Delivery
Community Outcomes and Actions

03

Analysis
Callander Community

Callander has a population of approximately 3,400 residents of whom 2,720 are over the age of 16. The number of community based groups at 75+ is extensive for a population of this size, although indicative of a healthy range of interests and activity. It was observed there are several key individuals who are represented on a number of groups. In addition it was noted a number of groups have not been able to fill all "officer" positions, ie. Representatives for management boards or where insufficient volunteers have come forward to enable a ballot.

SWOT Analysis of current community situation.

Following the discussions and written comments made prior to and during the Charrette, the following SWOT analysis was produced to provide an overview of the current situation demonstrating the strengths and weaknesses within Callander and the opportunities and threats outside Callander:

Strengths (within Callander)	Weaknesses (within Callander)
o Clear appetite for variety of different topics and initiatives o Potential for joint working and for resource sharing o People's interests can be directly served by the group that they join o The number of people attending workshops at the Charrette suggests an appetite for participatory events o Young people are keen to articulate their views, although do not find traditional meeting styles easy o Ben Ledi View is viewed very positively and mentioned by people who did not attend the Charrette.	o Mapping all the groups before the Charrette was hard – there was no single source of information o Difficult for less engaged Callander residents to navigate the community sector" and decide which groups to join. o Groups do not seem to communicate with each other about future planning. o Difficulty in co-ordinating across the community – note a few misunderstandings during the Charrette o No group is seen as representing the wider community by the community itself o Some groups seen as "vested interest" by non members o Duplication in effort required for admin, fund-raising, communication, adding to volunteers' workload o Not enough volunteers to fill roles in all bodies, and no elections or ballots for these roles. o Some overlap in remits o Not clear what the "return" is for people who join community groups o Risk of multiple membership fees o A key individual being out of the picture affects multiple groups o Web based communications are poor
Opportunities (outward facing)	Threats (outward facing)
o Very specific interest groups may appeal to parties external to Callander o Can tailor for specific funding bids o Clear means to send messages into community (Ben Ledi view)	o Potential competition between groups for (decreasing) external funding sources o Difficult for external organisations to communicate with "the community" – ie to get responses from a single source o Hard to navigate through the community groups o The community sector looks fragmented to the external eye which creates funding risks

Analysis
Callander Community

One of the principal issues that emerged was that a significant re-organisation and streamlining of local community groups would be required before there was the right structure and mechanism in place to effectively deliver the Charrette outcomes and the Community Action Plan.

There are a large number of dedicated, able people in Callander who are passionate about their town's future. This energy just needs to be channelled in a more co-ordinated and effective manner.

Mapping community focused organisations by type:

The table adjacent groups community organisation by type; this helps to identify their main focus and suggests a typology that will be useful in identifying their respective roles in community planning. The Ben Ledi View community newspaper serves all these groups.

Statutory representation	With strategic function	Property owning:	Amenity groups (indicative categories)	
Callander Community Council	Callander Community Development Trust	McLaren Community Leisure Centre (service provider)	Sports	Local Environment
	Callander Youth Project (service provider)	Callander Youth Project (service provider)	Music	Health
	Callander Enterprise	Kirk Halls	Local History and heritage	Leisure pursuits
		Church Halls	Fundraising	Campaigning

Ben Ledi View newspaper serves all groups

Community Focused Organisations

Callander Community Council

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. Like many communities, Callander have not had a competitive process of election (the "ballot") for their Community Council for some time because of insufficient numbers of people volunteering. Callander Community Council is the only tier of statutory representation with undiluted attention on Callander. They therefore have the potential to play an important role on behalf of the wider community of Callander, particularly for residents who are not involved in community groups. Comments received during the Charrette reported the Community Council are seen as reactive, which may befit its remit, rather than proactive. In addition further commentary stated they have limited involvement from the community and do not represent young people. Persons under 16 may not stand for election, although they could be involved as non-voting Associate Members. The website for this organisation was last updated prior to October 2010 (with the exception of information about the Callander Charrette). Information about the activities of the Council, minutes or meeting dates are not available on their website.

Callander Community Development Trust

Callander Community Development Trust (CCDT) was established in 2003 as a membership based charity with volunteer Directors, who are voted in annually, with a constitution which currently determines those organisations which may nominate Directors. The constitution allows for 8 elected members and 7 associate directors nominated by named community organisations, therefore some community organisations are currently precluded from Associate Directorships. The Chair has been in place since inception. The constitution may benefit from being refreshed to ensure that it meets the requirements of the Office of the Scottish Charity Regulator.

Membership or associate membership is open to anyone living within the boundaries of the Callander Community Council area for a small fee. It has a number of sub-groups working on activities such as "Greening of Callander", plus a separate membership group "Friends of St Kessog's", however there is no information readily available to explain how these groups interrelate, details of their members or activities they undertake. The website for this organisation does not contain up to date information about meetings, activities or decision making processes.

The 'Callander and Climate Change', a sub group of the CCDT, has been successful in raising funds to employ a small number of staff, although their time input is limited. It has also created a benchmarking, visioning and potential actions document "A sustainable future for Callander", focused around key sustainability themes.

Callander Community Hydro Ltd. Project
Another CCDT sub group is working on the Callander Community Hydro Ltd. project, with future potential for revenue income for the Callander community.

