



Dunblane Charretteplus[®]

place-making by and for the people of Dunblane

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September 2015

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1 Executive Summary

1.1 Foreward

Dunblane is a town with a village centre that thinks of itself as city!

This is indeed a unique feature that must be preserved in any future development. But getting that balance depends on how 'the centre' is viewed, used and managed by the community.

Town centres as retail places have been dwindling for some years but there are signs of a reversal in this trend. While shopping opportunities and other commercial services are important, vibrancy relies as much on centres being pleasant residential areas, places for social interaction and focal points for community cohesion.

In November 2014 the Community Council, Development Trust and Discover Dunblane jointly initiated a community engagement exercise to address the following questions:

- How well do our narrow and historic streets to the station, through the High St and around the Cathedral "square" represent a town centre that adequately serves the whole of a growing population as it approaches 10,000 people?
- How could we develop the town centre to better serve the needs of the next generation of living, working or visiting in Dunblane?
- Where are the potentially available spaces for sensitive future expansion of the town centre?
- What should the next 5 year community action plan look like with regard to the town centre?

So, in April 2015, we had the opportunity to express ideas and possible solutions for the future of our town centre in an intense 4 day event (the Charrette) held at the Dunblane Centre.

From that event, we now have a report that further reflects on why we did it, what happened, where we want to go with the ideas



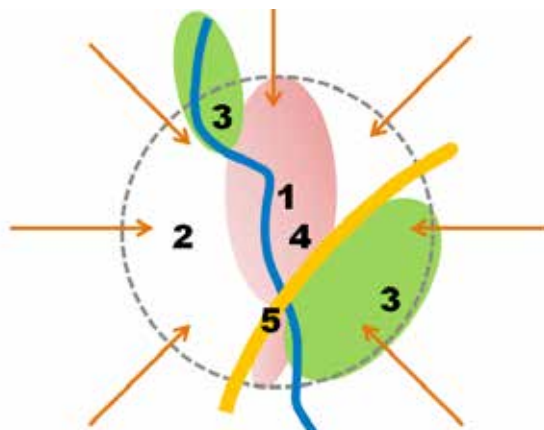
generated, how we proceed with agreed actions and when we want to have these actions "delivered".

Through a professional analysis carried out by our design team, Planning Aid Scotland (PAS), ideas from the charrette have helped formulate 5 principle themes for our town centre:

1. vibrancy and sustainability through community activity.
2. accessibility for all people; not just vehicles.
3. capitalising on our natural and built heritage; preservation through development.
4. inclusiveness that supports community cohesion.
5. meeting the future needs of the community; alternative use of available places & spaces

These principles have been used to:

- a) create a Spatial Strategy that appears in the report but can be summarised in this concept diagram of the town centre.



- b) articulate a 20 year Vision for the town centre:

The Dunblane community wants the Town Centre area, to be a vibrant, healthy and inclusive place for people to live, work and visit.

There are 20+ proposed specific actions arising from the process. Several are already in progress, some are relatively straight forward to deliver in the short term but others are challenging opportunities that need to be designed and developed further. While funding will be an important factor in all activities, the essential resource ingredients are the expertise, experience and enthusiasm within the community itself.

Terence O'Byrne: Community Council
Tom Casey: Discover Dunblane
Tim Hughes: Development Trust
 25th September 2015



1.2 Document Overview

This report has been prepared by PAS on behalf of the Dunblane Charrette Steering Group.

Section 2 sets the context for the charrette project, and notes the purpose of the report is to record the process and outcomes as a basis for developing a Vision and Town Centre Action Plan for Dunblane Town Centre to be owned and taken forward by the Dunblane community, in partnership with the Stirling Council and other key stakeholders.

Project aims and objectives were set out in the funding application and include developing:

- A shared realistic vision amongst key stakeholders for the future of Dunblane Town Centre
- A community action plan supported by a spatial strategy
- Town centre and “environs” to be clearly defined for future investment and development
- Mapping of opportunities for potential asset transfer to the community

Dunblane Cathedral and Allan Water



The Dunblane charrette is the first community led charrette in Scotland following the launch of the Town Centre First Principle, and was facilitated by PAS (formerly Planning Aid Scotland) on behalf of the Dunblane Charrette Steering Group. The process has been led by the Charrette Steering Group, composed of Dunblane Community Council, Dunblane Development Trust, Discover Dunblane and Stirling Council.

Section 3 provides further background to the project. Whilst the town centre is defined in policy terms (specifically for retail planning purposes) the focus of the exercise was not constrained or considered in isolation of Dunblane as a whole. The town has experienced considerable growth and the Dunblane Charrette offered an opportunity to set a mandate for a clear vision and spatial strategy that is jointly supported by the community, local authority, and other key stakeholders.

Charrette outcomes have scope to influence, inform and integrate with other exercises such as the preparation of the new local development plan, the BID and the Community Plan / SOA.

Section 4 explains the process whereby the charrette operated across a staged process from the end of 2014 to culminate in a 4 day event in April 2015. A total of 463 members of the community engaged with the project throughout this period; although this number recognises that some participated on a number of occasions.

Section 5 examines outcomes arising from the charrette. It considers how a range of issues identified through pre-charrette activities were further explored at the main charrette event, primarily through facilitated workshop sessions to generate a total of 200 ideas which were mapped, and prioritised and for which a number of graphic illustrations were also produced.

Section 6 describes how ideas were refined and distilled through a gradual sifting process to arrive at 5 themed groups each comprising 4 actions (i.e. 20 proposed 'headline' areas for action derived from the originally generated ideas/solutions).

Section 7 cross relates the outcomes arising from the

analysis of ideas against aims and objectives of the project and suggests recommendations regarding: Develop a long term vision for the future of Dunblane Town Centre; Identify a basis for developing a 3 year Community Action Plan; supported by a spatial strategy; Define the Town Centre and environs; and, Map opportunities for potential asset transfer to the community.



charrette day 1 workshops





Tesco Store
Dunblane High Street



The Riverside restaurant



2 Introduction

2.1 Purpose of the report

This report records the process and outcomes of the Dunblane Charrette as a basis for developing a Vision and Town Centre Action Plan for Dunblane Town Centre to be owned and taken forward by the Dunblane community, in partnership with Stirling Council and other key stakeholders.

This report has been prepared by PAS on behalf of the Dunblane Charrette Steering Group.

2.2 Aim and objectives of the Charrette

The main purpose of the Charrette as set out in the Scottish Government funding application was to *“create a 20 year vision for developing Dunblane Town Centre to appropriately serve the needs of the community in line with the Scottish Government’s Town Centre Action Plan (2013), Dunblane CAP (2009-14) and the Stirling Local Development Plan (2014).”*

The aim of the charrette was *“to develop a spatial strategy that is integrated with community planning ...”*
(Source: Scottish Government funding application)

The objectives of the Dunblane Charrette are:

- A shared realistic vision amongst key stakeholders for the future of Dunblane Town Centre
- A community action plan supported by both a spatial strategy and SMART actions for which committed leadership and funding options are clearly identified
- Town centre and “environs” to be clearly defined for future investment and development

- Mapping of opportunities for potential asset transfer to the community
(Source: Scottish Government funding application)

2.3 Community-led charrette

The Dunblane charrette is the first community-led charrette in Scotland following the launch of the Town Centre First Principle. The project received funding from the Scottish Government’s Charrette Mainstreaming Programme, Stirling Council and the Big Lottery’s Awards for All fund.

A charrette is an intensive planning and visioning exercise that engages local communities in considering plans for their future and how this might be achieved. It seeks to raise awareness of the needs and opportunities of all sections of the community and to highlight the need for, and empower, the community’s ongoing participation in decision making and delivering actions.

The Dunblane Charrette was initiated at the end of 2014 and culminated in a 4 day public event in April 2015 facilitated by PAS (formerly Planning Aid Scotland) on behalf of the Dunblane Charrette Steering Group. The process has been led by the Charrette Steering Group, composed of Dunblane Community Council, Dunblane Development Trust, Discover Dunblane and Stirling Council.

