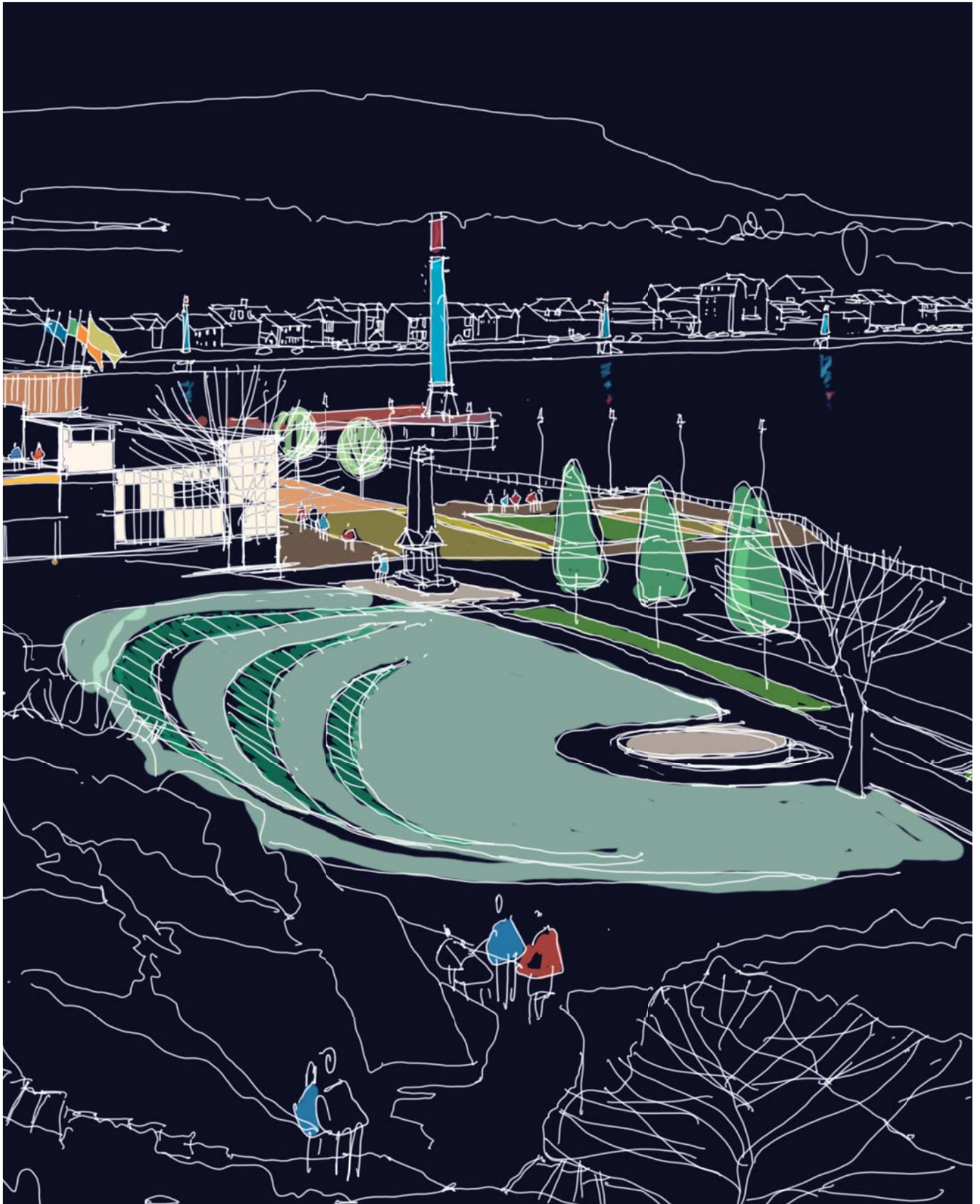


Austin-Smith:Lord

ThinkDunoon Charrette

Summary Report
Scottish Regeneration Forum & Argyll & Bute Council

21.07.2017





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Introduction



Introduction

ThinkDunoon Charrette Context

Supported by a community steering group, SURF, the Scottish Urban Regeneration Forum, secured funding from the Scottish Government's 2016/17 Design Charrette Fund to deliver the *ThinkDunoon* Design Charrette during March 2017 that would result in a masterplan for Dunoon. SURF was supported by Argyll & Bute Council in this project.

A design charrette is an intensive consultation that engages local people in shaping the future of their community. Charrettes are collaborative events that bring together local people of all ages with experienced design and planning professionals. Together they seek to find solutions that will benefit the area over the short, medium and long term.

A design team led by Austin-Smith:Lord LLP (urban designers, architects and landscape architects) & Douglas Wheeler Associates Ltd (local regeneration specialists) with *WAVEparticle* (artists/engagement), Transport Planning Ltd (transport consultants), SKS (social enterprise consultants) and Ryden (property consultants) was commissioned in February 2017 to facilitate the *ThinkDunoon* Design Charrette.

ThinkDunoon took place on Tuesday 28 – Thursday 30 March 2017 and over the three-day period the public, businesses, third sector representatives, designers and specialists worked together, 'hands on', to prepare a long-term vision, development framework and action plan for Dunoon, with the ideas translated into plans and drawings. A "work in progress" presentation was held on Thursday 20 April.

Workshops to discuss, debate and design were held at the Pier and a design studio was operational from Tuesday 28 March afternoon until Thursday 30 March.

The Pier proved to be an ideal town centre location and very popular with a significant number of locals and interested parties 'dropping in' during the four days to have their say about the future development of Dunoon.

ThinkDunoon follows the enthusiastic participation of Argyll and Bute residents and businesses in Rothesay, Tiree and the Crinan Canal charrettes which resulted in collaborative masterplans being created for these three locations.

ThinkDunoon Charrette Objectives

The overarching objective of the *ThinkDunoon* Charrette was to prepare a vision for Dunoon town centre to ensure that the town performs better and is more attractive for local people and visitors, including day-trippers.

The community-inspired vision, masterplan and action plan encompass the centre of Dunoon, including its historical core and extending as far as the East and West Bays. *ThinkDunoon* looks to establish a strategic context and development framework to accommodate Dunoon's existing conditions, the Conservation Area Regeneration Scheme (CARS) projects and the ongoing catalyst projects including the Burgh Hall, the Queens Hall and the Pier.

ThinkDunoon also considers the links between pedestrian and road user needs in the Town Centre, the aspirations for changing the tourism experience on arriving in the town and options for increased town centre activities.

In summary Argyll & Bute Council (ABC) and Scottish Urban Regeneration Forum (SURF) aims and objectives for *ThinkDunoon* were to:

- Build consensus around a shared vision for the Town Centre using design-led intensive community and stakeholder engagement;
- Review existing and identify new opportunities for regeneration, rehabilitation or development of sites/buildings;
- Prepare proposals for improving circulation & movement between the town centre, the Pier and the East/West Bays to:
 - Encourage footfall
 - Improve pedestrian circulation & experience
 - Manage car-borne activity
- Identify opportunities and funding to deliver improvements to the physical appearance of the public realm & shopfronts;
- Improve the quality of the built environment in conjunction with Conservation Area Regeneration Scheme investment and identify alternative uses for vacant shops & sites;
- Propose a Masterplan to include short, medium & long term projects.

'Alliance for Action' potential

In October 2014, Highlands and Islands Enterprise (HIE) commissioned SURF to undertake a feasibility study into establishing an 'Alliance for Action' project for Rothesay.

An 'Alliance for Action' is a collaborative and shared learning network of private, public and third sector individuals and organisations, which collectively seek to work together towards a common vision.

The Rothesay Alliance has proved a success with the creation of the dedicated post to assist with project delivery. Consequently SURF has expanded their ambition to Cowal, with a view to establishing whether the 'Alliance for Action' model is suitable for Dunoon. SURF had therefore already been engaged with local people, agencies and community groups in Dunoon and *ThinkDunoon* looked to build on this early work.

This report summarises the background, process, outcomes and the vision, objectives and projects that emerged from the *ThinkDunoon* charrette. From which, it is intended that an Alliance for Action group can collaborate to enable, facilitate and prioritise the delivery of the *ThinkDunoon* projects.

ThinkDunoon Consultants

The development of *ThinkDunoon* was undertaken by a multidisciplinary team, and enhanced by the contributions of everyone who participated in the process that has informed this report.

Austin-Smith:Lord LLP

- Lead Consultants
- Facilitators
- Urban Designers
- Architects
- Landscape Architects
- Conservation Architects
- Planning
- Graphics

Douglas Wheeler Associates

- Regeneration Consultants
- Project Managers
- Socio-Economic Regeneration advisers

WAVEparticle (with Stephen Hurrell)

- Artists
- Creative Regeneration
- Community Engagement
- Facilitators

SKS Scotland CIC

- Social Enterprise Consultants

Transport Planning Ltd.

- Transport Planning
- Traffic Management
- Accessibility

Ryden

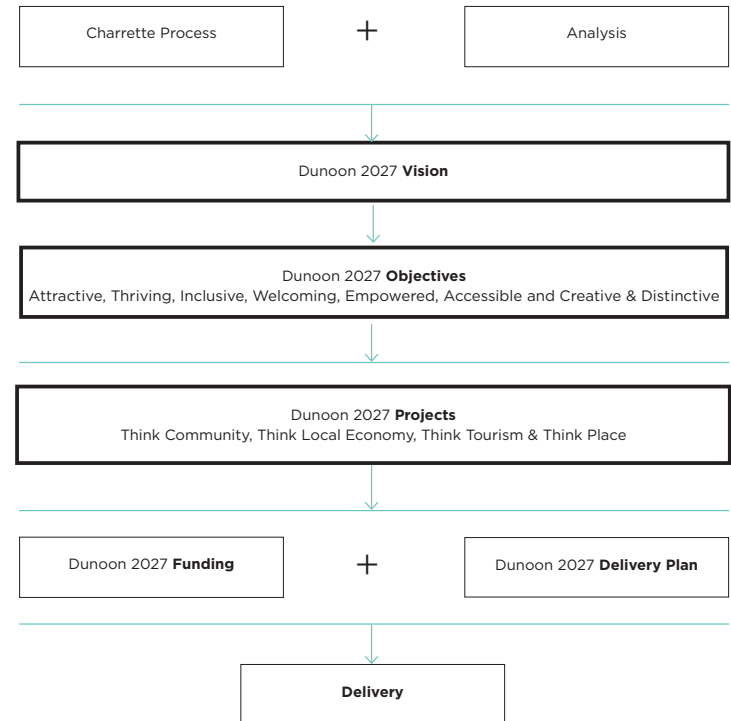
- Property Market Advisers

The design team acknowledge and thank all the organisations, community and third sector groups and individuals who contributed to the success of *ThinkDunoon*.

Purpose of this Summary Report

This 'ThinkDunoon Summary Report' outlines Dunoon 2027 vision, objectives and key projects and also provides a delivery plan and funding opportunity table.

For detailed charrette process report, in-depth analysis and detailed projects action plan, please refer to the full 'ThinkDunoon Charrette Final Report'.



Charrette Process



Charrette Engagement & Events

Discuss, Debate, Design

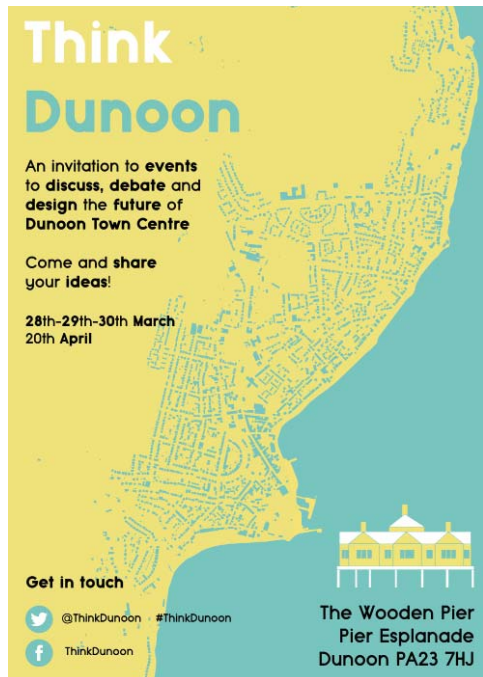
In preparation for the *ThinkDunoon* Charrette, a team from *WAVEparticle* visited Dunoon on Friday 10th and Saturday 11th March. School workshops and various tours of the Town helped gathering initial thoughts on the past, present and future of Dunoon.

Charrette events and activities followed on Tuesday 28th, Wednesday 29th March and Thursday 30th March when the full Charrette Team set up a debate and design studio at the Pier. Various events, workshops and walks were organised at the Pier and around Dunoon.

The Charrette Team returned to Dunoon for a "Report Back" day on Thursday 20th April to present the emerging ideas to the community and interested parties.

The Charrette directly engaged more than 520 individuals and was structured around the following events with attendance as follow:

Pre-Charrette Database	
Dunoon Grammar: Dunoon, Kirn, St. Mun's & Sandbank Primary Schools	215
Town Centre in-situ	30
	40
Tues 28 March	
Transport Walk + Talk:	
Schools Workshop	12
Community Council	14 pupils + 4 staff
Community Presentations	4
Setting the Agenda	38
	20
Wed 29 March	
Tourism Workshop	
Futurewalk	25
Stakeholders Working Lunch	8
Youth Workshop	12
Business Workshop	13
	15
Thur 30 March	
Drop-in	
Work In Progress Presentation	50+
	20



ThinkDunoon Poster



ThinkDunoon Programme

Digital Media / Media

Beyond the Charrette events and workshops, *ThinkDunoon* Facebook, Twitter and Padlet pages, accompanied by three articles in the Dunoon Observer, provided additional information and gave the opportunity to the public to engage digitally with the Charrette process. Members of the community and stakeholders also sent suggestions to the Charrette Team via email and post

Facebook	
Page Likes	409
Page Follows	427
Posts	117
Post Reach	37k+
Post Engagement	1,750

