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INTRODUCTION: ENGAGEMENT & ISSUES

ANGUS COUNCIL CONTEXT

In late 2015, Angus Council selected Montrose as the focus for a major locally driven design charrette to actively involve local people, businesses and agencies in planning the future of the town centre. Montrose town centre is the latest area in Angus to have a design charrette – a consultation and design programme that gathers local opinions, ideas and aspirations, with a view to delivering a vision of what communities want over the short, medium and long term. Brechin, Carnoustie, Forfar and Arbroath have recently taken part in these creative conversations, activities and events.

A charrette is an intensive consultation that engages local people in shaping the future of their community. Charrettes are collaborative events that bring together local people of all ages with experienced design and planning professionals. Together they seek to find solutions that will benefit the area over the short, medium and long term. In parallel with the Scottish Government Planning and Architecture Division has extended the Charrette Mainstreaming Programme for a fifth year and into 2015/16.

Angus Council commissioned a Design Team led by Austin-Smith: Lord LLP (urban designers & architects) & Douglas Wheeler Associates Ltd (local regeneration specialists) with Fergus Purdie Architect, Transport Planning Ltd, Ryden (property consultants), and waveparticle (artists/engagement specialists) in November 2015 to facilitate the Montrose Town Centre Design Charrette. Planning and design workshops were held at Montrose Library, 214 High Street from Tuesday 22 to Thursday 24 March 2016. Over the three day period the public, designers and specialists worked together, ‘hands on’, to prepare a long term vision, development framework and action plan for Montrose Town Centre, with the ideas translated into plans and drawings. A Final Presentation was held on 20 April 2016.

This Final Report summarises the background, outcomes and the development framework and action plan that emerged. The design team acknowledge and thank all the organisations, community groups and individuals who contributed to the success of the Montrose Town Centre Design Charrette.

MONTROSE TOWN CENTRE: CHARRETTE AIMS & OBJECTIVES

Angus Council’s aims and objectives were to:

- **Confirm boundaries, nature, challenges & priorities for Montrose town centre through dialogue with local people.**
- **Develop a shared long-term vision & strategy for the future of Montrose town centre set within the context of the town hinterland & Brechin/Montrose Locality.**
- **Take full account of the agreed assets & strengths of the historic centre of Montrose & challenges /opportunities it currently faces.**
- **Establish a commitment from the local community, businesses & stakeholders to deliver the changes required to achieve the vision.**
- **Establish a clear, agreed ten year development framework & action plan to turn outputs from the charrette into a longer term delivery strategy.**
- **Charrette outputs to influence future Angus Locality Outcome Improvement, Local Development & Housing Plans and other significant local policies and investment proposals.**

TEAM ROLES + RESPONSIBILITIES

The team that facilitated the Charrette on behalf of Angus Council were:

- **Austin-Smith:Lord (with Fergus Purdie)** Architects, Landscape, Conservation, Urban Design, Planning
- **Douglas Wheeler Associates** Regeneration Consultants
- **WAVEparticle** Community Animation / Arts
- **Ryden** Property Market Advice
- **Transport Planning Limited** Transportation
DESIGN CHARRETTE: APPROACH: EVENTS & ATTENDANCE

A summary of the day by day review of the various main Design Charrette events is presented in Appendix B of the main report. Early discussions and briefings with Angus Council officers were undertaken during January/February 2016 in preparation for the Charrette Events that were held between Tuesday 22 and Thursday 24 March at the Library. The Charrette engaged more than 450 individuals and was structured around the following eighteen events with attendance shown:

<table>
<thead>
<tr>
<th>Pre-Charrette</th>
<th>Attendance</th>
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<tbody>
<tr>
<td>Database:</td>
<td>305</td>
</tr>
<tr>
<td>Pre-Charrette Workshops</td>
<td>15</td>
</tr>
<tr>
<td>Five Primary Schools Workshops</td>
<td>35</td>
</tr>
<tr>
<td>Montrose Academy Workshops</td>
<td>7</td>
</tr>
<tr>
<td>Youth/Town Centre in-situ</td>
<td>40</td>
</tr>
</tbody>
</table>

Tuesday 2 March
- Pre-Launch Event                      | 25 pupils + 4 staff |
- Job Club                              | 8           |
- Traffic + Transport Walk + Talk       | 13          |
- Pride in Place: Launch Events:        | 41          |

Wednesday 23 March
- Invest in Montrose                    | 8           |
- Working Lunch & Drop In               | 12          |
- Futurewalk                            | 14          |
- Fringe Event                          |             |
- Outdoor Cinema                        | 105         |

Thursday 24 March
- Public Sector Agencies               | 11          |
- Drop-In                               | 28          |
- Pin Up                                | 37          |

Thursday 20 April
- Final Presentations                  | 47          |

A Facebook page was set up and had 318 'likes' up to the Closing Event and a Twitter account (@montrosetalks) was set up that had 54 followers. The Design Team formally acknowledge and thank the individuals who took time to get involved in the Charrette.

MONTROSIANS: PRIDE IN PLACE ISSUES

Vision:
- remarkable, welcoming, fresh, friendly, live work & visit
- celebrate built & natural heritage

High Street: First Impressions
- vacant & underused buildings: new uses
- maintenance & sense of pride: closes & property
- enlivened & signage

Rail Station & Connections
- ‘gateway’ improvements
- sculpture trail & Lamb Studio

Harbour & Montrose Basin

Community groups & networks: social capital
- health & wellbeing: exercise & horticulture: infrastructure
- inequalities: accessibility & mobility issues
- ESOL residents
- intergenerational opportunities

Events & Festivals: regional/national/international

Opportunities:
- Cinema, community sports hub
- cycling town & key buildings/sites
- e.g Paton’s Mill, Former Swimming Pool, East Links Trust

EARLY LISTENING & WHAT WAS SAID?

The main issues that were identified in the pre-charrette and early events were as follows and in summary:
- Montrose Basin – getting access right around Basin
- Improve sense of Arrival & 1st Impressions
- Montrose High Street – Scotland’s widest (+ best): pedestrian first, then cyclist, bus + car
- Town Centre – more than just retail
- Mid Links - bringing landscape + nature into the heart of the Town
- Beach + Dunes – Coastal Erosion > working with Nature
- Town Centre Living - more choices
- Scotland’s Sculpture Town?
- Montrose - a Festival of Closes? = Remarkable Built Heritage
- Montrose – Cycling Town
- Montrose - Sports Town > Active Living + Health + Wellbeing
- Montrose – Tackling Poverty + Disadvantage
- Can Do Montrose – collaborate to deliver change

The above issues formed the focus of the Wednesday and Thursday discussions and helped shape the Montrose Future: 2026 Vision, objectives, programmes and projects that are outlined in the next Chapter.
Montrose is a fine place. Its town centre is an exemplar of a Royal Scottish Burgh. The Charrette found that there is great potential to celebrate and showcase this fine urban heritage and seek to sustain a good quality of life for all and attract visitors and investment into the area. The report summarises the headline issues that were considered throughout the Charrette.
Basin > Burgh > Beach
Montrose enjoys a remarkable location on a peninsula between the tidal basin and the North Sea dunes of the Links. This location at the mouth of the South Esk, with panoramic views across the Basin and North Sea is very special.

Each element has a strong and distinctive identity. However, the east-west connections to bind together the principal north-south routes of the High Street, flanked by the A92 and Mid Links need to be emphasised and reinforced.

Montrose has a very special relationship to the land and the sea. In seeking to implement town centre regeneration the ideas emerging from the charrette highlighted the importance of fusing townscape and landscape into an integrated network of spaces that bind the Burgh between the Basin and the Beach into the unique setting of coastal Angus.
**MONTROSE 2026 VISION**

'Montrose is a friendly, inclusive and enterprising place. The well maintained and attractive town centre is a gathering place and shared asset for all Montrosians and visitors.

Montrose is an exemplar Scottish Royal Burgh that has adapted to become a welcoming, vibrant and convivial contemporary town. It has a strong and memorable identity and a high quality of life. Located between the Basin and the Beach it is a remarkable place renowned for its built and natural heritage.