The charrette process encouraged the community to identify issues and propose actions for the town centre;

town centre parking



actions that are both spatial and which also include other supporting (non-spatial) initiatives. Spatial issues might include identifying land or buildings as having potential for particular uses, or whether the town centre needs to grow, both commercially and physically. Other supporting (non-spatial) initiatives might include day-to-day management and promotion of the High Street and public spaces, communication and awareness raising, or the delivery of public services.

2.4 Focus on Dunblane Town Centre

The Dunblane Charrette received funding from the Scottish Government's Charrette Mainstreaming Programme to focus on Dunblane's town centre and its environs, in line with the aims of the **Town Centre First Principle** which was launched in 2014 to encourage government, public bodies, communities and the private sector to promote the wellbeing of town centres.

Whilst the town centre is defined in the Stirling Local Development Plan 2014 (specifically for retail planning purposes) the focus of the project was not constrained or considered in isolation of Dunblane as a whole; the charrette process sought to understand and generate ideas for the town centre within the context of its relationship with its wider environs and setting.

This is recognised in the funding application which noted that the project will have a wider remit, and that *"a different boundary may be required to realise the potential benefits that can arise from good 'place-making' and to address the following issues:*

- *Space for future retail and other commercial/social enterprise*
- *Inclusion of established retail and other commercial*

Dunblane Town Centre environment



- *operations on the east and southern aspects of town.*
- *The railway and the river as important town centre features*
- *The importance of key community facilities in the defined area i.e. Braeport Centre, Dunblane Centre and Sports Facilities"*

2.5 Summary of issues & objectives

The charrette evolved from a desire on the part of the local community to develop a vision for the future of its town centre, and sought to address a range of objectives and issues identified in the period leading up to the charrette that are affecting or impacting on the town centre, e.g.:

A - The original funding application envisaged a process that helps the Dunblane community to:

- be a community that pragmatically embraces growth and change and feels empowered to direct how that is expressed
- have a town centre that is defined, designed and developed to appropriately service and support the whole community and visitors to the town
- focus its available resources on the needs of future generations
- develop a spatial strategy that is integrated with community planning

B - Background research to the project identified a range of issues that included concerns about:

- car parking, and the impact of vehicles
- accessing services and facilities
- the upkeep of the river, parks and other heritage assets
- opportunities for young people
- maintenance of buildings and public spaces
- economic vitality (that also links with tourism)

3 Background

3.1 Dunblane contexts

Dunblane’s population of approximately 10,000 people has increased significantly over time to a point where it is now five times the size of 1960. Population growth and outward expansion have implications for the town centre which is the physical centre and symbolic heart of the community.

The Dunblane community has engaged in various consultations over recent years: inputting to two Community Planning exercises in the last decade, informing the Stirling Local Development Planning process and responding to a series of local development proposals. Whilst much has been achieved such processes would have benefitted from being informed by a clear spatial strategy for the town that is jointly supported by the community, local authority, and other key stakeholders.

The Dunblane Charrette offered an opportunity to produce such a mandate, through exploring the community’s thinking about the physical and functional nature of the town centre to identify how it can best serve the needs of the community, now and in the future. This aim is underpinned and supported by a number of local and national policy drivers.

Like Scotland’s towns generally, Dunblane’s town centre needs to adapt to changing circumstances to appropriately serve the needs of a growing community. In addition to retail and commercial considerations, Dunblane’s ‘core’ has been a central social and cultural focus for the community throughout the growth of the town. It has remained in relatively easy walking distance from the town edge, and retains a strong sense of identity, purpose and meaning for the entire community.

There is a desire for the town’s centre to represent and maintain a positive meaningful focus for the entire Dunblane community in a manner that respects the needs of different user groups (e.g. vehicle and pedestrian;

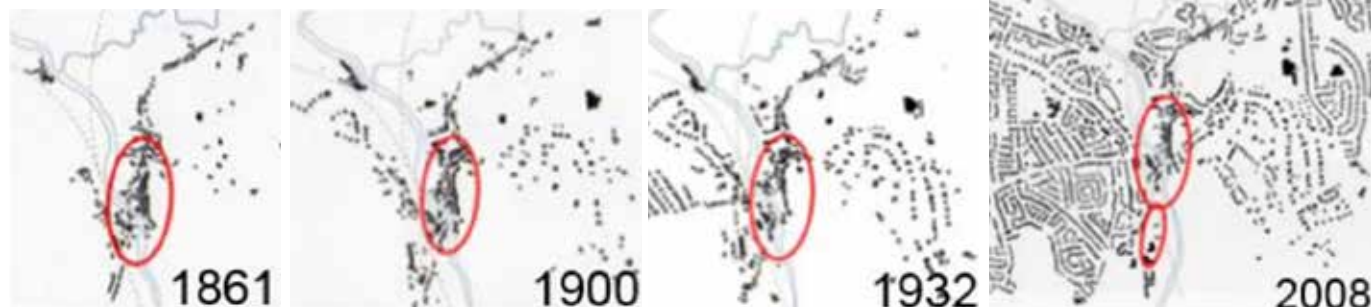
ambulant and less able; etc). The role of the town centre, now and in the future, is key to addressing these issues.

3.2 Relationship with the Local Development Plan

The Dunblane Charrette has coincided with the first stages of the preparation by Stirling Council of its next Local Development Plan. There is scope for the desires of the Dunblane community, as expressed in response to the charrette process, to be reflected in the Proposed Plan to be published in early 2016 (as part of producing the Local Development Plan). The final outcome may also form a basis to be regarded as a material consideration in guiding any planning application discussions concerning the future growth of Dunblane and any pressures placed on the town centre facilities.

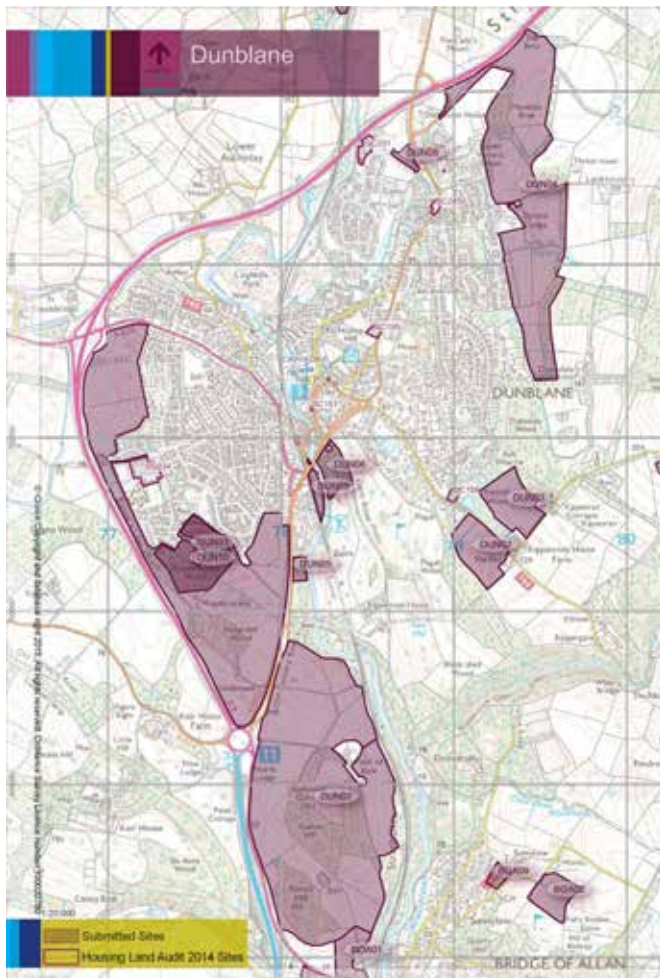
The Stirling Local Development Plan (2014) identifies Dunblane as a distinct settlement rather than a “satellite” community of Stirling, and there is a commitment by the Council to “.....work with the community to prepare a vision and strategy for Dunblane Town Centre and its immediate environs which will be about assisting the economic and tourism potential of the town centre.....” (Source: Scottish Government funding application)

In August 2015, Stirling Council published a Main Issues Report, the first formal stage in preparing a new Local Development Plan. The Mains Issues Report settlement summary for Dunblane states: “A recent community led



Charrette process undertaken on Dunblane Town Centre has highlighted that there are a number of issues to resolve within the settlement itself including traffic and parking, use and management of open spaces, and the future viability of the town centre. A Community Action Plan is being prepared which can inform any updates to the Settlement Statement in the Proposed Plan."