Twitter	
Tweets	97
Followers	121
Likes	114

Dunoon Observer	
Articles	3

E-Flyers to database	
Briefing Note + Updates	6



Transport Walk + Talk



School Workshop



Community Presentation



School Workshop



Futurewalk

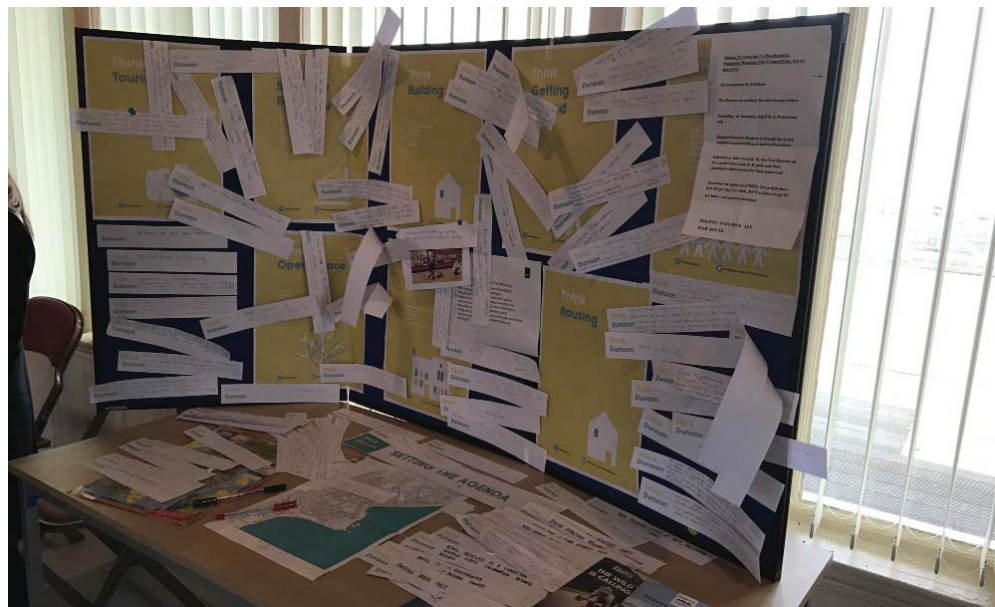
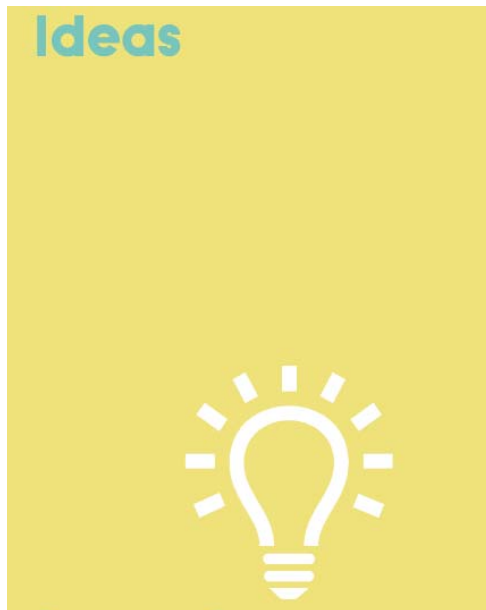
Think Ideas

The ideas and issues that were raised during the pre-charrette engagement helped identify a series of topics that were used to guide discussions throughout the ThinkDunoon Events:

- Community
- Building
- Open Space
- Getting Around
- Business / Economy
- Tourism

The various topics were discussed throughout drop-in sessions, one-to-one discussions, focused workshops and on social media. A copy of the submitted written comments can be found in Appendix F.

The issues, ideas and ambition that emerged through this process helped shape the Dunoon 2027 Vision, Objectives, Programmes and Projects.



Charrette Comments Board

Below: sample quotes

“Talk up Dunoon - Be Positive! Be Proud!”

“Attitude - **Build an inclusive community**”

“**Lots of great work by local voluntary organisations** is undermined by funding models that insist on ‘self-sustaining’ outcomes. Not just a Dunoon problem but hardest in low populations densities - not a big enough pool of volunteers. Just need a bit of on-going admin/ co-ordination “

“**Promote activities wider** eg. to hard to reach groups i.e. mental health/addictions”

“**More youth provision: lack of space & programmed events**”

“**Queens Hall -> Aspiration to make sure it is vibrant and accessible to the community**”

“A **free space in town for rural workers** where we can do emails, work with very good internet access”

“Easier access to shops and services for less able people”

“Cowal has dozens of artists, makers and craftspeople - this should be promoted”

“We need **allotments** and a **food-coop**”

Below: sample quotes

“**More indoor activities to compensate wet weather**”

“Finally deal with portakabins! Very poor first impression next to passenger ferry”

“**Concentrate on maintaining existing buildings to complement on-going works to Queens Hall, Burgh Hall & Dunoon Pier etc.**”

“The old Art Deco Cinema (if refurbished), the Queen’s Hall and the Burgh Hall have the potential to become **three lively cultural anchors that would help breathe new life into the town**”

“There is no wet weather alternative, this should be a **museum marking the American years**”

“Look at **repurposing vacant spaces inside the Post Office building**. Studios? Workspace?”

“The **Pier is the most important feature** and needs to be sorted out”

“**Empty shops need to be repurposed**”

“A tool library!”

Open Space

- Parks
- Streets
- Open Civic Spaces
- Wider Context: Cowal Peninsula – Firth of Clyde



Below: sample quotes

“**Layout benches and tables for people to meet and children to play, more people would stay in town.**”

“**We need more opportunities for kids to play**”

“**Skate/ Bike park. Close to West Bay - open, easily accessible and visible not hidden at the back of Dunoon**”

“**Pavement trail from ferry to centre with timeline of town history on slabs**”

“**Concerned about the decline of Argyll Street**”

“The **West Bay could be a fabulous** seafront with really excellent play equipment, beach huts, nice places to sit”

“The Old Gas Works would be an ideal spot for a kick-about area”

“Close-off Argyll Street for a Christmas Event”

“**An art trail along the beach**”

Getting Around

- By foot
- By bike
- By bus
- By boat
- By car



Below: sample quotes

“**Parking = should utilise system like Gourock - free short stay clock**”

“**A suitable ferry - people will come + stay if it works**”

“**Easier access to shops/ facilities for disabled people**”

“**Better signage**”

“**Signage at Hunter’s Quay + on ferry, map of attractions**”

“**Ferry service should be improved / better connecting between the two ferries**”

“**Argyll Street: Car Parking system should be clarified**”

“**We should have more extensive cycle routes**”

Business/ Economy

- Retail, Services & Hospitality
- Shared working provision
- BID
- Networking
- Innovation
- Business Start-up & Growth
- Important Sectors



Below: sample quotes

“**Limitation of shop types - too many charity shops & chemists. Outdoor pursuits shop needed**”

“**A website with practical info for people considering moving to Dunoon would be great + not cost much.**”

“**Rural Dunoon businesses face specific logistical challenges such as lack of reliable couriers, no 24h delivery, being treated as ‘Highlands’ with postage sub charges**”

“**Retailers should be supported to develop a well-presented, high-quality, niche shopping experience that would increase footfall**”

“**A Dunoon daily text message/email service should be developed, with event alerts and business offers**”

“**More collaboration between businesses**”

Tourism

- Dunoon as a destination
- Attractions
- Accommodation & Food/Drink
- Activities
- Events
- Nature
- Heritage
- Events/ Festivals & Marketing



Below: sample quotes

“**Two angles should be better defined: Dunoon/ Cowal as a place to live + as a place to visit.**”

“**A cohesive strategy for bringing tourists needs to consolidate all the many initiatives already underway.**”

“**Not enough ads about Dunoon attractions**”

“**The Town has to build around its enormous natural capital**”

“**We should build on how bike-friendly the area is - we could use a bike repair/hire shop**”

“**It would be great to have an app to navigate the heritage of the Clyde from Glasgow to Dunoon**”

“**Better up-to-date and maintained notice boards for locals and tourists**”

“**Festivals as fringe event around Cowal gatherings**”

“**Create more water/river activities**”

“**A new campsite in Dunoon?**”

“**Create facilities for boats (marinas...)**”

Analysis



Assets



Map showing Dunoon's Main Assets

Dunoon's Main Assets

Dunoon has several assets that should be enhanced and supported to strengthen Dunoon's offer. One of the town's main assets is its **incredible landscape setting** with exceptional vistas from the town centre and high quality architectural heritage as well as a **strong retail core** with a base of more than 75 mostly independent businesses.

The town also has a **rich history and a high quality architectural, social and cultural heritage**. Dunoon also has a **talented, resourceful and lively community**, with an impressive and wide range of more than 45 community groups and organisations including active community, youth, arts and sports groups in Dunoon and the surrounding area.

Dunoon and The Cowal Peninsula have a growing **network of arts, cultural and creative businesses and organisations**.

There are also some **strong existing partnerships** (e.g. driven by Dunoon Community Council, Burgh Hall Trust, Dunoon Presents BID, Argyll & Bute Third Sector Interface and Cowal Marketing Group/Argyll & Isles Tourism Coop).

Dunoon is the **main town on the Cowal Peninsula**, the **gateway to Loch Lomond & The Trossachs National Park** and is also strategically located on the edge of the **Greater Glasgow City Region** with a population of around 1.7m within the catchment.

Achievements



Map showing Dunoon's Main Physical Projects Achievements

Dunoon's Main Achievements

Dunoon has a long list of recent investments and achievements:

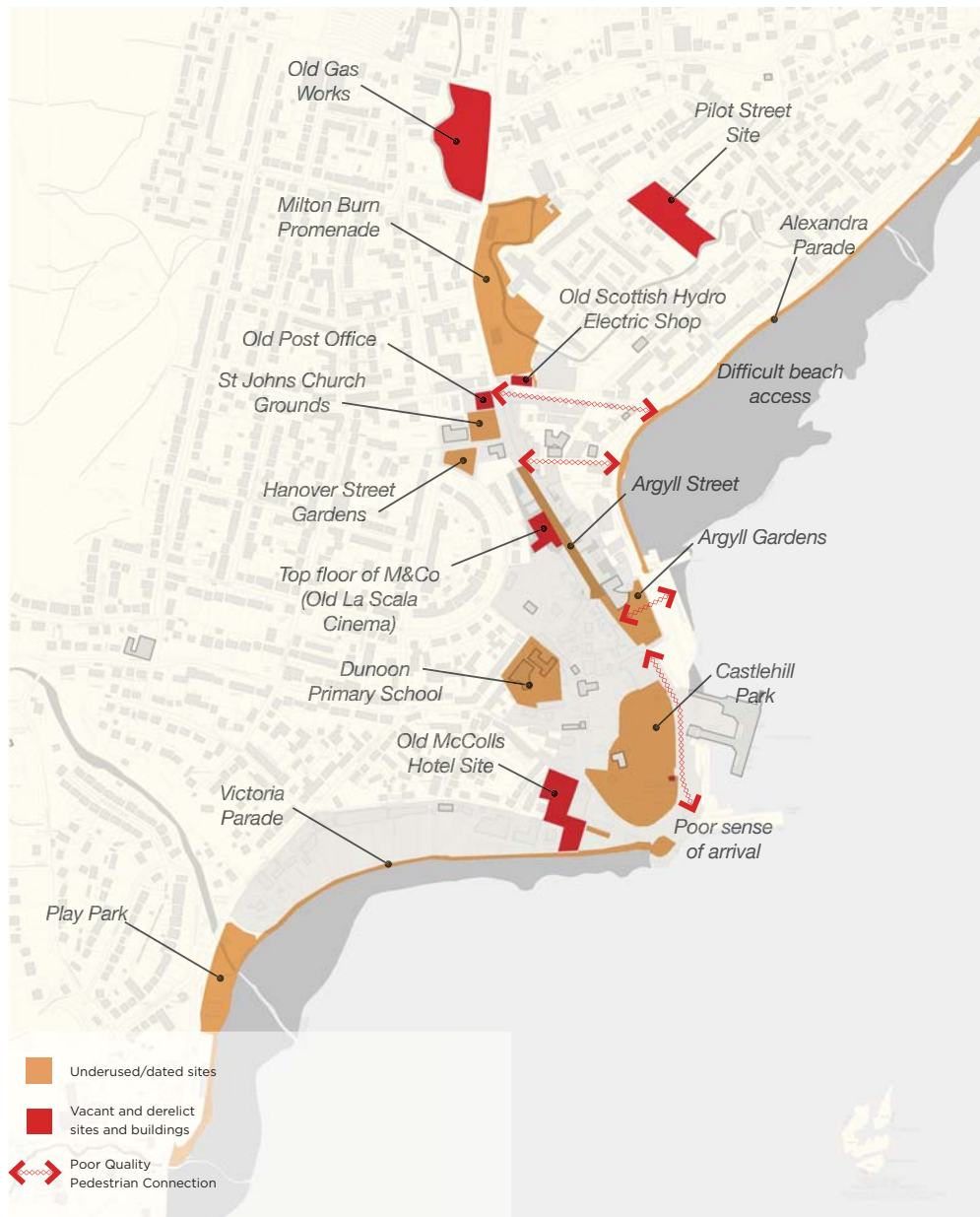
- The **refurbishment of the Burgh Hall and Queen's Hall**, respectively worth circa £1.9m and £8.8m
- The partial **refurbishment of the Pier** (£2.3m)
- The general **refurbishment of Dunoon School Estate** with the aim to deliver excellence in education with specific funding secured for:
 - > The refurbishment of the historical Dunoon Primary School (£8.7m) which will be providing space for 300 pupils as well as 30 nursery spaces.
 - > The renovation of Kirn Primary School (£6.7m) with the refurbishment of the 1881 school building, the demolition of the 1950 extension and the construction of a new facility with classrooms, library, dining room and sports hall. The completion is expected for Autumn 2017 with 320 primary and 30 nursery pupils moving in.
- The **setting up of Dunoon Presents BID** (Business Improvement District). Dunoon BID is driven by private sector businesses with the support of local authorities and aim to promote the Town and help businesses to work together to undertake projects which would strengthen the local business community. Dunoon BID have been very successful at organising sporting, music/culture and community events that have helped "put Dunoon on the map".

The 2017 programme includes:

- > Sporting Events
- > SXC Mountain Biking Round 3
- > Dunoon Triathlon
- > Scottish Enduro MTB Series
- > Scottish Rally Championship
- > Road Cycling Sportive
- > Kids MTB Enduro Weekend
- > Dunoon Half Marathon & 10k
- > Dunoon Ultra Marathon
- > Music/Culture Events
- > Revival Music Weekender
- > Dunoon Book Festival
- > Community Events
- > Sunset Ceremony
- > Dunoon Dazzles

- Dunoon also **recently secured Conservation Area Regeneration Scheme** (CARS) funding to deliver a series of projects to enhance and promote its heritage.

Challenges & Opportunities



Map showing Dunoon's Main Challenges

Dunoon's Main Challenges

As mentioned previously, Dunoon is more easily accessible from the sea than from the land which gives Dunoon an "island feel". This is part of the town's charm but creates the perception that it is difficult to get to. In spite of being part of mainland Argyll & Bute, Dunoon can **appear remote and isolated**.

Upon arrival at the pedestrian ferry terminal, visitors are met with an unwelcoming space and the **route from the terminal to the Town Centre is unpleasant, unsafe and not suitably sign-posted** which doesn't help to attract people into Dunoon's retail core. On a similar note, the **shore, both at the East and West Bays, is not easily accessible from the Town Centre**.

Dunoon has a few **vacant and derelict sites and buildings** which could benefit from being repurposed. Most of the town's public realm is underused, cluttered, dated and disjointed with poor pedestrian and cycle connections.

Dunoon **struggles to attract and retain visitors, entrepreneurs and young people**. There is also a strong **volunteer fatigue** amongst the community.

Dunoon Main Opportunities

As listed in the "Achievements" section, Dunoon has secured a significant amount of funding in the previous years, both for ongoing and future projects. It is important that the town builds on those improvements and investments, especially when it comes to the CARS funding.

With its distinctive landscape, heritage and maritime history, Dunoon has the **potential to develop an authentic visitor experience**. General enhancement of the public realm/pedestrian circulation, improved choice of accommodation and better digital connection would encourage visitors coming to Dunoon via Bus Tours to stay and explore. **These changes would also benefit the local community**.