McLaren Community Leisure Centre

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 website for this organisation appears to be up to date. We note that the Leisure Centre is currently considered to be "out of town" and there is under use of space there, but there is enthusiastic youth use and a good programme of activities.

Analysis
Community Focused Organisations

Callander Enterprise

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. It also has a seat on the Board of Callander Community Development Trust. The objectives of this business association allow it to develop and deliver projects of benefit to the business community. It provides access to a variety of expertise and understanding of the consumer behaviour in the town in addition to delivering its own initiatives.

Callander Enterprise operates the "InCallander" website, which brands Callander as "the place to be in the National Park". The website targets potential visitors to the town. Information about membership, activities, the committee and how to join is limited from the website.

An older and apparently archival Callander Enterprise website appears in internet search engines which could be misleading.

The Ben Ledi View

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 and advertisements plus a letters page and a monthly events calendar.

Callander Youth Project Trust

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. Funding is received from a range of organisations including Charitable Trusts. The Callander Youth Project Trust has a Board of Trustees, and a number of paid staff to serve its operational activities. The organisation is in the process of purchasing the former Bridgend Hotel to become its base and is preparing its future business plan. It is experienced at working with and through other organisations. The website for this organisation is under construction, and appears to predate the appointment of the incumbent Project Manager.

Community Action Plan

Observations on 2008-11 Version

The Community Action Plan (CAP) is an ongoing and iterative process. The previous CAP was prepared under the aegis of the CCDT, who established a small "Community Futures Steering Group", building on an initiative of the National Park. This consulted and engaged with the community and provided a good foundation for much action and informed the brief for the Charrette. The action plan created a low key Vision without a spatial plan, and took a 10 year view of the measures that the community and partners would take under six themes, identifying a very large number (52) of "priority" actions. Each theme was to be led by a task group. Although many actions have been achieved or are being worked towards, the actions did not have associated targets, success measures or delivery dates, and although appropriate organisations were identified to take action on each priority , it is not clear which of the identified organisation signed up to take responsibilities for action.

Community input and comment before and during the Charrette raised two recurrent issues:

St Kessog's

St Kessog's is an iconic building without a clearly envisaged use to for its refurbishment, maintenance and upkeep. The previous "Rob Roy" exhibition use has closed and the upstairs space is unused. We make recommendations about the future of St Kessog's in the next section.

Space Requirements

A number of organisations told us that they wanted space for their group or for the wider community to get together. We make recommendations for a space requirements audit in the next section.

Recommendations Regarding Preparation for the Delivery of Callander's Vision and the Next Community Action Plan (CAP)

Summary of recommendations:

1. Co-ordinate and support community groups under a single umbrella organisation

2. Plan for effective and regular two way communication and engagement between community groups and the wider community

3. Enable young people to engage with the voluntary and public sector in a way that meets their needs

4. Make the Callander Partnership a more effective working body

5. The Callander Partnership should "own" and lead the shaping, delivery and updating of the Community Action Plan

Community and community groups structure illustration

CAP Recommendations in Detail

1. Co-ordinate and support community groups under an umbrella organisation

It is suggested that the Callander Community Development Trust (CCDT) would be the most appropriate body for this purpose once its constitution is refreshed. CCDT has a network infrastructure that a new organisation would find difficult to achieve and could provide a suitable vehicle to act as the development driver if appropriate resources were provided. It is recognised that the Community Development Trust has limited resources and capacity, and so a priority project under recommendation (5) below should be to fundraise for a Callander Town Coordinator with responsibility for co-ordinating and supporting the various groups under the guidance and direction of the CCDT Board of Directors . Alternatively, a BID (Business Improvement District) project may enable a person to be employed through Callander Enterprise.

The CCDT has operated with a constitution and chairman that have both been unchanged since inception. The constitution would benefit from being refreshed to ensure that it meets the requirements of the Office of the Scottish Charity Regulator and enables wider involvement from community groups. It is recommended that provision be made for particular sectors to be represented on the CCDT. In particular a business organisation such as Callander Enterprise (CE)), a Youth Organisation (such as the Callander Youth Project (CYP)) and charitable community companies providing services (such as McLaren Community Leisure Centre (McLCLC)) should be formally engaged with CCDT through each having a reserved Associate Director position. Stating the sector, rather than the organisation means that should any of the suggested organisations change name or successor or additional organisations emerge, they can be accommodated without changing CCDT's constitution.

The CCDT provides a support mechanism for a number of projects allowing them to benefit from funding sources that may otherwise be difficult to access. The current projects include Callander Community Hydro Ltd. project, Bracklinn Falls Bridge, Callander and Climate Change and Friends of St Kessog's. Several of these projects were initiated by other groups. In particular it might look at how support can be provided to different groups undertaking similar functions – for example, can assistance be given with gathering information for funding applications, could different groups collaborate in communications. It is suggested that this model should continue, and that the CCDT should not necessarily undertake projects of its own.

The CCDT should enable liaison between different groups and a co-ordinated "voice" for the community groups in the Town, addressing the Weaknesses and Threats in the SWOT analysis to accentuate the Strengths and Opportunities.

