This report summarises the process and outcomes of the Callander Charrette, a design led workshop involving the local community and agencies of Callander which was held in the town over five days in November 2011.

The Charrette is one of the Scottish Government’s Charrette Mainstreaming Programme projects facilitated by the Scottish Sustainable Communities Initiative.

The outcomes of the Charrette encapsulate a shared vision for the town’s future development and wellbeing that will inform future agency strategies and local Community Action Plans.
Ten Principles for Callander’s Future

1. Sustainability
Callander will have:
An holistic approach to sustainability encompassing a sustainable approach to environment, economy and community;
Means of generating its own energy;
Means of dealing with waste responsibly;
A focus on healthy lifestyle and local produce.

2. Community
Callander will:
Be an inclusive community for all ages;
Continue to support and nurture the strong existing community and support further initiatives.

3. Town Environment
Callander will be:
A capital for the national park;
A safe, clean and friendly pedestrian environment;
An attractive well maintained town.

4. Natural Environment
Callander will:
Encourage the enjoyment of the natural environment for all;
Look after its natural surroundings and take a lead on promoting responsible use of natural places.

5. Tourism and Leisure
Callander will be:
An attractive visitor destination;
Capital of the National Park;
An adventure capital.

6. Retail
Callander will be:
A retail hub for the local people, surrounding area and tourists.

7. Employment
Callander will have:
A range of job opportunities and training for local people;
Flexible, affordable premises to sustain a variety of local businesses and business types.

8. Housing
Callander will have:
A diverse range of housing types;
Adequate provision of affordable housing that remains affordable in the long term and meets local needs;
A growth strategy that includes the efficient use and improvement of existing housing stock.

9. Transport
Callander will have:
Excellent connections, both within, and to and from the town, including walking, cycling and affordable public transport;
A parking strategy for all users.

10. Flooding
Callander will have:
And continue to develop, a comprehensive flood protection and management strategy including community response.

People will know where Callander is and where things are.
Key Initiatives

Short Term

- Find a new use for St Kessog’s which will revitalise Ancaster Square.
- Improve the public realm on Main Street in consultation with Transport Scotland regarding the trunk road, including pedestrian safety, parking and amenity.
- Improve connectivity and cycle paths and enhance river walks.
- Build a new footbridge to improve connections to the High School / Leisure Centre and to begin to transform perceptions of the land to the south.

Long Term

- Develop the strategy for new development to the south integrating an Activity Hub for visitors, a Community Hub clustered around the High School and a new, sustainable residential neighbourhood within the landscape.
- Deliver a new road bridge connections to open up the land south of the river and serve the new Hubs.
Introduction and Charrette Process
The Scottish Sustainable Communities Initiative Mainstreaming Programme

Building on the success of the SSCI Charrette Series which ran in March 2010, the Scottish Government has launched a new Charrette programme, aimed at mainstreaming this innovative approach to development in the built environment within Scotland.

The SSCI Charrette Mainstreaming Programme involves a further series of Charrettes across the country, linking new projects with specialist Charrette facilitator teams. The programme is designed to assist projects to adopt and deliver design-led approaches to development and to help embed Charrette style working in the Scottish planning system.

Following the submission of 12 projects for the Mainstreaming Programme, the initial projects which have been selected to participate in the initiative are:

- Callander: Proposer, Callander Community Council on behalf of The Callander Partnership
- Johnstone South West: Proposer, Renfrewshire Council
- South Carrick, Girvan: Proposer, South Ayrshire Council
The Callander Charrette Project Overview

The purpose of the Callander Charrette was to prepare a shared vision for the town’s future development and wellbeing and create priorities and a masterplan to inform future agency strategies and local Community Action Plans.

The Callander Charrette enabled people from different sectors of the community and agencies to collaborate through workshops and discussions, where they could draw on the knowledge of the Charrette team and share, discuss and develop their own ideas and opinions. This strengthened and built links between different groups and sectors, helped further develop working relationships, and inspired ideas.

