

Projects



1.0 Project Theme 1

Think Community

You Said

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

“We need more opportunities for kids to play”

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

“Build on “Vital Spark”* experience”

“Need allotments provision & food growing coop”

“Requirement for a space to work while waiting for ferries etc.”

“Lots of great work by volunteers but need more coordination & less insistence on ‘self-sustaining’ funding”

Strengths

There is an impressive and wide range of groups and organisations in Dunoon with more than forty-five active community, youth, arts and sports groups in Dunoon and the surrounding area. There are also some strong partnerships (e.g. driven by Dunoon Community Council, Burgh Hall Trust, Dunoon Presents BID, Argyll & Bute Third Sector Interface, Dunoon Regeneration Party) and other social networks. Therefore, the extensive social capital in Dunoon and the surrounding area means that third sector organisations like Argyll & Bute Third Sector Interface and the emerging Alliance for Action could be well placed to develop even more innovative approaches to building capacity to provide local services and facilities.

Challenges

On the other hand, the *ThinkDunoon* events highlighted a number of issues around the need to continue to improve the ‘civic health’ of Dunoon including:

- Over more recent times, there appears to be perceived loss of civic pride, identity and capacity in the community, with responsibility falling on a limited number of volunteers and there are real variations in community capacity to develop projects and access funding;
- The perceived lack of resilience, confidence and esteem, sometimes referred to as ‘apathy’ amongst the residents and businesses, has to be challenged;
- Local people and organisations need to have the capacity and leadership to work effectively with each other and with their partners to influence development plans;
- The Dunoon commuting pattern with 748 individuals leaving, 873 arriving and 267 working from home (See *Appendix C - Datashine Scotland Commute 2011 Census Diagram*) could result in constraints on the availability of volunteer skills and resources;
- Out-migration has sometimes resulted in the loss of working young people with particular skills and some residents, especially the elderly who are more isolated.

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 and 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

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

The following pages provide a detailed Action Plan for each project.

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.A1	<i>Social Enterprise & Third Sector Opportunities:</i> The Gateway Project	Gateway Project: <i>gatewaydunoon.co.uk</i> Purpose-built accommodation for community and youth project is stalled and could benefit from assistance on accessing funding/making the business case.	<p>Lead Agencies</p> <ul style="list-style-type: none"> • Alliance for Action • Dunoon Baptist Church <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Argyll & Bute Third Sector Interface • Community Planning Partnership • Just Enterprise • Vital Spark <p>Potential Funders</p> <ul style="list-style-type: none"> • BLF Awards for All/Investing In Ideas • BLF Investing in Communities • Great Place Scheme • Scottish Government Strengthening Communities Programme 	Short/ Medium	<ul style="list-style-type: none"> • Initiate discussions to establish principles • Test and make the strategic business & funding case • BLF, for example, will fund a faith organisation if the organisation has the usual committee, constitution, bank account & accounts. The organisation however may have issues around accepting Lottery funding and this would all have to be explored with the Gateway • Confirm plans, programming & activity: capital & revenue implications • Identify added value of investment: economic & community benefits • Provide specialist capacity building, funding, business planning & support

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.A2	<i>Social Enterprise & Third Sector Opportunities:</i> The Castle House Museum	Castle House Museum: Future development and securing investment to make the museum an even more inspiring place to visit with more things to do including possible open air exhibits. <i>Also refer to Project 4.A4</i>	<p>Lead Agencies</p> <ul style="list-style-type: none"> • Alliance for Action • Castle House Museum Trust <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Argyll & Bute Third Sector Interface • Community Planning Partnership • Argyll & Bute Library and Leisure Charitable Trust <p>Potential Funders</p> <ul style="list-style-type: none"> • BLF Awards for All/Investing In Ideas • BLF Investing in Communities • Great Place Scheme • Scottish Government Strengthening Communities Programme 	Short/ Medium	<ul style="list-style-type: none"> • Initiate discussions to establish principles • Test and make the strategic business & funding case, coordinate and deliver investment in new & improved services & facilities • Confirm plans, programming & activity: capital & revenue implications • Identify added value of investment: economic & community benefits • Provide specialist capacity building funding, business planning & support

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.A3	<i>Social Enterprise & Third Sector Opportunities:</i> 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. <i>Also refer to Project 4.G3.</i>	Lead Agency • Alliance for Action Other Stakeholders and Delivery Partners • Argyll & Bute Council • Argyll & Bute Third Sector Interface • Community Planning Partnership • Argyll & Bute Library and Leisure Charitable Trust Potential Funders • BLF Awards for All/Investing In Ideas • BLF Investing in Communities • Great Place Scheme • Scottish Government Strengthening Communities Programme	Short/ Medium	<ul style="list-style-type: none"> • Initiate discussions to establish principles for the feasibility study • Test and make the strategic business & funding case, • Identify/confirm occupiers/users, partners & stakeholders • Confirm plans, programming & activity: capital & revenue implications • Identify added value of investment: economic & community benefits • Provide specialist capacity building, funding, business planning & support