The CCDT should take the lead on the planning and delivery of the community side of the Community Action Plan, in collaboration with Callander Enterprise and the Callander Youth Project. This role would include continuing to work with other groups to develop new projects and to consider if these support the objectives agreed as part of the Callander Vision at the Charrette and are therefore suitable for development and funding support. This does not inhibit developing projects that are not congruent with the Charrette objectives but they would not attract Development Trust support and would not be viewed as a priority for funding applications. These projects could be developed separately by other single issue groups.

Strategic planning for community organisations should be coordinated through the CCDT, in particular the public funding needs and respective space of CYP and McLCLC, and the need for these organisations to collaborate rather than compete for funding.

Finally, the CCDT should explore community ownership and part ownership models for projects, such as Community Land Trusts, co-operatives and social enterprises. The resources section of this document gives some examples. These models enable revenue made from projects to be fully or partly cycled back into the local community.

"The CCDT should enable liaison between different groups and a co-ordinated "voice" for the community groups in the Town"

Callander people

Umbrella organisation

CAP Recommendations in Detail

2. Plan for effective and regular two way communication and engagement between community groups and the wider community

The Ben Ledi View community newspaper does an excellent job of giving a wide range of information, articles and news to residents, and is award winning for good reason. Like any written publication, it has limitations in terms of available space, and cannot enable quick exchange of multiple views given the length of time between editions. It cannot be available "on demand" in the same way as electronic media.

It is noticeable that there are a number of community organisation websites which are out of date or "under construction". This contrasts with the availability of information to potential visitors on the "InCallander" website, although this site seems to have issues with clarity and ease of navigation. It is recommended that a similar umbrella website to InCallander is set up under the aegis of the CCDT and Ben Ledi View for people who live and work in the town – the Ben Ledi View being a familiar local resource.

It is suggested that a community group directory would also be useful. This would contain information about each of the groups, access to the latest meeting notes, date of the next meeting, details of the people who run the various groups and how groups are managed. The website should also contain a 'Town Calendar' for the benefit of residents but also for groups planning events.
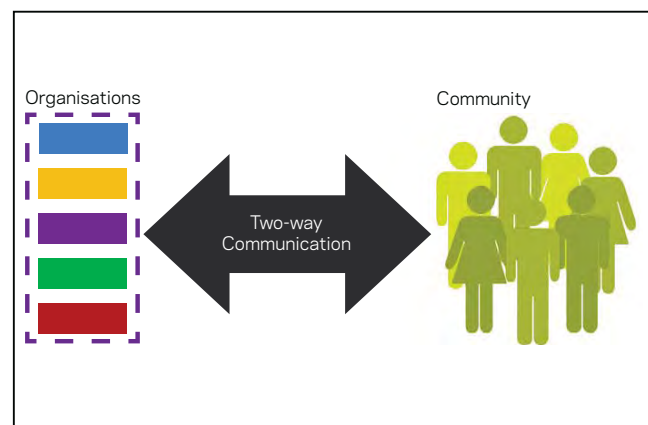
Consideration should be given to providing a single access point though which rooms in community facilities can be booked and the conditions attached to uses of each space. This would reduce the load on volunteers and staff who manage the facilities, but also make it much simpler for individuals or groups wishing to book space.

Resources to manage this umbrella website could be part funded through on line advertising. Many of the advertisers in the print version may be willing to pay a small additional fee to have the similar adverts online. In due course, it may be possible to link receipt of the printed Ben Ledi View with membership of the CCDT so that a further funding stream can be developed for the community newspaper and website and so that residents can see a direct benefit in return for their CCDT membership fee. This would require a membership drive for CCDT, and should be

carefully considered as a drop in circulation could impact on advertising revenue.

As well as providing information, the website could also be used for exchanging views and opinions. In the future it could host initiatives similar to "Freecycle" where residents help each other by donating items to others in the form of tool and equipment libraries.

The website could also provide a platform for a "lift share" scheme for private car users, assisting with transportation issues identified during the Charrette.

Two-way communication between community and organisations

"Consideration should be given to providing a single access point though which rooms in community facilities can be booked and the conditions attached to uses of each space."

BEN LEDI VIEW
The Callander Community Newspaper

Suggested Community Website building on a recognised name:

BEN LEDI VIEW
The Callander Community Website

CAP Recommendations in Detail

It was noticeable that there was a high level of engagement and enthusiasm in 'workshop' style sessions at the Charrette contrasted with lower levels of engagement when a more traditional meeting/presentation style was used. It is suggested that Callander would benefit from an annual opportunity for this type of collaborative working – an "Annual General Workshop".

At this event community groups should have stalls to present their activities and recruit new members, and workshop techniques should be used to discuss topics of interest and progress on the Callander Action Plan and plans for the subsequent year (see later recommendations).

Elections of CCDT directors currently occurs at the Annual General Meeting (AGM) which could take place on or around the date of this event. Likewise, funding priorities could be agreed at the AGW. It is strongly suggested that the AGW should conclude with a community social event. This event should be planned and executed by the CCDT, in co-operation with the Callander Community Council and the Callander Community Partnership.