There were three major strands to the Callander Charrette:

1. Masterplan and Vision
2. Community Group Interaction and Input
3. Dedicated Youth-Focused Workshops

1. Masterplan and Vision
The Charrette was first tasked to produce a masterplan to set out how Callander could grow sustainably over the next forty years, showing the appropriate locations for different types of uses and identifying short and medium term key projects that would stimulate growth. In order to steer the creation of the masterplan, a vision that defined Callander and the principles that should underpin it needed to be developed from the engagement with the Callander community. The earlier community and youth workshops in the Charrette focused on this, deciding on “Callander, the Outdoor Capital of the National Park” and identifying ten principles to underpin the vision. Masterplan and project ideas were tested by the design team and community, before the masterplan was finalised and presented on the closing night of the Charrette. These are explained in more detail in Sections 02 and 03 respectively.

2. Community Group Interaction and Input
When the Callander Partnership applied to hold a Charrette, they noted that a physical land use plan alone was not sufficient to deliver the sustainable future that Callander desired. The second strand of the Callander Charrette focused on how community groups and different sectors could work more effectively to generate ideas for the next edition of the Callander Community Action Plan 2012-2015. Many of these ideas cannot be drawn on a map, and to deliver them successfully, different parts of the community - residents, community groups, the public sector and the private sector – will need to work together to deliver the plan objectives. Different organisational and funding models for delivery were discussed during the Charrette with recommendations included in Section 3 of this document.

3. Dedicated Youth-Focused Workshops
The need for a third strand became apparent during the preparation for the Charrette. Young people expressed frustration as they believed that they were viewed as a nuisance, and felt they had little opportunity to put their views across or to work with other groups in the town. Young people from both junior and high school and from Callander Youth Project were enthusiastic about contributing their views during the pre-Charrette exercises and in a number of displays they provided for the wider community to view. The Charrette therefore ran a dedicated series of events to work with young people, where they were involved in commenting on what was happening in the community sessions and their ideas and opinions were drawn out to feed back to the community.

On the final evening a young person from McLaren High School gave an excellent presentation summarising the perspectives of young people. Other young people watched the whole evening’s presentation via a live video feed so that they could discuss it “live”. Feedback received from the youth was that they were keen to work on further shaping and helping to deliver some of the ideas and concepts coming from the Charrette and are more aware than most that the future of Callander is inextricably tied up with their own future and opportunities.

The public reaction to the final Charrette presentation was a warm endorsement of the outline masterplan, however one of the key concerns expressed was that the outcomes mandated in the Charrette should actually happen. The Charrette team have therefore provided additional design detail for the masterplan in this report to give more guidance on how it can be delivered.
The Charrette Team

BRE - Project Manager
BRE fulfilled the role of Project Manager throughout the Charrette process, co-ordinating and administrating the event.
BRE was established 1949 to support post war reconstruction and to establish better Scottish Building Standards. It operates across the UK with offices in East Kilbride, Inverness, Watford and Port Talbot; over 600 employees and many world experts in their respective fields.

Parsons Brinckerhoff - Charrette Manager
Parsons Brinckerhoff provided a Lead Facilitation role due to particular expertise in the Charrette process. They also provided technical input in support of the Charrette workshops.
Parsons Brinckerhoff is a global consulting firm assisting public and private clients to plan, develop, design, construct, operate and maintain hundreds of critical infrastructure projects around the world.

7N Architects - Architects/Masterplanners
7N Architects provided the role of Masterplanners and Design Leaders for the Charrette.
7N Architects is a multi-disciplinary design studio where architecture, urban design, masterplanning, landscape design and economic development combine to bring a holistic approach to creating environments. The Edinburgh-based team has extensive UK wide and local experience.

The Supporting Team
The core Charrette Team were supported by the following consultants, who contributed their extensive experience, knowledge and skill to the Callander Charrette process. Their respective expertise responded directly to key issues facing Callander.

Jura Consultants - Tourism
Roger Tym and Partners - Economic Development
Simpson and Brown Architects - Historic Buildings
Invited Guest
Paul O’Donnell (Dawn Developments)
Participants

The Callander Partnership
Loch Lomond & the Trossachs National Park
Stirling Council
The Callander Community Council
The Callander Community Development Trust
Callander Enterprise
Callander Youth Project
McLaren Leisure Centre

Community organisations involved included:
Ben Ledi View
Callander and Climate Change
Callander and District Heritage Society
Callander Enterprise
Callander Community Hydro Ltd.
Callander Primary School

Callander Youth Project
McLaren Community Leisure Centre
McLaren High School

Stakeholder Partners
Forestry Commission
Central Scotland Police
Forth Valley NHS
Rural Stirling Housing Association
Historic Scotland
Scottish Enterprise
Scottish Water
SEPA
Scottish Natural Heritage
Transport Scotland
Visit Scotland

Community and Agency Attendance
Saturday  80
Sunday  25 and 60
Monday  45 (excl technical sessions)
Tuesday  70 + 14 young people
Wednesday  100

Total Turnout  400 approx.

