



# **DORNIE MOORINGS ASSOCIATION**

Prepared for Dornie Moorings Associated by M2PCS; funded by Highlands and Islands Enterprise

## **BUSINESS PLAN**

**30 March 2023**

## **1.0 Executive Summary**

Dornie is a small coastal village in Wester-Ross, situated on the shores of Loch Long, which feeds directly into Loch Duich, adjacent to Loch Alsh, a sea loch. The village lies 8.5 miles east of Kyle of Lochalsh on the busy A87 road which links the mainland to the popular island of Skye. Over recent years visitor numbers using the village facilities (shop/hotel/post-office) have declined significantly, coinciding with the growth of the facilities at Eilean Donan Castle, a 5-minute walk from Dornie village. The reduction in footfall into the village has also meant that the local hotel reduced opening hours to a minimum, leaving the only business open in the village being The Clachan bar & restaurant.

Dornie is officially classed as a Remote Rural Area, ranked within the 10% most deprived communities in Scotland in the Scottish Index of Multiple Deprivation (SIMD) 2020, and regeneration, before it is too late, is considered a priority by both the community and Highlands and Islands Enterprise. Over the last 20 years, the area's range of job roles has declined, leading to younger people not staying in the area. The number of residents in the Dornie area is growing again due to new social housing being built, but with reduced facilities in the village, residents have to travel longer distances to buy food or access a range of services. The introduction of moorings and pontoons to the village is hoped to stimulate regeneration, increase footfall to local businesses, re-open and/or extend business hours, therefore, providing jobs for residents. This project is one of several initiatives (community-led and private ventures) which are combining to attempt to regenerate the village. The project is working closely with Dornie Community Trust (aiming to reopen the local shop) and privately funded activity to renovate the Dornie Hotel.

**Opportunity:** There is a major and timely opportunity to regenerate Dornie, linked to the continuing growth of marine tourism in Scotland. Unlike other villages within the general locality (such as Applecross, Shieldaig, Plockton, Kyleakin, Kyle, Portree), Dornie and the surrounding area has little water-based tourism infrastructure given it has only one, small and hard-to-use slipway (maintained by Highland Council) providing access to the water.

However, the area is increasingly popular with small marine traffic. The market is growing at pace and is under catered for marine based visitors. Dornie sits in a 'hot spot' as a suitable transit point on the west coast, being a good place for boats to wait for tides to change while on passage through Kylerhae; and for boats to moor whilst visiting Eilean Donan Castle. Sector-linked organisations believe the provision of moorings and associated shore facilities at Dornie will be popular with visiting boats, the occupants of which would also like to get provisions, basic amenities and eat/drink ashore.

A community group known as Dornie Moorings Association have been assessing the viability of installing a pontoon and moorings since 2014 and to catalyse momentum, Dornie Moorings Limited, SC723404 (hereafter referred to as DMA) was formed in 2022 to lead activities. The organisation gained support and financial assistance from Highlands and Islands Enterprise, and consultants were appointed to assist with the preparation of this business plan.

**Proposed improvements:** DMA's aim is to develop improved marine access, vessel moorings in the waters around Dornie and supporting services. The proposed development includes the installation of a **pontoon**, circa 60m in length, running parallel to the east bank of Loch Long, accessed from close to the existing slipway.

**Moorings** will be provided at the mouth of Loch Long, south of the A87 bridge and in Totaig Bay, 15 moorings in total. It is anticipated that larger craft will be able to moor in Totaig Bay or near the mouth of Loch Long, and people will then use a dinghy / tender to access the pontoon at Dornie. In addition, the proposal includes the construction of an **Amenity Block** (to be located near the refurbished village shop) offering laundry, toilets, and shower services to the mooring / pontoon users. The increased footfall is expected to carry over into the village shop, providing a further boost to the village economy. **Parking** in the village is limited and available space is not well organised, so the proposal also includes the provision of additional car parking spaces and restructuring of existing spaces that are not formally allocated as parking spaces.

The proposed activity offers Dornie a major opportunity to catalyse substantive economic benefit for the community should adequate and quality infrastructure be created and marketed, with the total project costs being **£765,710** with profitable operations predicted thereafter.

## **2.0 Introduction**

Dornie is a small village in Wester-Ross with a strong community spirit, situated on the shores Loch Long, a sea loch, which feeds directly into Loch Duich, adjacent to Loch Alsh. Dornie is set back from the main road and the area population includes the settlements of Dornie, Bundalloch, Ardelve, Conchra, Allt-na-Subh, Sallachy, Loch Long Head, Nonach, Kilillan and Camusluinie.



Figure 1: Location of Dornie on the shores of Loch Long and the A87 (main tourist route west to Skye) (Google)

Over the last 20 years job roles within the area have declined leading to higher-than-average depopulation. A project is now under way to reopen the shop under local community ownership.

## **3.0 Background, Area Need & Community Support**

Regeneration, before it is too late, is considered a priority by both the community and the local enterprise company (HIE) with a major and timely opportunity linked to the continuing growth of marine tourism in Scotland. Unlike other villages within the general locality (such as Applecross, Shieldaig, Plockton, Kyleakin, Kyle, Portree), Dornie and the surrounding area has little water-based tourism infrastructure given it has only one, small slipway (maintained by Highland Council) providing access to the water. Even worse, the slipway has a dogleg, making it very difficult to use. There is no public mooring infrastructure available locally, even though the area is increasingly popular with small marine traffic.

To try and move the sector forward, the Dornie Moorings Association (DMA) was formed in 2014 to encourage water-based tourism in Dornie and its immediate hinterland. An early attempt to source funding from the Coastal Communities Fund to develop infrastructure was unsuccessful, but DMA continued to gain experience and in early 2022 ran a highly successful public consultation event where significant benefits from an upgraded local marine infrastructure were identified:

- Increased inclusivity and accessibility to and from the water for leisure and economic activities
- Increased participation in water-based leisure activities, including safer access for youngsters and those with reduced mobility
- An expanded range of water-based activities (including kayaking and paddle boarding)
- Increased exchange and co-operation with other coastal communities
- Faster and safe emergency access to nearby fish farm locations

All the above would lead to substantive economic benefit to the community from both direct and associated spend locally (hospitality, retail, etc), thus greatly contributing to arresting and turning around economic decline by galvanising local industry.

#### **4.0 The Lead Organisation & Vision**

Dornie Moorings Limited (company SC723404, hereafter referred to as DMA) was formed to lead activities and, with support and financial assistance from Highlands and Islands Enterprise, consultants were appointed to assist with the preparation of this business plan.