Stirling Local Development Plan (2014)



3.3 Relationship with the Business Improvement District: Discover Dunblane

In March 2015, the Dunblane business community voted in favour of the creation of a Business Improvement District (BID), known as Discover Dunblane. The Dunblane Charrette recognises that there are important areas of common interest between the Charrette and the BID business plan. Discover Dunblane is part of the Charrette Steering Group.

The Discover Dunblane Business Plan identifies three key areas of action for the BID:

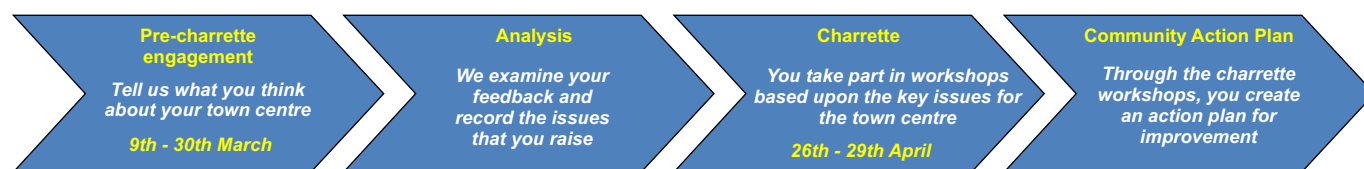
1. Promoting Dunblane
2. Enhancing Dunblane
3. Supporting Dunblane

3.4 Relationship with Community Planning

Community Planning exercises (2003 and 2009) have identified actions for "Revitalising the Town Centre". Whilst progress continues, including commencement of a Business Improvement District (see above), such activities could best be supported by a clear long-term vision in the form of a town centre spatial strategy shared by community, business and local authority alike.

The community-led charrette exercise provides an opportunity to bring together these different contexts to develop a co-ordinated vision and action plan for the future of Dunblane's town centre that is underpinned by the aims of local and national policy agendas and desires of local citizens.

4 Methodology



4.1 Staged Process

The main ‘charrette’ took place over four days of intensive workshops in April 2015; however, the wider process leading up to and beyond the charrette has involved several different phases of activity. This section provides a summarised description of the stages that informed the Dunblane charrette. Including responses to the Pre-charrette Survey held in March, a total of 463 members of the community engaged with the project (this number recognises that some people did participate on several different occasions).

4.2 Initiation and set-up (November 2014)

Following successful notification of funding, inception meetings took place between PAS and the Charrette Steering Group in November / December 2014, with the Charrette Steering Group continuing to meet regularly to review progress. A meeting was also held with the Scottish Government’s Charrette Mainstreaming Programme team in December 2014.

A briefing with the local community was held on the evening of 15 January 2015 in the Braeport Centre to raise awareness of the Dunblane Charrette and was attended by 43 people. In late January the PAS team undertook a site visit with the Steering Group to better understand the town centre and environs.

4.3 Pre-charrette Engagement (March 2015)

In order to identify issues to be addressed by the charrette, PAS sought the views of the Dunblane community through engaging in a month-long series of pre-charrette activity that included:

- A community town centre survey throughout March was distributed to several hundred contacts held

by the Charrette Steering Group, promoted through Facebook, Dunblane.info website, through the three primary schools and Dunblane High School. Paper copies of the survey were made available at four locations within the town: Burgh Chambers, Library, Braeport Centre and the Dunblane Centre. A total of 97 responses were received: 74 online responses and 23 paper responses.

- A series of eight themed pre-charrette agenda setting sessions, held during the week of 23 March, encouraged a total of 70 participants to identify the key issues for the town centre.
- Two youth workshops (16th-19th March) engaged with a total of 60 participants, and included a high school workshop with students from S3 and S6 of Dunblane High School and the Queen Victoria School; a primary school workshop with students from Dunblane Primary School, Newton Primary School and St Mary’s Primary School.

Issues raised in the pre-charrette engagement were analysed and distilled to become the key issues that subsequently formed the basis of the themed workshops at the charrette.

Awareness raising was carried out for the pre-charrette and charrette activities through articles in the Stirling Observer, Stirling News and The Wire (February-June), as well as online through Dunblane.info, Facebook and e-mails sent out through local networks. Local schools also assisted with promoting the charrette events through parent mail and posters in the schools.

Additional flyers and newspaper inserts assisted with promotion, as well as flyers and posters being distributed to more than 20 shops in and around the High Street.

Throughout the pre-charrette and charrette phases, charrette roll-up banners were displayed continually at the Burgh Chambers, library, Braeport Centre and the Dunblane Centre.

4.4 Four day Charrette event (April 2015)

The charrette workshops took place on 26 - 29 April at the Dunblane Centre and the overall event was attended by almost 200 hundred people (some participating on more than one occasion). The event included a mix of drop-in sessions and six facilitated themed workshops that emerged from a review of the feedback from the pre-charrette engagement:

1. Traffic and Parking
2. Facilities and Open Spaces
3. Business in the Town Centre
4. Movement Networks and the Environment
5. Upkeep and Appearance
6. Heritage

The charrette workshops encouraged participants to identify possible solutions to issues; to map and prioritise these; and to suggest likely timescales for action along with possible delivery partners.

workshop discussion on day 1 of the four-day Charrette



The outputs from each workshop were publicly displayed around the room so that participants at further workshops or drop-in sessions had an opportunity to openly review and comment on the ideas generated at previous sessions. A series of summary newsletters were also distributed to participants on arrival, detailing the key ideas produced in each session.

The sessions were also promoted daily on the Dunblane Charrette Facebook page to encourage participation in upcoming workshops. The Facebook page has gained almost 200 followers. The total number of people served posts from the Dunblane Charrette (unique users): 4684; the total number of views of Dunblane Charrette posts: 10456.

4.5 Public drop-in review and feedback session

The final Review Session on the evening of the last day of the charrette provided a drop-in opportunity for members of the public to view ideas and proposals developed over the previous days, and to discuss these with the PAS team and members of the Steering Group. 64 people signed in to this session.

The session exhibited prioritised ideas and mapping exercises relative to each themed workshop along with initial thoughts about how those ideas may be taken forward; both in terms of visualisations (where appropriate) and also how they might link with the Community Plan and the Single Outcome Agreement.

Members of the public were also invited to complete feedback forms to offer comments on where they opposed ideas, where they felt ideas could be improved, or where they felt they could help in taking forward an action. A total of 20 responses were received.

4.6 Post-Charrette Phase (May – August 2015)

Following the charrette on 26-29 April, the PAS team has worked to synthesise the ideas and prioritised solutions, as a basis for refining a set of actions to inform the Community Action Plan. A follow up summary of the charrette appeared in the Stirling Observer, with updates in The Wire and on the Dunblane.info website, with follow up with Dunblane High School.

4.7 Review and iterative testing

Throughout the charrette, efforts were made to test and refine ideas across the staged process:

- Synthesising information gathered in the lead-up to charrette
- Challenging participants to prioritise and develop ideas in group workshop sessions
- Engaging with Stirling Council officers at workshops
- Reflecting on the output from the workshop sessions through community drop-in observations

public drop-in on day 4 of the Charrette



- Monitoring feedback from the final presentation / drop-in session
- Through review with the Steering Group
- In synthesising of ideas leading to preparation of draft action plan

Review and iterative testing following the charrette
The PAS team and Steering Group have continued to review the process, its reporting, the Community Action Plan and the spatial strategy.