Pre Charrette questionnaire responses  450 approx.

* Figures are based on sign in sheets, we are aware that some people did not sign in.
Callander Overview

The Town

Callander is a rural town of approximately 3,400 inhabitants, positioned on the Highland boundary fault and within the Loch Lomond and the Trossachs National Park. Once a Victorian tourist destination facilitated by the railway, it now acts as a gateway to the National Park and a centre for the surrounding rural area.

Callander faces similar issues to many other rural towns in Scotland, a sensitive natural and built heritage, the challenges of balancing the economic benefits of tourism and local community needs, and an aging population.

The Project Team

The ‘project team’, Callander Partnership, are the organisation who applied for Government funding to have the Charrette and who shaped the brief. They also formed the core management group during the Charrette. The Callander Partnership is a partnership between key stakeholders Stirling Council, the National Park Authority and key community groups including the Callander Community Council, The Callander Community Development Trust and Callander Enterprise. It was established in 2009.

Bringing community groups and local government together in this way allows a strong approach to collaborative engagement in supporting local initiatives and planning for Callander’s future.

The Community

The community is very active in Callander, with at least 75 community groups. Current initiatives include the Callander Youth Project, a social enterprise organisation that provides support and facilities for young people in the area; Callander and Climate Change, an active group focused on environmental concerns in Callander and the Conservation Area Regeneration Scheme (CARS) which channels funding and support to conservation and regeneration in the town centre.

It was established from the outset that although Callander had no shortage of community engagement, it did need a co-ordinated approach and a shared vision.
Callander is located in central Scotland, in the council area of Stirling, and within the Loch Lomond and the Trossachs National Park (LLTNP). LLTNP is situated within an hour’s travel time of 50% of Scotland’s population and two international airports. The National Park was designated in 2002 as Scotland’s first National Park under the National Parks (Scotland) Act 2000.

The National Parks (Scotland) Act 2000 sets out four statutory aims for National Parks in Scotland. These are:

- To conserve and enhance the natural and cultural heritage of the area
- To promote sustainable use of the natural resources of the area
- To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public, and
- To promote sustainable economic and social development of the area’s communities.
Physical Context

Landscape

“The topography of Callander and the surrounding area is primarily shaped by its proximity to the Highland Boundary Fault and the effects of ice and river erosion that formed the river valley.” (Callander Conservation Area Appraisal p.8)

The dominant local landscape character is of farmed strath and glen floor, with some areas of forested strath and glen floor to the east of the settlement. The town is framed to the north by the Highland Boundary Fault Zone (HBFZ), a transitional landscape of parallel ridges including Callander Crags and Bracklinn falls. This forms a dramatic wooded backdrop to the key approaches to and from the town (particularly from the west and south), framing views of the settlement, and is a distinctive feature in the wider setting.

“The main thoroughfare, the A84 (Stirling Road, Main Street and Leny Road), runs on a very gradual slope from south-east to north-west, parallel to the River Teith. The streets running north, north-east and north-west from the A84 rise steeply and are cut into slopes of the river valley. The areas to the south, south-east and south-west of the town lie in the flat flood plains.” (Callander Conservation Area Appraisal p.8)
Callander was originally designed as a planned settlement in the 1730s, by James Drummond, Duke of Perth. His support of the 1745 Jacobite Rising resulted in his land being confiscated, but the Commissioners of the Forfeited Estates continued to favour the plan. Callander, in its key location north of the river, had linear plan with an east-west street running through a square, designed to funnel communication and trade, but also used to bring order, security and control to the surrounding area, enforced by a military presence. A bridge was constructed in 1764 and Ancaster Square was built in the 1770s to house army pensioners and the relocated kirk. By the end of the 18th century the town's population was over 1000, stimulated first by weaving, then by tourism.

The 1810 publication of Walter Scott’s The Lady of the Lake, set in the Trossachs, promoted the area to a wider market resulting in Callander emerging as a Victorian tourist destination. More services were required for the visitors arriving by daily coach (from 1835) and by train (from 1858). Hotels were built including: the Eagle Temperance Hotel, the Ancaster Arms Hotel, and the Dreadnought Hotel. New churches, halls, banks, railway buildings and structures, a school, and a police station all followed.