Dunoon is home to a range of unique independent retails, service businesses and crafts people, important assets which should be supported and promoted. There is an **opportunity to grow existing business across all sectors**.

Vision & Objectives



Dunoon 2027 Vision

In 2027, **Dunoon is a fine town and a real destination. It's the town centre for Cowal** that has grasped its opportunity for positive change. It celebrates success and capitalises on recent investment.

The strong **community has pulled together** to work with public, private and voluntary sectors as a **Town Team**.

It's both a Hub in itself and a Gateway to Argyll and the Loch Lomond and The Trossachs National Park for all year-round outdoor activities with great access to the Firth of Clyde and west Central Scotland.

It's a **fine place to live and visit**; between mountains, forests and the Firth. It's an **attractive, active place – a distinctive, historic town with a strong culture, arts, maritime and heritage offer and superb natural heritage setting**. It has a clear sense of itself and future direction and a **pride in its people, produce and place**.

The **quality of lifestyle** is renowned, **attracting people to start up business and be creative**. Innovation ensures it's a vibrant and convivial town that gives a **great welcome for all**.

Objectives

In order to achieve Dunoon 2017 Vision, **7 objectives** have been defined:

- 1. ATTRACTIVE DUNOON:** Making Dunoon an attractive place to live for all, at all stages in life.
- 2. THRIVING DUNOON:** Developing a thriving, mixed local economy for Dunoon.
- 3. INCLUSIVE DUNOON:** Creating an inclusive town centre with accessible services and digital connection for all.
- 4. WELCOMING DUNOON:** Establishing Dunoon as a quality visitor destination.
- 5. EMPOWERED DUNOON:** Strengthening the engagement and empowerment of Dunoon's local community.
- 6. ACCESSIBLE DUNOON:** Creating excellent transport connections (pedestrian, cycle, ferry, bus and car).
- 7. CREATIVE & DISTINCTIVE DUNOON:** Maximising the potential of Dunoon's high quality creative and cultural assets as well as its natural, built and social heritage.

Projects

A series of projects have been defined through the *ThinkDunoon* Charrette Process to deliver the Dunoon 2027 Vision and Objectives.

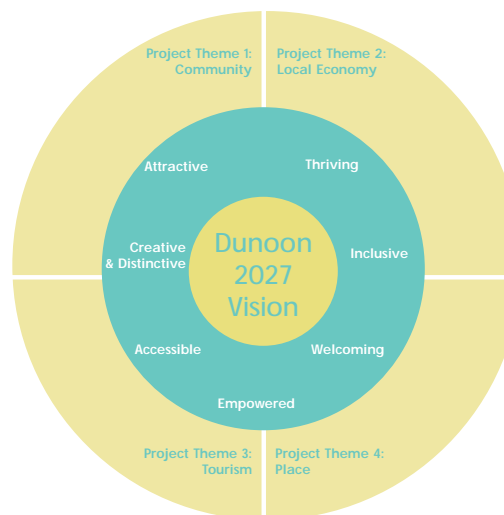
Projects range from:

- Small scale projects which could be undertaken at local level by community groups and carried out within the next few years.
- Medium scale projects which would require more coordination, planning and funding at a regional level
- Large projects, which build on small and medium projects and require coordination at a national level.

Projects have been categorised in 4 themes:

- Project Theme 1: **Think Community**
- Project Theme 2: **Think Local Economy**
- Project Theme 3: **Think Tourism**
- Project Theme 4: **Think Place**

The next chapters provide an action plan for each one of the project themes.



**Dunoon 2027
Key Projects**



Dunoon 2027 Projects

A total of **59 projects** have emerged through the charrette process (see list on adjacent page).

The following pages of this document will focus on **23 key projects**. For the full project action plan, please refer to the 'ThinkDunoon Charrette Final Report' where detailed project tables can be found (see example below).

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
X.XX	XXX	<i>Provides a short project description.</i>	<i>Indicates a list of lead agencies, other stakeholders and delivery partners as well as potential funders.</i>	<i>Short Medium or Long Term</i>	<i>Short and long term actions necessary to deliver the project.</i>

THINK DUNOON 2027 - FULL PROJECT LIST

(Key projects highlighted in this documents are indicated in **bold**)

THINK COMMUNITY PROJECT LIST

1.A SOCIAL ENTERPRISE & THIRD SECTOR OPPORTUNITIES

- 1.A1 The Gateway Project
- 1.A2 The Castle House Museum
- 1.A3 American Years Heritage Museum**
- 1.A4 West Beach Improvement
- 1.A5 Adopt Esplanade
- 1.A6 Cycle hub**

1.B COMMUNITY OWNERSHIP & MANAGEMENT: KEY SITES/BUILDINGS & FACILITIES

- 1.B1 Dunoon & Sandbank Growing Site
- 1.B2 Queen's Hall
- 1.B3 The Gateway Project temporary space
- 1.B4 Co-Worker Base**
- 1.B5 Programming use of outside gathering/social spaces

1.C COORDINATION & INFORMATION EXCHANGE

- 1.C1 Community Networking**
- 1.C2 Support Volunteers
- 1.C3 Third Sector Organisations
- 1.C4 Social Entrepreneurship

THINK LOCAL ECONOMY PROJECT LIST

- 2.1 Shop Local**
- 2.2 Shop Doctor
- 2.3 Makers Space**
- 2.4 Digital Skills
- 2.5 Family Housing
- 2.6 Promote Local Culinary Culture**

THINK TOURISM PROJECT LIST

- 3.1 Unique Selling Proposition**
- 3.2 High Value Visitor Packages
- 3.3 Choice of Visitor Accommodation
- 3.4 Dunoon Cycling Town
- 3.5 The Dunoon Project**

THINK PLACE PROJECT LIST

4A - WELCOMING HEADLAND

- 4.A1 Welcoming Headland Masterplan**
- 4.A2 Public Transport Interchange**
- 4.A3 Gate House
- 4.A4 Castlehill Park
- 4.A5 The Pier**
- 4.A6 Argyll Gardens
- 4.A7 Dunoon Waterfront Park
- 4.A8 Headland Lighting Scheme

4B - ATTRACTIVE ARGYLL STREET

- 4.B1 Argyll Street Public Realm
- 4.B2 Old La Scala Cinema
- 4.B3 Shop Front Improvement

4C - CONNECTED HINGE

- 4.C1 Burgh Hall's Gardens**
- 4.C2 St Johns Church Ground**
- 4.C3 Hanover Street Gardens**

4D - REVEALED MILTON BURN

- 4.D1 Milton Burn Landscape Strategy**
- 4.D2 Old Rose Garden
- 4.D3 Jane Villa Car Park
- 4.D4 St Muns Primary
- 4.D5 Dolphin Hall Public Realm
- 4.D6 Old Gas Works**

4E - ACCESSIBLE EAST BAY

- 4.E1 Beach Access**
- 4.E2 Alexandra Parade Promenade

4F - REACTIVATED WEST BAY

- 4.F1 Victoria Parade Promenade**
- 4.F2 Play Park
- 4.F3 Old McColl's Hotel Vacant Plot

4G - ADDITIONAL PROJECTS

- 4.G1 Pilot Street Vacant Plot
- 4.G2 High Kirk Public Realm
- 4.G3 Adaptive Reuse of Vacant Buildings**

4H - TOWN WIDE STRATEGIES

- 4.H1 Signage Strategy**
- 4.H2 Transport Strategy**
- 4.H3 Art Strategy
- 4.H4 Landscape Strategy**
- 4.H5 Public Toilet Strategy

1.0 Project Theme 1

Think Community

THINK COMMUNITY Aims

This theme highlights projects which aim to **encourage more volunteering, widen membership of groups and empower and build further capacity within communities in Dunoon**. The aim is to enable groups to do more themselves by working more closely in partnership with each other. The new context created by The Community Empowerment Act (25 July 2015) and for example, the 'Community Asset Transfer' and 'Community Right To Buy', raise a number of opportunities for third sector organisations in Dunoon to suggest ideas as to **how services could be changed to improve outcomes for the community and actively contribute to the local economy**. This includes unlocking funding from sources like the Big Lottery (Investing in Ideas/Awards for All) and Argyll and Bute Health and Social Care Partnership. (Health & Wellbeing Network).

Dunoon also has more than the Scottish average of people over 65+ (Dunoon 23.8% & Scotland 16.8% - See Appendix C). Therefore, in Dunoon, there is a particular need to take a **preventive approach to continue to improve the health, well-being and quality of life of the community and reduce the reliance on health and care services including:**

- Promoting a Wellbeing Hub (Dunoon Hospital) and Struan Lodge as a community support hub and national centre of excellence in elderly care are part of the 'One Public Sector: Smarter Places' coordinated approach that is now being implemented the Argyll Community Planning Partnership.

- **Continuing to improve local access to health services, coordination of existing services and awareness/provision of information will all be essential.** Good health in mind, body and spirit and well-being are clearly fundamental.

- Continuing to engage local children and young people in participative music, arts, sports and civic activity in Dunoon will also be essential.

Overall this project theme will promote:

- Successful health and wellbeing outcomes by increasing physical activity levels to increase life expectancy and decrease health inequalities

- Growing arts and sports and participation with wider and deeper engagement in the local community will promote community leadership, strengthen individual clubs/groups, widen membership and provide clear pathways that offer more opportunities to participate.

In Dunoon "The Vital Spark" initiative has already helped stimulate and support local people to turn their **social enterprise ideas into solutions for the challenges their community faces** by providing start-up and business support advice. Discussions at the *ThinkDunoon* events highlighted the need to further engage the Dunoon community and promote a more inclusive community with an emphasis on social interactions that allow communities to network and build relationships. Continuing to build this kind of social capital is critical in Dunoon and the wider area. It will enable people to improve the quality of their lives and move to more resilient communities who have the ability to bounce-back and adapt to social and economic challenges.

THINK COMMUNITY

Project List

Key projects are indicated in **bold**

1.A SOCIAL ENTERPRISE & THIRD SECTOR OPPORTUNITIES

- 1.A1 The Gateway Project
- 1.A2 The Castle House Museum
- 1.A3 American Years Heritage Museum**
- 1.A4 West Beach Improvement
- 1.A5 Adopt Esplanade
- 1.A6 Cycle hub**

1.B COMMUNITY OWNERSHIP & MANAGEMENT: KEY SITES/BUILDINGS & FACILITIES

- 1.B1 Dunoon & Sandbank Growing Site
- 1.B2 Queen's Hall
- 1.B3 The Gateway Project temporary space
- 1.B4 Co-Worker Base**
- 1.B5 Programming use of outside gathering/social spaces

1.C COORDINATION & INFORMATION EXCHANGE

- 1.C1 Community Networking**
- 1.C2 Support Volunteers
- 1.C3 Third Sector Organisations
- 1.C4 Social Entrepreneurship

THINK COMMUNITY Key Projects

1.A3 American Years Heritage Museum

US Navy – Holy Loch Back Story: Initial feasibility study on the possibility of establishing a permanent exhibition/facility with images, artefacts and digital/aural material that captures the community experience.

1.A6 Cycle hub

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

- Café & cycle shop
- Refurbishing bikes project and regular mass cycling participation events
- Range of road/MTB graded & family friendly routes building on success of Cowal MTB Club trails
- Focus for maintaining a choice of cycle routes and facilities
- Establishing improved links into the wider LLTNP & Sustrans' National Cycle Network with a possible Sustrans & locals volunteer base
- Generating regular income for the local economy;
- Active travel & promoting modal shift: local people, as well as visitors, to cycle more and
- Electric bikes and charging points
- Contribute to local tourism plans and economic regeneration strategies.'

1.B4 Co-Worker Base

- Scope to promote space for use as Co-Worker Base Space while waiting for ferry/between meetings... etc

1.C1 Community Networking

Use capacity building to maintain community networking & further strengthen collaboration between existing groups, using existing community networks and social capital in Dunoon & surrounding area. The opportunities to deliver specific projects should be explored including a regular biannual information exchange & networking events using the Pecha Kucha format.

2.0 Project Theme 2

Think Local Economy

THINK LOCAL ECONOMY Aims

The projects highlighted in this theme aim to:

- Support existing business
- Invest in business infrastructure
- Promote enterprise & business start ups
- Ensure access to skills training & support
- Promote Collaboration: e.g. Argyll College, Skills Development Scotland (SDS), Highlands and Islands Enterprise (HIE), Vital Spark & Business Gateway. Dunoon Presents (website highlighting events and tourism information ran by the Dunoon BID - Business Improvement District) have been very successful at organising sporting, music/culture and community events that have helped 'put Dunoon on the map'. The 2017 programmes includes more than fourteen events.

Dunoon Presents are now starting to plan for a re-ballot later in the year and the six-week period to consult on fresh business plan that will help decide on a second term of five years. **Ensuring another five-year term is essential. As part of the new business plan it will be crucial to be clear on how future destination management/promotion activities can continue to be funded and their impact increased as well as ensuring that town centre business work together even more closely to benefit.** Discussion at the *ThinkDunoon* events and the Business Interviews highlighted some concerns from businesses in the town centre about the economic impact of events.

Dunoon town centre should also develop more as a town centre for Cowal and a compelling visitor destination (See *Project Theme 3 | Think Tourism*). This would be achieved through a series of agreed additional business development, marketing and environmental, improvement activities, initiatives and services. The BID can provide a sustainable financial model for the next five years to deliver this kind of agreed Action Plan of programmes and medium/long term priority projects that will benefit Dunoon town centre businesses.

In addition, an even **stronger entrepreneurial business base in Dunoon is required and this means promoting new uses including providing 'makers space' and live-work space in/on vacant and underused buildings and sites.**

Argyll and the Isles Culture, Heritage and Arts Assembly (CHArts) is just starting to deliver a Place Partnership Project Plan (PPP) agreed with Creative Scotland. **The project's aim is to create a sustainable and growing culture and heritage sector and unlock the tremendous potential in this sector which has never been fully realised.**

This will all result in a much more active Town Centre and an essential component in strengthening resilience and sustaining economic growth. **Growth oriented businesses are not confined to particular sectors, but they need the right business accommodation in the right locations and high quality, up-to-date digital and physical infrastructure.** Investment in economic infrastructure including continued investment in high speed broadband will also be crucial for Dunoon. Dunoon Conservation Area was first designated in 1973 in recognition of its special architectural and historical character and, following a recent review, the conservation area boundary has been extended to include Argyll Street. An application for funding under the CARS to support the enhancement and regeneration of the important historic and architectural character of Argyll Street has been successful. At this early stage, the priorities are:

- 2-4 Ferry Brae
- 65-67 Argyll Street
- 81-87 Argyll Street
- 165-171 Argyll Street
- Upskilling local craftspeople
- Promoting education and greater awareness of the historic and architectural character of the area.

THINK LOCAL ECONOMY

Project List

Key projects are indicated in **bold**

2.1 Shop Local

2.2 Shop Doctor

2.3 Makers Space

2.4 Digital Skills

2.5 Family Housing

2.6 Promote Local Culinary Culture

THINK LOCAL ECONOMY Key Projects

2.1 Shop Local

Initiate a 'shop local' campaign with incentives to remind local people/visitors what Argyll Street/Dunoon town centre has to offer.