DMA's aim is to develop improved marine access and vessel moorings in the waters around Dornie. The proposed development involves the installation of a pontoon, circa 60m in length, running parallel to the east bank of Loch Long, accessed from close to the existing slipway.

Additional moorings will be provided at the mouth of Loch Long below the bridge, and Totaig Bay. It is anticipated that larger craft will be able to moor in Totaig Bay or near the mouth of Loch Long, and people will then use a dinghy to access the pontoon at Dornie. In addition, the proposal also includes the construction of an amenity block (to be located near the re-furbished village shop) offering laundry, toilets, and shower services to the pontoon users. The increased footfall is expected to carry over into the village shop, providing a further boost to the village economy. An existing parking area (around Francis Street) will also be expanded to accommodate more visitors.



Figure 2: Dornie village

#### **5.0 The Market**

##### **5.1 Key strategies and stakeholder perspectives**

###### **5.1.1 The Scottish Government perspective**

British Marine Scotland will publish the results of its most recent six-yearly research survey in 2023, providing an up-to-date picture. In the meantime, based on available 2016 data, marine tourism is a key sector for Scotland, generating £594 million Gross Added Value and employment for 28,300 people in 2017. Sailing tourism is an important component of overall marine tourism. The *Sailing Tourism in Scotland* report (EKOS, 2016) concluded that **Scotland's sailing tourism economy is worth £130 million and supports 2,700 jobs**. As the illustration overleaf shows, much of Scotland's marine tourism activity takes place on the west coast, with the Dornie location sited in a 'hot spot'.

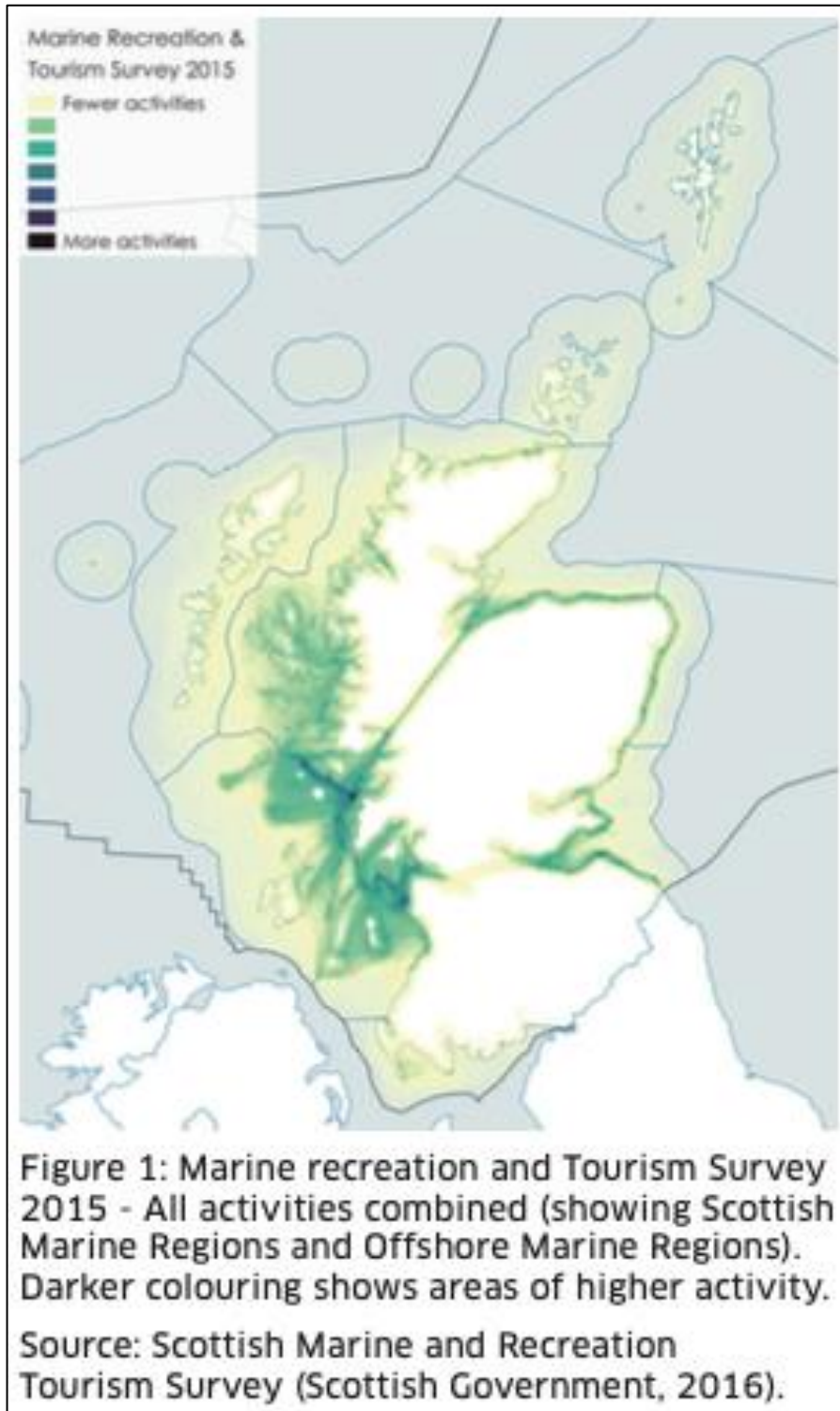


Figure 3: Mapping marine tourism activity

### 5.1.2 Scotland's marine tourism strategy

Scotland's first marine tourism strategy, titled **Awakening the Giant**, was published in 2016, aligned with the overall Scottish Tourism Strategy which set a '2020' vision. Awakening the Giant (see overleaf) sought to tackle the fragmentation of the marine tourism sector.