A half day workshop was facilitated by PAS for Steering Group members on 11 September that considered:

- A refined set of actions for the Community Action Plan
- An audit of outputs relative to ideas generated by the community during the charrette, as part of a genuine community-led and transparent process
- The development of the Community Action Plan
- A finalised concept and set of principles to align with the Community Action Plan
- Agreement about a spatial strategy and overall mapping
- Agreement about mapping of town centre boundary relationships



public drop-in on day 4 of the Charrette

presentation on day 1 of the Charrette



5 Outcomes

5.1 Issues

From the pre-charrette activities and consultations in relation to Dunblane Town Centre a range of issues were identified and are summarised generally in the table below. Issues in green (left column) were those that people felt most satisfied with; issues in amber (middle column) indicated moderate satisfaction, and issues noted in red (right column) indicated the lowest levels of satisfaction:

<ul style="list-style-type: none"> • Health • General facilities • Linkage to greenspace • Railway station space • Signage • External organisations • Greenspace management • Recycling • Events and food • Event locations/ space • River pathway • Event space • Bus travel • Public spaces 	<ul style="list-style-type: none"> • Street maintenance/ improvement • Urban design / civic realm relationship • Carbon / energy • Outdoor learning • Stirling focus • High street space • Common good assets • Use of High School facilities • Local needs • East - west connection • Lack of infrastructure • Planning • Promotion (heritage) 	<ul style="list-style-type: none"> • Open/green space • Maintenance • Boarded up shops • Use of abattoir site • Umbrella organisations • Parking • Space for families • Rail • Use of local amenities • Access for all • River issues • Green travel • Public toilets • Movement networks & accessibility
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5.2 Themes

Through further analysis the individual issues were grouped into six broader themes which became headings taken forward for further investigation:

1. Traffic and Parking
2. Facilities and Open Spaces
3. Business in the Town Centre
4. Movement Networks and the Environment
5. Upkeep and Appearance
6. Heritage

5.3 Ideas for possible actions

The six themes were explored in greater depth at dedicated group workshop sessions during the charrette where participants were prompted to generate a series of ideas for possible solutions through considering a number of sub themes:

1. Traffic and Parking	<ul style="list-style-type: none"> a. lack of parking b. pedestrian safety c. busy roads
2. Facilities and Open Spaces	<ul style="list-style-type: none"> a. lack of facilities b. open / green space
3. Business in the Town Centre	<ul style="list-style-type: none"> a. need higher footfall in the town centre b. need more jobs in the town centre c. need more night time activity
4. Movement Networks and the Environment	<ul style="list-style-type: none"> a. need for better signage b. need to improve links to the town centre
5. Upkeep and Appearance	<ul style="list-style-type: none"> a. need to improve frontages of key buildings b. need to improve street maintenance
6. Heritage	<ul style="list-style-type: none"> a. need for improved interpretation of heritage b. need for better promotion of heritage

Potential solutions were prioritised in terms of favoured ideas for further examination. A record of the non-prioritised ideas was retained and helped to inform a later synthesising of ideas leading towards the preliminary development of a template for the Community Action Plan.

A summary overview of the output from each of the themed workshops that provides an authentic record that captured the mapping and summarising of prioritised ideas participants identified for each of the key issues is available separately.

During the four day charrette a number of visualisations and graphic studies were produced to illustrate how topics and/or ideas being discussed might feature in 'real life'. Some of these are shown below:

- A. A 'high-level' message arising from the various workshops was the need for a positive civic realm strategy for the town centre, recognising desire routes and supporting walkability, connectivity and access.

Aspects of how this might be drawn together were illustrated in the diagram below:

civic realm strategy



- B. In response to the challenge of pursuing a high quality public realm the following visualisations provide an impression of how the roundabout at the upper end of the High Street might look in a shared surface low speed environment where the realignment of the carriageway releases land and frees up the possibility of creating a garden extension at the side of the Burgh Chambers to supplement a potential tourist attraction that might (e.g. through a cafe garden) support local economic activity:

before-after - proposal for pedestrian priority public realm improvement - for illustrative purposes only



C. In response to discussions about transport and parking issues a sketch was produced to illustrate how the carriageway might be 'tamed and humanised' with an emphasis on promoting pedestrian crossings to aid connectivity and access, along with 'greening' that

stretch of the road to integrate not only with green networks, but also with the river setting and wider landscape setting:



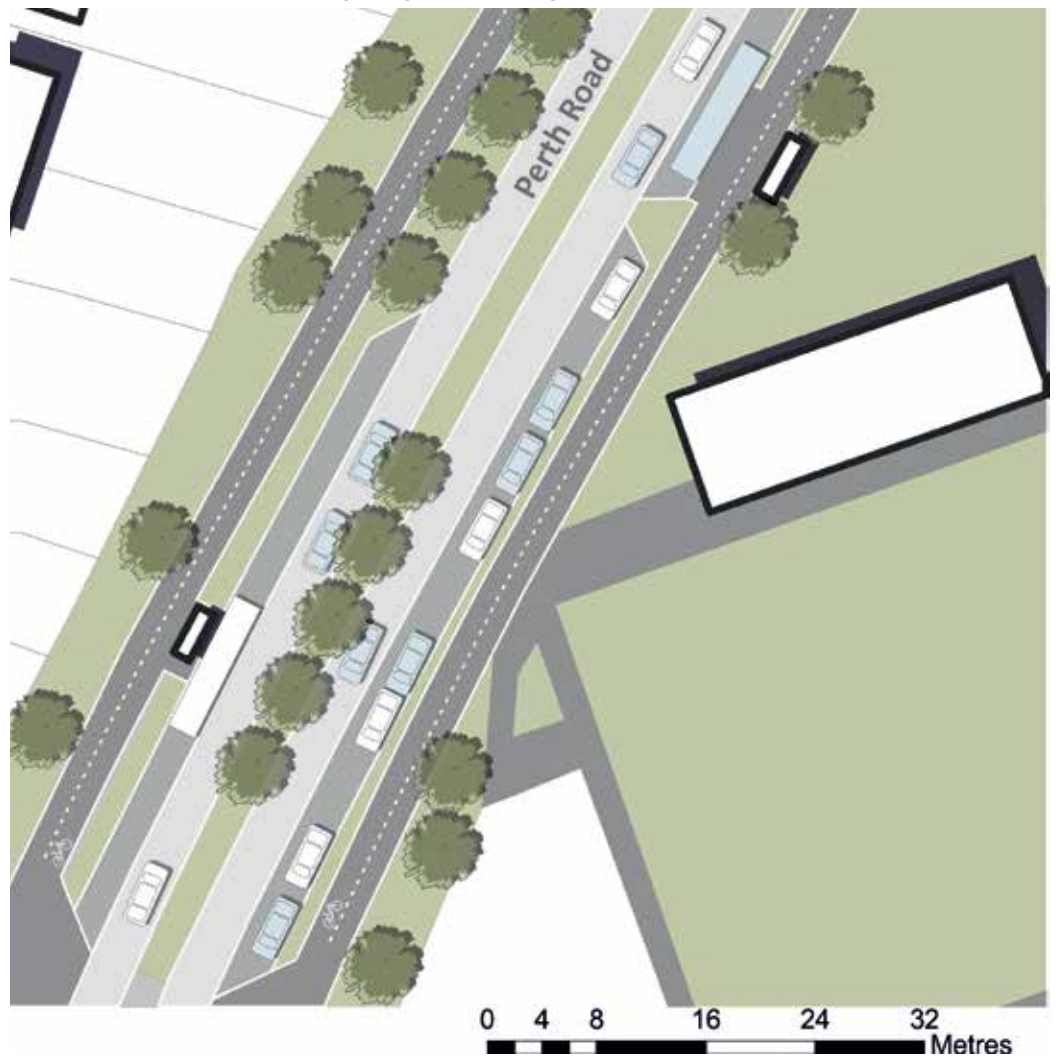
before and after 'greening' proposals for the dual carriageway showing better provision of pedestrians and cycle lanes, a new bus shelter with digital information, tree planting a new lane widths for vehicles





left: a greening strategy for the dual carriageway developed during the charrette

below: the principles worked up in more detail



D. Responding to discussions about concerns to invest in and ensure a pedestrian friendly active High Street, redress vacancy, and provide opportunities for young people the following visualisation illustrated an option for a section of the upper High Street to give

an impression of traffic calming, civic activity / street events and reclaiming of vacant shop unit as a youth social enterprise activity. These visualisations are for illustrative purposes only and suggest the type of improvements that were proposed through the charrette workshops.



