

Kathy Ferguson

From: [REDACTED]
Sent: 09 November 2017 15:32
To: Keith Bryers
Cc: [REDACTED] Susan
Smith; James Gibbs; [REDACTED]
Subject: Re: Meeting

Thanks,

Please do take the comments in a positive and constructive light, we think that the work you have all done on outlining the contents of this tender document is very, very thorough and in itself a big undertaking and a very useful starting point whatever direction is taken next.

Thanks,

[REDACTED]

On 9 Nov 2017, at 14:28, Keith Bryers <keith.bryers@hient.co.uk> wrote:

Ok, have forwarded to [REDACTED] and happy to start at 09:10. Thanks for the comments which I shall read with interest.
Looking forward to tomorrow's call.

Keith

From: [REDACTED]
Sent: 09 November 2017 14:01
To: Keith Bryers
Cc: [REDACTED] Susan Smith; James
Gibbs; [REDACTED]
Subject: Re: Meeting

Hi Keith,

For the meeting tomorrow there will be myself, [REDACTED] on the call.
Please can you re-send the call invite to [REDACTED] in copy? Also, please can we start around 9.10, just to accommodate the school nursery run in the morning for me?

I have gathered feedback from the CMT group on the document you sent and we are happy to go over this feedback tomorrow.

Page 1

Background

No historical reference to set-up of mountain by local businesses to support local economy.

No mention of Aviemore being a resort town, a unique circumstance in Scotland. Aviemore community formed as a result of Cairngorm Mountain, a freesport focused community

No mention of highest proportion of Olympic athletes per capita than anywhere in UK.

Page 2

Review aims

Investment in what? - people? Innovation? No mention.

Review will -

Omission - Assessment should be made on how uplift facility can subsequently drive participation. Also considerate of how participation numbers can be transferred into development of skills. Both considerations from a market and a social perspective. No consideration of how uplift can support athletic performance of Scottish athletes.

Omission - Assess and reflect on previous policies, the subsequent removal of lifts and the impact on this to Cairngorms ability to operate effectively in varied winters. Why were these implemented, on what rationale?

Page 3

Market & customer overview

Point 3 - will the snow factory effectiveness be monitored?

Point 4 - pathway consideration and technology to monitor at two separate points

Point 4 - whole pathway should be considered not just beginners

Page 4

Point 11. Operations - Omission - Staffing as an operational resource. How is maintenance of operational infrastructure reliant on what staffing and to what level. How is daily operation of business especially opening times reliant on staffing.

Point 13 . Weather data - independent weather data does consider whole story. There are Ski-Patrol logs going back many years on the history of the mountain that hold key data - including daily reports of running lifts, weather, staffing, and other operational data. The importance of this information is cannot be undersold.

Part 2 Coire na ciste

Page 1

Background

“Intense pressure to reduce costs” - From whom and why, no mention.

Omission - Consider how CoireCas area traffic could be altered via Ciste access and use

Omission - consider engaging with former staff from 1980's who operated this area.

Omission - consider reviewing Ski-Patrol logs as previously mentioned.

General comments

In short my concern is the review in tackling the uplift does not consider the whole picture. The uplift should service skiing and the people engaging with the mountain and hence these elements need to be considered for any uplift to be effective. The review does touch on skiing but this should be the first point of consideration followed by the thought of the social cultural impact of Cairngorm Mountain. It is the focal point of local community economically and social-cultural. Skiing on Cairngorm birthed Aviemore and freesport culture in Scotland with Aviemore being unique in Scotland as a “resort” town. This status has aided both performance and professional attainment of local people. Many local people have been given opportunity to excel in sport and profession by the opportunities Cairngorm Mountain has produced of a consequence of its being! This is the very reason we are seeing such engagement of the Cairngorm from the local community, they see it as precious commodity that effects their daily lives!

It is felt that any infrastructure review on its own would bring very little benefit to the ski experience on Cairngorm and without a radical new approach to the way snowsports are considered the current model will not be attractive to the snowsports and wider outdoor sports enthusiasts. Gone are the days where snowsports or outdoor action sports were a novelty experience with a typical model based around a week long holiday to try ski-ing. Although this market does still exist even this demographic expect to be able to improve reasonably quickly and to be able to master the sports to a level of accomplishment. The demographic who have made snowsports or outdoor action sports central to their life choices are looking for a progressive, authentic, challenging and credible experience centred around their own individual sporting goals and where just being able to participate in their chosen sport was enough 20 years ago, this is not now the case, they need to be able to challenge themselves and feel like they are developing as a person in their chosen pass-time.

Better on snow facilities are key - Snow making with a good plan to use the snow wisely on well prepared (graded) pistes, magic carpets and nice earthworks and graded beginner areas out of the wind where possible, zoned teaching areas with easy uplift, a well designed and well maintained snow park area and or ski cross track for general public use, better graded pistes with appropriate snow fencing, and uplift that does not impinge on the piste area in terms of get on and get off stations would be a great start in terms of looking at what is missing. Right now the funicular does not work well in terms of servicing skier needs. Uplift alone can not solve these problems.