**Our Vision**  
 By 2020 we want Scotland to be “A marine tourism destination of first choice for high quality, value for money and memorable customer experience delivered by skilled and passionate people”

**Our Mission**  
 To develop and lead the growth of sailing tourism in Scotland from £101m of visitor expenditure to £145m by 2020, and to increase the overall economic value of the marine tourism sector from £360m to over £450m by 2020

**We shall deliver our vision and mission by focusing on three core themes:**  
 01 Providing Authentic Experiences  
 02 Improving the Customer Journey  
 03 Building Our Capabilities

Figure 4: Awakening the Giant

Of the three core themes, theme 3, ‘Building our Capabilities’ is the most relevant for DMA. Aim 3.1 envisaged targeted investment to create facilities and ‘stepping-stones’ to facilitate marine tourism. *“The industry will work closely with the public sector and specifically the local authorities and the different local communities, to address and support identified improvements in the harbour and marina infrastructure, and the provision and improvements of pontoons and jetties around the coast and inland waterways of Scotland to enhance the visitor journey and experience.”* **It is DMA’s aspiration to become one of the stepping-stones enhancing the visitor journey and overall experience.**

Building on the success of the Awakening the Giant strategy, a new strategy was launched in 2020, covering the period 2020-2025. Titled **Giant Strides**, the strategy *“takes a much broader and fuller view of marine tourism and its unique role in rural, coastal and island communities. It marks a pronounced shift away from the classic narrow focus on financial growth to become a strategy that drives multiple benefits across communities, the environment, and the economy.”* In consultations during strategy development, more than 85% of industry responders felt that infrastructure was key to development enhancing ‘stepping-stone’ routes.

**Our Vision:** That Scotland will be a world leader in 21st century sustainable marine tourism.

**Our Mission:** Marine tourism is sustainable and meets changing consumer, workforce, community and environmental needs and expectations, whilst growing the industry’s overall economic contribution to over £500 million by 2025.

**We will deliver our vision and mission by focusing on four core themes:**  
 Our waters  
 Our experiences  
 Our businesses  
 Our people and communities

Figure 5: Giant Strides

### 5.1.3 The Crown Estate

Responsible for the seabed around the UK's coasts, including the licensing of marine activities, the Crown Estate is a key stakeholder, working closely with moorings associations and private moorings. It has a strong link to Dornie via the local representative. In August 2022 it published a research report undertaken by the Tourism Resources Company. The report titled **Crown Estate Scotland Private Moorings and Moorings Associations Socio-Economic Assessment** described the economic development and social wellbeing contribution made by moorings.

Noting that the post-Covid number of licensed moorings was continuing to recover, the report estimated the direct expenditure impact of moorings to be £14.2 million, supporting 445 Full-time-equivalent jobs. The GVA was calculated to be £12.8 million. The economic impact *“is spread over a number of different areas around the coast and is helping to support many rural and remote rural communities. It is helping to support a range of different businesses e.g boatyards, garages, pubs, cafes, shops, etc.”* The report also highlighted the positive contribution moorings make to social wellbeing, volunteering, and environmental protection.

For local communities, Crown Estate noted that, *“step ashore facilities are a key component in trying to encourage people to visit local communities and spend money in the local pubs, cafes, shops, etc “*, though it is important to keep in mind what is available nearby to avoid duplication/displacement. **In the case of DMA the shore infrastructure complements and supports a community-owned shop.**

The Crown Estate report contains summary information and maps reviewing the current position regarding moorings nationally and regionally. These are reproduced here, as background.