Montrose retains a reputation for encouraging active living and participation in sports. It is a ‘Cycling Town’. Its diverse cultural life, access to nature and recreation contributes to good health and wellbeing.

It is a ‘can do’ town with an engaged resident and business community working to continue to improve the town and ensure all Montrosians benefit from its many assets, including a thriving visitor economy and a vibrant, diversified Port with industry, pharmaceuticals & manufacturing.'
OBJECTIVES

The main objectives of the 2026 Vision for Montrose are to

- Promote Better Health and Well-being
- Build Community Capacity
- Tackle Inequalities
- Diverse Cultural Offers e.g. Sculpture Town + MoFest +…?
- Enhance + Celebrate Built + Natural Heritage
- Create Places for People (e.g. High Street)
- Improve Accessibility To and Through Montrose: Cycling Town
- Promote re-use of Vacant Space + Town Centre Living
- Develop a Thriving Visitor Economy
- Unlock benefits from the Port Investment

PROGRAMMES

In order to deliver the 2026 Vision for Montrose the following six programmes emerged through the Charrette and were discussed and refined to reflect the discussions on 24 March and 20 April. The Programmes are:

- 1: Place Mending: Exemplar Scottish Royal Burgh
- 2: Connectivity: Traffic + Transport
- 3: Promoting Montrose: The Visitor Economy
- 4: Celebrating Health & Well Being
- 5: Promoting Investment
- 6: Encouraging More Town Centre Living

KEY MOVES

The key moves in the Development Framework can be summarised as;

- Restoring the importance and quality of the historic core. Celebrating an exemplar Royal Burgh by enhancing the High Street public realm, conserving and maintaining the built heritage and seeking to activate and adapt under-utilised and vacant space.
- Enhance linkages to the historic core from the Train Station / Basin, Southern Gateway / Wharfs and Beach / Links.
- Improve the Rail Station and Forecourt to better integrate with, and present entry points in to the historic core.
- Extend, enhance and add to the path network, notably to the Basin.
- Blend the natural and the civic / urban parkland landscapes in to a rich hierarchy of green spaces.
PLACE-MENDING – MAKING CONNECTIONS

Making Connections (N/S and E/W)

High Street at the Heart of Town

Potential Sites and Opportunities
Montrose’s layout is characterised by a strong north-south axis and routes. The High Street, and latterly the Mid Links, create two principal north-south linear open spaces in central Montrose. Running parallel the A92 road and the East Coast Mainline railway also run north-south, parallel with the peninsula that is framed by north-south shoreline / links. Linking these principal routes with east-west connection is vitally important.

Where it works well – at Kirk Wynd / Museum Street – it creates a delightful sequence of spaces, but the majority of east-west routes, including many of the historic closes and approach from the train station, are unprepossessing and require improvement to create a network of routes connecting from Basin to Burgh to Beach.

Ensuring this network of connections exists will reinforce the central significance of the historic core, and the High Street as the pivotal space in the town. This is important to continue to focus regeneration and activity in and around the High Street.

Within the historic core there are a series of under-performing places, spaces and buildings. A full review of these ‘soft sites’ is important to verify what needs to change, what can be prioritised and by whom. This includes ‘backland’ sites such as Locarno Close which was used as a testbed through the charrette to investigate how unappealing historic closes could be reimagined and reactivated.
DEVELOPMENT FRAMEWORK

Based on the survey, analysis and emerging key moves the Development Framework establishes an overarching series of ‘areas of focus’ for more detailed investigation and assessment beyond the charrette.

These areas are considered in greater detail in the following tables for the five Programmes, notably the physical projects listed in Programmes 1 and 2. The areas of focus that emerge include:

**Historic Core** – one of the finest examples of a Royal Burgh in Scotland there is a need to conserve, maintain and adapt the built heritage and public spaces. There is significant scope for improving the High Street through public realm and revised traffic management. Overlaying that intervention there are several inter-related physical, social and economic development initiatives to enrich and enliven the town centre

**Gateways** – points of arrival into the historic core/town centre are of variable quality and definition. The Train Station in particular is very underwhelming and fails to present a suitable quality of environment. Links to the Town Centre from the train station require to be comprehensively improved.

**Port Town** – between the South Montrose Harbour area and the Historic Core the ‘port town’ could be overlooked in a wider town centre regeneration initiative. To this end, the charrette recognised that this requires specific focus to ensure planned investment in the Harbour and historic core doesn’t disregard the area in between.

**Routes and Pauses** – Access to nature greatly enhances the quality of life in Montrose. Existing and new routes connecting the Basin to the Links, via the Mid links and historic High Street and closes presents an opportunity to create a compact, walkable and diverse town that is highly distinctive, attractive and memorable.

In the Full report ‘case studies’ of key locations and sites help illustrate how these tasks may be taken forward.
# Programme 1: Place Mending: Exemplar Scottish Royal Burgh