With the arrival of the railway in the 1850s detached villa developments began to spring up on the outskirts, for a new type of middle class visitor who packed up their whole city households and moved to Callander for the summer season.

In the 20th and 21st centuries the town continued to grow, mainly to the east, but also in previously undeveloped areas of Tulipan Crescent, Ancaster Road, and the backlands of Main Street. There is a separate housing development to the west of the High School and leisure centre at Mollands Road.
Planning Context

The Loch Lomond and the Trossachs National Park is the designated planning authority for Callander.

The National Park Plan 2007-2012 establishes the following vision for Loch Lomond & the Trossachs:
- Well-managed diverse landscapes
- Wealth of biodiversity and a healthy network of habitats
- High quality built and historic environment
- Wise use of resources
- An extensive range of leisure and recreation opportunities for all
- Engaging and memorable experiences that enhance awareness and understanding of the Park’s special qualities
- Strong identity and pride
- Vibrant sustainable and inclusive communities
- A prosperous living and working countryside

Local Plan

The Loch Lomond & The Trossachs National Park Local Plan and its supporting documents guide planning decisions, making sure that new development is of the highest quality, is in the right places and delivers the aspirations of communities and aims of the National Park.

The Adopted Local Plan replaces all previous Local Plans and with the relevant structure plans forms the Development Plan for the National Park area.


The Local Plan provides a spatial framework for the development and use of land in the National Park. It is set in the context of achieving the National Park’s four statutory aims and delivering the outcomes identified in the National Park Plan 2007-2012 that have a land-use planning component.
Local Community
Community Groups

Callander has a population of around 3,400 residents and it has over 75 community groups. The main groups are introduced below and please see further detail in Section 3.

Callander Community Council is the most local tier of statutory representation, with rights, abilities and duties granted under the Local Government (Scotland) Act 1973. Community councils have a statutory right to be consulted on planning applications.

Callander Community Development Trust was established in 2003 as a membership based charity with volunteer Directors, who are voted in annually. It has a number of sub-groups working on activities such as "Greening of Callander" and "Friends of St Kessog’s"; "Callander and Climate Change" and the Callander Community Hydro Ltd.

Callander Enterprise is a fee paid membership based organisation seeking to further business and commercial interests. Membership is open to anyone operating a business in the area. It operates a number of business led schemes and projects in Callander.

Callander Youth Project Trust is a charitable organisation which serves young people, defined as 11-25 year olds, in Callander and rural Stirling through a variety of activities. It works in partnership with a number of other organisations in Callander, including schools and service providers.

McLaren Community Leisure Centre is a charitable ‘not for profit organisation’ which belongs to the local community, is grant aided by Stirling Council and others, and led by a voluntary Board of Directors although a management team and staff are employed to undertake the operations of the centre.

The Ben Ledi View is a not for profit community newspaper organised by volunteers and funded through advertising to be delivered free in Callander. It provides news, articles, advertisements, a letters page and a monthly events calendar.
Key Issues Identified Pre-Charrette

Before the Charrette, a questionnaire was circulated throughout the community to highlight key issues which the community felt strongly about. Over 250 responses were received before the Charrette with a further 200 received over the weekend. These were collated into an exhibition for the entrance foyer of the Charrette Venue (see page opposite). This immediately introduced people to the process of sharing ideas and being aware of other people’s perspectives. The key issues identified were:

[Sustainability] The Callander community express a strong desire to be sustainable in every sense of the word; a resilient local community, a tourist destination that is treated with respect by visitors, a town with increasing reliance on renewable energy and focused on minimising carbon emissions and waste.

[Transport] Traffic is identified as a major issue in Callander, with the Main Street congested with through traffic and lorries and a lack of safe cycling routes for children.

[Future Growth] There is a concern about future growth, in particular housing and a feeling that current development is not in keeping with the character of the town.

[Housing] A need to ensure the availability of affordable housing was noted. The lack of affordable housing is identified as one of the reasons for the outward migration of young people.

[Environmental Quality] The scenic surroundings of Callander are universally identified as one the major aspects that people like about Callander. Also identified is its small size and proximity of local amenities.