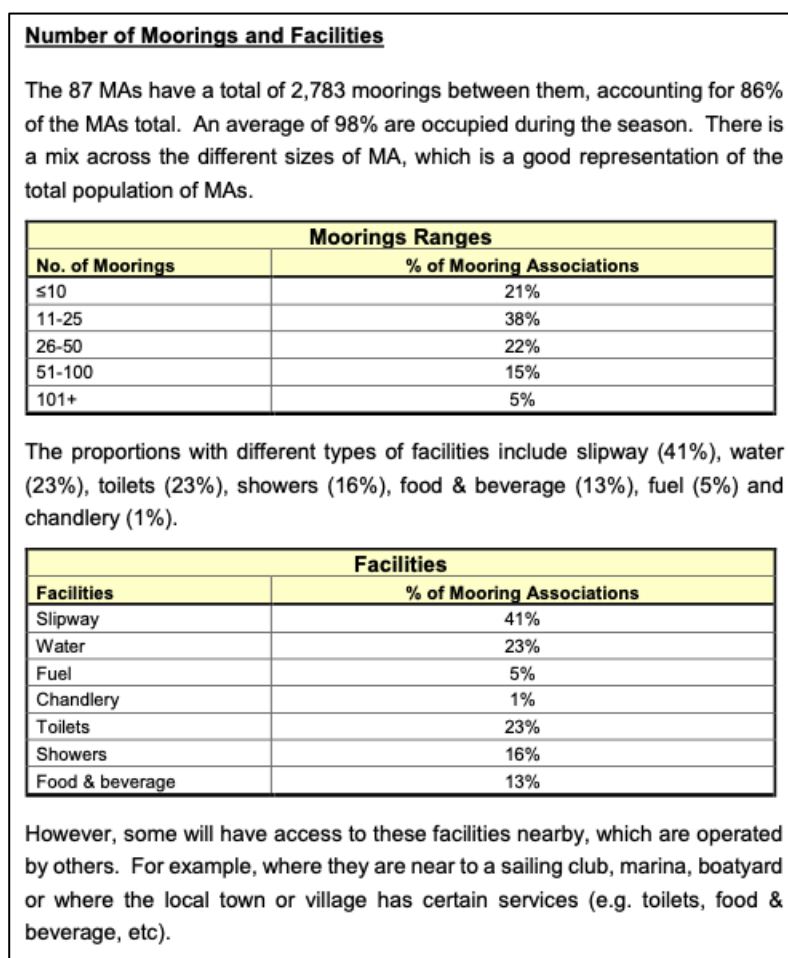


Figure 6: Moorings and Facilities identified in Crown Estate Report

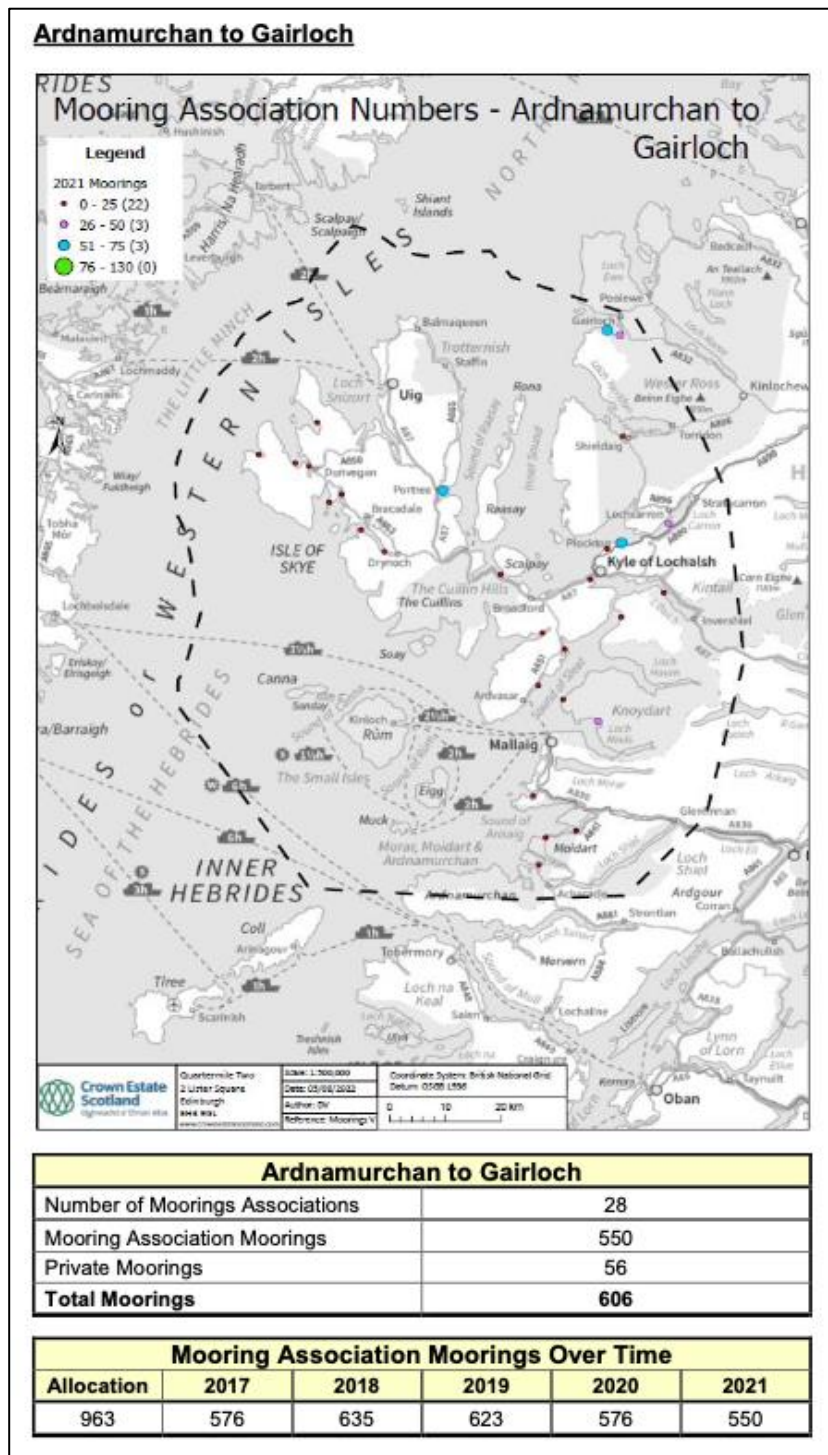


Figure 7: Moorings Association numbers, Crown Estate report

#### 5.1.4 WHAM

The West Highlands Anchorages and Moorings Association (WHAM) [www.whamassoc.org.uk](http://www.whamassoc.org.uk) is a well-established charitable organisation which represents the interests of its members (leisure boaters/services) and has a very close relationship with the Crown Estate, RYA, and other stakeholders. It is consulted on coastal marine developments because they are a potential source of conflict with leisure boaters, and as a membership body, WHAM has a lot of influence. Membership fees are extremely reasonable – currently £2 per annum per mooring.



During the preparation of this plan, Duncan Tannahill, WHAM Secretary, provided a very useful perspective.

*“Boating on the west coast is popular and continues to grow. Buying a boat can be problematic at present because of the high demand and getting moorings can be equally difficult. On that basis, the Dornie proposal is very welcome. The area is a suitable transit point, and a good place for boats to wait for tides to change while on passage”*

Duncan Tannahill has personal experience of the shortage of visitor moorings in the area, having sailed to Plockton late in the day to find all the visitor moorings already occupied. The provision of shore facilities in Dornie in addition to moorings will be popular with visiting boats, the occupants of which also like to get provisions and eat/drink ashore.

## 5.2 Market Size and Segments

### 5.2.1 Overview

Ahead of awaiting the results of British Marine Scotland’s <https://britishmarine.co.uk/scotland> major 6-yearly research report, as stated in section 5.1.1 the *Sailing Tourism in Scotland* report (EKOS, 2016) concluded that **Scotland’s sailing tourism economy is worth £130 million and supports 2,700 jobs**. This is significant, and Sail Scotland <https://sailscotland.co.uk> confirms that the market remains resilient despite current national economic challenges. Most charters for next summer were already sold out in October last year, and autumn 2023 was also selling well. Perhaps because of Brexit, the UK staycation market, particularly the south of England, remains strong. Advice from Sail Scotland is that word of mouth is a very effective – and free - way of marketing, given the niche character of the sailing market. Establishing and maintaining a reputation is essential, and good shore facilities will go a long way to achieving this. The *Awakening the Giant* marine tourism strategic framework profile of boating visitors is illustrated below.

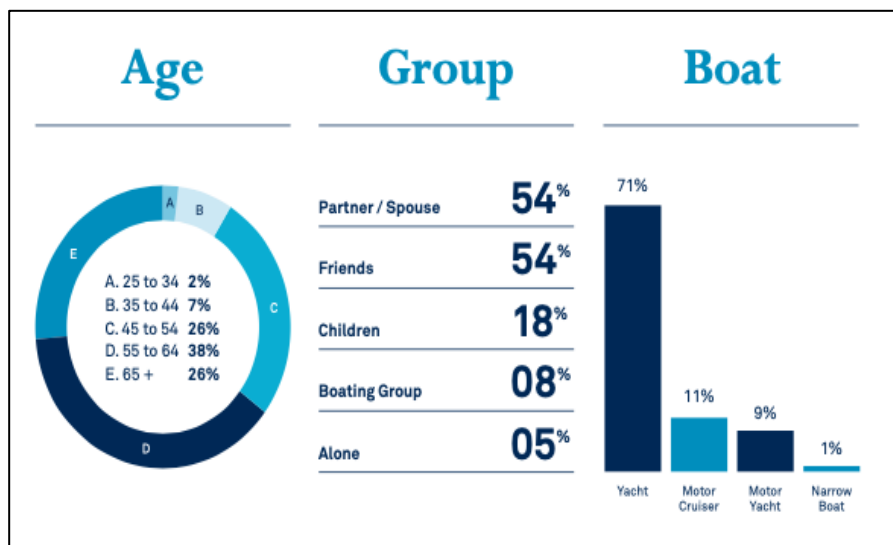


Figure 8: Boating tourism profile (Awakening the Giant)

The strategy document illustrates (Figure 9 overleaf), also, the dominance of the UK market, with only 15% of boating visitors coming from outside of the UK even before Brexit and the Covid-19 pandemic.