<table>
<thead>
<tr>
<th>Project Ref + Name</th>
<th>Existing Situation</th>
<th>Charrette Proposal / Justification</th>
<th>Next Steps</th>
<th>Priority</th>
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<tr>
<td><strong>1.1 High Street - Public Realm Works</strong></td>
<td>Classic historic Royal Burgh High Street – reputedly the broadest in Scotland and one of the finest. Street-scene greatly diminished by impact of road vehicles. Over provision of road space versus footway space. Instances of road layout arrangements that prioritise car over pedestrian and fail to meet current standards vis pedestrian barrier-free accessibility (ref Access Report - Programme 2)</td>
<td>High specification, high quality contemporary public realm encapsulating more integrated traffic management, events spaces, public art, pedestrian and cycle priority spaces and car parking was proposed at the Charrette. Ideas were presented by charrette participants and augmented by proposals by the charrette team who cited exemplar projects. This project was clearly the flagship physical project that emerged through the Charrette process. It received widespread consensus and was enthusiastically supported by the Charrette participants. Evidence from other Scottish town centres would indicate that high quality public realm improvements can make a significant positive impact to economic development in historic locations, and can attract new private and inward investment to sustain longer term town centre regeneration. High quality streetscapes also enable events and festivals to further enliven and enrich local communities and culture. Public realm enhancements in Montrose are necessary to ensure an inclusive and barrier-free public High Street that is more accessible for all. The Charrette demonstrated that a rebalancing of the ratio of road / footway space is vital to enable Montrose High Street to become one of the finest streets in the UK. A reconfigured Montrose High Street should seek to create a safer and healthier environment in the heart of the town, with reduced traffic speed, better resolved pedestrian / vehicle conflict points and a quieter, less polluted environment within the principal civic space of the town. Improved public space and routes should enable ‘active travel’ and encourage modal shift from the car to more walking and cycling by locals and visitors alike; with attendant health and environmental benefits</td>
<td>Immediate Priority – submit an Activating Ideas Fund application to Scottish Government to seek funding to progress this priority project (In Hand). <strong>Short Term</strong> - A feasibility study should be undertaken to help develop business case and to support funding applications to progress the project. This study should consider the public spaces / streets from the southern end of the High Street at Castle Place / George Street north to the proposed Playhouse site (former Swimming Pool) at the mall / North Esk Street. The principal focus should be on the High Street. Delivery strategies should assume a sequence of phased works starting in the High Street. A revision to traffic management should be integrated in to the revised public realm works. <strong>Medium Term</strong> - subject to securing funding approval, commence with design, public consultation, design refinement, tendering and construction of the works on a phased basis. <strong>Medium / Long Term</strong> – monitor impact of early phases and implement later phases.</td>
<td>Top Priority</td>
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<p>| <strong>1.2 Activate Vacant Space (eg. Upper Floors)</strong> | There were 8 no. ground floor vacancies at street level along the High Street at the time of the Charrette. The perception amongst participants was that there was even more, principally on the basis of perceived blight / poor impression vacancies give a town centre. Observations during the charrette would suggest that there are several vacant properties at upper floor levels throughout the town centre. | Vacancies on High Streets and above shops are a perennial issue in Scotland’s towns. They have a disproportionate and negative impact on the impression of a town. New initiatives for the visitor economy, town centre living, enterprise and business (outlined in Programmes 3, 4 and 5) suggest potential new uses for vacant space throughout the town centre. The retention and reuse of historic building stock is vital to maintain the beguiling historic character of central Montrose. | Short Term – map and schedule out the vacancies within the town centre and conservation area. Compile a database of owners. <strong>Short / Medium Term</strong> – contact property owners and seek to develop a proactive planning approach to enable new uses / support funding applications to reconfigure / adapt properties for reuse. This should be ‘multi-agency’ and involve a range of Council departments and partners to help enable appropriate and positive reuse. Refer to Programmes 3 and 5 for possible initiatives to support actions including BID, CARS scheme etc. Consider options including enforcement and CPO as last resort. | High Priority |</p>
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<tr>
<td>1.3a Maintain/ Conserve Historic Buildings in Town Centre</td>
<td>Throughout the Charrette there were numerous instances of historic, heritage buildings in poor and deteriorating condition. This gives a negative impression of the town and undermines the quality and significant potential benefit of the town’s superb built heritage.</td>
<td>One of central Montrose’s most significant assets is its built heritage. As has been demonstrated in other Angus towns such as Brechin and Kirriemuir external built heritage funding can make a significant positive impact on the physical setting and help drive town centre regeneration and economic development. There are active local civic societies in Montrose, who have prepared good guidance on Shopfront Improvements and other topics. These initiatives should be revisited and bolstered with guidance and (if possible) financial assistance to building owners to help maintain and restore Montrose’s built heritage. Conserving heritage buildings that have been poorly maintained would help transform the appearance of central Montrose.</td>
<td>Short Term – Review current policies and guidance, in tandem with local civic societies, notably the Montrose Society. Conduct a visual inspection of the town centre and prepare an initial assessment of building conditions and the extent of the issue. In tandem with project 1.2 develop a list of affected properties. Review and consider enforcement options. Investigate scope for CARS / THI funding (or equivalent), possibly in alliance with other Angus settlements. Medium Term – prepare and submit applications for external funding. Revisit and refresh guidance for historic building maintenance and conservation management. Medium / Long Term – implement and monitor impacts. Review maintenance regimes and practices and use enforcement powers where necessary.</td>
<td>High Priority</td>
</tr>
<tr>
<td>1.3b Retrofit Out of Character Buildings + Raise Design Standards</td>
<td>During the Charrette there were several examples of new infill development or adapted heritage buildings that were out of character with the historic town centre and greatly diminished the street-scene. The M&amp;Co building on the corner of High Street was cited and case studied to illustrate the negative impact the current building design has on the setting of the town centre and to demonstrate the benefits of retrofitting to better integrate in to the streetscape. The charrette also showed how a similar retrofit approach could be applied to older, heritage buildings to repair misguided adaptations.</td>
<td>As 1.3a New development in Montrose should be of the highest standard of contemporary Scottish architecture. It should not resort to ‘pastiche’ architecture but should seek to be of its time and place, be contextual and respond to the physical attributes and architecture of the historic burgh. Adjusting existing building stock, and restoring heritage buildings that have been poorly adapted over time, would help transform central Montrose. Quality 21st Century additions to Montrose are required to enhance rather than detract from the unique qualities of Montrose. Priority sites would include the conversion of derelict buildings on Union Place, fronting on to the Mid Links / Academy Square.</td>
<td>As 1.3a In parallel with project 1.3a a full survey of instances where ‘out of character’ buildings diminish the quality of central Montrose should be conducted. Thereafter follow the recommendations in 1.3a seeking to use proactive planning and external funding to enable appropriate adjustments to existing buildings. For future interventions apply best practice in terms of building design, planning and development control – engaging with applicants and designers early and consider the implementation of a ‘design review’ peer review function across Angus to encourage good practice.</td>
<td>Medium Priority</td>
</tr>
<tr>
<td>1.3c Restore the Closes</td>
<td>In common with many Scottish burghs Montrose has a rich legacy of vennels and closes. Montrose features numerous courtyard closes that make its historic town centre highly distinctive. As with the rest of the town centre there is a wide range of existing conditions – some are in very good order others are poorly maintained and in poor order.</td>
<td>As 1.3a + b During the charrette it was suggested that a ‘Festival of Closes’ be considered – perhaps as a ‘doors open day’ type event. It could feature lighting / art installations, guided tours and showcase the town’s history and creativity.</td>
<td>As 1.3b Consider trialling a ‘Festival of Closes’</td>
<td>Medium Priority</td>
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<tr>
<td>Project Ref + Name</td>
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<td><strong>1.4 Rail Station Enhancements</strong></td>
<td>Montrose benefits from being on the East Coast Mainline, providing excellent access to Dundee, Aberdeen and beyond. The Rail Station is modest with station facilities on the town side / southbound platform. A new overbridge provides access to the northbound platform. Several participants recognised the benefit of the rail service but flagged up being underwhelmed by the passenger experience.</td>
<td>Scope to enhance the rail passenger’s experience should be sought, including improved platform sheltering etc. The station benefits from the best vantage point across the Basin and close proximity to the water’s edge. In tandem with project 1.7 it was suggested through that charrette that the overbridge could link to a Montrose Basin Boardwalk to be adjusted to create a panoramic vantage point overlooking the Basin. It was acknowledged that there may be potential conflicts with revenue protection ticketing line location however these could be resolved in collaboration with Network Rail / Abellio Scotrail. It was noted that there was the potential for ‘City Deal’ monies being made available to dual track the East Coast mainline within the vicinity of Montrose and that this could require significant infrastructure investment which enable / require station upgrade / reconfiguration.</td>
<td>Short Term – liaise with Abellio Scotrail on a programme of possible station enhancements. Monitor the progression of ‘City Deal’ and infrastructure improvements. Medium / Longer Term – implement any agreed programme of works and monitor impacts.</td>
<td>Medium Priority</td>
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<tr>
<td><strong>1.5 Rail Station Forecourt/ Town Gateway</strong></td>
<td>Many participants bemoaned the poor quality of the existing station forecourt / pick-up and drop-off area at the Station and the poor pedestrian and cyclist links and wayfinding signage to the Town Centre. (ref Programme 2) During the charrette numerous pedestrians were observed taking the more direct, natural desire-line route to the station rather than the ‘designated’ route. This indicates a need to better align path provision with intuitive wayfinding.</td>
<td>Initial sketches were shared at the Charrette indicating a revised station layout, enhanced forecourt arrangement (accounting for the then under development of the neighbouring retail unit) and seeking to present a more obvious desire-line route to the town centre across the A92. There is clearly scope for a better point of arrival / departure to give a far better first / lasting impression and to enable pedestrians / cyclists to progress to the town centre more comfortably. There also should be a reconsideration of taxi, drop off and bus pick up locations to ensure a better fit and a more coherent and appealing public realm. Parking also needs rationalising and improving at the station. There were numerous references to using the old sidings as additional park and ride facilities however it was noted that this railhead is set aside as retained rail infrastructure. Clarity on this matter was sought by many charrette participants.</td>
<td>Short Term – review landownerships, points of access and audit routes to and from the station including pedestrian movements going to / from town. In line with 1.4 early engagement with Abellio Scotrail / Network Rail and others should be progressed. Following initial survey work a schedule of possible interventions should be undertaken. This may warrant a STAG appraisal process being undertaken. Medium / Long Term – implement recommendations from STAG appraisal to redesign / reconfigure station forecourt.</td>
<td>High Priority</td>
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<td><strong>1.6 Crossing Points on A92</strong></td>
<td>The A92 creates severance between the town centre and the rail station / Montrose Basin. Refer to Programme 2 - Access. Many charrette participants cited the poorly located crossing points to and from the station at the roundabout at Western Road as an example.</td>
<td>There needs to be better pedestrian links between the Rail Station and the Town Centre. In line with project 1.7 there is also a desire to create a network of footpath / cyclepaths that connect to the Basin and beyond. It was noted that the A92 is crucial for haulage vehicles to capitalise on the investment in the Harbour and planned development of industrial sites of the town centre. Maintaining traffic capacity and improving pedestrian routes east-west through Montrose is vital. A better path network will encourage patronage of public transport, improve access to the town centre and promote ‘active travel’ with health / environmental benefits of walking / cycling etc.</td>
<td>Short Term – In parallel with project 1.5 and 1.7 a review of path network should be conducted and recommendations for crossing point enhancements drawn up. As part of a wider package of path network enhancements funding / business cases should be drafted to seek monies to implement. Medium / Long Term – implement adjustments as recommended from the review.</td>
<td>Medium</td>
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### Project Ref + Name