3. Enable young people to engage with the voluntary and public sector in a way that meets their needs

The Charrette clearly showed that young people are keen to engage in discussions about their needs in the short term, and also in contributing their aspirations for the longer term i.e. Their future. CYP and McLaren High School should consider setting up a Youth Council or similar for the Callander, acting as commentators on matters discussed at the Callander Community Council and Callander Community Development Trust, and developing their own ideas. There should also be a mechanism for the Youth Council to present to the CCDT, McLaren Leisure and CE Boards.

"The Charrette showed clearly that young people are keen to engage in discussions about their needs in the short term, and also in contributing their aspirations for the longer term."

Young people volunteering
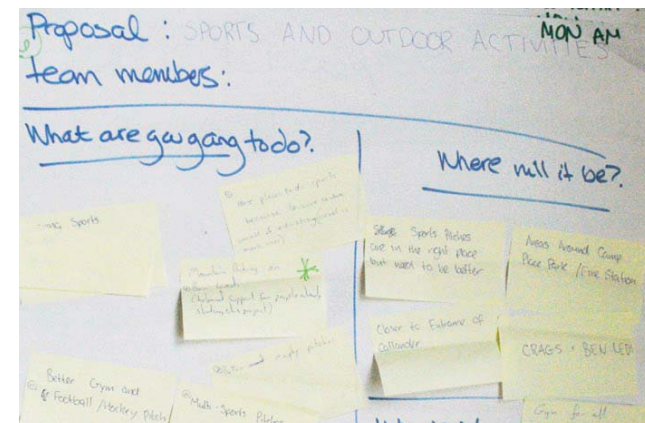
Recorded output from Monday sessions at McLaren High School
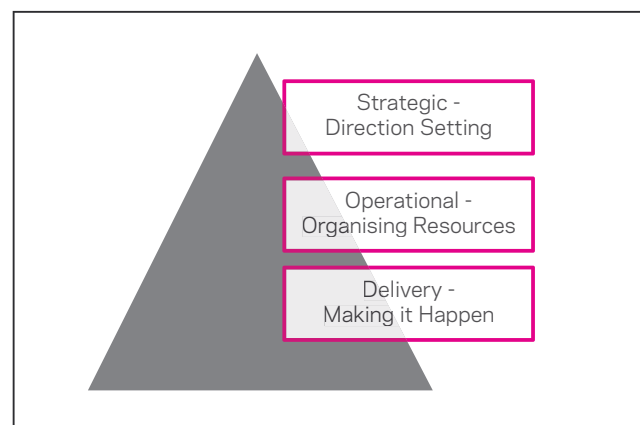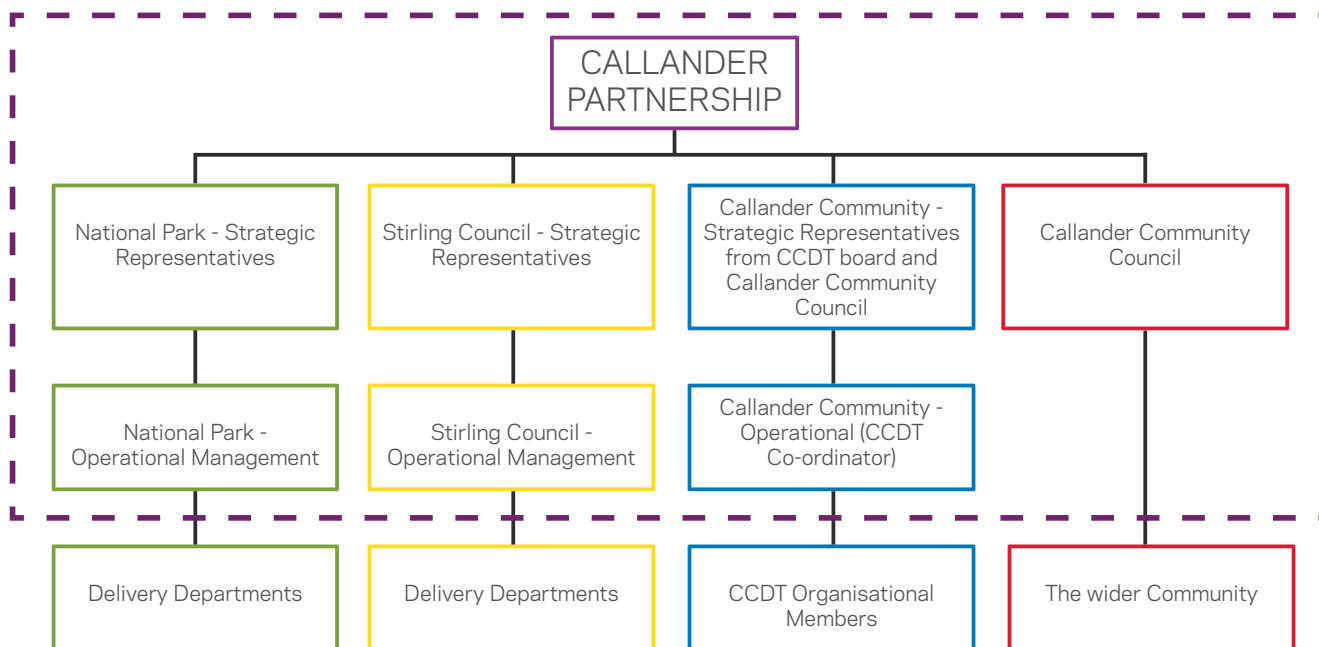
CAP Recommendations in Detail

4. Make the Callander Partnership a more effective working body

The CP is a relatively new association of local strategic groups and agencies who wish to work together to co-ordinate strategies and initiatives. The CP should agree an overarching Purpose or Mission Statement for its activities. This could draw upon the Charrette Vision. It should also draw up a Memorandum of Understanding between the National Park, Stirling Council, the Community Council and the CCDT as to how the CP will be run, decision making structures and representation.