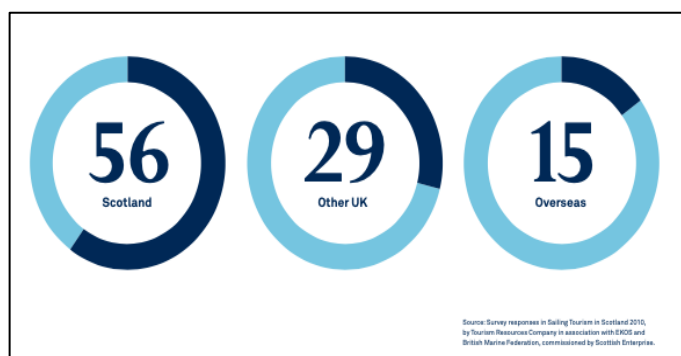


Figure 9: Boating tourism profile (Awakening the Giant)

### 5.2.2 Competition

For Dornie, the closest competitor moorings are Kyle of Lochalsh, Kyleakin and Plockton respectively. Both Kyleakin and Plockton are oversubscribed year on year. Kyle provides pontoon berths from April to September which are subject to weather due to their westerly facing position. Realistically these locations may only be perceived as competition, as WHAM have confirmed the number of boats visiting the West Coast is increasing year on year. WHAM noted that it had been very difficult to get a visitor space in Plockton during the summer, when moorings are rapidly booked up. Additionally, yacht owners are increasing preferring to use pontoons and professionally installed moorings rather than dropping anchor, due to less confident sailors and larger boats in use.

Therefore, referring back to Fig 7, highlighting all the moorings in an area located roughly between Ardnamurchan and Gairloch, it is pragmatic to view these western seaways as one location for sailors, within which there are a lack of current facilities to satisfy the increasing demand. This being the case, real competitors are better viewed as other regional sailing locations or other holiday/spare time activities. With this in mind, referring to Fig 3 highlighting marine recreation densities in Scotland, Dornie lies in the midst of a highly popular area.

Data collected in 2022 regarding current boating levels in the Dornie area show that, between May and September, an average of 5 to 10 boats daily 'anchored' locally without any facilities. Regular dialogue between DMA directors and the boat owners inferred that much larger numbers would arrive should there be moorings or a pontoon to berth alongside onshore to access Dornie village, facilities and entertainment.

DMA noted that the increase in lightweight waterborne craft (dinghies, canoes, kayaks, stand up paddleboards etc) launching from the dogleg slipway has increased significantly since 2021. Also, there are a number of local canoe and kayak clubs that have stated intent to use future marine infrastructure at Dornie, in order to take advantage of the location and stunning scenery.

### 5.2.3 Opportunity

Dornie is adjacent to the highly popular Eilean Donan Castle, which has historically attracted over 500,000 visitors a year. It is owned and operated by the Conchra Charitable Trust, over the last 20 years, they have developed a wide range of services and facilities, increasing visitor numbers to the Castle, but not increasing the visitor numbers to Dornie village. However, visitor numbers highlight the area's potential to 'attract' visitors which when linked up to nearby Skye, with a global brand and even bigger demand, infers a massive potential for Dornie marine tourism if the right infrastructure is emplaced.

Furthermore, unlike other tourist-based activities, growth in recreational water sports and water-based tourism is not tied to the weather, whilst participation in both boating and related activities such as surfing, paddle boarding and canoeing is rising<sup>1</sup>. Loch Long is sheltered from prevailing south-westerlies

<sup>1</sup> Arkenford (2018), Allied Market Research (2021), British Marine (2021)

enabling full time access for canoeists, kayakers and dinghy sailors. Further findings within the British Marine Report 2022 noted: “*Twenty three per cent of respondents to the survey indicated that they were likely to purchase a new boat or watersports craft within the next 12 months, with most interested in sailing yachts (32%), motor cruisers (25%) or trailerable powerboats (19%)*”.

Additionally with the same report when referring to the demand for moorings; revenues grew 4% to 2019/20, and berth occupancy across all marinas averaged 82% in October 2020, at the beginning of the low season, with over 40% of those marinas at or very near to full occupancy (as per nearby Plockton). The new British Marine survey due in 2023 is expected to mirror or better these statistics.

This sector, therefore, offers Dornie **a major opportunity to catalyse substantive economic benefit** for the community **should adequate and quality infrastructure be created and marketed.**

## 6.0 Outputs

### 6.1 Business Strategy

The proposed development involves the installation of a pontoon, circa 60m in length, running parallel to the east bank of Loch Long and accessed from Francis Street. Moorings will be provided in Loch Long and Totaig Bay (15 in total). It is anticipated that larger craft can moor in Totaig Bay or near the mouth of Loch Long, and passengers will then use a dinghy to access the pontoon. Revenues will be generated from fees charged for moorings and pontoon use and from membership fees charged to members of the Association. It is anticipated that there will be a discounted usage rate for members of the Association.

The proposal also includes the construction of an amenity block (to be located near the village shop) to offer laundry, toilets and shower services to the pontoon users. The increased footfall is expected to carry over to the village shop, providing a further boost to the village economy. The parking area around Francis Street is also expected to be expanded to accommodate more visitors.

### 6.2 Products and Services/Income Generation

Revenues will be generated from fees charged for moorings and pontoon use and from membership fees charged to members of the Association. It is anticipated that there will be a discounted usage rate for members of the Association. Fee income will also be expected from ‘water based’ visitors to the amenities package.

Marine and Amenity charges have been established – for April to October support - as follows:

Association Annual Membership	Resident membership (land &.1 hrs stay) Non-Resident membership (land &.1 hrs stay)	£100 £200
Moorings	Daily Visitor 24hr Hourly Visitor > 1hr Hourly Visitor > 4hr Half Day Visitor Overnight Visitor Kayak Annual Resident incl. ‘landing’ on pontoon Annual Non-resident incl. ‘landing’ on pontoon	£25 £5 £10 £15 £25 £5 £425 £850
Pontoons	Annual Resident incl. ‘landing’ on pontoon Annual Non-resident incl. ‘landing’ on pontoon Daily Visitor Totaig Daily Visitor Loch Long	£450 £900 £15 £20
Amenity	Shower/Toilet Laundry	£1 £1

Table 1: Proposed Marine and Amenity Charges

Berthing fees would be collected via on-line payment, via scanning a QR code at each location. Showers and laundry will also be payable via a coin operated system.