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<td><strong>1.7 Montrose Basin Boardwalk</strong></td>
<td>At present the Basin in inaccessible alongside the railway / Rail Station. Many participants in the charrette highlighted a longstanding desire to create a path along the water’s edge, beyond the railway, linking to existing paths north and south.</td>
<td>This should be one of the most special locations in Montrose commanding stunning views across the Basin. The charrette proposal for a pedestrian boardwalk was welcomed by many. The prospect of a continuous path network around the Basin and linking to the town trails was met with enthusiasm. There was some concern at the possibility of any intervention in the SSSI, though precedents of sensitively integrating boardwalks into equivalent ecologically important locations were cited. Similarly there were some anxieties about locating a path adjacent to the rail network and within a tidal location but successful precedents were identified. The possibilities to encourage better access to nature, to link from Basin to Beach, and to create a destination to observe world renowned natural heritage was felt to be an exciting prospect. It was also noted that with the possibility of ‘City Deal’ investment in the rail there may be scope to provide betterment to pedestrian access to the Basin edge.</td>
<td><strong>Short Term</strong> – test the feasibility of a boardwalk in this location, considering proximity to rail, tidal waters and SSSI. Monitor discussions on ‘City Deal’ investment. <strong>Medium / Long Term</strong> – implement / construct boardwalk.</td>
<td><strong>High Priority</strong></td>
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<tr>
<td><strong>1.8 Extended Public Realm Works to Wharf Street</strong></td>
<td>There have been public realm enhancements at Wharf Street that have been welcomed by many. However the routes between the High Street / historic core and the banks of the estuary are of a poorer standard. The charrette proposals included the creation of a loop of networked routes extending from the High Street to the water’s edge at the Basin, wharfs and Beach / Links. A key component of this is Castle Street (and potentially) Bridge Street. These streets should be considered for public realm enhancements. These need not be of as high a specification of other set-piece spaces (eg the High Street) but would connect between key destinations in the town centre.</td>
<td><strong>Short Term</strong> – assess the feasibility / cost implications of public realm enhancements on Castle Street and Bridge Street. This could be in parallel with high priority work for the High Street (project 1.1). <strong>Medium Term</strong> – develop business case / secure funding. <strong>Long Term</strong> – implement work.</td>
<td><strong>Medium Priority</strong></td>
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<td><strong>1.9 Regeneration Strategy for Port Town / Link to Harbour</strong></td>
<td>Montrose Harbour is strategically important to the regional economy. A masterplan for South Montrose has been approved and infrastructure enhancements have commenced. Key businesses in the Port have announced investment plans. It was noted in the Charrette that the area between the Harbour and historic core warrants specific masterplanning / regeneration initiatives to ensure that it is not disregarded whilst focus is on Montrose’s key assets (harbour and heritage). A ‘Port Town’ masterplan for the area around Ferry Street / Commercial Street would benefit from further regeneration focus to ensure it integrates in to the South Montrose and High Street regeneration initiatives.</td>
<td><strong>Short Term</strong> – review achievements and progress of South Montrose Harbour Masterplan and assess implications of charrette report. Consider the merit of developing a more detailed, place specific masterplan. Meanwhile seek to assist in economic development and physical enhancements where opportunities arise in the area. <strong>Medium Term</strong> – act upon the recommendations from the initial review. Commission masterplan.</td>
<td><strong>High Priority</strong></td>
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<tr>
<td><strong>1.10 Mid Links Landscape and Connection to the Links</strong></td>
<td>Montrose is synonymous with the Links. The legacy of Provost Scott and the creation of the linear Mid Links park is one of the most striking and memorable assets Montrose has. During the charrette it was acknowledged that there has been reasonably recent investment (though there was some criticism of its impact) and there are community groups actively involved in tending to parts of the Mid Links. Many felt that there could be further enhancements to the Mid Links, better coordination and support of community efforts to enhance the Links. Several flagged up concern about coastal erosion at the links themselves and the implications for the town and the renowned links golf course. The Charrette proposals started to consider how the Mid Links could better integrate with town trails and the dune landscape of the Links beyond the town. It was felt that a transition from dunes to public park would enhance the distinctiveness of the setting, and help to guide a landscape strategy and maintenance regime that would be sustainable. It was suggested that interested community groups and the array of sports clubs in and around the links be involved in developing a landscape masterplan to guide the environmental enhancement of the Mid Link and Links to create a series of green spaces that fuse recreation, designed landscape and natural setting.</td>
<td><strong>Short term</strong> – review achievements and map out activities in and around the Mid Link / Links. Develop a database of interested parties. Consider developing a brief for a landscape framework masterplan and commission. Consider opportunities for funding. <strong>Medium Term</strong> – implement recommendations from masterplan.</td>
<td><strong>Medium Priority</strong></td>
<td></td>
</tr>
</tbody>
</table>
### Programme 2: Connectivity: Traffic + Transport

