. (Carnoustie Golf Hotel)

The Noon Walkabout – walk the town with the team, 12 noon (Carnoustie Library)

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THE BIG CARNOSTIE CONVERSATION



- A – boards
 - Displaying posters
 - Located throughout town centre
- 'Footprints'
 - Painted footprints on pavements encouraging pedestrians to follow the route to the charrette venue at the seafront
- Library
 - Information point to encourage attendance
 - Council staff engaging and encouraging attendance and participation
- High School
 - Briefing sessions at assemblies to encourage attendance by young people
 - Charrette sessions in school
- Community organisations
 - Email invitations
 - Presentations
 - Direct engagement
- Letters to other potentially interested parties
- Provision of free community transport on the days of the events
- Council staff directly engaging with users of Council venues

Appendix 2: Young Peoples' Session

Some of the suggestions from the young people:

- Petrol Station
- Cinema
- Restaurants
- Gallery/Museum
- Town Centre Shopping Arcade Bowling Alley
- Gaming Arcade
- Small zoo
- Clothes Shop
- Carnival
- 4g Pitches
- Go Kart Track
- Swimming pool
- Bingo
- Pier
- Trampoline Park
- Marina
- Moto X Track
- Paintball arena
- Book Shop
- Snooker/ Pool
- Bus Station
- Gondola/ high level capsules



Appendix 3: The Big Walkabouts



Two facilitated walks around the town centre took place on consecutive days during the week of the charrette. The main issues raised by participants were:

- Concerns that an out of town supermarket would 'devastate' town centre businesses
- Poor frontages between Coop and library
- Untapped potential of Fairway car park area
- Regeneration potential of Slater's yard
 - Intensive, mixed uses
- Other regeneration opportunities around Bonella St
- Disappointing range/balance of commerce

- Desire for petrol station
- 'Open up' front of Memorial Garden
- Give historic Dibble Tree more prominence
- Opportunity for 'something significant' at Kinloch School site
- Road bridge over railway is essential
- Greater focus required at seafront
- Desire for competition swimming pool



Appendix 4: SWOT Analysis

Strengths

Compact bijou retail	Good place to raise a family	Hinterland	Active elderly
Proximity to big cities	Safe	Retail core	Youth Groups
Community of artists	Sense of community	No out of town supermarkets	Transport links
Dibble Theatre	Golf	Seafront	The people
Weather	Commuting town	Beach front for children	

Weaknesses

No petrol station	Civic pride	Frequency of train service	Non-golfing tourism offer
Disjointed community groups	No focal point in town centre	Shop opening hours	Too few young professionals
Railway barrier	Poor access to seafront	Links to other Angus tourist services	Promotion of town
Age profile	“lang toon syndrome”	Affordable housing	Hotel product
Lack of hub for the young	Poor swimming facilities	Specialist housing	Parking
Limited retail	Poor public toilets	Retail leakage	Congested High Street

Threats

Attitudes to ‘incomers’	Poor support for retail	Competition from Kingennie	Lack of tourism draw
Out of town retail pressures	Internet	Poor access to Open venue	Short term investment decisions by AC
Too conservative/complacent	More housing	Closure of community facilities	Primary schools at capacity
Poor linkages: seafront/High St	Commuter shopping in Dundee	Squeeze on Council funding	No public transport to Forfar

Opportunities

Other sports facilities	Development of the beachfront	Digital app	Smarter use of the golfers
Cinema	Water sports development	Internet collection hub	Longer promenade
Studios/community facilities	Diversity of retail offer and premises	Restaurants on seafront	Activity tourism
Art in the sea	Some larger shops	25m swimming pool	Petrol filling station
More professional employment opportunities	Better variety of shop types	Leisure centre is eyesore / tennis courts redundant: major re-think	Bridges to seafront/circuit rather than destination / iconic designs
Arts quarter	Events and markets	Town square	Car Club
Humanist centre	Shop sharing	Make town centre less linear	Infrastructure for cycling
Marina/pier	Revised shop trading hours	More inspiring architecture	Build on V&A
Community hub	Better range of quality restaurants	More communal spaces	Cycling routes
Theme town (part of Angus network?)	Commerce near railway station sidings	Business/technology centre	New community centre