## **7.0 Developing the Sites**

### **7.1 Pontoon Details**

The scheme looks to place an L-shaped pontoon onto the east bank of Loch Long, just north of the existing slipway, measuring approximately 60m in length on the long arm and 13m long on the short leg. The outer length will be made up of 50m of standard pontoons and 10m of low-level pontoons suitable for kayaks. The scheme design shows the pontoons will be secured in place with chain moorings with 18 drag embedment anchors<sup>2</sup>.

The moving access bridge shall span between the concrete pier and the pontoon. The pier itself is anticipated to be constructed from prefabricated concrete manhole units, buried into the bank, and back filled with mass concrete. The access bridge will have a gate with an electronic keypad entry system for controlled access for safety and payment, ideally using the online website portal with QR codes to link into the DMA website.

The pontoon will connect to the land via a moving access bridge (nominally 24m long) and a fixed bridge unit (nominally 15m long). The fixed bridge will be supported by a reinforced concrete abutment on the bank of the loch, and by a concrete pier over the water.



*Figure 10: Dornie village and the existing slipway on Loch Long (DMA)*

The pontoons are to be connected with electrical power and water supplies with service bollards spaced along their length. These supplies will be required from Scottish Water (SW) and Scottish & Southern Energy (SSE) with meters and electrical connection cabinets. The water supply will need a CAT5 tank and pumpset to comply with SW regulations.

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<sup>2</sup> The first mooring into loch long to be a heavier mooring to enable commercial vessels i.e. small 80ft cruise boats to moor

## 7.2 Moorings

Moorings are proposed in Totaig Bay and at the mouth of Loch Long south of the pontoons. The mooring spacings depend on the water depth. The deeper the water the longer the moorings and greater the spacing.

It has been assumed that a 40m spacing is adopted for most of the proposed moorings with 50m spacing only at the outer locations at Totaig Bay. There is just about room for the proposed 10 moorings at Totaig Bay but a more detailed bathymetric survey will be needed to decide exactly where moorings should be located.

There is room for 5 moorings at the mouth of Loch Long to the south of the bridge, but they will need to be located in the centre of the channel. The proposed yacht mooring will likely comprise a 3t concrete block with 36mm stud link chain and 22mm riser chain. There would be a 'Hippo' type float and pick up chain and buoy.

The mooring will be fitted with a QR code to allow charging for use of the moorings via the DMA website.

*Note - Attention should be paid to Dornie's location in the Lochs Duich, Long and Alsh Special Area of Conservation (SAC) designated for the reef habitat. The special interest paid to the site's ecology may cause conditions to be imposed upon any licences/consents will be needed. These Licence Applications will need to be made for both moorings and pontoons: -*

- *Marine Scotland Mooring Application*
- *Marine Scotland Pontoon Application*
- *Marine Scotland Marine Construction Licence Application*
- *HC Planning Application*

*Consents from Marine Scotland can take from 6 months to 12 months to obtain due to the requirement for a Pre-Application Consultation (PAC) process for proposed works with a walkway over 50m long.*

## 7.3 Parking Provision

The new pontoon facilities being provided will create a need for additional vehicle parking. It is proposed to provide 4 new parking bays in the wider verge adjacent to the pontoons. The existing block paving seating areas between the raised beds can be formalised into a minimum of 4 parking bays with benches relocated onto the Loch bank. Signage will prohibit motor homes using these spaces. Any long stay parking will be encouraged to make use of parking provided by the Community Hall over the bridge. Provision of the parking is being discussed between DML and Dornie Hall Committee. Signage for directions to this location will be provided.

**Outline Scheme Drawings for moorings, pontoons and parking are exhibited in Appendix A.**

## 7.4 Pontoon Facilities Building (Amenity Block)

The pontoon users and visiting yachts will often look for welfare facilities, toilets and showers as well as a laundry. It is proposed to provide these from a new building located behind the village shop, previously used as storage for LPG gas containers.





Figure 11: Proposed location for amenity block

The building format has been specified and costed by an architect and will fit within the village environment and it will require planning permission. The size of building proposed is 9.4m x 7.4m.

**An outline Scheme Drawing for the amenities block is exhibited in Appendix B.**

## **8.0 Delivery**

### **8.1 Legal structure & Board Governance**

Dornie Moorings Limited (DML, company SC723404) was formed in 2022 with two founding directors. There are now five directors in total who bring to the organisation experience in business planning and development, staff management, finance, administration, and marketing.

**Brief biographies of the directors can be found in Appendix C.**

The directors are aware of the amount of time, commitment and hard work required to develop and manage such a major project, and they meet regularly where all key decisions are discussed, minuted, and approved by the directors.

### **8.2 Project Procurement and Launch Timeline**

The recommended Procurement Strategy for the Project is for Dornie Moorings Limited to assume the role of Principal Contractor as defined in the Construction and Design Management (CDM) Regulations. Assuming the role of Principal Contractor means that Dornie Moorings Limited will be responsible for the management and integration of all activities of their selected Subcontractors.

This Procurement Strategy was selected in preference to other strategies, such as:

- Placement of a contract with a Company to assume the role of Principal Contractor to manage the delivery of all goods and services that are produced by the selected Subcontractors; and
- Placement of contracts with two Companies to undertake the roles of Principal Designer and Principal Contractor to manage the production of the design and to manage the delivery of all goods produced by the selected Subcontractors respectively.

Both of the above strategies were rejected on basis that additional costs would be introduced in the form of project management fees and markups that have no or marginal benefits to the Project and that the majority of risks would still reside with Dornie Moorings Limited.

#### **8.2.1 Appointment of Specialist Project Managers / Designers**

The key to the delivery of the Project is the timely completion of the remaining upfront activities and to enable activities Dornie Mooring Limited (DMA) intends to appoint Wallace Stone LLP to provide Project Management and Site Supervision Services which includes the completion of the following upfront activities:

- Ground investigation and mooring anchor testing;
- Completion of the detailed design;
- Production of tender documents;
- Production and submission of consents to Marine Scotland and Highland Council; and
- Interactions with Service Providers (SSE, Scottish Water).

Wallace Stone LLP will also be responsible for the management of the selected Subcontractors.

The critical activity for the Project involves interactions with Marine Scotland on either side of the submissions of Applications. These interactions could take upwards of three months to complete.

### 8.2.2 Selection of Subcontractors

The selected Subcontractors will be in direct contact with DMA (Dornie Mooring Limited).