<table>
<thead>
<tr>
<th>Reference</th>
<th>Name / Site</th>
<th>Existing Situation</th>
<th>Masterplan Proposal</th>
<th>Justification / Additional Comments</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>MON1S</td>
<td>Accessibility Audit.</td>
<td>Some missing dropped kerbs / footway obstructions / difficult underfoot conditions</td>
<td>Illustrate area to be assessed.</td>
<td>Audit should be carried out including local access groups. Should encompass the entire town centre in the first instance and extend thereafter in consultation with those with impaired mobility or sensory impairments. Could also include tactile wayfinding and involve discussions about enhancements to public transport etc. MUST INCORPORATE THE STEEPED ACCESS TO THE WEST SIDE OF THE HIGH STREET. (Can feed into MON 1S)</td>
<td>High</td>
</tr>
<tr>
<td>MON2S</td>
<td>Signage review to include directional signage for those on foot / parking locations / rail station connectivity / sign continuity / tourist information / toilets / local attractions / links to core / cycle path network etc.</td>
<td>Signage in town poor. Parking signage disjointed. Core pathing gaps. Signage does not carry distance / time information.</td>
<td>Carry out local signage review and replace signage to help wayfinding to and between town attractions including names / distances / times. Review parking directional signage to give better definition of town car parks.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>MON3M</td>
<td>Plug core path network</td>
<td>Paths disjointed and cross town / perimeter links largely missing</td>
<td>Identify pathing</td>
<td>Required to provide a movement grid that can also supplement access to attractions.</td>
<td>High to define / Medium to provide</td>
</tr>
<tr>
<td>MON4M</td>
<td>Review cycle routing in town (CORE PATHING) Cycle infrastructure – High Street?</td>
<td>Cycle paths in town but poor signage to link e.g. rail station to these and the pathing to the town</td>
<td>Identify cycle links in town as existing (and proposed)</td>
<td>Associated with MON3M</td>
<td>High to define / Medium to provide</td>
</tr>
<tr>
<td>MON5S</td>
<td>Parking Decriminalisation</td>
<td>Parking Decriminalisation – AC are taking this forwards – enforcement is a recurring issue</td>
<td>N/A</td>
<td>AC are considering this in the context of the County.</td>
<td>N/A</td>
</tr>
<tr>
<td>MON6S</td>
<td>Streetscape business case incorporating • Murray Street • High Street • Junctions of John Street / New Wynd / Hume Street • High Street (continued) • Castle Place (crossing outside library)</td>
<td>High Street area was main focus of responses – streetscape works would lift Montrose as a destination.</td>
<td>Develop business case to examine works in historic centre and on immediately surrounding links. Streetscape business case could be developed around accessibility issues on west side of Street (see MON 1S) and on enhancing the High Street and environs. Can also dovetail with MON3M.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>MON7M</td>
<td>Streetscape works</td>
<td>Short term (MON6S) business case can be worked up with a view to works being carried out in medium term.</td>
<td>Illustrate streetscape intervention locations.</td>
<td>Any scheme is related to MON6S</td>
<td>High</td>
</tr>
<tr>
<td>MON8S</td>
<td>Improve railway station connectivity</td>
<td>Links between town and rail station poorly defined</td>
<td>Illustrate possible link routing(s)</td>
<td>May also require new or relocated crossing on A92.</td>
<td>Medium</td>
</tr>
<tr>
<td>MON8S</td>
<td>Carry out road user safety audit at Wharf Street roundabout</td>
<td>Restricted sightline to right on exit from Wharf Street - right turning traffic from A92 can cause tailback onto bridge.</td>
<td>Identify upgrade required</td>
<td>Improvements to this junction are not thought to form part of River Street road scheme.</td>
<td>High</td>
</tr>
<tr>
<td>MON10M</td>
<td>Carry out junction improvements at Wharf Street roundabout (linked to MON 9S)</td>
<td>Identify upgrade required</td>
<td>Improvements to this junction are not thought to form part of River Street road scheme.</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>MON11M</td>
<td>Carry out junction improvements at Hume Street / High Street junction.</td>
<td>Poor junction layout has been visited previously for improvements but none implemented.</td>
<td>Identify upgrade required but note that can also be dealt with as part of MON6S and 7M.</td>
<td>Hume Street could also be dealt with as part of streetscape works in town centre, but if these do not proceed, improvement will still be required.</td>
<td>High priority unless bound in with Streetscape works in which case in that timeframe</td>
</tr>
<tr>
<td>MON12M</td>
<td>Improve linkages between town and Port area</td>
<td>From Castle Street the public route to the harbour and the river suffers from broken / poorly defined linkages.</td>
<td>Identify routing for improvement</td>
<td></td>
<td>Medium</td>
</tr>
<tr>
<td>MON13M</td>
<td>Improve crossing opportunities on Brechin Road</td>
<td>From north side of road, poor crossing points to south side where cycle pathing and Lochside primary school exist.</td>
<td>Identify linkage improvement required</td>
<td>May be funding available in a Safe routes to School budget?</td>
<td>High</td>
</tr>
</tbody>
</table>
PROGRAMME 3: PROMOTING MONTROSE: THE VISITOR ECONOMY

The Design Charrette discussions highlighted the opportunity to promote much more effectively the unique mix of natural and built heritage of an exemplar Scottish Royal Burgh with a strong creative/arts offer. This will involve continued investment in infrastructure and facilities and to market Montrose as a destination with a clear ‘brand’ and one coordinated web portal within the East of Scotland Tourism Partnership.

In this context, the National Strategy: Tourism 2020 (June 2012) aims to develop the authentic memorable experiences that today’s visitors seek and delivered to the consistently high quality they expect. ‘Nature, Heritage & Activities’ and ‘Destination Towns and Cities’ are confirmed as two of four specific market opportunities.

Montrose can be promoted as a destination with a network of local attractions (golf, Tidal Basin, beaches, sculpture trail, Air Station Heritage Centre, House of Dun, Caledonian Railway) in a way that encourages visitors to stay longer and spend more. The National Strategy defines a destination as ‘where the visitor eats, sleeps, discovers and explores’. Montrose should be more of a destination with investment in the appropriate infrastructure, quality offer, facilities and programme of events. Local accommodation, food and drink, events, independent retail and transport sectors need to work even more closely together and to actively develop and promote the Montrose visitor economy. Overall the aim would be to increase visitor numbers, length of stay, visitor spend and income generation.

The objective in the medium and longer term has to be continued to increase income generation and improve the resilience of the town centre and tourism businesses. Therefore there may also be an opportunity in the medium term to explore establishing a Business Improvement District (BID) in Montrose and the surrounding area. The BID could ensure that town centre and local tourism businesses work even more closely together to continue to develop Montrose as a destination through a series of agreed additional environmental, marketing activities, initiatives and services. The BID could provide a sustainable financial model to deliver the agreed key Action Plan programmes and medium/long term priority projects.
### Project: Marketing Branding & Promotion Initiative
- **Actions**: Improve the marketing and promotion of Montrose by identifying and promoting an improved brand. To include quality visitor offers, marketing availability of accommodation and, things to do, etc.
- **Lead Agency/Key Partners**: Private sector, East of Scotland Tourism Partnership, VisitAngus.com, VisitScotland
- **Timescale/Priority Impact**: Short term, High
- **Next Steps**: Draft brief & ITT. Appointed design agency to produce ‘brand manual’ for Montrose include brand identity and how visuals will be used in communication materials, apps, signs, web site etc.

### Project: Invest in Skills & WorldHost Programme: Businesses in Retail, Hospitality, Leisure & Transport
- **Actions**: Aim is to help businesses gain an even more competitive edge. Skills Development Scotland/Visit Dundee and Angus College.
  - **Aim**: Help businesses gain an even more competitive edge.
  - **WorldHost™ Scotland**: Working in close partnership with People 1st to provide WorldHost customer service training in Scotland.
  - **Focus**: Available to individual businesses/employees from Flexible Training Opportunities and ILA Scotland.
  - **Aim**: For Montrose businesses to be WorldHost™ accredited.
- **Lead Agency/Key Partners**: Dundee and Angus College, Skills Development Scotland, Angus Council, VisitScotland, Business Gateway, VisitAngus.com
- **Timescale/Priority Impact**: Medium term, Moderate
- **Next Steps**: Assess initial interest. Initiate discussions with Dundee and Angus College.

### Project: Improving Choice of Visitor accommodation & High Value Visitor Packages: International Markets
- **Actions**: Opportunity to review the existing provision of visitor accommodation in Montrose to ensure sufficient choice of accommodation (e.g. self-catering, Airbnb ‘bolt hole’, bunk house, camping/glamping, budget/boutique hotel) of the right quality for today’s markets. Depending on the outcome of the review actively promote specific opportunities in Montrose (Link to Place Mending Programme.)
- **Work with**: Tourism & cultural organisations (William Lamb Studio, sculpture trail, Mofest) and local accommodation providers, restaurants and key local venues to develop co-ordinated, high value visitor packages and to increase the value of tourism and culture to the local Montrose economy.
- **Promote**: Higher value visitor packages and tasters targeted at international markets: e.g.
  - Cycle tourism (See Project 4.2)
  - Accommodation, arts tasters, restaurants, venues & local guides
- **Lead Agency/Key Partners**: Angus Council, Local Property Owners, Accommodation providers, restaurants & key local venues. Dundee and Angus College, VisitScotland
- **Timescale/Priority Impact**: Short/Medium term, High
- **Next Steps**: Agree principles. Develop a business case and identify priority demonstration project.

### Project: Investing Collectively: Developing & Delivering Montrose Business Improvement District
- **Actions**: In the longer term the BID would deliver:
  - Increase town centre footfall
  - Increase visitor numbers
  - Increase length of stay
  - Increase visitor spend
  - Help sustainability of tourism businesses
  - Create jobs
  - Improve the visitor experience
- **Lead Agency/Key Partners**: In 2017/18 Establish BID Steering Group
- **Timescale/Priority Impact**: Medium term, High
- **Next Steps**: Businesses would vote to invest collectively in local improvement. BID voting governed by legislation: can go ahead:
  - if minimum turnout of 25% of eligible voters
  - more than 50% of businesses vote in favour
  - must represent more than 50% of the rateable value of businesses that vote.
PROGRAMME 4: CELEBRATING HEALTH & WELL-BEING

The Design Charrette highlighted that there are some clear gaps between the health and wellbeing of people living in the different wards in Montrose and the surrounding areas for example the average life expectancy for men in Hillside is 82.6 years and Montrose South is 74.2 years. Montrose has more than the Scottish average of people over 85+ and also for example some areas with higher than the Scottish average of JSA claimants, disability allowance claims and pupils with additional support needs. See Appendix A. In Montrose there is a need to continue to improve local access to health services, better coordinate existing services and improve awareness/provision of information. Good health in mind, body and spirit and well-being are fundamental.