The CP can enable all member organisations to jointly address strategic issues, and to take forward operational projects requiring joint working although these may require working groups.   It also provides an excellent opportunity to co-ordinate activities between the public, private and voluntary sectors such as 'Floodwatch' shorter term projects on Callander Main Street and longer term development strategy. It is recommended that the CP draw up a business plan tha t is linked to the Community Action Plan (see next recommendation).

The diagrams (right) translate to a structure for the Callander Partnership with strategic and operational representation to enable direction setting and to arrange availability of resources for activities which the CP wishes to undertake.

Community awareness of the purpose and functioning of the CP was very low during the Charrette, and it is recommended that once determined, these should be communicated to the wider community. The Callander Partnership should also support the Annual General Workshop suggested in the previous set of recommendations.

CALLANDER PARTNERSHIP

- National Park - Strategic Representatives
- Stirling Council - Strategic Representatives
- Callander Community - Strategic Representatives from CCDT board and Callander Community Council
- Callander Community Council

- National Park - Operational Management
- Stirling Council - Operational Management
- Callander Community - Operational (CCDT Co-ordinator)

- Delivery Departments
- Delivery Departments
- CCDT Organisational Members
- The wider Community

- Strategic - Direction Setting
- Operational - Organising Resources
- Delivery - Making it Happen

The Callander Partnership

Callander Community Partnership Hierarchy

Callander Community Partnership Hierarchy

CAP Recommendations in Detail

5. **The Community Partnership should "own" and lead the shaping, delivery and updating of the Community Action Plan**

An integrated CAP tackling the issues raised in the Charrette requires co-ordinated skills, resources, responsibility and support from the public, private and community sectors as well as the wider community. Each of these sectors is represented on the CP, and we recommend that the CP should jointly provide the leadership and drive to shape, deliver and update the CAP.

The CAP should be built around the Vision that the Community set at the Charrette, and in particular should seek to enable the 10 Principles which were identified as important to Callander. The CAP should be built up through each CP member asking its departments or in the case of CCDT, constituent organisations, to identify the individual contributions that they can make to progress the 10 Principles and underpinning objectives, and work towards Callander's Vision. Each contribution should seek to progress as many of the objectives as possible, i.e. the CAP is not built around themes but around projects meeting multiple objectives..

Contributions can include existing plans and projects. Each contribution should be SMART (Specific, Measurable, Achievable, Realistic and Time targeted) and could be short, medium or longer term projects or services. Medium and longer term projects should ideally have delivery plans. CCDT contributions may be joint projects by several community groups, with a lead identified, or from individual groups. Clearly identified "owners" for each contribution to the CAP are essential.

The SMART contributions can then be combined into the CAP. Once this is done, the draft plan is assessed against the 10 principles and if any conditions are less well addressed, either existing contributions are "stretched" to address this or new contributions are sought. Contributions organisations could make might be suggested to them, but should not be assigned to them unless the organisation agrees. It is unlikely that each principle or objective will be addressed to the same degree, however.

It is recommended that four or five carefully prioritised multi-sector/organisation projects to be led by the CP are identified. These should include short term, medium and longer term projects with SMART objectives.

Given the discussions and outcomes at the Charrette it is suggested that the carefully prioritised multi-sector/organisation projects might include:

o Ancaster Square public realm improvement (short term)

o Sourcing funds for a Callander Town Co-ordinator (short term).

o Community accommodation audit (short term)

o Main Street public realm and parking (short term)

o St Kessog's Church – commercial management strategy giving community access to space for large scale entertainment (medium term)

o Securing a bridge over the river towards the east of Callander to connect with the emerging Community Hub to the south (medium term)

o Create a development plan for new Activity and Community Hubs to the south of the river in line with the Charrette Vision outcome (long term)

Ancaster Square and Main Street

A view of St. Kessog's in Ancaster Square

Advice on Key Issues

A recurrent theme in the Charrette discussions was the desire of community groups to have space in which to carry out various activities. Emergent findings were that the McLaren Leisure Centre has underused space, and the CYP is still determining uses for the spaces in its building, assuming the purchase of the former hotel is completed.

St Kessog's Church, an iconic building in the centre of Callander, was also widely discussed as a possible location. During the Charrette there were wide ranging views on what to do with St Kessog's, including demolition and replacement with an efficient community building with affordable running costs through to public sector functions on the ground floor with commercially viable space upstairs. The following sections provide advice based on observations during the Charrette process.

St Kessog's

Ground floor civic uses and commercial first floor uses are highly unlikely to deliver sufficient income to make building maintenance and refurbishment viable. Commercial facilities on the first floor without a significant ground floor attractor are not attractive to customers

or operators. Since community groups are unlikely to find the significant funding needed for capital and revenue costs, the building's future would remain uncertain.