before - after for High Street - for illustrative purposes only



6 Discussion/exploration of ideas

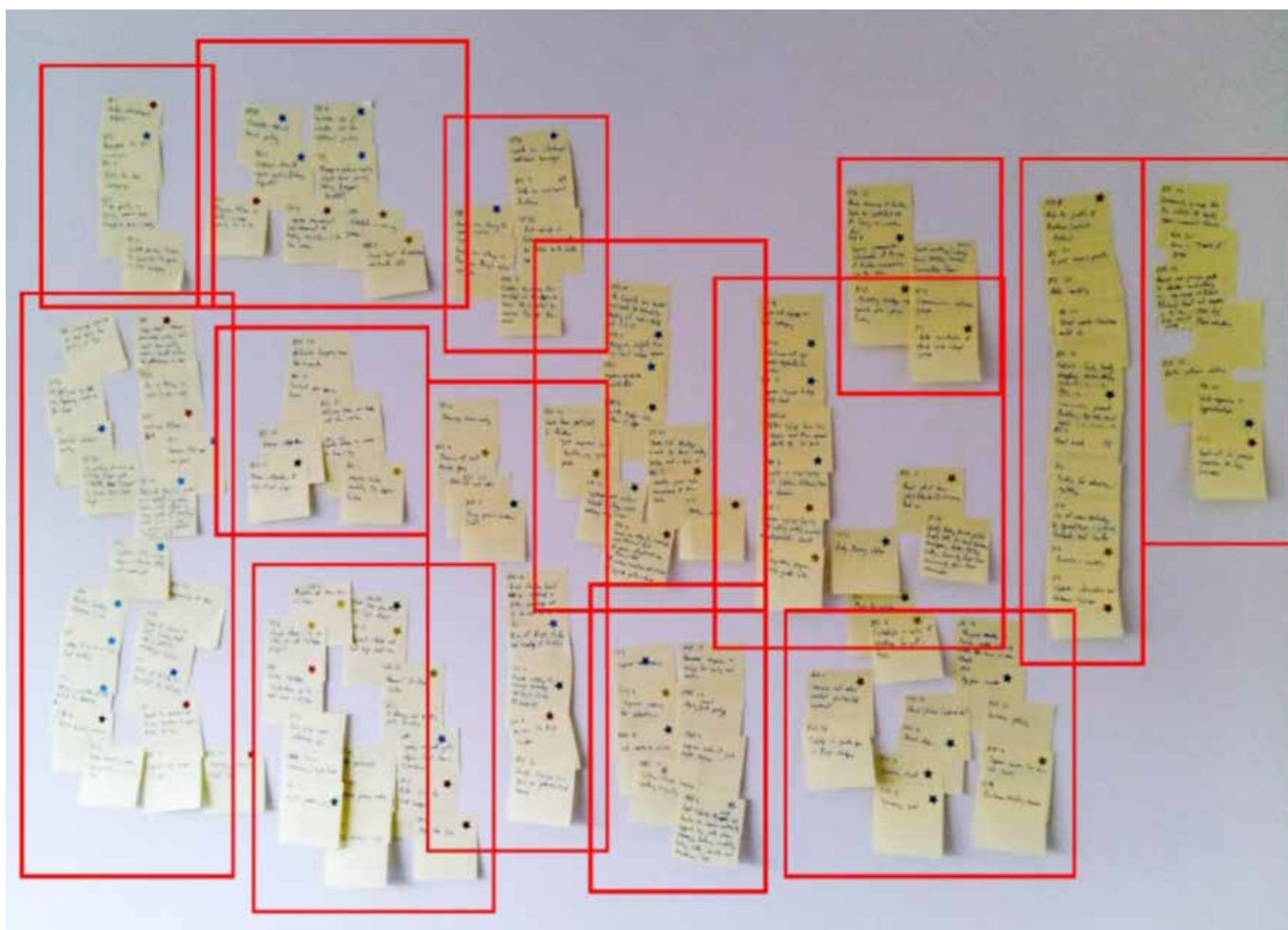
6.1 Distillation of ideas

The charrette process generated a total of approximately two hundred ideas for the future of the town centre, which included 89 'prioritised' ideas and 69 'non-prioritised' ideas along with a further set of ideas resulting from the youth engagement exercises.

A review of the ideas noted a high degree of overlap across the themes. A subsequent exercise therefore distilled all ideas (initially for prioritised ideas, then later integrating all remaining ideas) to reconcile 'overlapping, duplication or commonality'. This resulted in a revised grouping of all ideas, summarised according to the following 12 'global' headings:

1.	Signage
2.	Communication
3.	Service Provision
4.	Enhancing use of Dunblane's facilities
5.	Volunteering and youth engagement
6.	Promoting Dunblane
7.	Business and the High Street
8.	Active travel maintenance and improvement
9.	Building maintenance
10.	Road pattern improvements
11.	Parking
12.	Public Transport

This image illustrates how the nearly 200 ideas were grouped according to their similarity and theme. It should be noted (as evident from the image) that these are not precise distinctions but which still involve a degree of overlap or commonality.



6.2 Filtering and refinement: what is realistic, what is not, why?

Ideas contained under the 12 headings were filtered according to a traffic light 'red amber green' analysis sifting and provide a reality check in terms of their practicality. The basis for the traffic light analysis was: Red = unlikely to be delivered [e.g. swimming pool]; Amber = may be practical and deliverable but likely to require a lead or further negotiation [e.g. better communication and coordination of community activities]; Green = strong likelihood of delivery [e.g. signage and wayfinding campaign]. An extract of 'item 12 - public transport' is shown below.

12. Public Transport			Traffic light test
Prioritised	TP2B	Create bus interchange/additional bus stops	Amber
	TP8	Promote car sharing/car pooling - online	Green
	TP11	Promote car sharing in Dunblane through online/real time	Green
	BTC4	Shuttle bus into and out of Dunblane	Amber
Non - Prioritised	TP23	Park and ride at Victoria and a commuting bus linked to the shuttle bus	Amber
	TP24	Promote car sharing/car pooling - online	Green
	MNE9	Circular bus service. Runs and collects at key stops in the town. Like a central bus service. Pay for this service	Amber
	UA3	Condition of the railway station - station setting and streetscape	Amber
Young People	P7	More buses	Amber

The resultant 12 groups of ideas (condensed as result of extracting the 'red' ideas) went through a further sifting to establish if it was possible to refine and summarise potential actions against each heading. This resulted in a list of 20 'streamlined headings' as potential focus areas for action:

Original Group	Assignment		Streamlined Headings
1. Signage	A	1	Improve signage for travel (walking and cycling)
	B	2	Improve signage for retail use and heritage
2. Communication	C	3	Build stronger links between Dunblane's interest groups and the council
	D	4	Foster stronger links between schools and between the schools and local community
3. Service Provision	F	5	New and improved attractions and events
	G	6	Improve Community Services (litter, disability, repairs)
4. Enhancing Use of Dunblane's facilities	H	7	Improve the Burgh Chambers
	I	8	Take key assets into community ownership (Holmehill/Burgh Chambers)
5. Volunteering and Youth Engagement	K	9	Greater opportunities for youth to volunteer and gain work experience.
	L	10	Strengthen and create new community groups
6. Promoting Dunblane	M	11	Enhance what Dunblane has to offer
	J	12	Promotion and Marketing of Dunblane
7. Business and the High Street	N	13	Maintain and enhance the natural amenity of Dunblane (particularly paths, parks etc)
	O	14	Protect and enhance the economic vitality of the town centre
8. Active Travel Maintenance and Improvement	P	15	Improve walkability of Dunblane
	Q	16	Improve access to good quality cycling routes and facilities
9. Building Maintenance	R	17	Take proactive role in maintenance of Dunblane's built environment
10. Road Pattern Improvements	S	18	Improvements to the road network
11. Parking	T	19	Parking improvements
12. Public Transport	U	20	Public Transport improvements

The (20) 'streamlined headings' were again reviewed for 'commonality, overlap or duplication', and this further process of refinement arrived at 5 themed groups each comprising 4 actions (i.e. 20 proposed areas for actions derived from the originally generated ideas/solutions).