There are already some strong social networks with more than 84 community, youth, arts and sports groups in Montrose and the surrounding area (See Database). Therefore the extensive social capital of Montrose means that third sector organisations like the Links Trust (over 50’s walking football & men’s shed initiatives) could be well placed to develop innovative approaches to providing local services and facilities. This will require a focus on encouraging volunteering, widening membership of groups like the Montrose Heritage Trust and empowering and building further capacity within communities in Montrose. The aim is to enable them to do more themselves and by working in partnership with each other. This new context raises a number of opportunities for third sector organisations in Montrose to actively contribute to the local economy and unlock funding from sources like the Big Lottery (Investing in Ideas/Awards for All) and Heritage Lottery Fund (Heritage Enterprise).

Engaging local children and young people in participative arts, sports and civic activity in Montrose will be essential. Overall the aims of the programme are to promote successful health and wellbeing outcomes by increasing physical activity levels to increase life expectancy and decreasing health inequalities. Growing sports and arts participation with wider and deeper engagement in the local community will promote community leadership, strengthen individual clubs/groups, widen membership and provide clear pathways that offer more opportunities to participate.

The potential for promoting Montrose as a cycle town with a cycle tourism hub to take advantage of the relatively flat local terrain and as a focal concept for integrating local cycle routes with national routes needs to be tested. The Montrose ‘cycling hub’ could be promoted as part of a wider cycling holiday product that could be developed in ways that would appeal particularly to those interested in centre-based breaks/longer holidays and day rides. These are markets which may not to be widely catered for in Montrose but which hold significant potential for growth for visitors AND residents.

Funding for cycle hubs in Scotland has tended to concentrate on active travel and promoting modal shift rather than recreational activity. It would therefore be beneficial for any cycle hub proposal to include promoting cycling within the community for everyday journeys in preference to the private car. Issues such as cycle parking provision at local facilities and attractions which may also currently act as a barrier to active travel within the community will also need to be considered. Clearly there is potential to improve the offer for cyclists through the construction or promotion of new routes for example with access to the Tidal Basin and connecting with National Cycle Route 1.

Cycling hubs are ‘centres’ therefore they have something special to offer all types of on and off-road cyclists (where possible), whether they be touring, centre-based, or just out for the day. This includes a variety of high quality routes accessible from the hub, together with ample cyclist-friendly facilities, services and information. The hybrid hub concept for Montrose would need to have popular local support and endorsement from Angus Council, businesses, Sustrans and residents and other bodies. In the medium term, appropriate marketing of the hub and mechanisms for developing and maintaining a choice of cycle routes and facilities would need to be in place.
### 4.1 Strengthening Third Sector Organisations & Unlocking Opportunities

- Based on the existing community networks and social capital in Montrose, use capacity building to further strengthen collaboration between existing groups and the opportunities to deliver specific projects should be explored. Other opportunities include:
  - Promote more volunteering in Montrose to include an initial audit/database of existing skills in the local community.
  - Focus on improving the capability & sustainability of third sector organisations in Montrose & widening membership among young people.
  - Look to increase the level of social entrepreneurship in Montrose and support individuals to adopt an enterprise approach to social opportunities. E.g.:
    - Providing/managing meeting space like the Upstairs Room in the Library (to meet the shortfall of meeting spaces)
    - Local guides: volunteer base for developing tours of the town/Montrose Basin
    - Bike recycling (See Project 4.2 below)
  - Tackling fuel poverty.

### 4.2 Montrose Cycling Town/ Cycle Hub

Explore the possibilities of promoting Montrose as a cycling town and establishing a cycling hub possibly located in an existing building. The hub could include:

- Active travel and promoting modal shift
- Focus for maintaining a choice of cycle routes and facilities
- Establishing improved links into the Sustrans National Cycle Network with a Sustrans & locals volunteer base
- Refurbishing bikes project and regular mass cycling participation events
- Building an even stronger reputation for Montrose as an outdoors-orientated destination;
- Generating regular income for the local economy;
- Helping to ensure that ALL cycle routes and facilities are well maintained;
- Encouraging local people, as well as visitors, to cycle more and contribute to local tourism plans and regeneration strategies.

### 4.3 Health & Wellbeing: Key Component Of Economic Growth

Health and well-being are fundamental components in a competitive Montrose economic growth offer for existing and new business, residents and visitors. Actions include:

- Using arts & sports development to promote pathways & hubs
- Promote successful health and wellbeing outcomes including increasing physical activity levels to increase life expectancy and decreasing health inequalities
- Support further investment and improved facilities at for example: West Links
Montrose town centre needs to evolve as a more distinctive and compelling destination where an appreciation of the elegant built heritage, enterprise, commercial, retail, public, arts/cultural and social functions overlap with a diverse range of uses. A more diverse range of uses is fundamental to appeal to local residents, young people, professionals, families and visitors. In addition a stronger entrepreneurial business base in Montrose, promoting new uses including live-work space in/on vacant and underused buildings and sites. These will result in a much more active town centre and are essential components in strengthening resilience and sustaining economic growth. Growth oriented businesses are not confined to particular sectors, but they need the right business accommodation in the right locations and high quality, up-to-date digital and physical infrastructure. Investment in economic infrastructure including continued investment in high speed broadband will also be crucial for Montrose.

Montrose town centre additionally needs to evolve to meet the broader needs of the communities that it will serve for the next 50 years. It needs to serve visitors and be able to offer something for everybody: young, families and the elderly, while maintaining a focus on people and how they interact with and use places in Montrose. This could mean a smaller retail core, supplemented by the introduction of a wider range of uses, as well as a greater number of small business and improved community and visitor facilities. In this way town centres of the future need to move beyond retail and be proactive centres for the civic economy, enterprise, living, culture, entertainment, leisure, shopping, business and civic activity.

In this context projects that diversify uses in Montrose town centre and promote enterprise, business/start-up/incubation/acceleration, creativity, culture, arts/music and appeal to young people will be crucial. The Charrette identified the scope to provide a ‘prototype’ ladder of accommodation for start-ups, live-work space and growing local businesses and targeted particularly at the creative industries. All partners need to work together to ensure local businesses, including new start-ups, have access to the wealth of expertise and financial support available.

The Scottish Government’s Town Centre Empty Homes Fund also aims to regenerate empty commercial spaces and convert them into affordable residential accommodation either for rent or sale. The fund is a mix of £2m grant and a £2m no interest loan and targets ‘problem’ empty commercial spaces. Initial eligible criteria stated are: town centre commercial properties must have been vacant for six months or more be in a state of repair not suitable for letting, with an expectation that the space would remain empty long-term if support not available.