The Charrette consultation confirmed the importance of St Kessog's to the local resident and business communities. It also confirmed their frustration that proposed reuses and feasibility assessments have not resulted in desirable and deliverable development plans for the property. The 2009 Consultant's report confirms that St Kessog's suffers from a common problem with historic buildings that are adapted for alternative uses, namely that the additional costs of maintaining and operating from a historic building results in an overall deficit. St Kessog's has the potential to be a key tourism asset. One that attracts visitors to the town for the benefit of all local businesses not only those based in St Kessog's. St Kessog's requires a detailed option appraisal that can consider the following options:

o An option that maximises the income generated from St Kessog's to ascertain if an approach which replaces the desired community uses with more commercial uses would be able to generate sufficient income to meet the long term maintenance and operating requirements.

o An option that considers balancing the commercial and community objectives and the need for an endowment to supplement the earned income to achieve long term sustainability

o An option that identifies the wider economic benefit of St Kessog's and the amount of and justification for public sector support.

The options appraisal could also consider whether St Kessog's should be owned or operated by the private sector, community based organisation or public sector organisations.

It is recommended that market testing of proposed concepts be carried out to assess the level of commercial interest, and they should also be tested against the Callander Vision and Ten Key Principles to assess their relative favourability.

Negotiations at the point of lease or sale should be used to reserve the large entertainment space for significant community gatherings.

St Kessog's has the potential to be a key tourism asset. One that attracts visitors to the town for the benefit of all local businesses not only those based in St Kessog's.
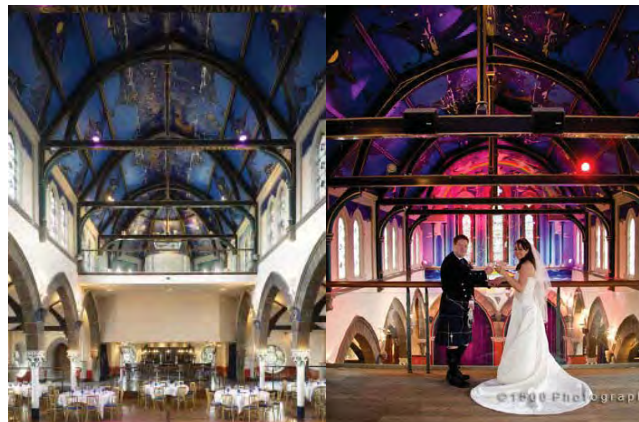

Oran Mor

Oran Mor

Advice on Key Issues

Information and Marketing

During the Charrette it became clear that Callander is undergoing a significant identity crisis and a more co-ordinated approach on marketing and signage is desperately needed for what the town currently has to offer. It is suggested that the concept then extends well beyond a current offer and evolves into a strong local 'Made in Callander' experience benefiting not only visitors but locals alike by creating a strong economic brand for local produce.

A summary of relevant suggestions:

o Promote Callander's location in the National Park and the Trossachs

o Develop a 'Made in Callander' experience

o Make the most of local produce by creating 'A Taste of the Trossachs' brand.

o Create a coherent and coordinated web-based information resource to map and maximise understanding of what is already there.

o Have easily accessible and interactive material in a central place; ie. Ancaster Square.

o Coordinate between providers to create an annual events calendar.

o Ensure Callander is well connected virtually - both for the use of people in Callander and for visitors.
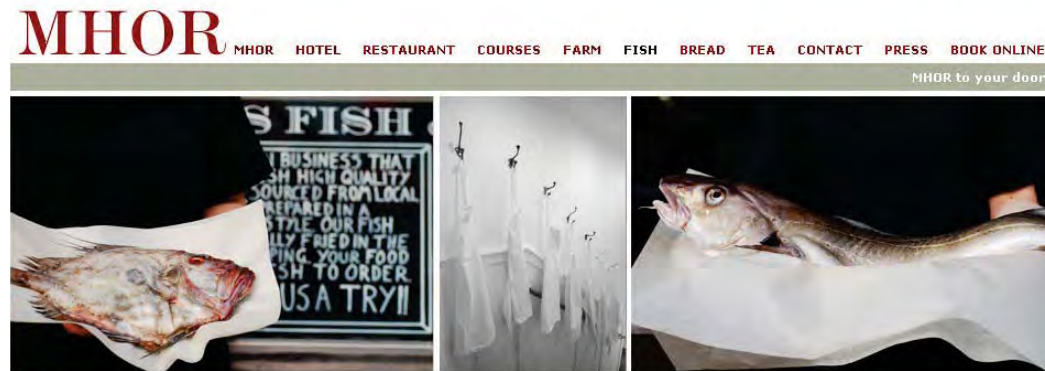
Award-winning family business MHOR; A snapshot of the website

Deliciously Yorkshire; A snapshot of the website

A Taste of the Trossachs

Advice on Key Issues

Spaces for Community Groups

Buildings are assets but also substantial liabilities, and many community groups struggle to raise funds to refurbish and maintain buildings. The more buildings that the community has to fund, the greater the diversion of funds and volunteering time from projects into overheads. Advice from OFGEM that energy bills will continue to rise will make these buildings operationally unfeasible. Public sector and other grant aid are likely to reduce in coming years.