Independent businesses & shops are the bedrock of Dunoon Town Centre and when they thrive they create jobs, a cohesive town centre and a strong local economy. The aim is to ensure that local people rediscover the Town Centre and are reminded of the differences between the online retailers, large chains and the independent shops and businesses on their doorstep.

Town centre businesses would share their ideas, support each other and work together. The more you put in, the more you get out!

A curated directory of local businesses & services would be prepared and this would include:

- Web based version of directory
- Printed material displayed around town
- Distribution/publicity to be agreed.
- Possible WiFi apps: digital brand

2.3 Makers Space

Provide makers workspace targeted at start-ups/growing business and creative industries to include low rentals, live-work space, broadband/WiFi, flexible rental terms, supportive shared services, rooms with good natural light in existing vacant space in Dunoon, in particular:

- Establish 'makers space' with access to tools & skills sharing. Services do not have to be provided in new premises or with new equipment but rather look to coordinate provision and maximise use of existing spaces and equipment before exploring the need for new space and equipment.

- Build on Vital Spark & Carnegie Trust Test Town experience

- Promote town for creative industries: sole traders & micro businesses

- Aiming to enthuse, motivate, educate, support and above all raise enterprise aspirations in Dunoon

- Provide the right working conditions, 'maker space', office accommodation and infrastructure to support digital & creative enterprises

- Target 'footloose' digital & creative enterprises, like Asgard, and promote Dunoon as a micro creative industries inward investment location

- Encourage innovation and enterprise with the growth and development of new start-up companies. Support business planning by new business entrants

2.6 Promote Local Culinary Culture

Collaborate with Argyll Food Producers (www.foodfromargyll.com) to promote local sourcing. Proposals include:

- Establish connections & networking between supplier & local businesses

- Deliver events, seasonal activities e.g. farmers market

- Possible micro-brewery

- Promote evening economy with Dunoon Presents: summer identify two late nights per month: all business to support. Requires coordination for success.

3.0 Project Theme 3 Think Tourism

THINK TOURISM Aims

The projects highlighted in this theme aim to **actively promote the authentic visitor experience that Dunoon can offer and to unlock opportunities** that focus on:

- Outdoor activities & natural environment
- Culture heritage arts
- Creative industries

In this context, the National Strategy: Tourism 2020 (June 2012) and Argyll & The Isles Tourism Cooperative aim to develop the authentic memorable experiences that today's visitors seek and to deliver them to the consistently high quality they expect. 'Nature, Heritage & Activities' and 'Destination Towns and Cities' are confirmed as two of four specific market opportunities. The National Strategy defines a destination as 'where the visitor eats, sleeps, discovers and explores'.

Dunoon should be more of a destination with investment in the appropriate infrastructure, quality offer, facilities and programme of events. Local accommodation, food and drink, events, independent retail and transport sectors need to work even more closely together and to actively develop visitor packages and itineraries and promote Dunoon's visitor economy.

Marine tourism is also a priority sector at both the Scottish and Argyll & Bute levels and one of Scottish tourism's sleeping giants. Sailing and boating already generating over £101m of expenditure and directly support the employment of almost 2,730 jobs in Scotland. **With coordination and effort at the Dunoon level there are significant opportunities (e.g. kayaking, moorings) to further strengthen the sector.**

During *ThinkDunoon*, an ambitious locally-led project emerged called 'The Dunoon Project' (see *Project 3.5*) that could attract a very wide base of outdoor enthusiasts and visitors. **The initial outline of the Dunoon Project fits well with the ThinkDunoon 2027 Vision and this Tourism Project Theme.**

Overall the aim in Dunoon and the wider Cowal area would be to improve the visitor experience, increase visitor numbers, length of stay, visitor spend and income generation and deliver economically sustainable business & jobs. In Dunoon this will involve continued investment in infrastructure and facilities and to market Dunoon as a hub and spokes destination (see *adjacent diagrams*) with a **clear 'brand' and one coordinated web portal within the Cowal Marketing Group/Argyll & Isles Tourism Coop.**

If Dunoon is going to capitalise on its incredible natural heritage to boost its visitor economy, it is essential that a Landscape Strategy/Plan is established to ensure that the development of further outdoor visitor destinations doesn't compromise the quality and biodiversity of Dunoon's natural assets (see *Project 4.H4*).

THINK TOURISM Project List

Key projects are indicated in **bold**

3.1 Unique Selling Proposition

3.2 High Value Visitor Packages

3.3 Choice of Visitor Accommodation

3.4 Dunoon Cycling Town

3.5 The Dunoon Project

THINK TOURISM Key Projects

3.1 Unique Selling Proposition

Improve the marketing and promotion of Dunoon by identifying and promoting an improved Unique Selling Proposition/brand. The Unique Selling Proposition should include:

- Outdoors Activities
- Gateway/hub for Loch Lomond and The Trossachs National Park
- Arts/Culture & Creative Industries
- Events & Festivals
- Other opportunities such as Business conferences at Queens Hall, documentary & film production visitors, US Navy - Holy Loch Back Story Museum

3.5 The Dunoon Project

During *ThinkDunoon* an ambitious locally led project emerged called "The Dunoon Project".

The intention is to create a world class visitor experience that appeals to a wide market of thrill seekers, outdoor enthusiasts, families as well as the less abled. The initial outline of the project includes:

- A gondala chairlift from a base station in the town at West Bay running to the top of Kilbride Hill
- Café/bar/restaurant reception that takes advantage of the fine views
- A number of zip wire descents
- Alpine coaster
- Biking centre
- Cluster of carbon neutral friendly visitor accommodation

Project Theme 4 Think Place

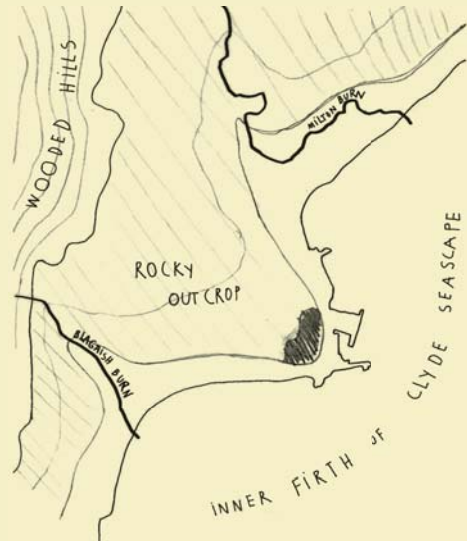
THINK PLACE Aims

As mentioned in previous chapters, Dunoon has many landscape and townscape assets, from its beautiful scenery and high quality built heritage to its cultural anchors (Queen's Hall and Burgh Hall).

What makes Dunoon open spaces unique is the fact that each of them addresses an element of Dunoon's wider context (hills and seascape).

In spite of their incredible potential, Dunoon open spaces are underused and not suited to the Town's need for quality and flexible public realm. Dunoon has pockets of distinctive open spaces and remarkable landmarks but they are generally disjointed, which contributes to people's negative perception of the Town.

The pedestrian and cycle circulation is discontinuous, especially between the pedestrian ferry terminal and Argyll Street, creating an unwelcoming first impression for visitors.

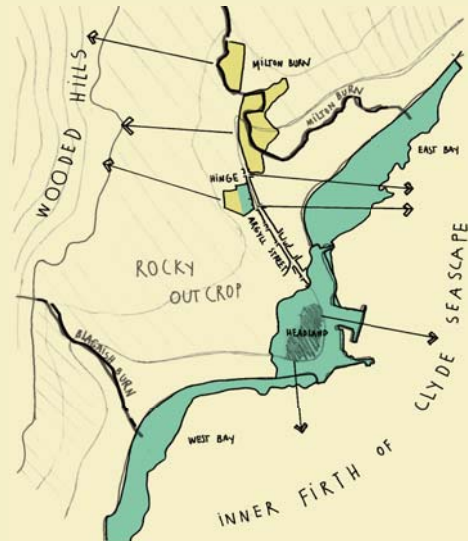


Sketch showing Dunoon's main landscape components

- Dunoon's landscape is formed by:
- Wooded hills
 - The Firth of Clyde Seascape
 - A rocky outcrop around which the town has developed
 - Two burns (Milton & Blagaish)

This chapter outlines Dunoon 2027 Masterplan which aims to reconnect the town's open spaces, redevelop Dunoon's significant landmarks, strengthen the connection between Dunoon and its wider landscape, improve accessibility and connections and support the town's local and visitor economy.

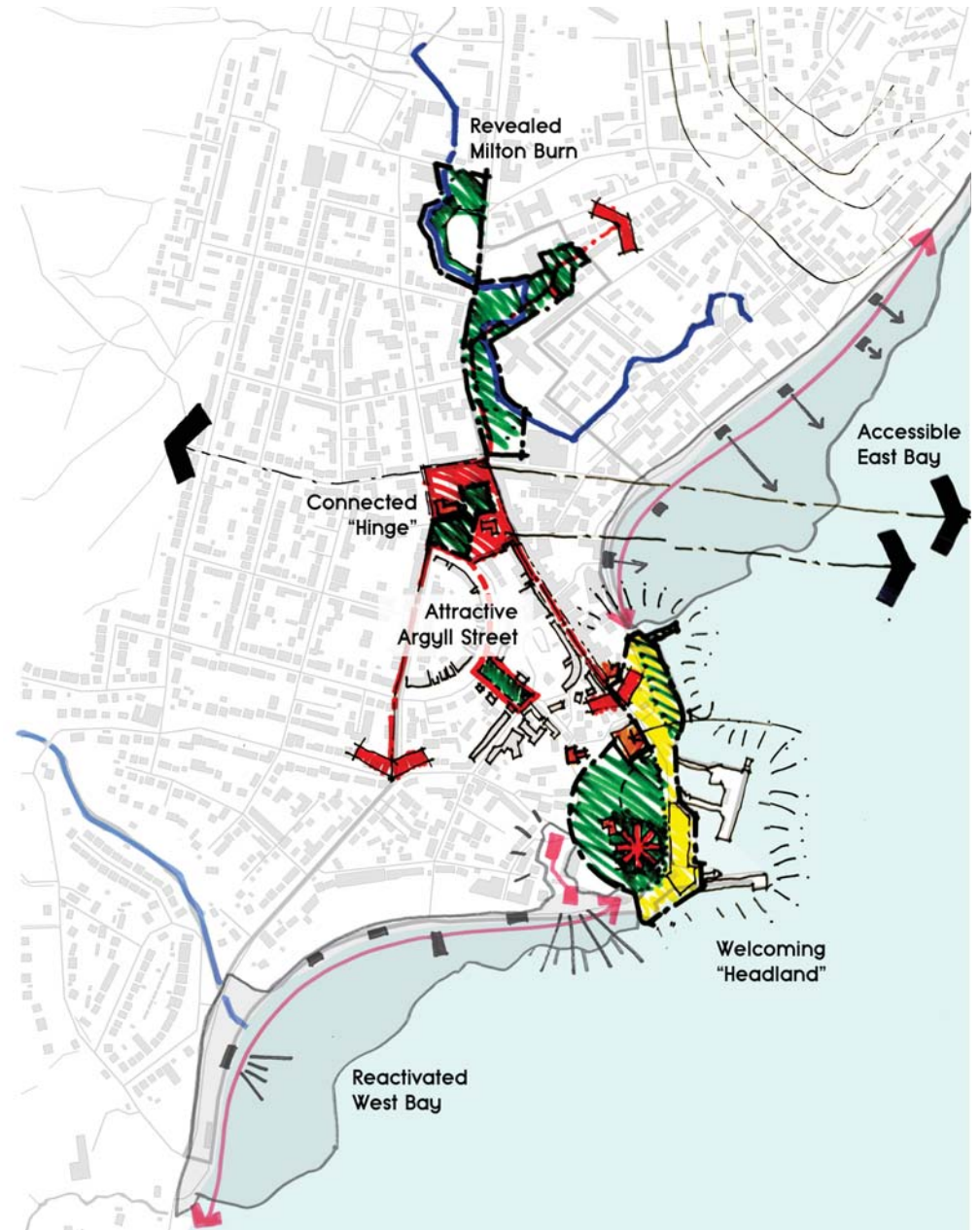
- Open spaces addressing the Wooded Hills
- Open spaces addressing the Inner Firth of Clyde Seascape



Sketch showing Dunoon's main open spaces and their relationship to the wider landscape

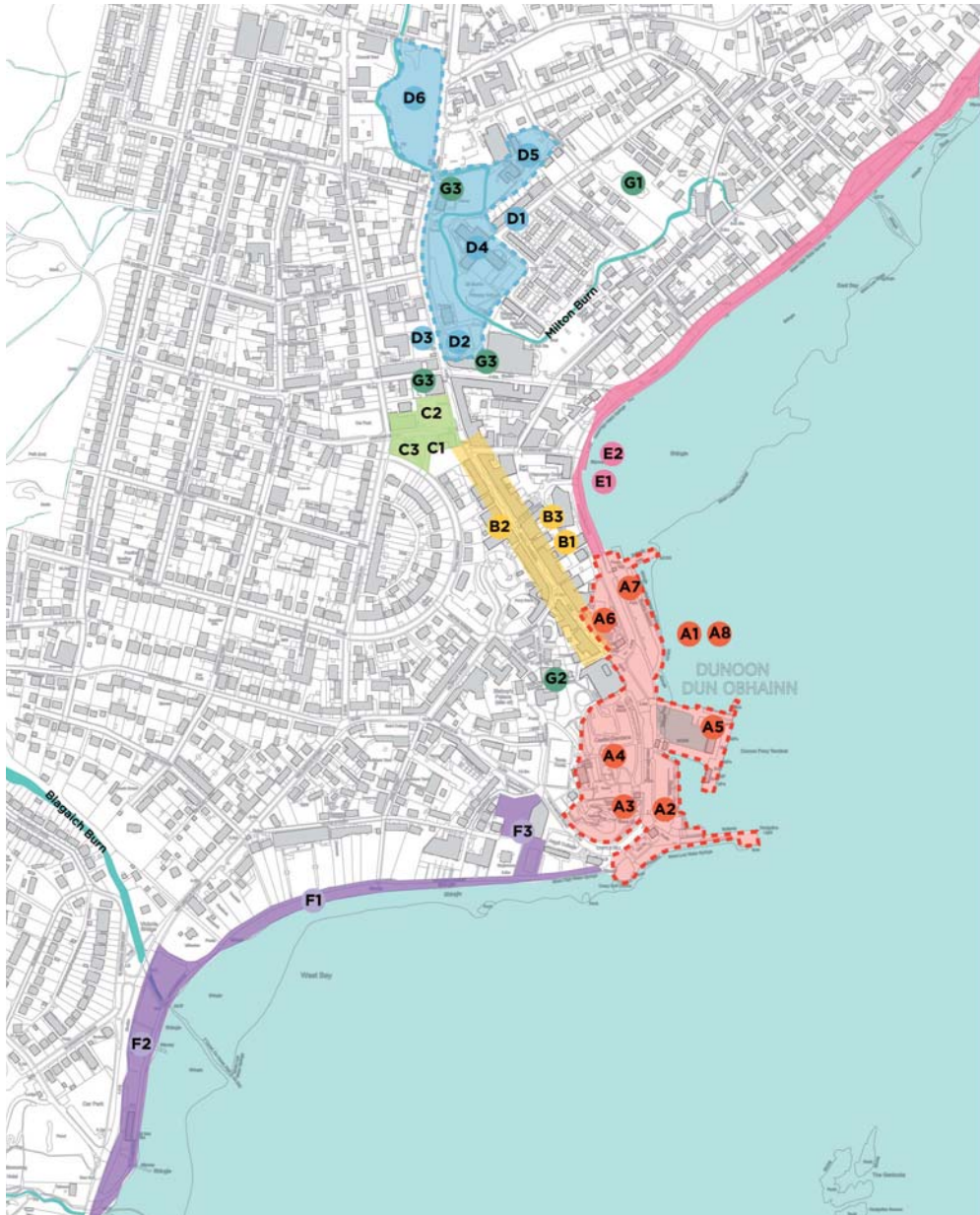
Dunoon's main open spaces address the wooded hills and the Firth by offering incredible vistas and connecting the town back to its wider landscape.