PROGRAMME 5: PROMOTING INVESTMENT

Montrose Town Centre: Design Charrette - Angus Council

Figure 5.1: Promoting Investment: Priority Projects

The priority projects in the Action Plan under this programme are:

<table>
<thead>
<tr>
<th>Project</th>
<th>Actions</th>
<th>Lead Agency/ Key Partners</th>
<th>Timesscale/ Priority Impact</th>
<th>Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Supporting Growth Oriented Businesses</td>
<td>-Target support to &amp; strengthen local business supply chains to drive economic and business growth e.g Montrose Port Authority -Focus on higher value jobs: specialist manufacturing, artisan food and drink, high value tourism and &amp; creative digital -Develop a clearly articulated inward investment offer for high growth potential sectors and port related activity, tourism, food and drink, and health &amp; social care -Provide the right working conditions, office accommodation and infrastructure to support digital &amp; creative enterprises -Target ‘footloose’ digital &amp; creative enterprises -Encourage innovation and enterprise with the growth and development of new start-up companies: Support business planning by new business entrants</td>
<td>Angus Council Business Gateway Dundee and Angus College Montrose Academy</td>
<td>Medium term: 5 years High</td>
<td>Agree principles with key partners</td>
</tr>
<tr>
<td>5.2 Conservation Area Heritage Scheme &amp;/ or Townscape Heritage</td>
<td>Aim to explore the opportunity to establish a Conservation Area Regeneration scheme (CARS) and/or Heritage Lottery funded Townscape Heritage (TH). The business case would focus more on the deteriorating fabric and vacant upper floor space in the conservation area of an exemplar Scottish Royal Burgh. The project would aim to fund: -A repairs programme for priority projects and to bring vacant space back into use -A small grants scheme for property owners -Community engagement through providing through education and training opportunities in traditional skills -Innovative interpretation programmes &amp; projects -Training opportunities for traditional craftsmen -Public realm conservation and restoration -Appointment of a dedicated project officer</td>
<td>Angus Council Montrose Heritage Trust Montrose Society Historic Environment Scotland Heritage Lottery Fund</td>
<td>Medium term High</td>
<td>An initial appraisal of the Conservation Area and review of boundaries with exploratory discussions with HES &amp; HLF.</td>
</tr>
<tr>
<td>5.3 Young Enterprise Incubator: Housed In Existing Vacant Space</td>
<td>Explore how to establish a visible town centre enterprise incubator aiming to enthuse, motivate, educate, support and above all raise enterprise aspirations in Montrose. The ‘enterprise incubator’ would provide ready-to-move-into space in an existing vacant unit in Montrose town centre. The aim would be to offer opportunities to 3/4 retail/service businesses for up to a twelve-month period as an opportunity for start-up businesses to test-trade their business idea in a supportive environment with appropriate mentoring. This will enhance the potential for entrepreneurship in Montrose town centre and encourage new innovative entrants to the retail/service mix.</td>
<td>Community Planning Partnership Business Gateway Montrose Academy Dundee and Angus College SG Regeneration Capital Grant Fund</td>
<td>Medium term High</td>
<td>Work up a project plan with key agencies; identify potential sites/building.</td>
</tr>
<tr>
<td>5.4 ‘Ladder’ of Creative Workspace</td>
<td>Workspace targeted at the creative industries to include low rentals, live-work space, broadband/WiFi, flexible rental terms, supportive shared spaces; rooms with good natural light in existing vacant space in Montrose. Examples of potential target properties include the upper floor of High Street properties (See Programme 1: Locarno Close) and focussing on arts/craft/ ‘makers’. Scope to work with the local branch of University of Third Age. One model to deliver this kind of initiative is WASPS (Workshop and Artists’ Studio Provision; Scotland Ltd) is a charity that provides affordable studios to support artists and arts organisations. WASPS currently house 800 artists and 23 arts organisations at 17 buildings across Scotland. <a href="http://www.waspsstudios.org.uk/about-us">http://www.waspsstudios.org.uk/about-us</a> WASPS to explore the possibilities of a partnership to deliver a network &amp; ladder of affordable space to support artists in Montrose. Private owners University of Third Age</td>
<td>W A S P S</td>
<td>Short Term Medium</td>
<td>Identify &amp; audit of suitable space Contact owners Negotiate principles with WASPS</td>
</tr>
</tbody>
</table>
PROGRAMME 6: ENCOURAGING MORE TOWN CENTRE LIVING

The population of Montrose is around 12,000 with a 10% increase in the period 2001-2012. The population is projected to increase further and clearly there are opportunities to consolidate and extend town centre living so as to increase the residential population. This would complement the ‘edge of town’ housing land allocations in the Proposed Angus LDP (e.g. Rosemount Road/Hillside & Sunnyside Hospital.) The charrette also discussed the success of the Angus Council ‘Survive & Thrive’: sale price subsidy initiative that aimed to assist local construction business by stimulating construction activity while at the same time helping to meet the strategic aim of increasing affordable housing supply.

New homes for affordable rent, mid-market rent (MMR), Low Cost Home Ownership and sale as well as self-build, custom build and live-work should be possible subject to 5G funding and accessing private finance.

Demand for quality properties is good and Improving the housing offer (including MMR) may help to increase the attractiveness of Montrose Town Centre for in-commuters and those with a former connection to the area and to retain reluctant leavers (e.g. young graduates). Montrose could also benefit from improved demand, especially from the ‘young professional’ and ‘first-time buyer’ markets seeking affordable rents and sustainable mortgage packages.

The Scottish Government’s Town Centre Empty Homes Fund aims to regenerate empty commercial spaces and convert them into affordable residential accommodation either for rent or sale. (See Programme 5). Angus Council could also investigate establishing a ‘Property Investment Fund’ to encourage owners to invest in their property and bring it back into commercial use or housing use. This grant would help bridge the gap between what has been invested in the building and what it is worth after improvements.

The priority projects in the Action Plan under this programme are:

<table>
<thead>
<tr>
<th>Project</th>
<th>Principles &amp; Justification</th>
<th>Funding &amp; Enabling Agencies</th>
<th>Timescale/ Likley Impact</th>
<th>Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1. Affordable Housing &amp; Older Peoples Accommodation</td>
<td>Initial assessments identify a continued demand for quality properties in Montrose. Potential demand from an ageing population and ‘downsizers’ who would prefer a town centre location close to community and other facilities.</td>
<td>Angus Council</td>
<td>short term High</td>
<td>Actively market sites &amp; buildings. Use ‘ghost planning permissions’. Approach potential developers and look to secure partnership arrangements.</td>
</tr>
<tr>
<td>6.2. Self-Build/ Self-Design &amp; Build: Local Builders Micro Sites: Family Housing &amp; Live-Work</td>
<td>To raise the awareness and promote self-build and the custom build sector and live-work as a means of delivering an alternative approach to housing provision in Montrose. Self-build projects are where someone directly organises with a group of likeminded individuals the design and construction of their new home. Custom build homes tend to be those where the individual works with a specialist developer to help deliver a specific type and specification of home. Aim is also to promote small/micro sites to local builders Projects links to proactive planning intervention (Project 6.4) Local Development Plan review and unlocking land ownership constraints</td>
<td>Angus Council</td>
<td>short/ medium Term High</td>
<td>Angus Council to assess the local interest by test marketing. Actively target particular sites.</td>
</tr>
<tr>
<td>6.3. Target Vacant Space: Ground &amp; Upper Floors: Demonstration Project</td>
<td>To provide housing in vacant or underused floorspace at both ground floor level and above shops and commercial premises.</td>
<td>Angus Council</td>
<td>short Term Medium</td>
<td>Undertake design feasibility to identify a ‘pilot’ and promote the initiative with building owners. See Project 4.3: Proactive Planning</td>
</tr>
<tr>
<td>6.4 Proactive Planning Initiative &amp; Property Investment Fund</td>
<td>In Montrose this could involve: - Contacting landowners and encouraging them to bring their property back into use - Helping them to source grants/loans and to navigate through the consents that they need, particularly for historic buildings. - If landlords and leaseholders do not behave responsibly, using statutory powers such as Planning Section 179 notices, the Power to Advance Well-Being, repairs notices and Compulsory Purchase Orders. - An ‘enforcement action list’ of high priority owners should be drawn up. - Angus Council can also submit planning applications for key sites to gain planning consents for speculative proposals which can then be used to market sites. Review of the Local Development Plan to actively identify additional areas/land for housing development and start negotiations with land owners to release sites - AC to explore establishing a ‘Property Investment Fund’</td>
<td>Community Planning Partnership</td>
<td>short term Medium</td>
<td>Agree principles</td>
</tr>
</tbody>
</table>
**FUNDING OPPORTUNITIES**

The External Funding Team at Angus Council produce a monthly funding bulletin and can assist voluntary groups with funding from a variety of sources, including European Structural Funds, Lottery distributors and Trusts.

The table below summarises possible sources of funding for the Montrose Development Framework and Action Plan priority projects.