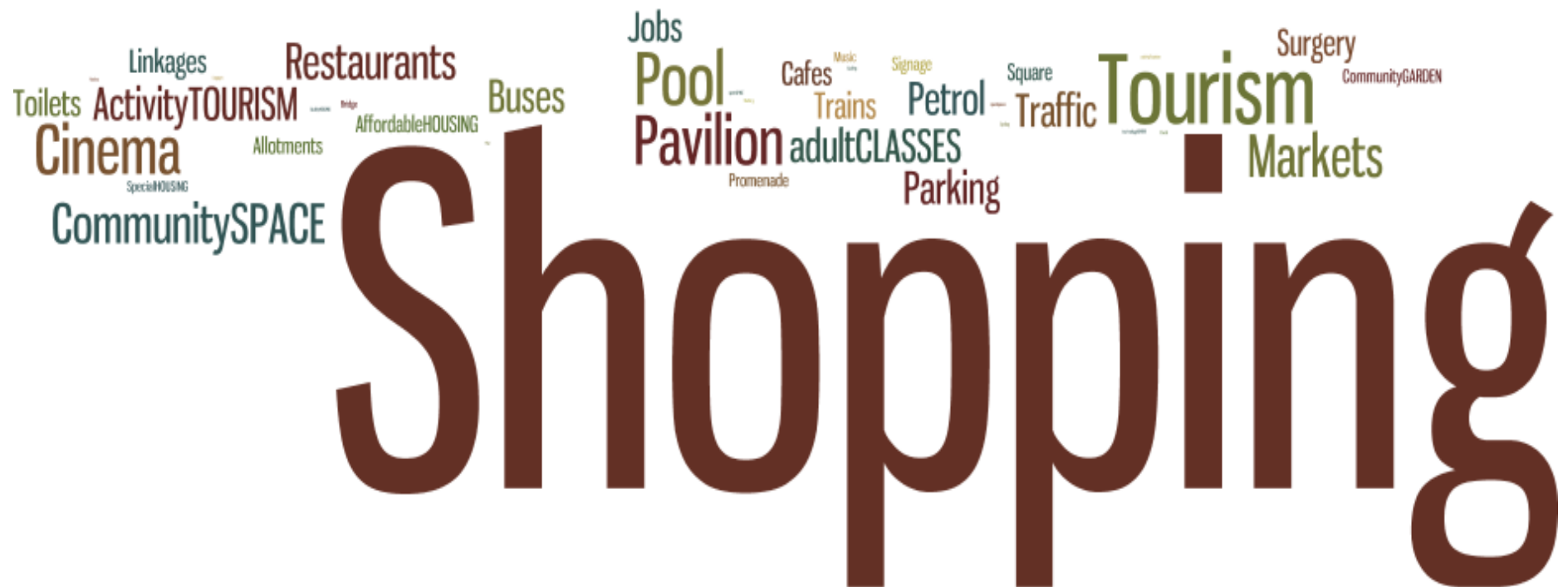
Key themes

1. Retailing
2. Tourism
3. Community facilities
4. Movement & linkages
5. Urbanism
6. Promotion

Appendix 5: The Comment Cards

The charrette process invited and encouraged participants to record their views and ideas on cards and then display them on the wall for all to see. The key words on each card are shown on the word cloud below.

The facilitators (consultants and council staff) endeavoured to discuss these and other comments at the Big Design Studio and at the Emerging Issues session.



Appendix 6: The Consultancy Team



Gordon Reid.
Carlogie Ltd

International advisors on town centre
regeneration and management.



Malcolm Fraser.
Malcolm Fraser Associates

Chair, National Review of Town
Centres External Advisory Group.



Rodger Brunton.
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In partnership with

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THE BIG CARNOUSTIE CONVERSATION