[Flooding] Flooding is identified as a worrying issue for residents, particularly those who live by the river. There is a desire to implement flood management that will help to prevent damage to homes and property.

“[If I had a magic wand I would make sure all the good ideas come to something].”
Summary of responses to the pre Charrette questionnaire.

Over 450 were received before and during the Charrette. They are now with Callander Community Development Trust to be used in shaping the Community Action Plan.
I love Callander

By Jack Wardrop, P7

The Leisuer centre is really cool. It's got a sports hall and a swimming pool. After a hard days work at the gym, Go for a well deserved, luxury swim. There's a lovely cafe, which serves great food. It's different from the usual. There's a climbing wall. It's very cool, but it doesn't matter if you're a wee bit small, All around there's great wildlife. It's a great way to live in your life. The Jogden, snowy mountains in the area. Some of the native birds are strange. The dashing streams running down a hill. Into a loch, all around Samson's rock. If you've nothing left to do. Go and visit Flamland the highland cow. Go for a delicious ice cream. When you set your eyes on Bob Roy's tower you will start to beam. In the Christmas period, the spirit is uplifting. When the snow is falling. Seeing Santa and the sleigh. Makes all the kids happy all day. Callander is the place to stay. An exciting thing is happening very day.

Poetry

By Charlie Allardyce

I love Callander because the people are friendly and kind also there's a lot of rivers and grassland and forest trails to see great wildlife. The people are really friendly everyone in our school is really friendly. The wildlife is really wonderful including birds, fish and your everyday farm animals like sheep and cattle. There are some great things to do around Callander like fishing woodland trails, parks and a leisure centre. There are also shops to supply things like fishing tackle from James Bayne. There are also sport events and clubs like McLaren rugby and Callander Tennis. There are also the Highland games and there are activities in Easter and summer holidays. There are also some great views like Ben Ledi and the Crags. There are also some food shops like Co-op and Tesco. So summing it all down this is why I love Callander.

Alana Hogg

The river trickling off the rocks, bright green grass on the golf course, the breeze blowing off the sea's the view stunning but not a lot, all the magic at this parks. Callander is great and lovely but when it rains it's not so sunny.

All the animals squeaking and chirping, and loads of lovely sights to see there is the Bob Roy, all of the shops, park's and lots of cafés. All the friends and family, loads of empty places to come and see, when I go somewhere I feel safe like I belong here.

There is a building called the leisure centre they have swimming, wall climbing, hall classes, cafe, hall, football, computer rooms and gym hall. And once a year we have this called the games it is so TUNY.
If I had a magic wand, I would...

Economy and Employment
- Boost Economy, bring in new business - bring and invest, and jobs for local people make over job opportunities, set a target.
- Prioritize funding for organizations like Callander E. O. G. (C.E.O.G) and get individuals to set the targets for improvement and increase business.
- Keep up green initiatives, use local produce.

Community
- Create a new meadow and waterfall attraction
- Diy up the shops, a social cafe, something more exciting like a ski slope or an ice rink.
- Set up a community library that is used by everyone.
- Provide a community that is welcoming and friendly.
- Keep up the high street and the main street.
- Keep the main street lively and active.

Transport
- Continue the bus service.
- Keep up the cycling route.
- Keep up the walking routes.

Safety
- Make sure the community is safe.
- Keep up the community lights.
- Keep up the community gardens.

Planning
- Make sure the community is well planned.
- Keep up the community planning.
- Keep up the community environment.
- Keep up the community land.

Environmental Quality
- Keep up the community environment.
- Keep up the community green spaces.
- Keep up the community trees.
- Keep up the community water.

Amenities and Infrastructure
- Keep up the community amenities.
- Keep up the community infrastructure.
- Keep up the community transport.
- Keep up the community parks.

Time
- Keep up the community time.
- Keep up the community history.
- Keep up the community traditions.
- Keep up the community heritage.

Sustainability
- Keep up the community sustainability.
- Keep up the community energy.
- Keep up the community waste.
- Keep up the community recycling.

Tourism
- Keep up the community tourism.
- Keep up the community visitors.
- Keep up the community events.
- Keep up the community festivals.

Ecology
- Keep up the community ecology.
- Keep up the community environment.
- Keep up the community biodiversity.
- Keep up the community conservation.

Safety
- Keep up the community safety.
- Keep up the community security.
- Keep up the community emergency planning.
- Keep up the community preparedness.