Upon completion of the first three bullet points above, the Project can commence engagement with:

- the supply chain to undertake competitive tendering processes with specialist Subcontractors for pontoon units, pontoon moorings, pontoon access bridges, civils, amenity block equipment; and
- the Service Providers for water and electricity infrastructure.

This approach allows the Project to have costs and programmes in place awaiting approvals from Marine Scotland and Highland Council which will allow the Project to place contracts with their preferred Subcontractors.

### 8.2.3 Pricing Mechanism

It is assumed that Wallace Stone LLP and the Service Providers will be awarded contracts that are cost-reimbursable on the basis that the scope of services could not be fully defined upon contract award. It is assumed that the Service Providers will be awarded contracts that are fixed price due to the upfront activities that are completed by Wallace Stone LLP which provide clear scope definitions and the mitigation of project risks.

## **9.0 Project Timing and Outline Risks**

Indicative timescales for the marine and amenity projects are:

- Marine Consents – Marine Licence & Planning 6 to 9 months
- Marine Design & Tendering 4 months
- Marine Fabrication & Installation 6 months

An indicative programme for the entire project is shown overleaf:

DORNIE MOORINGS PROJECT PLAN																								
Ref	Task	Who	Months																					
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
	Dornie professional Project Manager acquisition																							
	Moorings - Totalig Bay (10), Loch Long bridge (5), Upper Loch Long (*)																							
	Bathymetric/ground survey	WS, Contractor																						
	Design	WS, Contractor																						
	Marine Scotland Mooring Applications	WS																						
	Procurement and Installation	WS, Contractor																						
	Mooring anchor testing	Contractor																						
	Pontoons - units, moorings, access bridge																							
	Bathymetric/ground survey	WS																						
	Design	WS, Contractor																						
	Marine Scotland Pre Application Consultation (PAC)	WS																						
	Marine Scotland Pontoon Application	WS																						
	Marine Scotland Construction License Application	WS																						
	Highland Council Planning Application - access route, electrical supplies, water supply and tank	WS																						
	Procurement, civil works and installation	WS, Contractor																						
	Access controls	WS, Contractor																						
	Electrical power to bollards	SSE																						
	Water supply incl Cat5 tank and pumpset	Scottish Water																						
	Parking																							
	Design																							
	Highland Council Planning Application - parking, signage	WS																						
	Construction - Parking - improvements and enhancements (3 bays plus formalise 8 existing)	WS, Architect, Contractor																						
	Benches - relocate to side of Loch	Contractor																						
	Signage installation	Contractor																						
	Amenities Block																							
	Design	Architect, Structural Engineer																						
	Highland Council Planning/Warrant Application - Amenities Block	Architect, Structural Engineer																						
	Utilities - water, electricity, waste	SSE, Scottish Water																						
	Building construction	Contractors																						

Figure 11: Indicative timescales for the marine and amenity projects

As can be seen, the critical path is through the Marine Scotland Pre Application Consultation (PAC) and therefore the project will span two financial years. The project will likely need an environmental appraisal report to accompany the applications due to the sensitive ecology of the area. It is likely that benthic surveys of the seabed will be required to identify any species that may be disturbed by the mooring chain and anchors. The consent and tendering can overlap, but the project could take up to 18 months to complete due to the consent process. Running in parallel will be the design and building of the amenity block. This is being overseen by a local architect, and it is planned that the amenity block will be completed and ready for use ahead of the marine infrastructure.

The main risks are ground conditions and environmental issues raised during the consents process. The risk of ground conditions is mitigated by the moorings contractor pricing and undertaking an anchor test prior to final design, procurement, and fabrication of the moorings. The risk of delay or objections during the consents process is mitigated by employing an environmental Consultant to assist with this process.

## 10.0 Post Project Completion Management/Staffing & Skills Development

Once the installations are ready for use DMA plans to open for business in Spring 2025. This will give the organisation time to raise working capital and finalise an organisational structure. One of the directors will act as Managing Director and will be tasked with managing and motivating volunteers along with a part time attendant for dealing with any immediate issues. The existing DMA accountant will deal with automatic payments and all financial compliance issues. In terms of marketing, although much of the work will be done on a voluntary basis, potential management challenges will be eased by:

- Forming a marketing sub-committee
- Agreeing terms of reference – in effect a job description for a marketing role
- Recruiting volunteers with the right skills, and with time available (social media requires particular skills to manage effectively)
- The chair of the sub-committee to delegate and manage tasks
- Agreeing an annual action plan and targets
- Measurement and evaluation, the results of which can be presented on a ‘dashboard’ enabling successes to be celebrated, and problems identified and solved. Key measures include web site visits, social media activity/engagement, volume of mooring etc bookings, and revenue

## 11.0 Post Project Completion Marketing

### 11.1 Priority marketing channels

The direct advice of the West Highlands Anchorages and Moorings Association (WHAM) <http://www.whamassoc.org.uk> is that the marketing of community-owned moorings and facilities can be undertaken simply and cost-effectively. **Firstly**, membership of WHAM will provide DMA with contacts, an industry 'voice', and ongoing support and advice. Membership is currently £2 per mooring per annum. **Secondly**, the *Welcome Anchorages* web site and publication <http://www.welcome-anchorage.co.uk> (updated annually) are widely used by boaters, and a DML listing is essential. Example listings for Kyle of Lochalsh and Plockton are illustrated below.

The image shows two sample listings from the 'WELCOME ANCHORAGES SKYE & NW COAST' publication. The top listing is for 'KYLE OF LOCHALSH'. It includes a map showing the town center, hotel, railway, and pontoon berths. The text describes the excellent facilities for boats, including a supermarket, butchers, and post office nearby. It also mentions the Kyle Rhea passage and the Kyle Trading shore facilities. Contact information for the Kyle & Lochalsh Community Trust is provided. The bottom listing is for 'PLOCKTON'. It includes a map showing the harbor, main pier, and various moorings. The text describes the safe harbor conditions, visitor moorings, and pontoon fees. It also mentions shore facilities like hotels, a restaurant, and a train station. Contact information for Plockton Harbour CIC is provided.

Figure 12: Sample listings in Welcome Anchorages

**Thirdly**, the Clyde Sailing Club Sailing Directions <https://clydecruisingclub.org/page/sailing-directions> is a widely used publication which is updated periodically, with a web site providing the most up to date listings.