Table: Montrose Development Framework & Action Plan: Potential Funding Sources

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Specific Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PUBLIC</strong></td>
<td></td>
</tr>
<tr>
<td>1. Scottish Government</td>
<td>Regeneration Capital Grant Fund Town Centre Communities Capital Grant Fund Town Centre Action Plan e.g. digital towns Town Centre Empty Homes Fund Empowering Communities Fund Strengthening Communities Programme A+DS ‘Stalled Spaces’</td>
</tr>
<tr>
<td>4. BLF</td>
<td>Community Empowerment: Awards for All Scottish Land Fund Investing in Ideas Investing In Communities: Growing Community Assets Awards for All</td>
</tr>
<tr>
<td>5. Creative Scotland Angus Council</td>
<td>Creative Place Awards Cashback For Creativity The Year of Innovation, Architecture and Design funding (Angus Council)</td>
</tr>
<tr>
<td>6. Sportscotland</td>
<td>Facilities Fund</td>
</tr>
<tr>
<td><strong>PRIVATE</strong></td>
<td></td>
</tr>
<tr>
<td>1. Local business &amp; investors: owners</td>
<td>- Angus Council to be proactive: de-risking &amp; packaging discrete market ready opportunities includes using ‘ghost planning applications’. See project 6.4: Proactive Planning - Offer smaller development packages that sit within the Development Framework to Montrose based businesses and investors</td>
</tr>
<tr>
<td>2. Development Agreements: Property Leases</td>
<td>- Development agreements are a simpler approach where the private sector builds on public sector land. - Property leases as a security for investors may suit specific uses</td>
</tr>
<tr>
<td>3. Town Centre Investment Zone</td>
<td>Opportunity use the Development Framework to agree an approach that would be endorsed by Scottish Government</td>
</tr>
<tr>
<td>4. Local Benefactors &amp; Opportunistic Sources</td>
<td>Approach local benefactors on particular projects</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Specific Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNITY LOCAL SOURCES</strong></td>
<td></td>
</tr>
<tr>
<td>1. Self-build</td>
<td>Establish sites &amp; interest database</td>
</tr>
<tr>
<td>2. Custom build</td>
<td>Establish sites &amp; interest database</td>
</tr>
<tr>
<td>3. Community ownership of ‘community’ assets</td>
<td>Development Trust or Community Interest Company</td>
</tr>
<tr>
<td>4. Tridos Bank:</td>
<td>Offer loans to organisations working to bring positive &amp; lasting change.</td>
</tr>
<tr>
<td>5. Robertson/Gannochy Trusts</td>
<td>Focus on innovative approach to arts/sport provision particularly targeting young people</td>
</tr>
<tr>
<td>6. Opportunistic:</td>
<td>Eg crowd sourcing</td>
</tr>
</tbody>
</table>
OVERALL CONCLUSIONS: RECOMMENDATIONS & NEXT STEPS

The Montrose Development Framework and Action Plan that has emerged from the Design Charrette is for all public, private and third sector stakeholders and not just the public sector. Clearly these are very challenging times. Angus Council, along with the rest of the public sector in Scotland, is facing up to a very tough financial climate. Angus Council budgets are likely to continue to reduce over next few years. Costs are rising while funding is reducing, making it harder to balance Council budgets and protect services.

Therefore opportunities for ‘social innovations’ in Montrose should be explored. There are existing long established organisations like Montrose Trust and Montrose Society but new ideas (products, services and models) with new people involved, that simultaneously meet the community’s needs and create new social relationships or collaborations should be encouraged. In Montrose these kinds of innovations will both enhance the community and enhance the community’s capacity to act.

In this context targeting alternative sources of funding like those outlined in Table 6.2 above will be essential. The funds are often targeted at communities and are particularly ‘outcomes driven’ with very specific objectives and outcomes. Therefore it will be essential to ‘bend’ project outcomes to meet the specific funding criteria and set this within the Development Framework and Action Plan that has resulted from the Montrose Town Centre Design Charrette. The Montrose Development Framework and Action Plan projects are also categorised into short, medium and long term timescale and high, medium and low impact.

It is essential that Angus Council move quickly and decisively so as to keep up the momentum that has been built up over the Charrette period and drive forward implementation. Experience elsewhere has shown the importance of a respected ‘neutral forum’ to discuss emerging opportunities, reconfirm priorities, challenge the status quo, provide leadership and act as a proactive partnership vehicle to co-ordinate investment. Montrose is also fortunate in that Angus Council has already established a Montrose Communities Team to provide support. In these circumstances two delivery components are recommended:

i. ‘Short Life’ Delivery Group
A ‘light touch’ focussed group, with a clear commitment to ‘social innovations’ and delivery of the Design Charrette outcomes and the Development Framework and Action Plan priorities should be established. This would comprise relevant members of the community/organisations like Montrose Heritage Trust, Montrose Playhouse Project and individual project ‘ambassadors’, council officers, and representatives from partner agencies dependent and appropriate to specific actions. The Group would include the individual ‘ambassadors’ representing groups promoting particular projects like the High Street Improvements, who emerged during the Charrette together with local business representatives. The individual ‘ambassadors’ like High Street Improvements, Heritage Trust and Montrose Playhouse Project, embraced the charrette approach, gave short presentations at key events and used the charrette to progress particular proposals.

The ‘ambassadors’ would be the project champions and provide the fresh energy required to bring about positive change and challenge apathy. The group can also encourage ‘social innovations’ and maintain communication across different community groups, public and private sectors as well as provide community capacity building. Additional support could be available from Angus Council in the form of equipment, ICT and training where it is required. The group would have an independent chair and monitor progress on delivering Development Framework and Action Plan projects and continue to build consensus around strategic programmes and projects. The principle of establishing a short life Delivery Group was discussed at the Final Presentation on 20 April 2016. The Delivery Group would meet on say four occasions in the first year and then review progress and agree whether to continue.

The Angus Council officers involved should be of sufficient seniority to take decisions, lead on projects and influence work programmes within their own services. An early task will be to agree lead responsibilities and supporting contributions, set timescales and agree reporting mechanisms for the actions identified in the Montrose Development Framework and Action Plan.

ii. Project Coordinator/Development Worker
Initial discussions and experience elsewhere highlights that an action driven Project Coordinator/Development Worker from the Angus Council Montrose Communities Team will be essential to ensure that effective communication between community organisations/’ambassadors’ and ensure coordinated delivery continues as implementation of the Montrose Development Framework and Action Plan proceeds. The Project Coordinator/Development Worker needs to be confirmed quickly and with a visible presence in Montrose town centre. The Project Coordinator/Development Worker will be the clear focus for ensuring that public, private and third sector partners carry forward agreed actions and responsible for progressing actions where no individual partner/ambassador has primary responsibility.
RECOMMENDATIONS
Angus Council is invited to endorse the Montrose Development Framework and Action Plan: longer term vision, objectives, strategic programmes and projects as the basis for wider consultation so as to guide future investment decisions in Montrose over the next ten years.

NEXT STEPS
The immediate next steps are as follows:

- Angus Council & partners look to formalise the appointment of a dedicated Community Development Officer/Project Coordinator as part of the Montrose Communities Team.
- Angus Council and partners commit to establishing a short life group with a clear commitment to delivery of the Montrose Development Framework and Action Plan and convene an early meeting.
- Angus Council to formally endorse the Montrose Development and Action Plan: vision, objectives, strategic programmes and projects as the basis for wider consultation, so as to guide future investment decisions in Montrose over the next ten years.
- Angus Council to undertake wider business and community dissemination of the Montrose Development Framework and Action Plan and publish an online Executive Summary.
- Angus Council to acknowledge the 'fit' between the Montrose Development Framework and Action Plan and the Proposed Angus Local Development Plan that is likely to be adopted in late 2016 and to identify sites in Montrose for Supplementary Planning Guidance.
- The short life Delivery Group, Angus Council and partners to review progress on delivery of the Montrose Development Framework and Action Plan at an annual event to encourage public, private and third sector partners to review progress, identify new opportunities for 'social innovation' and discuss new ways of responding to emerging challenges and opportunities in Montrose.