Environment
- Keep up the community environment.
- Keep up the community water.
- Keep up the community air.
- Keep up the community landscape.

Leisure
- Keep up the community leisure.
- Keep up the community recreation.
- Keep up the community activities.
- Keep up the community opportunities.

Infrastructure
- Keep up the community infrastructure.
- Keep up the community transport.
- Keep up the community water.
- Keep up the community energy.

Development
- Keep up the community development.
- Keep up the community growth.
- Keep up the community planning.
- Keep up the community housing.

Flooding
- Keep up the community flooding.
- Keep up the community drainage.
- Keep up the community water management.
- Keep up the community resilience.

Leisure
- Keep up the community leisure.
- Keep up the community recreation.
- Keep up the community activities.
- Keep up the community opportunities.

Education
- Keep up the community education.
- Keep up the community learning.
- Keep up the community development.
- Keep up the community growth.

Community
- Keep up the community engagement.
- Keep up the community participation.
- Keep up the community involvement.
- Keep up the community volunteering.
Overview

A Charrette is an intensive planning and design session where community members, designers and others collaborate on a vision for development. It provides a forum for the sharing of ideas and offers opportunities for immediate feedback in an iterative process. Most importantly, it allows everyone who participates to be a mutual author of the plan.

The aspiration of the Callander Charrette was to bring together local residents of all ages, business people, interest groups and statutory bodies to share their aspirations for the town and to create a shared vision for the future of Callander. This vision was to inform an Action Plan and Masterplan that would form a common road map for the town’s future development for the local government and agencies.

The Charrette took place over five days from 19th - 23rd November 2011, in the Callander Youth Project premises of the former Bridgend Hotel. The programme of events were structured into a series of engagement sessions and workshops.

Please note: Green text indicates a session designed for anyone in the community. Other sessions were targeted at particular groups or interests.

Day 1 - Saturday 19th November 2011

Young Peoples’ Session: Aspirations for Callander, and their priorities if they controlled a limited budget.

Welcome: This session formally opened the Charrette and included an opening address by Aileen Campbell MSP, an introduction to what Charrettes are, why they work, and the different ways communities tackle planning for their future, and how experts can be useful to communities.

“Food for thought” Session: Experts on placemaking, tourism, economics and development set out their thoughts on Callander’s challenges and opportunities, and gave examples of what had been achieved by other communities.

Workshop 1 - Vision: The community was asked to identify on a map of Callander the places they like and those they felt need improvement. People were then asked to think 20 years ahead to 2031 and describe the town, how it looks, feels, and what people are doing, in order to shape a Vision for Callander’s future. The results included natural environment, townscape, social and economic issues and were collectively discussed around tables. The emerging Vision for Callander was that it should become “The Outdoor Capital of the National Park” (p.19).

Day 2 - Sunday 20th November 2011

Workshop 2 - Vision and Principles: The Charrette team had summarised the outputs of Saturday’s workshops into ten headings or “principles” for the future of Callander (see Section 2). These were tested with the community, who were asked to think about objectives that would underpin these principles, and measures that would indicate whether they were being delivered. The principles and key objectives were then amended and agreed by the community.

Focus Workshop - Economy and Tourism: The first afternoon workshop looked in more detail at the economy of Callander, generating clusters of mutually supporting ideas to produce new businesses and support existing ones.

Focus Workshop - Built Environment: The second afternoon workshop focused on the built environment of Callander, in particular its main street and heritage. A large aerial photograph was used to map a range of ideas and comments.

Focus Workshop - Where would it Work?: The third afternoon workshop discussed options and constraints for growth in Callander. A large group debate was held “in the round” with ideas recorded on the large aerial photograph.
Day 3 - Monday 21st November 2011

Technical Meetings: Three technical meetings took place in the morning to discuss key issues and emerging ideas around flooding, transportation and renewable energy. Attendees included statutory bodies such as SEPA, Transport for Scotland and National Park planners as well as community groups with specialist interests.

Community Management: A separate meeting was held with representatives of local community groups to discuss their roles, how they interacted, suitable points for collaboration, and how they might work together strategically.

The Charrette team met privately with landowners in the town to discuss their aspirations and plans and how they fitted with discussions being held in the Charrette.