Project Theme 4 Think Place - Masterplan



Project Theme 4

Think Place - Project List



Dunoon 2027 Masterplan

THINK PLACE Masterplan Areas

4A - WELCOMING HEADLAND

Creating a welcoming gateway into Dunoon's Town Centre.

4B - ATTRACTIVE ARGYLL STREET

Transforming Dunoon retail core into a distinctive, pleasant and welcoming street.

4C - CONNECTED HINGE

Designing a three-fold park providing a prime viewing platform to embrace the whole of Dunoon's incredible townscape and wider landscape setting.

4D - REVEALED MILTON BURN

Turning the existing Milton Burn surroundings into a continuous undulating promenade with various lively cafes and pavilions as well as plenty of play opportunities.

4E - ACCESSIBLE EAST BAY

Improving the East Bay beach access and transforming Alexandra Parade into a prime spot for roller skating, cycling and walking along the beach.

4F - REACTIVATED WEST BAY

Transforming the West Bay into a Marine Sports Hub and playful promenade enlivened by community-curated festival and events.

4G - ADDITIONAL PROJECTS

4H - TOWN-WIDE STRATEGIES

Overarching strategies to coordinate strategic changes across the whole of Dunoon.

THINK PLACE Project List

Key projects are indicated in **bold**

4A - WELCOMING HEADLAND

4.A1 Welcoming Headland Masterplan

4.A2 Public Transport Interchange

4.A3 Gate House

4.A4 Castlehill Park

4.A5 The Pier

4.A6 Argyll Gardens

4.A7 Dunoon Waterfront Park

4.A8 Headland Lighting Scheme

4B - ATTRACTIVE ARGYLL STREET

4.B1 Argyll Street Public Realm

4.B2 Old La Scala Cinema

4.B3 Shop Front Improvement

4C - CONNECTED HINGE

4.C1 Burgh Hall's Gardens

4.C2 St Johns Church Ground

4.C3 Hanover Street Gardens

4D - REVEALED MILTON BURN

4.D1 Milton Burn Landscape Strategy

4.D2 Old Rose Garden

4.D3 Jane Villa Car Park

4.D4 St Muns Primary

4.D5 Dolphin Hall Public Realm

4.D6 Old Gas Works

4E - ACCESSIBLE EAST BAY

4.E1 Beach Access

4.E2 Alexandra Parade Promenade

4F - REACTIVATED WEST BAY

4.F1 Victoria Parade Promenade

4.F2 Play Park

4.F3 Old McColl's Hotel Vacant Plot

4G - ADDITIONAL PROJECTS

4.G1 Pilot Street Vacant Plot

4.G2 High Kirk Public Realm

4.G3 Adaptive Reuse of Vacant Buildings

4H - TOWN WIDE STRATEGIES

4.H1 Signage Strategy

4.H2 Transport Strategy

4.H3 Art Strategy

4.H4 Landscape Strategy

4.H5 Public Toilet Strategy

4.A Welcoming Headland Vision & Key Projects



“Welcoming Headland” vision

In 2027, the Headland, which stretches from the Ferry Terminal to the bottom of Argyll Street, is a **welcoming gateway into Dunoon’s Town Centre**. It is also the **promontory to an incredible collection of reactivated landmarks**: the Castle House, the Queen’s Hall and the Pier.

An amphitheatre has been built into Castlehill Park’s slopes to accommodate **large outdoor shows** and create a space to sit and **enjoy the drama of the Firth of Clyde landscape**.

The Headland’s **public realm has been redesigned to provide a legible and accessible approach from the ferry terminal to the Town Centre**. Argyll Gardens and the old Jetty have become generous civic spaces connecting Dunoon’s waterfront to the bustling Argyll Street. At night, the main landmarks are illuminated, creating a **spectacular arrival experience into Dunoon**.

“Welcoming Headland” Key Projects

4.A1 Headland Masterplan

Creating a coherent “Headland” masterplan bringing together the Public Transport Interchange (*project 4.A2*), the Castle House Museum, Queen’s Hall, the Pier and the general Headland’s public realm. Opportunities include (non-exhaustive list):

- Reactivating existing landmarks (Castle House Museum, the Pier...)
- Reactivating the Gate House
- A better pedestrian connection from Dunoon’s pedestrian ferry terminal to the bottom of Argyll Street with potential widening of footpaths where possible
- Introduction of quality and distinctive street furniture in a tidy manner to de-clutter the “Headland’s” public realm

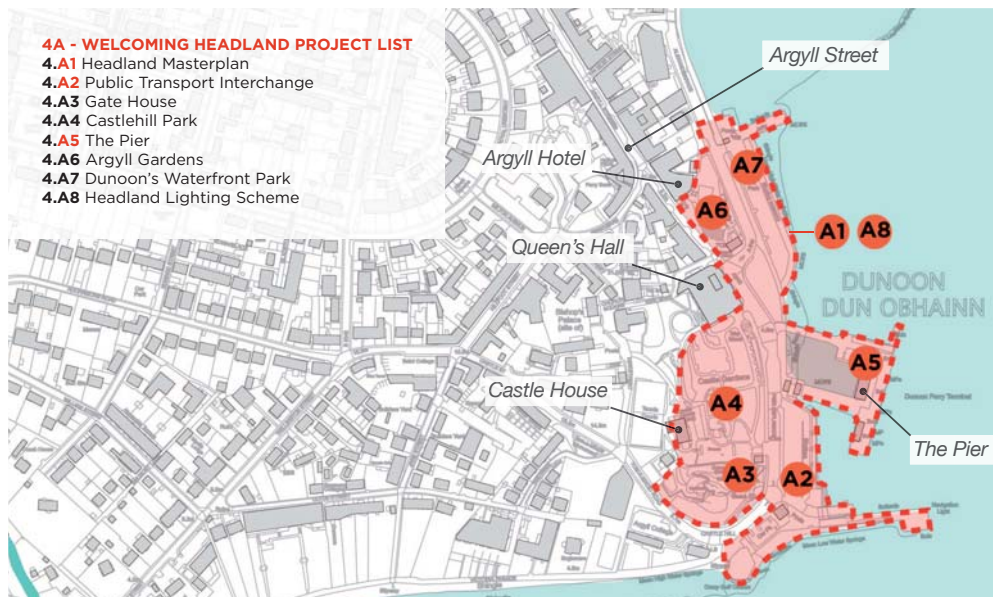
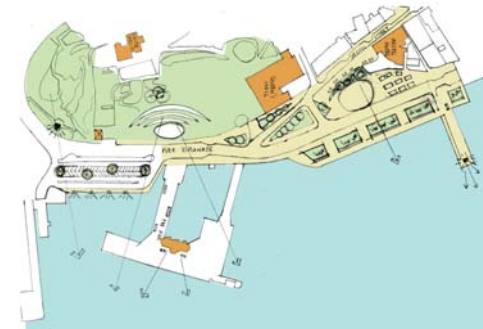
4.A2 Public Transport Interchange

Designing a combined ferry and bus terminal facility with sheltered spaces, bathroom facilities, a seating area, a tourism information office, room for advertising Dunoon’s main attractions, customer information, ticketing, wayfinding... etc

Restructuring and “greening” the car park to enhance the quality of this key arrival space into Dunoon.



Proposed Precedent Images.



- 4A - WELCOMING HEADLAND PROJECT LIST**
- 4.A1 Headland Masterplan
 - 4.A2 Public Transport Interchange
 - 4.A3 Gate House
 - 4.A4 Castlehill Park
 - 4.A5 The Pier
 - 4.A6 Argyll Gardens
 - 4.A7 Dunoon’s Waterfront Park
 - 4.A8 Headland Lighting Scheme

4.A5 The Pier

Short Term

Part of the Pier’s buildings and infrastructure has already benefited from a first phase of refurbishment. Unfortunately, planning conditions prevent the community from accessing it for events, festivals, fairs... etc

A quick win would be to make the refurbished building more accessible to the community and to further consult with SEPA to understand the requirements to enable a change of use.

Medium/long Term

In the medium term, the Scottish Government will make their decision on the ferry operator which will have a bearing on how the pier is used in the future.

Beyond the ferry, a long-term vision for a sustainable use of the Pier is needed.

It is also critical to secure a funding package to stabilise the pier structure and bring the other building back to life.



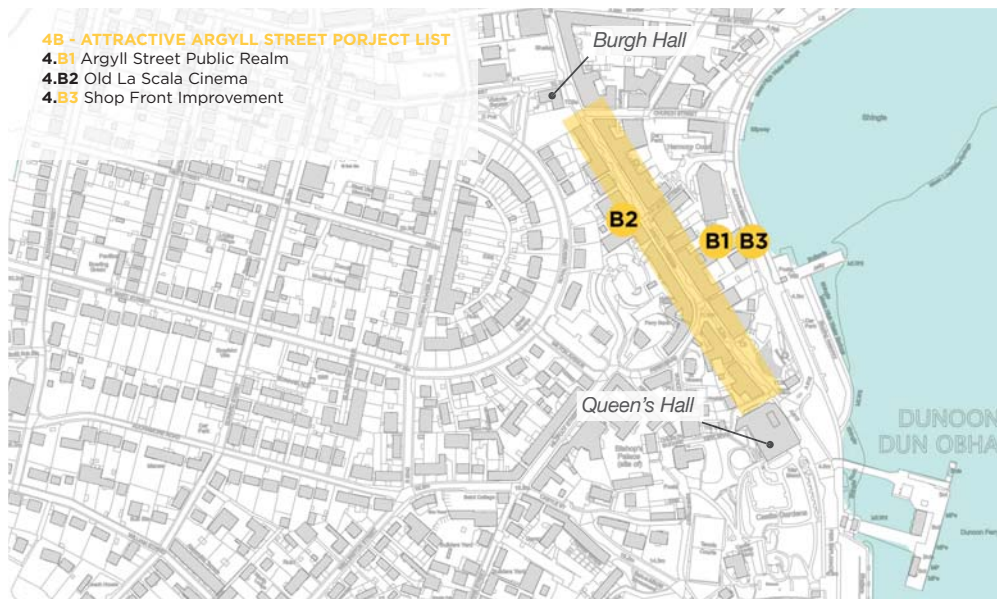
Proposed visualisation and plan.

4.B Attractive Argyll Street Vision & Key Projects

“Attractive Argyll Street” vision

In 2017, Argyll Street already has an incredible array of independent shops and is flanked by two major cultural anchors: the Queen’s Hall and Burgh Hall. The street is formed by a dense and almost continuous series of victorian townhouses seldomly interrupted by narrow lanes and streets, some of them providing views onto the waterfront on one side and onto the hills on the other. The quality of the public realm should do justice to these existing assets and help support Dunoon’s local shops.

In 2027, following the CARS works, shop front regeneration sheme and public realm improvements, **Argyll street has become distinctive, pleasant and welcoming.** Markets and fairs are frequently organised and the Queen’s Hall and Burgh Hall help coordinating events **inviting locals and visitors to dwell along Argyll Street and spend time in the Town Centre.**



4B - ATTRACTIVE ARGYLL STREET PROJECT LIST

- 4.B1 Argyll Street Public Realm
- 4.B2 Old La Scala Cinema
- 4.B3 Shop Front Improvement

“Attractive Argyll Street” Key Projects

4.B1 Argyll Street Public Realm

Short Term

Testing various types of events, uses and street furniture elements with minor adjustments to improve barrier free accessibility (e.g. street crossing points) and wayfinding.

Long Term

Following up from short term interventions, transforming Argyll Street into a welcoming, attractive street with a distinctive and flexible streetscape which can accommodate events, market stalls...

Redefining the car parking strategy (*also see project 4.H2*) to prioritise pedestrian circulation.

4.B3 Shop Front Improvement

Creating a “Shop Front Initiative” to define a coordinated strategy to define temporary and permanent interventions to improve shop fronts.



Proposed Precedent Images.



Proposed Precedent Image.

4.C Connected Hinge Vision & Key Projects



“Connected Hinge” vision

In 2027, St Johns Church Grounds, Hanover Street Gardens and the Burgh Hall Gardens have been transformed into a three-fold “hinge” park, linking Dunoon’s low and high levels and becoming a **prime viewing platform to embrace the whole of Dunoon’s incredible townscape and wider landscape setting**. The category A listed St Johns Church is enhanced by feature lighting and the Burgh Hall curates exhibitions and performances in their festive art garden.

“Connected Hinge” Key Projects

4.C1 Burgh Hall’s Gardens

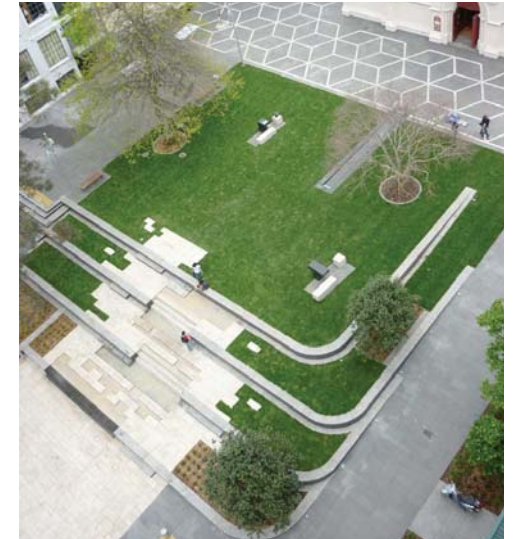
Creating an intimate wildlife garden with a café extension, a play area and a visual poetry and performance space developed together with the local creative community.



Proposed Precedent Image.

4.C3 Hanover Street Gardens

Restructuring the gardens to provide generous seating to enjoy the views, a better connection to St Johns Church Grounds and more colorful and textured planting whilst retaining some of its Victorian heritage features such as the cast iron fountain.