There needs to be a direct link into the free-sports or outdoor sports community in terms of non snow activities. Mountain biking in the summer with perhaps a bmx or pump track facility as well would be a great start. If the downhill tracks are a non starter due to planning then maybe the pump track could be a way in? The plans for an indoor reduced risk free

sports centre like the 'Woodward' centres in the USA were brilliant and would have been a great, innovative, modern way to approach the ski area business model through diversification in a credible and authentic way that supported the existing outdoor action sports community and legacy. There also need to be more ways in which the local professional outdoor sports community can engage with the ski area in a positive way, i.e. the ski area needs to support the locals more than it is doing. This might just be free ski passes for local clubs but should at least include a good level of on snow facility provision for those clubs both Alpine and Freestyle as well as reaching out to the back-country community and making provision for their needs, a transceiver search park for example like you see in many Alpine resorts. Only by including the professionals in a way that they can engage will it be possible to capitalise on their combined (huge) experience and credibility in terms of regaining the reputation as a credible snowsports area.

These considerations are particularly important due to the climate change issues and the obvious need to diversify from the old ski area model to a modern outdoor actions sports model where snowsports and the expertise attached cross over into other culturally similar outdoor action sports. Without this type of diversification Cairngorm Mountain is in danger of becoming a second rate museum type attraction with a nice cafe and a shop. In this worst case scenario example the likelihood that the outdoor action sports expertise that was attracted to settle in the area, as well as any ski area operational experts would move on and with them the credibility they lend to the ski area they have made their home.

Comments on the Plan to conduct the suggested Review

As a group we have reservations that going ahead with the plan to find consultants and conduct a review of infrastructure on Cairngorm is the best way forward in terms of the information that would be provided and the resources that would be used to put the review together. We would suggest that there is unlikely to be a consultant out there who can answer such a broad range of questions and that the results and information produced would be so broad that any management team would have a hard time delivering everything suggested, and in the end, the objectives will become unreachable. The time it takes to make the report, at least 6 months, might also be more effectively used to put positive actions in place and make changes on the ground using the broad knowledge base we already have available within HIE, NR and CMT. We believe that this knowledge base is likely to be better than any consultant can deliver but also acknowledge that there will be specialist areas where consultants will be needed for discreet pieces of work. We feel that identifying those areas and directing any consultancy work towards them would be more beneficial.

We would suggest that the working group, over a series of meetings, agrees on what changes are needed and how to prioritise them (low hanging fruit) and focuses on how best to deliver those while also identifying areas where extra expertise is needed with a view to seeking that knowledge via consultants.

Many thanks,



of the Trust, we have formed a sub committee of the Cairngorm Mountain Trust who will take the responsibility of representing the trust on the steering group you suggest below.

The first step we will take is to review the document you sent and get back to you via email by the middle of next week which will then give us time for a Skype call or face to face meeting on Thursday the 9th or Friday the 10th November if that is convenient for everyone and it is felt that would be of benefit. I will check with our sub committee group and let you know if at least two of us could make a call on those dates and get back to you.

Thanks,

[REDACTED]

On 27 Oct 2017, at 16:41, Keith Bryers
<Keith.Bryers@hient.co.uk> wrote:

Hi [REDACTED]

At the meeting with the [REDACTED] on 30 September 2017 regarding Cairngorm we mentioned the proposal to undertake an Uplift Review. We were delighted at your obvious enthusiasm for being involved in the long-term future of the hill and would greatly value your meaningful input into this exercise. I am therefore pleased to invite CMT to be represented on a small steering group which will be involved in consultant selection and in overseeing the process, conduct and findings of the review once a consultant is appointed.

Attached is a slightly revised version of an earlier tender brief for the review. The review will be funded by HIE and will need to go through a public procurement exercise. First, however, if you are feel able to be involved, we invite you to comment on the content of this draft.

We are working on simple terms of reference for the steering group but we anticipate the other participants will be a senior representative from CML/Natural Retreats plus Susan Smith, James Gibbs and myself, all from HIE.

I would be grateful if you would confirm your willingness to participate in this and, if so, can you please let me have any comments on the brief by no later than 13 November 2017. A conference call or face-to-face meeting to discuss might be useful

or you can just let me have track-change comments or a list of bullet points.

Don't hesitate to call if you want to discuss any aspects at this stage.

Best regards

Keith

Keith Bryers BSc FRICS
Head of Property & Infrastructure
Highlands and Islands Enterprise | Iomairt na
Gàidhealtachd 's nan Eilean
An Lòchran,
10 Inverness Campus,
INVERNESS
IV2 5NA
Scotland

T +44 (0) 300 0134966

M +44 (0) 7810 053731

E-mail: keith.bryers@hient.co.uk

[HIE Property](#)

[Website: http://www.hie.co.uk/business-support/commercial-property/default.html](http://www.hie.co.uk/business-support/commercial-property/default.html)

From: [redacted]
[mailto: [redacted]
Sent: 30 September 2017 17:54
To: Keith Bryers
Cc: [redacted]
Subject: Meeting

Meeting today at Aviemore

Keith

Good to meet you on Friday. I am copying this email in to [redacted] so that you will have their email addresses for your consultation exercise and they will have yours.

Regards

[redacted]

[redacted]



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