Young Peoples’ Session: A further youth session was held with McLaren High School pupils to establish more about their likes and dislikes, their aspirations for the future, and what they would do if they were in charge of Callander’s development budget. Many ideas linked closely to those discussed in the Sunday community workshop. They endorsed the Vision of Callander as the Outdoor Capital of the National Park.

Public Workshop 3: On Tuesday evening a workshop was held at which the Charrette Team presented a more detailed draft masterplan for community scrutiny, together with a short presentation of guidance for Callander’s Community Action Plan. The community was then invited to discuss the proposals amongst themselves and with the Charrette team, before indicating their likes and concerns. Young people from the CYP attended part of the presentation, and had a separate discussion to share their thoughts.

The Charrette team collated the top likes and concerns, which shaped the final proposals and recommendations.

Day 4 - Tuesday 22nd November 2011

Public Presentation: On Wednesday lunchtime school children from Callander Primary School were invited to the Charrette studio to look at the plans and to talk about the likes and dislikes display they had sent in as part of the pre-Charrette exercises, so they could see how these had been addressed in the Charrette.

Public Presentation: On Wednesday evening the Charrette team initiated the evening with a student speaker from McLaren High School who presented the views of Callander’s youth. The Charrette team thereafter presented the masterplan and recommendations for the Community Action Plan, and then handed over to the Callander Partnership who explained how they would be taking the outcomes of the Charrette forward. Opportunities to comment on this report were also explained.

The closing event included an address by Bruce Crawford, MSP and Cabinet Secretary for Parliamentary Business and Government Strategy.

Day 5 - Wednesday 23rd November 2011

Public Presentation: On Monday evening an additional community workshop was organised at the request of the community to develop discussions from Sunday night. The Charrette team gave a presentation reviewing the Vision and Ten Principles the community had established, then showing early ideas for a spatial masterplan which responded to the principles – where things might go and why – and the rationale behind it. A wider discussion then followed about the plan, bridges, the role of tourism and the importance of the existing Callander community.
The following pages summarise the key issues identified by the Charrette participants during the initial workshop sessions:

**Tourism**
The role of tourism in Callander is critical to the town’s future wellbeing. Callander was built on tourism and it has a major role in the town’s economy which enables the viability of facilities that locals can use which would not otherwise be viable in a town of this size. Callander’s aspirational Vision was determined as “Callander: the Outdoor Capital of the National Park”, with an aim to attract visitors all year round. A further note was made that the town needs to provide facilities that attract people to stay overnight, both mid and high range accommodation and a greater range of evening activities to suit all ages.

Suggestions came forward about providing facilities and amenities and encouraging businesses that can make this Vision a reality, and developing “value chains” of complimentary businesses that support each other. The Vision is recommended as the unifying feature of the new Community Action Plan. Concerns were voiced about how tourism is managed in a way that is positive for the town.

**Natural Environment**
The quality of identified natural environment in Callander is one of the key reasons for living in and visiting Callander and underpins the Vision. The conclusion in the Charrette was that activities that responsibly enjoy the natural environment should be encouraged, with care and protection essential and its wellbeing monitored. Young people were excited by the potential business and employment opportunities offered by outdoor and environmental activities, and also cited the natural environment as one of the best things about Callander.

**St Kessog’s**
The importance of St Kessog’s was discussed, in terms of the iconic nature of the building, its significant location within the town and its heritage. The Charrette team’s conservation advisor noted that the building was of significant value and suggested that although costs of refurbishment and maintenance would need to be found, they need not be prohibitively high. Recommendations on St Kessog’s are in both Sections 02 and 03 of this document, and refurbishment of the public realm around St Kessog’s and Ancaster Square forms a key part of the short term built environment proposals made in Section 02.

**Community Groups**
Community groups are very numerous, disparate and somewhat fragmented, they need to work together better to increase their effectiveness and make more efficient use of volunteers’ time. A “Town Manager” would help facilitate such co-ordination and improve effectiveness. It will also be increasingly important for the community, public and private sectors to work together as funds available to all sectors will continue to tighten. The respective roles of the Callander Community Council, the Callander Community Development Trust, and the Callander Partnership need to be clarified. Some community bodies need to be refreshed to attract new members and to involve more people. People living and working in Callander need to be able to find out what groups are doing and what is going on in the town.