4.C2 St Johns Church Ground

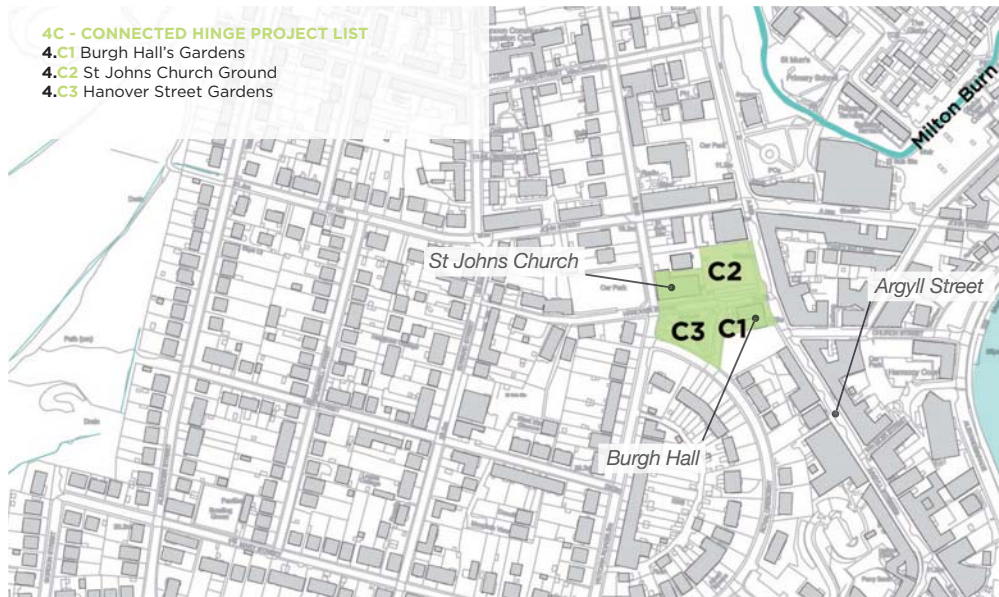
Enhancing St John’s Church setting by restructuring its sloping grounds into a beautifully lit feature stepped embankment with seating and an accessible path leading up to Hanover Street Gardens.



Proposed Precedent Image.



Proposed Precedent Images.



4C - CONNECTED HINGE PROJECT LIST

- 4.C1 Burgh Hall’s Gardens
- 4.C2 St Johns Church Ground
- 4.C3 Hanover Street Gardens

4.D Revealed Milton Burn Vision & Key Projects



“Revealed Milton Burn” vision

Further down Argyll Street, past John Street, the townscape fabric loosens and marks the beginning of the Milton Burn’s Valley. The Milton Burn currently forms a natural link flowing through a series of open spaces but is not easily accessible nor visible.

In 2027, the burn should be revealed and its surrounding spaces should be read as one **continuous undulating promenade with various lively cafes and pavilions as well as plenty of play opportunities.**

“Revealed Milton Burn” Key Projects

4.D1 Milton Burn Masterplan

Creating a coherent Milton Burn Promenade masterplan. Opportunities include (non-exhaustive list):

- Creation of park pavilions including new permanent structures, temporary structures and refurbishment of soon-to-be vacant library building
- Installation of a board walk along the Burn with additional bridges and artworks
- Design of playful elements to be integrated along the promenade
- Introduction of seating spaces along the burn (built into existing slopes)
- Renaturalisation of the burn’s edges with a more diverse planting palette.

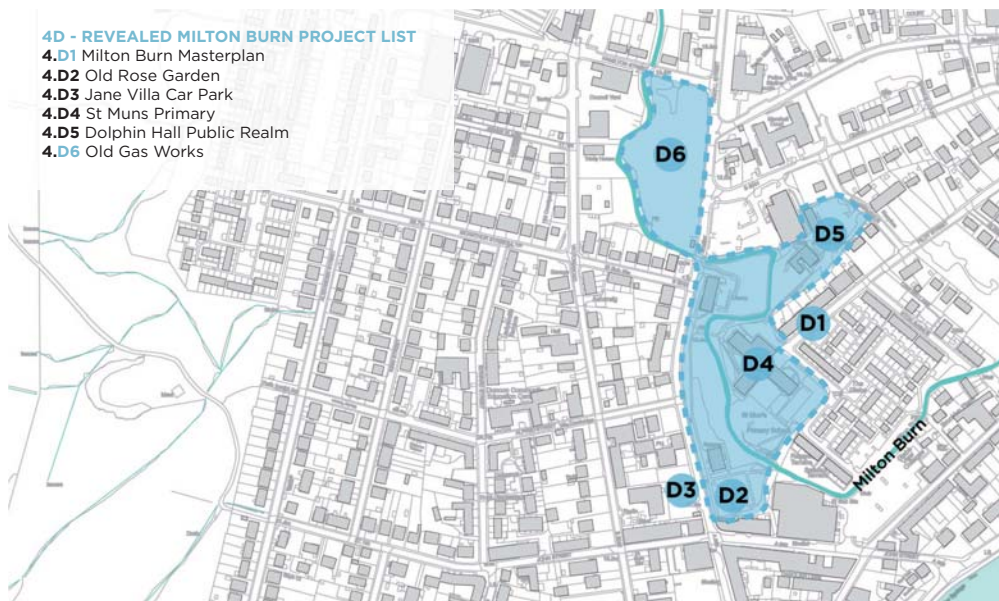
4.D6 Old Gas Works

Before any major developments are undertaken onsite, the Old Gas Works could benefit from a series of short-term interventions including (non-exhaustive list):

- Depolluting the site by planting hyper-accumulating vegetation (birch, hazel, willow...) which would, over time, extract the pollution out of the soil.
- Installing a board walk besides the Milton Burn which runs along the eastern edge of the site.
- Creating an allotment area with raised planters, gathering spaces and informal play areas.
- The site could be used as a testing ground for cultural and community events. Capitalising on the existing “Cowal Highland Gathering”, an event happening every Summer at Dunoon’s Stadium, (5 minute walk from the Old Gas Works), the site could also accommodate a “Cowal Highland Games Fringe Festival”

4D - REVEALED MILTON BURN PROJECT LIST

- 4.D1 Milton Burn Masterplan
- 4.D2 Old Rose Garden
- 4.D3 Jane Villa Car Park
- 4.D4 St Muns Primary
- 4.D5 Dolphin Hall Public Realm
- 4.D6 Old Gas Works



Proposed sketch plan.



Proposed Precedent Images.

4.E Accessible East Bay & 4.F Reactivated West Bay Vision & Key Projects



“Accessible East Bay” & “Reactivated West Bay” vision

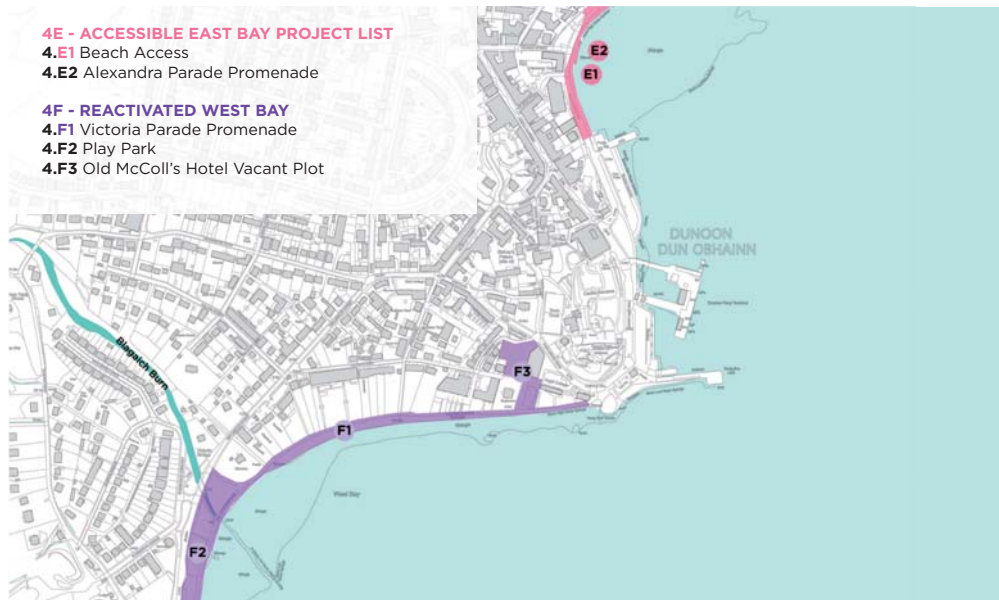
Dunoon’s East and West Bays are the town’s largest public spaces and one of its most formidable assets.

The East Bay’s access steps are currently in poor condition which makes the beach very difficult to get to from Alexandra Parade’s Promenade.

In 2027, **new access steps and ramps have been installed** along with **cafe pavilions and art interventions**. The old steps have been retained as sculptural features illuminated at night. Alexandra Parade’s Promenade has been improved with more seating and planting to screen it from the busy road. It has become a **prime spot for roller skating, cycling and walking along the beach**.

Unlike the East Bay, the West Bay is currently easily accessible. However, the Dunoon’s community feels like this space is largely under-used.

In 2027, capitalising on its location along the “Argyll Sea Kayak Trail”, the **West Bay has become a Marine Sports Hub**. Its public realm has been redesigned with more seating and beach pavilions enabling the community to organise events. Playful elements, including natural play, have also been introduced along Victoria Parade.



- 4E - ACCESSIBLE EAST BAY PROJECT LIST**
- 4.E1 Beach Access
- 4.E2 Alexandra Parade Promenade

- 4F - REACTIVATED WEST BAY**
- 4.F1 Victoria Parade Promenade
- 4.F2 Play Park
- 4.F3 Old McColl’s Hotel Vacant Plot

“Accessible East Bay” & “Reactivated West Bay” Key Projects

4.E1 Beach Access

Short Term

Creating temporary steps to allow easier access to the beach.

Long Term

Creating a series of permanent features (ramps and steps with associated beach pavilions...) to allow easier access to the beach from Alexandra Parade.

The existing concrete steps, although not fit for purpose anymore, are dramatic features which bear marks of time and tides. They form part of Dunoon’s East Bay’s identity. They could be retained as sculptural elements and highlighted with feature lighting.

4.F1 Victoria Parade Promenade

Designing a new public realm and facilities which would support Dunoon’s community’s ambition for the West bay (more temporary events, festivals...)

Introducing pavilions along the bay (temporary/permanent, seasonal, destination, high quality, flexible lease/contract agreement, potential community ownership)



Proposed Precedent Images.

Proposed Precedent Images.

4.G Additional Projects

4G - ADDITIONAL PROJECTS LIST

4.G1 Pilot Street Vacant Plot

4.G2 High Kirk Public Realm

4.G3 Adaptive Reuse of Vacant Buildings:

- > Current library (soon-to-be relocated within Queen's Hall)
- > Old Post Office
- > Old Scottish Hydro Electric Shop
- > Gate House



Additional projects - Key Project

4.G3 Adaptive Reuse of Vacant Buildings

Various suggestions on how to repurpose Dunoon's vacant buildings emerged during the charrette:

- Heritage museum narrating Dunoon's American Years
- Youth Hub
- Maker Hub/Tool Library
- Art/Creative Hub
- Cycle Hub
- A space to socialise and relax

A feasibility study should be undertaken for each building to establish what they should be repurposed as.



Proposed Precedent Images.

4.H Town-Wide Strategies

Key Projects

4H - TOWN WIDE STRATEGIES PROJECT LIST

- 4.H1 Signage Strategy
- 4.H2 Transport Strategy
- 4.H3 Art Strategy
- 4.H4 Landscape Strategy
- 4.H5 Public Toilet Strategy

“Town-wide strategies” Key Projects

4.H1 Signage Strategy

Retaining some of the heritage signage whilst introducing new contemporary, legible and coherent signs.

Priority signage upgrades should be as follow:

- Additional signs along the route from the Pedestrian Ferry Terminal to Argyll street
- Rationalisation of pedestrian and cyclist signs around town
- Additional interpretation signage highlighting Dunoon's built, natural, cultural and social history.



4.H4 Landscape Strategy

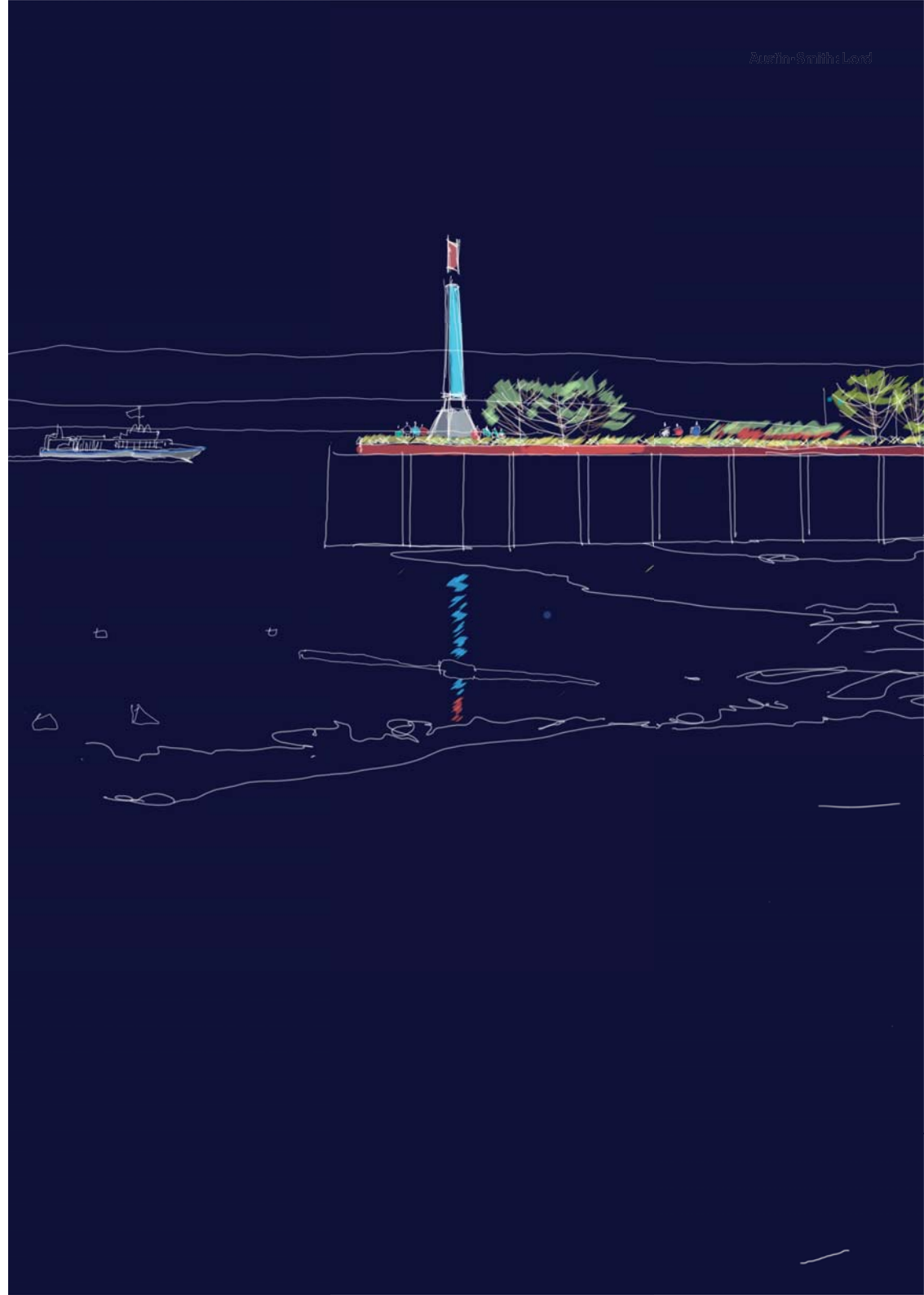
It is crucial that a Landscape Strategy/Plan is established to ensure that the development of further outdoor visitor destinations doesn't compromise the quality and biodiversity of Dunoon's natural assets.