Therefore the recommended strategy is that existing buildings and space such as that at McLCLC and CYP should be fully utilised where possible. It is also suggested that consideration is given to evening use of publicly owned buildings and use of spare space in these buildings.

It is recommended that two audits are carried out; one into currently or imminently vacant space in community sector space, and one detailing community groups' space needs. It is particularly important that the characteristics of the space needed are carefully detailed so that compatible uses (by type, location and times needed) can be identified.

The questions to be included in the audit should include but not be limited to those suggested in the column on the right.

The masterplan proposed for Callander in Section 02 of this document identifies a Community Hub to the south of the town around the Leisure Centre, and careful consideration should be given to locating and concentrating activities with a community focus there.

The survey questions suggested are:

1. Name of community group with unmet space need

2. Purpose for which space is needed – select from (examples taken from uses identified at Charrette):
o   hot desk: use of a desk and office equipment
o   storage (specify volume - eg. number of filing cabinets)
o   meeting
o   activity - local community
o   activity – tourists
o   display - local community
o   display – tourists
o   event
o   other (specify)

3. How is this need met currently (specify)

4. When is the space needed? (select from the following)
o   Permanently
o   Every week day
o   Several times each week (specify how many and which days)
o   Weekly (specify if this needs to be a particular day)
o   Several weeks (specify time of year and number)
o   Monthly
o   Quarterly
o   Annually
o   Occasionally, cannot specify frequency

5. What are the maximum anticipated number of users at any one time? (specify)

6. Will this use directly generate any revenue (yes / no)

7. Are there any special requirements associated with this use? (specify)

Callander Youth Project Centre

McLaren Leisure Centre

Resources
Sources of Funding

The funding landscape is constantly shifting and it is therefore not appropriate to list all extant sources of funding. However, the proposals arising from the Charrette match a number of the current funders' aims and objectives and the associated funding programmes. The following are of particular interest:

Heritage Lottery Fund: Townscape Heritage Initiative

This scheme is designed to help communities regenerate Conservation Areas displaying particular social and economic need. The scheme funding is often used alongside Historic Scotland's Conservation Area Regeneration Scheme which Callander currently benefits from.

The THI can be used to fund public realm improvements within the Conservation Area, bring historic buildings back into use, and fund shop front improvements. The scheme is unique in that funding from the scheme can be used to support private sector owners. This typically attracts grant funding of between £500,000 and £2,000,000. Towns such as Dunbar, Arbroath and Douglas have each benefitted from THI grants.

Heritage Lottery Fund: Your Heritage and Heritage Grants

The HLF has two grant schemes aimed at a wide range of heritage projects. Your Heritage provides grants of between £3,000 and £100,000 and is particularly appropriate for community groups. These grants can assist people to learn about their heritage, conserve heritage and encourage people to take an active part in heritage management. Recent projects have included the improvement of footpaths to provide access to local natural heritage.

Heritage Grants offer larger grants over £100,000. Such a grant may be appropriate for St Kessog's if a sustainable use can be secured. The Heritage Grant may support the necessary conservation and conversion of the building to a new use.

Resources
Information and Precedents

Reference examples in other parts of the UK, mentioned during the Charrette or in this document that may be helpful in delivering Callander's Vision through the Masterplan and Community Action Plan:

Bro Dyfi Community Renewables
Bro Dyfi Community Renewables is a community energy co-operative registered under the Industrial and Provident Societies Acts. It was established in 2001 to develop community-owned renewable energy projects in the Dyfi Valley area in Wales. In 2003, they erected a 75kW wind turbine, with money raised from a share offer. Shareholders receive an annual dividend, and 30% of BDCR's annual profit goes to a community energy fund used for energy efficiency measures within the Dyfi Valley. Their subsequent project erected a much larger (500kW) turbine on Mynydd Glandulas. Again, this project was funded by a share offer.
Website: http://www.bdcr.org.uk/content/index.php

Hitchin Business Improvement District
"In April 2009, Hitchin businesses voted to turn the local Town Centre Management scheme into a Business Improvement District (BID). All businesses involved pay a small annual levy to fund projects and services that will benefit the area they work in, their customers, clients and employees – with the overall aim of improving their whole business environment.   The Heart of Hitchin BID management team set a series of objectives, covering 5 areas of activity: Safety & Security; Clean & Gleam; Access & Parking; Hitchin 'Look & Feel' and Marketing, Promotions & Events. This website reports regularly on action in each of these areas - activities underway, objectives achieved and new initiatives introduced".
Website: http://www.hitchinbid.com/

Freecycle groups
Freecycle groups match people who have things they want to get rid of with people who can use them. Their goal is to keep usable items out of landfills but they are also save money for those receiving the unwanted goods. Requests for items can also be made by users.
Website: http://uk.freecycle.org/

York Residents' Festival
York Residents' Festival enables residents are able to enjoy the attractions usually visited by tourists at reduced rate or free over a weekend. This demonstrates the tourism industry's appreciation of the impacts of tourism and recognises the contribution made by the local community.
Website: http://www.visityork.org/seeanddo/resfreeattractions.aspx