### 11.2 Key Marketing Messages

Marketing activities need to be guided by some simple, compelling messages which can be incorporated in marketing materials and associated activities and repeated multiple times. The following five key messages for DMA are provided below:

- *Dornie provides convenient, reasonably priced moorings in a stunning location,*
- *The moorings and shore facilities are community owned and managed. All our revenues are used to sustain the facilities and benefit our community,*
- *The pontoon is accessible by people of all abilities and has power and water for overnight stays. It is designed to be used by kayakers, paddleboarders etc as well as most sizes of boats up to 12m,*
- *The shore infrastructure including toilets, laundry, and showers is there to support your leisure activities,*
- *Shore facilities are adjacent to our community-run shop. We hope you will buy supplies there, and use the nearby pub. We look forward to welcoming you ashore.*

### 11.3 Marketing Activities

A detailed marketing plan will be prepared before launch, and the following is relevant:

The [www.dorniemoorings.co.uk](http://www.dorniemoorings.co.uk) **web site** is a primary marketing tool able to promote the facilities and services available, and the destination itself. The web site will be enhanced to enable online booking of moorings. The same web site can also play a key role in Enterprise Marketing as DMA seeks the capital funding required for it to realise its ambitions. The costs of running the web site are included in marketing budgeting, and regular review and updating of web site content will be essential.

**Social media**, also, will be important, primarily Facebook and Instagram. The former enables a community of interest to coalesce, and the latter is a means of sharing attractive images of the area. Both will need a content schedule, and a positive and timely engagement with customer social media activity.

**Listings** in Welcome Anchorages and Clyde Cruising's Sailing Directions, and membership of WHAM, will cost-effectively place information about Dornie and its facilities in front of customers. A free listing on VisitScotland's web site will help raise DMA's profile, as will relationships with the RYA, Sail Scotland and Visit Wester Ross.

**Press and PR** is free, although it takes time and effort to initiate and manage. In the first instance, a launch event will be the focus, coupled with direct contact with clubs and societies, including local kayaking organisations.

**Word of mouth** is a powerful marketing tool, but it needs to be nurtured. Providing excellent quality services is essential, and this will require careful management and monitoring of the volunteers providing it.

### 12.0 Project Finance

These have been estimated primarily by Wallace Stone from a detailed scope of work and includes the professional services for tendering, plus oversight of the work, DMA also provided some cost estimations based on local knowledge alongside an architect commissioned for the amenity block:

Item	(Pounds Sterling)
<b>1 MARINE</b>	
Supply of Pontoon Units	£66,000
Supply of Pontoon Moorings	£44,000
Supply of Pontoon Access Bridge	£49,000
Installation of pontoons and Bridges	£72,000
Civil Works for Pontoons	£41,000
Services for Pontoons	£40,000
Access Bridge Gate and Signage	£5,000
Yacht Moorings	£71,000
Website Charging	£2,000
Parking Improvements	£18,000
Signage	£4,000
Pioneer Drop front Work Boat	£20,000
Electronic Access Boat Payment System	£5000
Electronic Upright Connection Posts	£3000
Ground Investigation/Mooring Anchor Testing	£20,000
Design & Tendering Professional Fees	£2,000
Consents	£18,000
Site project Manager & Supervision	£4,000
Marine Contingency (15%)	£72,600



<b>2 AMENITIES</b>	
Amenity Block build and fit out	£125,000
Laundry Equipment & install	£7500
Fees	£6,000
Land rent during build	£1,000
<b>3 OVERALL CONTINGENCY</b>	
10%	£69,610
<b>Total</b>	<b>£765,710</b>

Table 2: Marine and Amenity Project Costs

### 13.0 Future Revenues, Operating and Maintenance Costs

Financial forecasts post project installation are attached in Appendix D

Medium forecast revenues below are based on boats averaging 5-6m. Figures relate to an operating period of 01 April to October 31:

LOCATION	DAILY NUMBERS	ANNUAL INCOME
<b>Pontoon</b>		
Resident membership (landing & 1 hrs stay)	25	£2,500
Non-Resident membership (landing & 1 hrs stay)	15	£3,000
Daily Visitor 24hr	2	£10,650
Hourly Visitor > 1hr	3	£3,195
Hourly Visitor > 4hr	3	£6,390
Half Day Visitor	3	£9,585
Annual Resident	10	£4,500
Annual Non-Resident	5	£4,500
Kayak	2	£2,130
<b>Moorings</b>		
Annual Resident incl. 'landing' on pontoon	8	£3,400
Annual Non-resident incl. 'landing' on pontoon	6	£5,100
Daily Visitor Totaig	2	£6,390
Daily Visitor Loch Long	2	£8,520
<b>Amenities</b>		
Shower/Toilet	NA	£4380
Laundry	NA	£2737.5
<b>Various</b>		
Sponsorship	NA	£2,000
Fundraising	NA	£2,000
	<b>TOTAL</b>	<b>£80,977.50</b>

Table 3: Predicted 'medium forecast' Revenues

Low, medium and high forecast predictions are available in Appendix D.

Operating and maintenance costs have been estimated by Wallace Stone from a detailed scope of work and by DMA after local research. They are ongoing annual operation and maintenance costs anticipated to account for approximately 7.1% of the capital expenditure costs. The following list (overleaf) is non-exhaustive and is subject to change:

Item	Cost
Power and Water Charge	£2,800
General Maintenance and Cleaning	£2500
Administrative Costs	£1000
Accounting Fees	£2,000
Annual pontoon and moorings inspection (2-day duration)	£6,000
Insurance	£8,000
Replacement of chain for pontoon and mooring risers (£75k/8 years)	£9,400
Crown Estate Lease	£500
Miscellaneous marine related	£1,500
Part Time Attendant	£3,500
Web site	£500
WHAM membership	£52
Welcome Anchorages Listing	£950
Refuse charge	£250
Amenity heat and light	£1000
Amenity supplies	£1000
Amenity repairs	£1000
Legal costs	£1000
Amenity land rent	£1000
Fuel and Services for the Work Boat	£2,500
Boat Payment System (SA License, View Only License, CMS System)	£2464.80
Contingency	£5,000
<i>Laundry and amenity rates / Amenity rent / VisitScotland Listing / Social Media and PR / IT Updates / Clyde Cruising Club Listing</i>	All Free
<b>Total per year</b>	<b>£53916.80</b>

Table 4: Operating and Maintenance Costs

**The capital funding required to move forward with the next stage commencing Autumn 2023 is £765,710 Sterling.**

Attached appendices are:

Appendix A: Wallace Stone Marine Project Report and Scheme Drawings for the Marine Infrastructure

Appendix B: Scheme Drawings for the Amenity Infrastructure

Appendix C: The Board of Dornie Moorings Limited

Appendices D1 – D9: Post Project Financial Forecasts