The landscape in and around Dunoon should be managed in a sustainable and holistic way to guarantee its durability and, therefore, the durability of Dunoon's outdoor visitor economy.

4.H2 Transport Strategy

Dunoon's overall transport strategy needs to be reviewed, with priority given to pedestrians and cyclists:

- Review of accessibility around town (e.g. disabled access, need for tactile paving for partially sighted, existing street furniture hindering movement, crossing points for those on mobility scooters...)
- Town-wide cycling strategy with improved cycle route (especially the connection from the vehicular to the pedestrian ferry) with suitable cycle parking and facilities and development of a cycle economy. *Also see project 3.4.*
- Improvement of bus stops and taxi ranks around town
- Review car parking strategy
- Potential reintroduction of car ferry closer to the town centre



Next Steps



Project Priority

As mentioned in chapter 2, **7 objectives** have been defined in order to achieve Dunoon 2017 Vision:

1. ATTRACTIVE DUNOON: Making Dunoon an attractive place to live for all, at all stages in life.

2. THRIVING DUNOON: Developing a thriving, mixed local economy for Dunoon.

3. INCLUSIVE DUNOON: Creating an inclusive town centre with accessible services and digital connection for all.

4. WELCOMING DUNOON: Establishing Dunoon as a quality visitor destination.

5. EMPOWERED DUNOON: Strengthening the engagement and empowerment of Dunoon's local community.

6. ACCESSIBLE DUNOON: Creating excellent transport connections (pedestrian, cycle, ferry, bus and car).

7. CREATIVE & DISTINCTIVE DUNOON: Maximising the potential of Dunoon's high quality creative and cultural assets as well as its natural, built and social heritage.

The objectives are used to prioritise projects, the more objectives a project fulfils, the higher a priority the project becomes. This means small term projects can be as much of a priority as long term projects. Each project has been rated according to the following criteria:

- Strongly contributes to Dunoon 2027 Objectives
- Contributes to Dunoon 2027 Objectives
- Moderately contributes to Dunoon 2027 Objectives

THINK COMMUNITY

Project	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Accessible Dunoon	Creative & Distinctive Dunoon
1.A - Social Enterprise & Third Sector Opportunities								
1.A1	Gateway Project	Strongly	Moderately	Strongly	Moderately	Strongly		Moderately
1.A2	Castle Museum	Strongly	Strongly		Strongly	Strongly		Strongly
1.A3	US Years Museum	Strongly	Strongly		Strongly	Moderately		Strongly
1.A4	West Beach	Strongly	Moderately	Strongly	Strongly	Moderately	Strongly	
1.A5	Adopt Esplanade	Strongly	Moderately		Moderately	Strongly		Strongly
1.A6	Cycle Hub	Strongly	Moderately	Strongly	Strongly	Moderately	Strongly	Moderately
1.B - Community Ownership & Management								
1.B1	Growing Site	Strongly				Strongly		
1.B2	Queen's Hall	Strongly	Moderately		Moderately	Strongly		Strongly
1.B3	Gateway Project T.	Strongly	Strongly			Strongly		Moderately
1.B4	Co-working	Strongly	Strongly	Strongly	Moderately	Moderately		
1.B5	Programming	Moderately	Strongly		Strongly	Strongly		Moderately
1.C - Coordination & Information Exchange								
1.C1	Networking	Strongly	Strongly	Moderately		Strongly		Moderately
1.C2	Volunteers	Moderately	Strongly	Moderately		Strongly		Moderately
1.C3	Third Sector	Strongly	Strongly			Strongly		
1.C4	Social Enterprise	Strongly	Strongly			Strongly		

THINK LOCAL ECONOMY

Project Number	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Accessible Dunoon	Creative & Distinctive Dunoon
2.1	Shop Local	Strongly	Strongly	Strongly	Strongly	Strongly		
2.2	Shop Doctor	Strongly	Strongly	Moderately	Moderately	Strongly		
2.3	Makers Space	Strongly	Strongly	Strongly	Moderately	Strongly		Strongly
2.4	Digital Skills	Strongly	Moderately	Strongly	Strongly	Strongly		Moderately
2.5	Family Housing	Strongly	Moderately			Moderately		
2.6	Culinary Culture	Strongly	Strongly	Moderately	Strongly	Strongly		Strongly

THINK TOURISM

Project Number	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Accessible Dunoon	Creative & Distinctive Dunoon
3.1	Unique Selling P.	Strongly	Strongly		Strongly	Moderately		Strongly
3.2	Visitor Packages	Moderately	Strongly	Moderately	Strongly	Moderately	Moderately	Strongly
3.3	Accommodation	Moderately	Strongly	Moderately	Strongly	Moderately		
3.4	Cycling Town	Strongly	Strongly	Moderately	Strongly	Moderately	Strongly	Moderately
3.5	Dunoon Project	Strongly	Strongly	Moderately	Strongly	Strongly		Strongly

Project Priority

■ Strongly contributes ■ contributes ■ moderately contributes to Dunoon 2027 Objectives

THINK PLACE - 4A WELCOMING HEADLAND

Project Number	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Connected Dunoon	Creative & Distinctive Dunoon
4.A1	Headland Masterplan	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly
4.A2	Interchange	Strongly	Strongly	Contributes	Strongly	Contributes	Strongly	Strongly
4.A3	Gate House	Contributes	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly
4.A4	Castlehill Park	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly
4.A5	The Pier	Strongly	Strongly	Moderately	Strongly	Strongly	Contributes	Strongly
4.A6	Argyll Gardens	Strongly	Strongly	Strongly	Strongly	Strongly	Moderately	Strongly
4.A7	Old Jetty	Strongly	Moderately	Strongly	Strongly	Moderately	Moderately	Strongly
4.A8	Lighting Strategy	Strongly	Contributes	Contributes	Strongly	Moderately	Strongly	Strongly

THINK PLACE - 4B ATTRACTIVE ARGYLL STREET

Project Number	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Accessible Dunoon	Creative & Distinctive Dunoon
4.B1	Public Realm	Contributes	Contributes	Contributes	Contributes	Contributes	Contributes	Contributes
4.B2	Old Scala Cinema	Contributes	Contributes	Moderately	Contributes	Contributes	Contributes	Contributes
4.B3	Shop Fronts	Contributes	Contributes	Contributes	Contributes	Contributes	Contributes	Contributes

THINK PLACE - 4C CONNECTED HINGE

Project Number	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Accessible Dunoon	Creative & Distinctive Dunoon
4.C1	Burgh Hall's Gdns	Strongly	Strongly	Contributes	Strongly	Strongly	Contributes	Strongly
4.C2	St Johns Ch. Grds	Strongly	Moderately	Contributes	Strongly	Moderately	Contributes	Strongly
4.C3	Hanover St. Gdns	Strongly	Moderately	Moderately	Strongly	Moderately	Moderately	Strongly

THINK PLACE - 4D REVEALED MILTON BURN

Project Number	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Accessible Dunoon	Creative & Distinctive Dunoon
4.D1	Milton Strategy	Strongly	Moderately	Strongly	Strongly	Strongly	Strongly	Strongly
4.D2	Old Rose Garden	Strongly	Moderately	Contributes	Contributes	Moderately	Contributes	Moderately
4.D3	Jane Villa Car Park	Contributes	Moderately	Moderately	Contributes	Strongly	Moderately	Moderately
4.D4	St Muns Primary	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly
4.D5	Milton Promenade	Strongly	Moderately	Contributes	Contributes	Moderately	Contributes	Strongly
4.D6	Dolphin Hall	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly
4.D7	Old Gas Works	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly

THINK PLACE - 4E ACCESSIBLE EAST BAY

Project Number	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Accessible Dunoon	Creative & Distinctive Dunoon
4.E1	Beach Access	Strongly	Contributes	Strongly	Strongly	Strongly	Moderately	Strongly
4.E2	Alexandra Parade Promenade	Strongly	Moderately	Contributes	Strongly	Contributes	Strongly	Strongly

THINK PLACE - 4F REACTIVATED WEST BAY

Project Number	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Accessible Dunoon	Creative & Distinctive Dunoon
4.F1	Victoria Parade Promenade	Strongly	Contributes	Contributes	Strongly	Strongly	Strongly	Strongly
4.F2	Play Park	Strongly	Strongly	Contributes	Contributes	Moderately	Strongly	Contributes
4.F3	Old McColl's Hotel Vacant Plot	Contributes	Strongly	Moderately	Strongly	Moderately	Strongly	Moderately

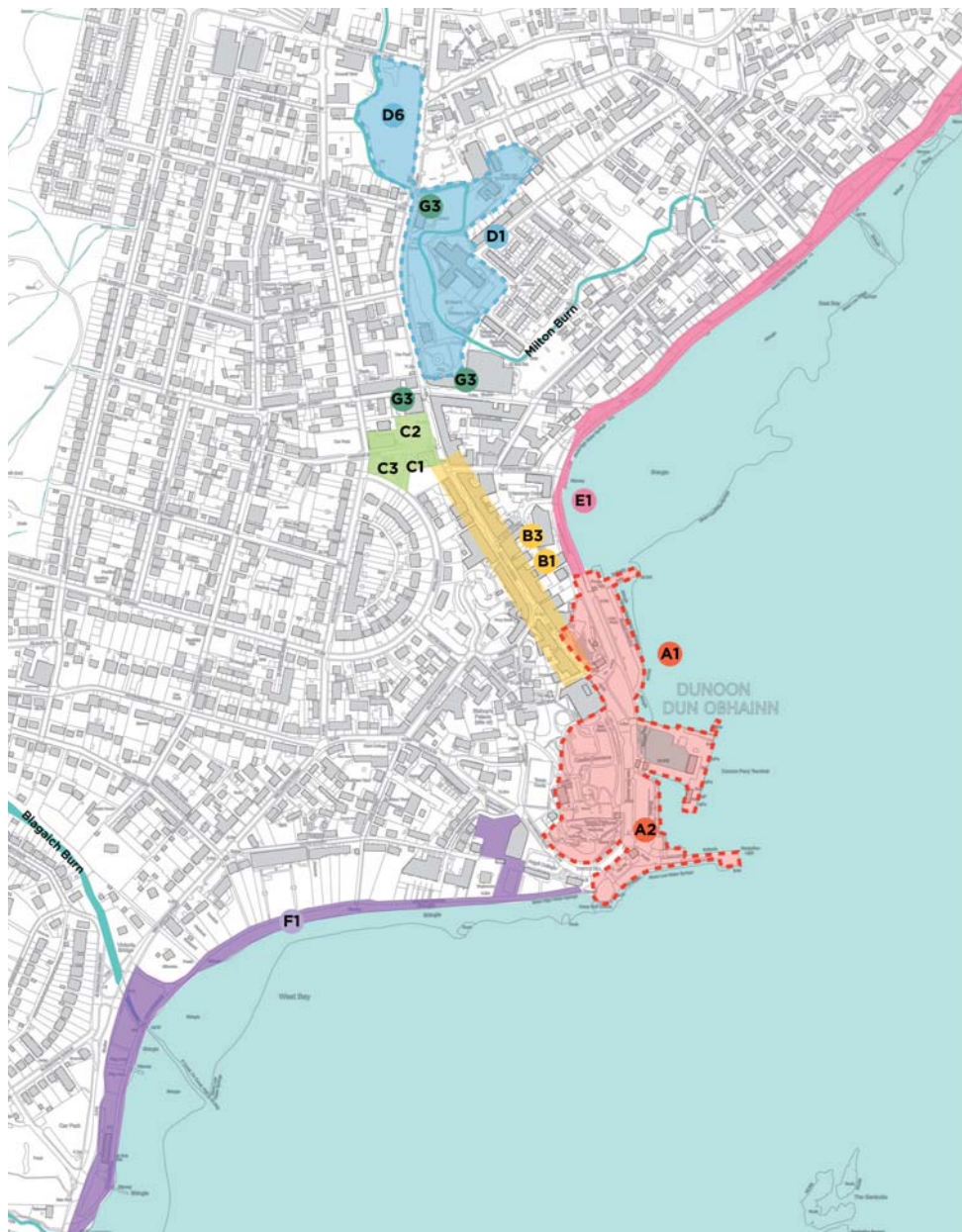
THINK PLACE - 4G ADDITIONAL PROJECTS

Project Number	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Accessible Dunoon	Creative & Distinctive Dunoon
4.G1	Pilot Street Vacant Plot	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly
4.G2	High Kirk Public Realm	Moderately	Strongly	Strongly	Contributes	Strongly	Contributes	Contributes
4.G3	Adaptive Reuse of Vacant Buildings	Strongly	Strongly	Strongly	Contributes	Strongly	Contributes	Strongly

THINK PLACE - 4H TOWN-WIDE STRATEGY

Project Number	Project Name	Attractive Dunoon	Thriving Dunoon	Inclusive Dunoon	Welcoming Dunoon	Empowered Dunoon	Accessible Dunoon	Creative & Distinctive Dunoon
4.H1	Signage	Contributes	Contributes	Strongly	Strongly	Strongly	Strongly	Strongly
4.H2	Transport	Strongly	Strongly	Strongly	Strongly	Strongly	Moderately	Strongly
4.H3	Art	Strongly	Contributes	Strongly	Strongly	Strongly	Strongly	Strongly
4.H4	Landscape	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly	Strongly
4.H5	Public Toilets	Moderately	Contributes	Strongly	Contributes	Strongly	Strongly	Strongly

Recommended Priority Projects



Map indicating Dunoon 2027 Recommended Physical Priority Projects.

Following this rating process, the list below has been put together to identify **23 recommended priority projects** (in bold) which would contribute to unlocking Dunoon's incredible potential.

This list is indicative and should be reviewed by Dunoon Town Team (see p.70).