Liftshare
Liftshare is an initiative to match car owners making journeys with others who need to make the same journey. No profit is made but costs are shared (and carbon footprints reduced).
Website: https://www.liftshare.com/uk/

The Totnes Pound
The Totnes Pound is a local currency systems intending to strengthen the local economy whilst preventing local money from leaking out. It requires a partnership between retailers, facility providers and local people.
Website: http://www.transitiontowntotnes.org/totnespound/home

Fordhall Community Farm
Fordhall Community Farm is an example of a community land trust.   8000 people from all over the world bought shares in this project because they believed in its values. In return they get a newsletter and opportunities to vote on certain matters (1 vote per shareholder irrespective of share holding size) and to participate in events on the farm. This may be a model for projects in Callander where fundraising is needed and where community or wider ownership is a suitable (perhaps projects requiring capital, rather than revenue).
Website: http://www.fordhallfarm.com

Deliciously Yorkshire
Deliciously Yorkshire is a regional food brand which could provide a model for "A Taste of the Trossachs" or a similar local scheme. "deliciouslyorkshire is a not for profit organisation providing vital support to a diverse range of food and beverage producers, retailers and distinguished hospitality operators in the Yorkshire and Humber Region. Our members are private sector enterprises creating sustainable employment in the region and providing a vital economic backbone for our rural communities."
Website: http://www.deliciouslyyorkshire.co.uk/dy/
The York Card
The York Card gives residents a discount at some attractions, facilities and events which are generally aimed at tourists.
Website: http://www.york.gov.uk/leisure/sports/YorkCards/

Dunbar Townscape Heritage Initiative
Dunbar Townscape Heritage Initiative is an example of a council / private sector and community sector partnership which has delivered significant economic, social and environmental benefits for the local community, securing over £4m grants and inward investment.
Website: http://www.eastlothian.gov.uk/info/209/regeneration_and_town_centre_management/248/dunbar_townscape_heritage_initiative

Oran Mor
Oran Mor is a refurbished church in Glasgow now used commercially and for wedding receptions. It could provide a model for St Kessog's.
Website: http://www.oran-mor.co.uk/page/About_ran_Mr_145.html

Resources
Material Sources and Further Reading

Sources

Transportation

o Community Transport Feasibility Study - LL & TT National Park

Flooding

o Strategic Flood Risk Assessment for Callander. Aug 2010 - LL &TT National Park

Community

o Community Action Plan 2008 - 2011

Statutory Planning

o LL & TT National Park Local Plan

Sustainability

o A Sustainable Future for Callander
o Open Space and Green Space Strategy
o National Park Biodiversity Plan
o Draft SPG Guidance on Renewable Energy
o Draft SPG Guidance: Sustainable Design

Housing

o Draft SPG Guidance on Affordable Housing

Character & Heritage

o Callander Conservation Area Appraisal
o Callander Historic Shop Appraisal
o LL & TT National Park Landscape Character Assessment

Economy

o A Framework and Action Plan for Sustainable Tourism

Youth & Education

o Callander Youth Project

Licences

Resources
Callander's Assessment Tool

At the Callander Charrette the community identified Ten Key Principles, each with a number of objectives, that needed to be satisfied to successfully deliver the Vision for Callander. This Assessment Tool allows any new proposals or initiatives to be gauged against each of the Principles. It is unlikely that any single project or plan will support all of the objectives, but each can be assessed to see the contribution that it does make, and how it might be improved to support more of the Principles.

This should be particularly helpful when assessing the Community Action Plan and Local Plans as it will highlight any objectives which are less well supported. Decisions can then be made about "stretching" existing proposals to do more, or seeking out new projects to address the gaps. The tool can also be used as a baselining tool to assess how Callander currently stands against each principle and objective. This assessment can be updated periodically.

A snapshot of the tool spreadsheet

SUMMARY TABLE:	
CONDITION	SCORE
Town Centre	56%
Transport	39%
Sustainability	47%
Flooding	78%
Community	71%
Retail	50%
Tourism and Leisure	7%
Natural Environment	58%
Housing	83%
Employment	39%

Summary Table generated by Assessment Tool
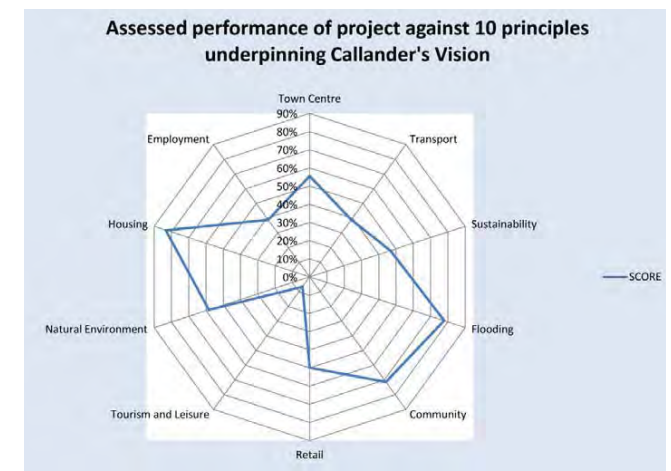
Spider Diagram generated by Assessment Tool

7N ARCHITECTS