1	Support a vibrant core	Enhance what Dunblane has to offer	Promotion and market Dunblane	Protect and enhance the economic vitality of the town centre	Improve facilities in the town centre
2	Promote active travel	Enhance walking and cycling routes in and around Dunblane	Improve walkability of Dunblane through enhancing the streetscape and reducing barriers to movement	Utilise the river to help connect the local green network	Improve access to good quality cycling routes and facilities
3	Enhance Dunblane's environment	Enhance Dunblane's natural amenity	Maintain and support the river	Take key assets into community ownership and improve them	Maintain and enhance Dunblane's heritage
4	Enhance community cohesion	Strengthen and create new community groups	Build stronger links between Dunblane's interest groups and the council	Create more opportunities for youth to volunteer and gain work experience.	Foster stronger links between schools and local community
5	Improve transport	Promote alternative transport methods	Humanise the Dual Carriageway	Improve parking	Improve public transport

These themed groups and actions were subsequently iterated into the form represented in the Community Action Plan.



6.3 Towards a vision and supporting actions

It is evident from the discussions, ideas and feedback generated through the charrette process that the residents of Dunblane prize the town centre as a precious asset for the entire community. There is concern that in times of change the meaning and rationale of the town centre may diminish to an extent where it no longer remains a focus for the community. This indicates a need to develop a vision and accompanying narrative to support the long term vitality of the town centre.

The process of refinement of ideas generated by the local community through the charrette process suggests an outcome that is capable of informing a community generated strategic vision based on a central concept supported by five principles, and a structural framework that may inform the Town Centre Action Plan template, founded on 20 focus areas for action, which is a basis for further testing with partners (e.g. Steering Group; the Stirling Council, community groups, etc).



7 Conclusion and recommendations

7.1 Cross relating against aims and objectives of the project

This section cross relates outcomes from the analysis of ideas generated by the charrette process against aims and objectives of the project to develop a set of recommendations to inform the Steering Group as they take forward future action and discussion. The principal aims and objectives of the charrette were to:

- Develop a long term vision for the future of Dunblane Town Centre
- Propose a spatial strategy
- Identify a basis for developing a Community Action Plan
- Define the Town Centre and environs
- Map opportunities for potential asset transfer to the community

7.2 A long term Vision for Dunblane

Town Centre

We suggest there is potential to establish a community formulated (and commonly supported) vision for the future of Dunblane Town Centre that comprises, and is based on, three elements:

- a vision statement
- a supporting concept diagram, underpinned by
- five guiding principles, derived from ideas generated through the charrette process

Vision statement

"The Dunblane community wants the Town Centre area, to be a vibrant, healthy and inclusive place for people to live, work and visit."

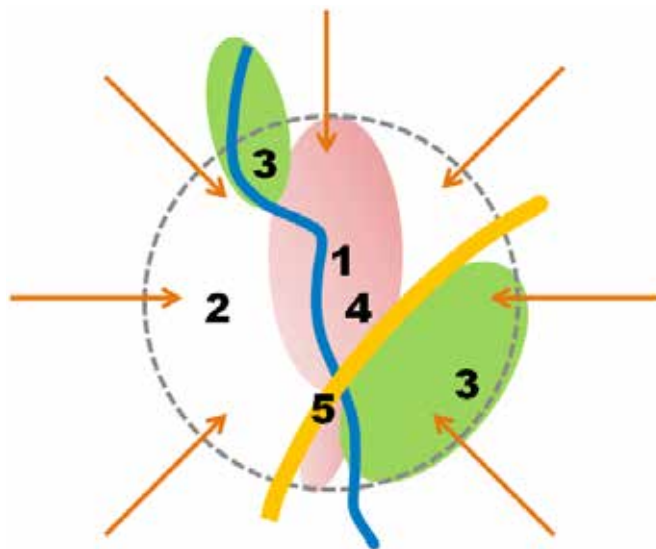
This is reflected in the following concept diagram and supporting principles:

7.3 A proposed spatial strategy

An aim of the project was to develop a spatial strategy that is integrated with community planning. We suggest that a spatial strategy can be informed by a synthesis of the various mapping of ideas generated through the charrette process.

The synthesised mapping references the town centre as being a place that:

- is central for the delivery of a wide range of public services



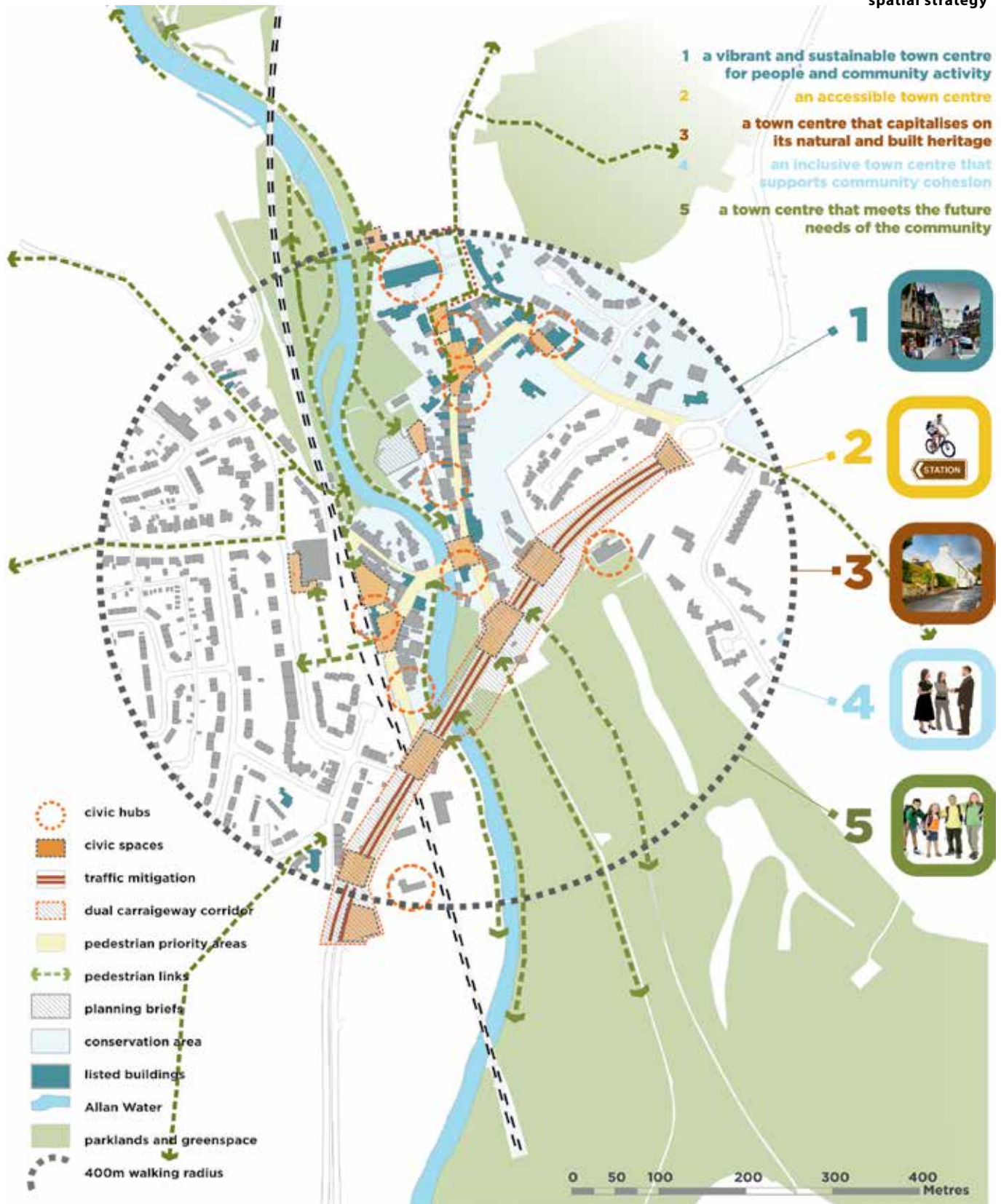
Concept Diagram

Supporting Principles

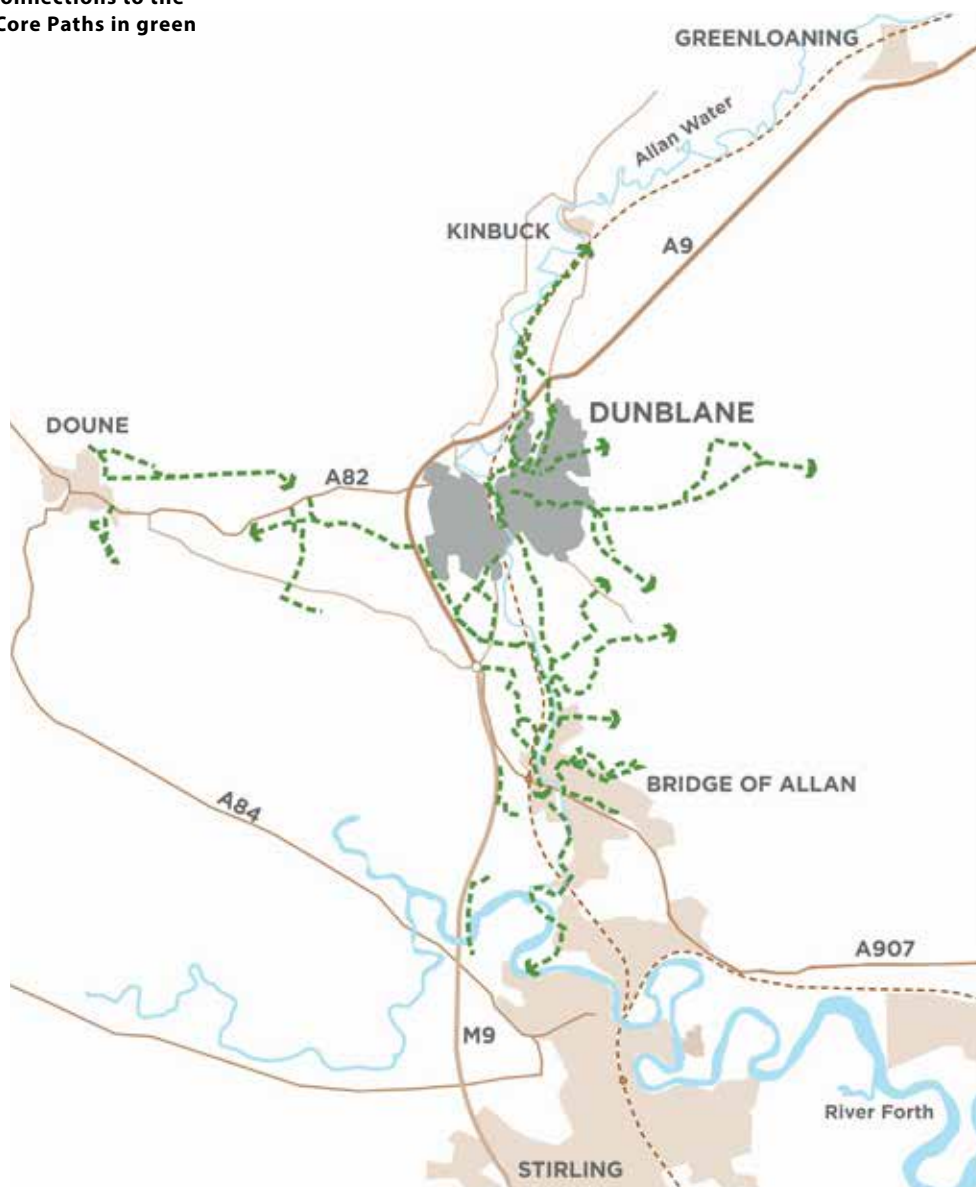
(derived from ideas generated by the charrette process)

1. **A vibrant and sustainable town centre for people and community activity**
2. **An accessible town centre**
3. **A town centre that capitalises on its natural and built heritage**
4. **An inclusive town centre that supports community cohesion**
5. **A town centre that meets the future needs of the community**

- actively supports locally identifiable and distinguishable enterprise (e.g. independent retailing)
- is a resource to galvanise and empower local organisations
- is a catalyst to encourage collaborative approaches and community leadership
- is available as a multifunctional social and cultural resource with potential to promote and showcase local activities (e.g. street festivals and other public events)
- locates many of the historic features which distinguish the community and which need to be proactively managed for the benefit of future generations
- houses assets that impart a sense of civicness and pride for the community (e.g. rail station and Burgh Chambers)
- is a basis on which to develop new economies (e.g. eco tourism – e.g. walks/cycle routes)



the wider context: connections to the surrounding area - Core Paths in green



A spatial strategy also identifies where planning briefs can set out community ambitions to proactively guide proposals for new development. We suggest this activity might be taken forward by the Steering Group on behalf of the Dunblane community and may wish to consider the following:



- Mill Street car park
- the current abattoir site
- land to the east of the dual carriageway bridge and south of the golf course
- the current car park site to the north of the Cathedral
- any sites that may be subject to development interest (i.e. the police station, the Indian restaurant site, the edge of the carriageway, etc)

We suggest the spatial strategy reinforces the desire of the Dunblane Community to support the Town Centre First principle whereby




“Government, local authorities, the wider public sector, businesses and communities put the health of town centres at the heart of proportionate and best value decision making, seeking to deliver the best local outcomes regarding investment and de-investment decisions, alignment of policies, targeting of available resources to priority town centre sites, and encouraging vibrancy, equality and diversity.”

7.4 A basis for developing a Community Town Centre Action Plan

We suggest that a template for a Town Centre Community Action Plan can be authentically derived from the distillation of ideas generated by the charrette process, and be based on the five principles that support the vision.

Principles	Focus Areas	Specific Actions	Additional comments
A Vibrant and Sustainable Town Centre for People and Community Activity 	Promote, enhance and support the town centre and what it has to offer	Deliver the BID 5 year business plan	
	Promote and market the town centre	Co-ordinate a promotional and marketing strategy (to include digital channels)	Optimise Dunblane Rail Station as an arrival and departure point
	Protect and enhance the vitality of the town centre	Maintain and promote commercial activity in the town centre	
	Improve facilities in the town centre	Explore how adequate provision of public toilets can be achieved	
An Accesible Town Centre 	Dunblane to be a centre for walking and cycling	Devise a signage and mapping strategy to promote walking and cycling routes in and around Dunblane	
		Promote the strategy that links Dunblane to surrounding areas	
		Develop concept of pedestrian priority zones	
	Target parking improvements	Create a revised Parking Strategy (to include cycle parking)	Gather data; engage with rail companies to support park and ride in the 'Tesco' car park ; with community minibus link
	Target public transport improvements and promote alternative transport methods	Explore car sharing, car pooling and car clubs within Dunblane to include online realtime information	

Links with existing initiative	Timescale for delivery			Community lead partner	Other partners	Stake holders	Resources + funding	Link to SOA / CP?
	S end 2016	M 2017-19	L 2020 >					
Existing	X	Expires 2019		BID	CC, DDT, SC		Part self-funded	Yes
Links to BID, links to SC Tourism Strategy, Economic Development Partnership	X	X		BID	Dunblane.info, Destination Stirling, Visit Scotland		Part self-funded	Yes
Existing, links to BID, links to Econ Dev Strategy (new focus)		X	X	BID	Core Group Partnership (CGP)	Building owners	Better use of existing resources, source new funding	Yes
New, links to Comfort Partnership	X	X		CC	CGP	Scotrail, Abellio, partner businesses	Existing Comfort Partnership, explore new funding	Yes
Links to existing initiative, enhance and coordinate	X			DDT	CGP, Sustrans, Cycle Stirling, CSPL		TBC	Yes
New, enhance and coordinate with existing	X	X		DDT	CGP		Existing+ explore new	Yes
New, links with Sustrans		X	X	CC	Sustrans, CGP		Sustrans (?)	Yes
New	X			CC	BID, SC, Stirling University		TBC	Yes
New	X			BID	SC, Sustrans, Sustainable Transport		TBC to link with existing resources	Yes