**Callander as a Local Retail Centre**
Callander is not self contained, it serves as a resource for smaller local settlements in the surrounding countryside and is itself served by Stirling. Debate was had about whether a new supermarket would stop people going to Stirling to shop (noting that grocers aimed at a local consumer base have closed due to insufficient local custom) and there were discussions about cost...
variances of the same goods in Stirling and Callander. It was generally agreed that quality and diversity of retail on Callander’s Main Street is an issue for local people but more needs to be done to get local people to support local shops. Several ideas as to how this might be done were discussed, including loyalty cards, local currency and community/retailer events. See the Resources part of Section 03 for examples.

Public Transport
There was a perception that the largely commercial public transport provision was costly and inefficient. At the transport technical session it was suggested that there may be opportunities for better collaboration between transport providers that will accrue economies of scale and deliver a more efficient service.

An integrated Callander public transport group could combine the supply of transport from agencies such as social services, transport, education transport, tendered bus services, DRT, Community Transport, special education transport etc into a single integrated planning unit. Car share schemes were also discussed.

In the same session it emerged that Callander and Climate Change were working with the Community Council transport department on an integrated and sustainable transport plan which was due for completion in March 2012. Unfortunately the group is not well known and an increased awareness of this initiative would be beneficial. This is a matter for the Callander Partnership to address.

Opportunities for Young People
Youth workshops identified a lack of opportunity for young people to work strategically with the wider community in discussing plans for Callander. Many felt that young people were perceived as a nuisance, and incapable of making a quality contribution. This was dealt with in the Charrette by running a parallel process for young people and also by inviting them to join a larger workshop and to present their views. See Section 3 for more detail.

Main Street
The public realm of the Main Street in Callander and management of traffic was a major topic discussed on Saturday and Sunday by all groups. The proposed charging strategy for parking was particularly contentious and was followed up in the transport technical meeting. Transport Scotland confirmed that measures such as surface treatments, alternately sided parking bays which help to manage and reduce speeds of motorised traffic are acceptable as part of an integrated scheme. Section 02 of this document looks at approaches to the town and highways treatments for Main Street as well as preserving and enhancing the heritage of buildings on Main Street.

The River Teith
The River Teith is an asset both for its beauty and recreational use and a nuisance due to flooding and the barrier it presents to walkers and cyclists, particularly in the east of Callander. The distance that has to be travelled to McLaren High School and leisure centre is considerable due to the circuitous route that has to be taken. Flooding remains an issue, however the Scottish Environmental Protection Agency (SEPA) are already considering measures to reduce the impact of river flooding on Callander, and Stirling Council are also progressing work to improve culverts within the town. Stirling Council will continue to work with the community and the Callander Flood Watch Group to harness their local knowledge.
Next Generation Broadband

Next Generation Broadband was raised as a key element for the town’s development especially with regards to connectivity, business and employment, education and any future growth of Callander. Callander Enterprise is working closely with the Scottish and UK Government initiative to bring Next Generation Broadband to the area and all its households by 2015 in line with Scottish Government targets.

Community Resources

There are 18 buildings in public or community ownership in Callander (see Appendix for map) – which could be better used to reduce overheads and maintenance costs. A large space is needed where the community can socialise in ceilidhs or similar – an alcohol licence for this space is desirable. See later advice on St Kessog’s and also recommendations for an audit of space needs in Section 3.

Affordable Housing

Affordable housing is an issue in Callander, and there are concerns that people offered new affordable housing are not necessarily from the town. Growth areas identified in the masterplan later in this document should offer affordable housing as part of the housing mix. Running costs are also a problem and several conversations focused on the impact of higher fuel prices on occupiers of existing older and less efficient housing. Suggestions were made about community buying groups for fuel and/or building integrated renewables, and the potential for a district energy scheme in areas of future growth. Biomass fuel was discussed as a local energy production option at the renewable energy technical session, but community acceptance would be needed for larger and more efficient schemes.

Future Growth

The undervalued riverside environment influenced discussions on where Callander should grow in the future. The Charrette concluded that any expansion to the east and west would only elongate the town and result in over reliance on the car. A more compact, concentric, form of growth to the south, to make Callander a “walking” town was agreed as the best way forward. To achieve this the Charrette also concluded that an additional bridge was needed to the east of the town to open up access to the south. This would improve walking and cycling routes to the McLaren High School and Leisure Centre area (identified as a future Community Hub in masterplan proposals later in this document). This would also open up the river as a circular walking route and enable more people to enjoy its beauty, as the town largely turns its back on the river at present.