THINK COMMUNITY
RECOMMENDED PRIORITY PROJECTS

- 1.A3 American Years Heritage Museum**
- 1.A6 Cycle hub**
- 1.B4 Co-Worker Base**
- 1.C1 Community Networking**

THINK LOCAL ECONOMY
RECOMMENDED PRIORITY PROJECTS

- 2.1 Shop Local**
- 2.3 Makers Space**
- 2.6 Promote Local Culinary Culture**

THINK TOURISM
RECOMMENDED PRIORITY PROJECTS

- 3.1 Unique Selling Proposition**
- 3.5 The Dunoon Project**

THINK PLACE
RECOMMENDED PRIORITY PROJECTS

- WELCOMING HEADLAND**
- 4.A1 Welcoming Headland Masterplan**
 - 4.A2 Ferry Terminal**
 - 4.A5 The Pier**

- CONNECTED HINGE**
- 4.C1 Burgh Hall's Gardens**
 - 4.C2 St Johns Church Ground**
 - 4.C3 Hanover Street Gardens**

- REVEALED MILTON BURN**
- 4.D1 Milton Burn Landscape Strategy**
 - 4.D6 Old Gas Works**

- ACCESSIBLE EAST BAY**
- 4.E1 Beach Access**

- REACTIVATED WEST BAY**
- 4.F1 Victoria Parade Promenade**

- ADDITIONAL PROJECTS**
- 4.G3 Adaptive Reuse of Vacant Buildings**

- TOWN WIDE STRATEGIES**
- 4.H1 Signage Strategy**
 - 4.H2 Transport Strategy**
 - 4.H4 Landscape Strategy**

Funding (1/2)

Argyll & Bute Council has an External Grants & Funding Web Page that can assist voluntary groups with funding from a variety of sources, including transitional European Structural Funds, Lottery distributors and Trusts.

Further funding resources can be found at:

www.argyll-bute.gov.uk/community-life-and-leisure/grants-and-funding

The table below summarises possible sources of funding for the Dunoon Masterplan/Development Framework and Action Plan Priority Projects.

Public Funding

Funding Source	Specific Opportunity
Scottish Government	Activating Ideas Regeneration Capital Grant Fund Town Centre Communities Capital Grant Fund Town Centre Action Plan e.g. digital towns Town Centre Empty Homes Fund Empowering Communities Fund Strengthening Communities Programme A+DS 'Stalled Spaces' 2018 Year of Young People
European Funding Programme (2014 – 2020): Transitional Arrangements Post 'Brexit' vote	Green Infrastructure Fund: SNH/ERDF European Structural & Investment Funds (ESIF) Argyll & the Islands LEADER Programme
Highlands & Islands Enterprise	Scottish Investment Bank Highland Venture capital Alliance for Action
Historic Environment Scotland Heritage Lottery Fund	Conservation Area Regeneration Scheme Heritage Enterprise Great Place Scheme* Historic Environment Scotland – Scotland's Urban Past
Event Scotland	National/International Beacon Scottish Clan Fund Themed Year events: Year of History, Heritage & Archaeology Signature Events Fund (2017)

* Great Place Scheme: In March 2017 HLF announced a pilot of the Great Place Scheme. The Scheme will fund projects in areas like Dunoon where ThinkDunoon has demonstrated a commitment to embed heritage in the emerging vision, masterplan/development framework, action plan and decision-making. The Great Place Scheme will not fund any large-scale capital work. In Dunoon the wealth of heritage that includes for example the built environment, nature, Castle House Museum, library and archives, designed landscapes, culture and traditions, events, industrial maritime and transport heritage like the Wooden Pier. The aim in Dunoon is to further strengthen the networks between heritage, civic and community organisations, to involve citizens and local businesses and to share learning with other places. Overall the ThinkDunoon projects will enhance the role that heritage plays in the future of Dunoon and lead to a wide range of social, environmental and economic benefits that heritage can achieve.

Public Funding

Funding Source	Specific Opportunity
Big Lottery Fund	Community Empowerment: Awards for All Scottish Land Fund Investing in Ideas Investing In Communities: Growing Community Assets Awards for All Coastal Communities Fund
Scottish Towns Partnership	Town Centre Living Pilot Digital Towns Competition
National Health Service Highland Argyll & Bute Health & Social Care Partnership	Health & Well-Being Networks Small Grant Fund Integrated Care Fund Community Innovation Fund
Creative Scotland Argyll & Bute Council	Argyll and the Isles Culture, Heritage and Arts Assembly Creative Place Project CashBack For Creativity
Sportscotland	Facilities Fund
Transport Scotland	Access: Smarter Choices / Smarter Places Sustrans: Community Links Programme
Environmental	Argyll & The Isles Coast & Countryside Trust Branching Out SNH Green Infrastructure Fund SNH Scottish Rural Development Programme Forestry Commission Scotland – Woods in and around Towns (WIAT) Loch Lomond Trossachs National Park: Community Grant Scheme Zero Waste Town

Funding (2/2)

Private Funding

Funding Source	Specific Opportunity
Local business & investors: owners	- Argyll & Bute Council to be proactive: de-risking & packaging discrete market ready opportunities includes using 'ghost planning applications'. - Offer smaller development packages that sit within the Development Framework to Dunoon based businesses and investors.
Development Agreements: Property Leases	- Development agreements are a simpler approach where the private sector builds on public sector land. - Property leases as a security for investors may suit specific uses
Town Centre Investment Zone	Opportunity use the Development Framework to agree an approach that would be endorsed by Scottish Government
Local Benefactors & Opportunistic Sources	Approach local benefactors on particular projects

Community Local Funding Sources

Funding Source	Specific Opportunity
Self-build	Establish sites & interest database
Custom build	Establish sites & interest database
Community ownership of 'community' assets	Development Trust or Community Interest Company
Argyll and the Isles Coast and Countryside Trust (AICTT) Environmental Trust	Distributes funds to assist local community groups, organisations and other environmental bodies to progress projects
Triodos Bank:	Offer loans to organisations working to bring positive & lasting change.
Robertson/Gannochy Trusts	Focus on innovative approach to arts/sport provision particularly targeting young people
Opportunistic:	E.g. crowd sourcing

Delivery Plan

Responding to local property context

Ryden, the *ThinkDunoon* property expert, presented a summary of their research on the local property market (See Appendix E) that highlighted:

- Retail availability: 4 retail properties on the market (actively marketed) : 2 for lease and 2 -for sale. Totals 4,648 sq.ft.
- Retail rents c. £8 - £12 per sq.ft. (comparatively low)
- Retail vacancy rate is very low at 1.4% (marketed properties only)
- Since January 2010 : 18,430 sq.ft. of retail space transacted (sales and lettings) in 13 transactions, averages around 2,630 sq.ft. and 2 units per annum. (small but steady)
- Multiple retailers : M&Co, Boots the Chemist, RS McColl and British Red Cross (limited selection)
- Supermarkets : Morrisons (John Street) and Co-op (Queen Street)
- Recent store openings : Kirn Parish Church Charity Shop, Doon the Water gift shop and Bute & Cowal Credit Union (independent and third sector demand)
- Recent store closures – Scottish Hydro Electric store on John Street (2016); The Pot Shop, Argyll Street (2016); Engrave It, Hillfoot Street, (2016); Girards Jewellers, Argyll Street (2015); Clydesdale Bank closing (2017); Yorkshire Building Society closing (May 2017). (banks and utility being lost)
- Office occupiers comprise: local solicitors, accountants, estate agents, local government offices etc
- Offices located above shops, in retail frontage units and Argyll Business Centre on Argyll Street
- Main business location is Sandbank Business Park, located on the A885 north of Dunoon

Recommendations

The Dunoon Masterplan and Action Plan that has emerged from the *ThinkDunoon* events is for all public, private and third sector stakeholders and not just the public sector. Clearly these are very challenging times. Argyll and Bute Council, along with the rest of the public sector in Scotland, is facing up to a very tough financial climate. The 'Brexit' vote increases the uncertainty and risk for new investment. Argyll and Bute Council budgets are likely to continue to reduce over next few years. Costs are rising while funding is reducing, making it harder to balance Council budgets and protect services.

In this context targeting alternative sources of funding like those outlined in the *Funding Opportunities Table* will be essential. The funds are often targeted at communities and are particularly 'outcomes driven' with very specific objectives and outcomes. Therefore it will be essential to 'bend' project outcomes to meet the specific funding criteria and set this within the Masterplan/Development Framework and Action Plan that has resulted from *ThinkDunoon*.

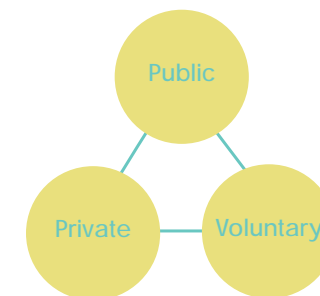


Diagram showing that Dunoon will need contribution from the Public and Private Sectors as well as from Volunteers to deliver its vision for 2027.

Alliance for Action & Dunoon Town Team

There are also some strong existing partnerships (e.g. Dunoon Community Council, Argyll & Bute Third Sector Interface, Burgh Hall Trust, Dunoon Presents BID, Dunoon Regeneration Party.) Chapter 1, *Introduction*, highlighted that SURF has been commissioned by HIE to establishing whether the 'Alliance for Action' model is suitable for Dunoon.

An 'Alliance for Action' is a collaborative and shared learning network of private, public and third sector individuals and organisations, which collectively seek to work together towards a common vision. SURF's approach is based on:

- Using creative processes: accessing previously ignored, untapped, and disconnected resources in local knowledge, assets, enterprise and enthusiasms;
- Identifying inspired individuals: connecting with willing partners and creatively 'working with the rules' together to 'make things happen';
- Promoting pilot projects and using their value in providing essential initial bureaucratic and political cover for breaking barriers and merging roles;
- Applying progressive leadership in scaling-up resultant successful approaches and devolving down further interactive service design and delivery;
- Ensuring greater value for money can be achieved by relatively small catalytic investments in flexible community-based partnerships that can connect local information with wider networks.

The Alliance for Action approach is very well suited to assist in delivering the outcomes of the *ThinkDunoon* process where the existing partnerships, agencies and community groups need to collaborate closely and establish an agreed strategy and complementary priorities. New ideas (products, services and models) that simultaneously meet the community's needs and create new social relationships or collaborations across existing and new groups should be encouraged. In Dunoon the Alliance for Action can actively promote these kinds of innovations to both enhance the community and enhance community's capacity to act.

Overall it is essential that SURF and Argyll and Bute Council move quickly and decisively so as to keep up the momentum that has been built up over the *ThinkDunoon* process and drive forward implementation. Experience elsewhere has shown the importance of a respected 'neutral forum' like the Alliance for Action to discuss

emerging opportunities, reconfirm priorities, challenge the status quo, provide leadership and act as a proactive partnership vehicle to co-ordinate investment. In these circumstances two delivery components are recommended based on formally establishing an Alliance for Action. They are:

1 - Alliance for Action 'Short Life' Delivery Group

A 'light touch' focussed strategy group, with a clear commitment to deliver the ThinkDunoon outcomes and the Masterplan/Development Framework and Action Plan priorities should be established. This would comprise relevant members of the community/organisations including. Dunoon Community Council, Argyll & Bute Third Sector Interface, Burgh Hall Trust, Dunoon Presents BID, Dunoon Regeneration Party, the emerging and individual ThinkDunoon project 'ambassadors', council officers, and representatives from partner agencies dependent and appropriate to specific actions. A number of individual 'ambassadors' embraced the *ThinkDunoon* approach, twenty individuals gave short Pecha Kucha presentations at the launch and final presentation events and used the *ThinkDunoon* process to progress particular proposals.

The 'ambassadors' would be the project champions and provide the fresh energy required to bring about positive change and challenge apathy. The Alliance for Action can also encourage 'social innovations' and maintain communication across different community groups, public and private sectors as well as provide community capacity building. The principle of establishing an Alliance for Action was discussed at the Final Presentation on 20 April.

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

In due course the Alliance for Action might evolve into a SCIO and aim to reduce dependency on grant support by generating income through enterprise and the ownership of assets.

2 - Dunoon Town Team

Initial discussions and experience elsewhere highlights that in the short/medium term the Dunoon Town Team (See adjacent diagram) could be an ideal adequately resourced 'coordinating delivery vehicle' and overcome some of the strategic, coordination and resourcing/staffing challenges (See Projects 1.1/1.2/1.3) that were identified during the

ThinkDunoon Charrette. The Dunoon Town Team could include Dunoon Presents Bid Manager, CARS Project Officer, SURF Alliance for Action Facilitator and Argyll and Bute Council Development Officer. It could be an 'umbrella' community delivery organisation which:

- Has the full support of the Alliance for Action and the wider Dunoon community (residents & businesses)
- Aims to oversee the sustainable regeneration of Dunoon and deliver specific economic, social, environmental and cultural projects identified in the Development Framework & Action Plan within Dunoon
- Is independent but seeks to work in partnership with other private, public and third sector organisations

The Dunoon Town Team will be essential to ensure effective communication between community organisations and 'ambassadors'. It should also guarantee that coordinated delivery continues as the implementation of the Dunoon Masterplan/Development Framework and Action Plan proceeds. The Town Team needs to be in place quickly and with a visible presence in Dunoon town centre and shared administration/IT systems. The Town Team would become the clear focus for ensuring that public, private and third sector partners carry forward agreed actions. The town team should also be responsible for progressing actions where no individual partner/ambassador has primary responsibility.

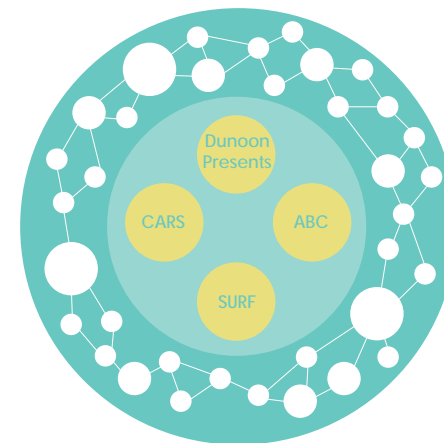


Diagram showing stakeholders and community groups gravitating around the core Town team to help deliver projects.

Conclusion

SURF and Argyll and Bute Council is invited to endorse the Dunoon Masterplan/Development Framework and Action Plan - longer term vision, objectives, strategic programmes and projects - as the basis for wider consultation so as to guide future investment decisions in Dunoon over the next ten years.

The immediate next steps are as follows:

- SURF, Argyll and Bute Council and partners to review the *Priority Projects Table* to confirm projects hierarchy and timescale.
- SURF, Argyll and Bute Council and partners commit to establishing an Alliance for Action with a clear commitment to delivery of the Dunoon Masterplan/Development Framework and Action Plan and convene an early meeting.
- Argyll and Bute Council to formally endorse the Dunoon Masterplan and Action Plan: vision, objectives and projects as the basis for wider consultation, so as to guide future investment decisions in Dunoon over the next ten years.
- Argyll and Bute Council to undertake wider business and community dissemination of the Dunoon Masterplan and Action Plan and publish an online Executive Summary.
- Argyll and Bute Council is to acknowledge the potential 'fit' between the Dunoon Masterplan/Development Framework and Action Plan and the emerging replacement Local Development Plan (known as Local Development Plan 2 or LDP2 for short) that is now in preparation. This ThinkDunoon Design Charrette Final Report should be regarded as a material consideration on the development and use of land in Dunoon in the preparation of LDP2.
- The Alliance for Action and Dunoon Town Team and partners to review progress on delivery of the Dunoon Masterplan/Development Framework and Action Plan at an annual event to encourage public, private and third sector partners to review progress and discuss new ways of responding to emerging challenges and opportunities in Dunoon.



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