Principles	Focus Areas	Specific Actions	Additional comments
A Town Centre That Capitalises on Its Natural And Built Heritage 	Maintain and support the river as a key recreational focus	Deliver the Riverside project	Develop a business plan for development of the riverside site for the benefit of the community
	Enhance Dunblane's natural amenity	Identify sites for which planning briefs should be prepared for the community to proactively guide and shape ambitions Improve parklands and preserve green spaces	
	Pro-actively maintain the town centre heritage	Establish and promote walking tours (links to signage strategy) Maintain built fabric of town centre buildings to include street frontages	
An Inclusive Town Centre that Supports Community Cohesion 	Take key assets in to community ownership	Develop a community ownership strategy to transfer ownership of existing Council assets	
	Support and strengthen community cohesion	Explore how Dunblane could be governed, organised and work in partnership with other agencies Develop stronger links with different interest groups in Dunblane Explore volunteering strategy to encourage more people to actively engage in community life	
	Create opportunities for young people to volunteer and gain experience	Foster stronger links between local schools and community and explore needs of younger people	
A Town Centre That Meets the Future Needs of the Community 	Humanise the dual carriageway	Develop a strategy for the carriageway and surrounding area to humanise the carriageway	
	Link the town centre to future settlement growth	Undertake a longer term study for the future development of the town centre, based on the Town Centre Action Plan	

Links with existing initiative	Timescale for delivery			Community lead partner	Other partners	Stake holders	Resources + funding	Link to SOA / CP?
New		X		DDT	CGP		Unknown, TBC	Yes
New, links to LDP	X	X		CC	CGP	Land owners	Unknown, TBC	Yes
Links to existing	X	X	X	CC	CGP	DDT land owners	Some existing, TBC	Yes
Links to and develops existing	X			BID	local groups		TBC	Yes
New, links to existing	X	X		BID, DDT	CC, SC	Shop keepers	HLF, grants, THI, CARS	Yes
New, links to existing	X			DDT	Facilities Forum, CGP		People and management costs	No
New	X			CGP (excluding SC)	CP Partners		People and management costs	Yes
New, links to existing	X			CC	Other community organisations		People and management costs	? Strong, vibrant communities
New	X			CC			People and management costs	Yes
New, links to existing (BID)	X	X		BID	CGP, Dunblane Centre, Parent Councils, Schools		People and management costs	Yes
New	X	X	X	CC	CGP, Sustrans		TBC	Yes
New			X	CC, DDT	CGP, Visit Scotland		TBC	Yes

7.5 Define the town centre and environs

Over time Dunblane’s retail, leisure and cultural offer has extended beyond the boundaries of the town centre as defined in the 2014 Stirling Local Development Plan (adjacent), primarily to the south of the town and bisected from the traditional core by the main road.

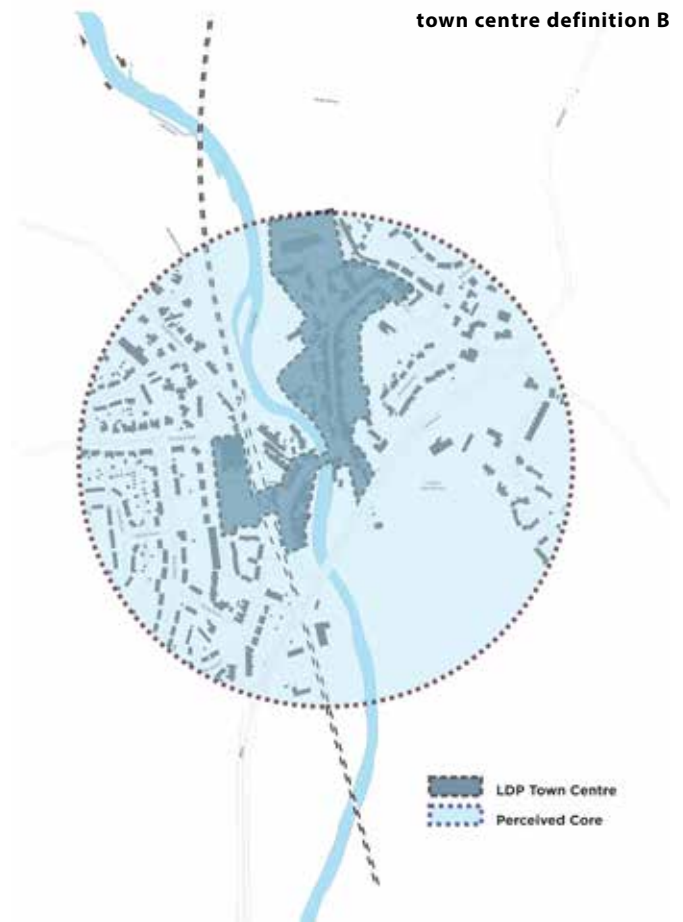
It is clear from the discussions and ideas generated by the charrette that the local community’s perception of Dunblane’s town centre is not limited to that defined in policy terms by the LDP (principally for retail planning purposes).

A wider multi-functional perception of the ‘town centre’ area appears to encompass community facilities (i.e. Braeport Centre, Dunblane Centre and Sports Facilities) and adjacent M&S retail store in the south, and extends

along the length of carriageway across the dual carriageway bridge up to the golf club and tennis courts to the east, and also includes the river, its greenspace and railway.

The existing LDP delineated town centre is indicated on the adjacent plan (dotted in blue). It is suggested that consideration might be given to extending the boundary to encompass an area as suggested outlined in red (note: extends to include area to south not on plan).

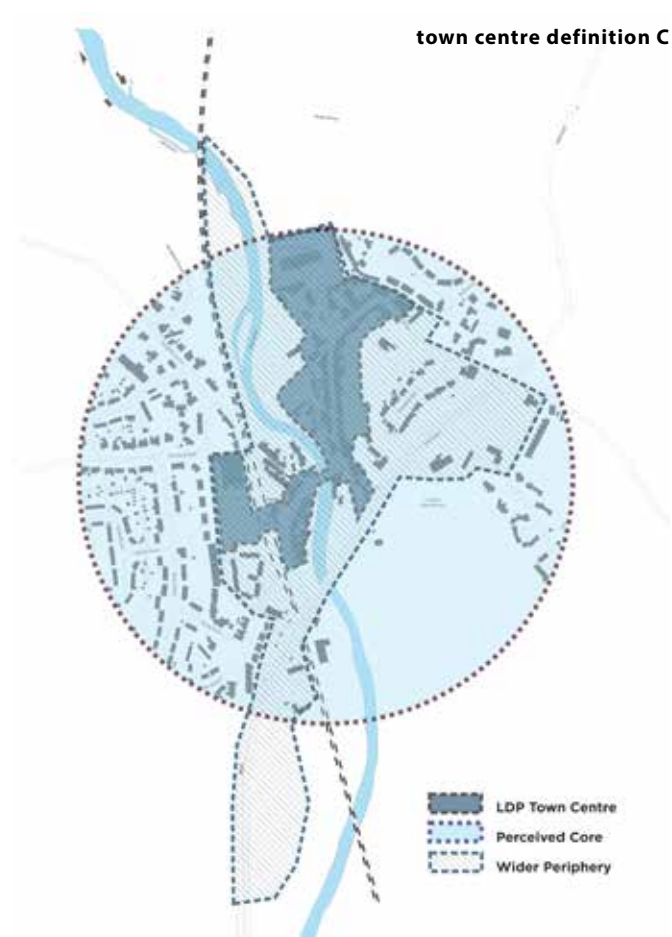
In recognition that regard would need to be given to any policy implications arising (specifically in relation to retail activity) it may be that in taking this forward consideration could be given to a ‘graduated town centre distinction’ which distinguishes between:



7.6 Mapping of opportunities for potential asset transfer

- A. the centre as defined for retailing purposes
- B. 'perceived core' based on a 5 minute walk band (ie dotted grey circle, and as noted in the vision concept)
- C. wider 'periphery' that accounts for wider amenity and leisure and for purpose of attracting possible funding

On the basis of discussions and ideas generated by the charrette there is scope to consider how key assets might be taken into community ownership through developing a community ownership strategy. This is noted in more detail in the Community Action Plan.



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Credits

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- Dunblane Community Council
- Dunblane Development Trust
- Discover Dunblane
- Stirling Council

Funders

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- Awards for All – Big Lottery Fund
- Stirling Council

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- St Mary's Primary School

Design & Facilitation

- PAS Staff, Associates and Volunteers