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.A4	<i>Social Enterprise & Third Sector Opportunities:</i> West Beach improved access	West Beach improved access: Investment in kids activities, sea kayaking facilities & moorings <i>Also refer to Project 4.F1.</i>	Lead Agency • Alliance for Action Other Stakeholders and Delivery Partners • Argyll & Bute Council • Argyll & Bute Third Sector Interface • Community Planning Partnership • Just Enterprise • Vital Spark Potential Funders • BLF Awards for All/Investing In Ideas • BLF Investing in Communities • Great Place Scheme • Scottish Government Strengthening Communities Programme	Short/ Medium	<ul style="list-style-type: none"> • Initiate discussions to establish principles • Test and make the strategic business & funding case, coordinate and deliver investment in new & improved services & facilities • Identify/confirm occupiers/users, partners & stakeholders • Confirm plans, programming & activity: capital & revenue implications • Identify added value of investment: economic & community benefits • Provide specialist capacity building, funding, business planning & support

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.A5	<i>Social Enterprise & Third Sector Opportunities:</i> Adopt Esplanade	Adopt Esplanade: A curated by community arts/outdoor gallery, light works, interpretation and roller skating opportunities <i>Also refer to Project 4.E2</i>	<p>Lead Agency</p> <ul style="list-style-type: none"> Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Argyll & Bute Council Argyll & Bute Third Sector Interface Community Planning Partnership Just Enterprise Vital Spark <p>Potential Funders</p> <ul style="list-style-type: none"> BLF Awards for All/Investing In Ideas BLF Investing in Communities Great Place Scheme Scottish Government Strengthening Communities Programme 	Short/ Medium	<ul style="list-style-type: none"> Initiate discussions to establish principles Test and make the strategic business & funding case, coordinate and deliver investment in new & improved services & facilities Identify/confirm occupiers/users, partners & stakeholders Confirm plans, programming & activity: capital & revenue implications Identify added value of investment: economic & community benefits Provide specialist capacity building, funding, business planning & support

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.A6	<i>Social Enterprise & Third Sector Opportunities:</i> 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: <ul style="list-style-type: none"> 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.' <i>Also refer to Project 3.4 & 4.H2.</i>	<p>Lead Agency</p> <ul style="list-style-type: none"> Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Argyll & Bute Council Argyll & Bute Third Sector Interface Community Planning Partnership Just Enterprise Vital Spark <p>Potential Funders</p> <ul style="list-style-type: none"> BLF Awards for All/Investing In Ideas BLF Investing in Communities Great Place Scheme Scottish Government Strengthening Communities Programme 	Short/ Medium	<ul style="list-style-type: none"> Initiate discussions to establish principles Test and make the strategic business & funding case, coordinate and deliver investment in new & improved services & facilities Identify & assess potential buildings/sites Identify/confirm occupiers/users, partners & stakeholders Confirm plans, programming & activity: capital & revenue implications Identify added value of investment: economic & community benefits Provide specialist capacity building, funding, business planning & support

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.B1	<i>Community Ownership & Management: Key Sites/Buildings & Facilities:</i> Dunoon & Sandbank Growing Site	Dunoon & Sandbank Growing Site: Community interest in acquiring 12 acres 'triangle' of land or similar for use as a community growing/orchard/learning opportunities and possibly with basic space for temporary volunteer workers (e.g. Branching Out Argyll, www.woof.org.uk). Highlands & Islands Enterprise (HIE), who own the site, have viewed this as future development land for the Business Park	Lead Agency • Alliance for Action Other Stakeholders and Delivery Partners • Argyll & Bute Council • Highlands & Islands Enterprise (owner) Potential Funders • 'BLF Awards for All/Investing In Ideas' • BLF Investing in Communities • SG Strengthening Communities Programme • 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	Short/ Medium	Issues to be resolved include: • Highland & Island Enterprise (HIE) views on the Dunoon & Sandbank Growing Site • Evidence of significant community support (untested) • Identifying a shadow board leading to incorporation e.g. Scottish Charitable Incorporated Organisation (SCIO) • Community right to buy opportunities (on ground that site is derelict etc) • Local Development Plan 2 might need to reallocate use of land Next step: Agree principles

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.B2	<i>Community Ownership & Management: Key Sites/Buildings & Facilities:</i> Queen's Hall	Queens Hall will be a hub for skills & learning, gathering / meeting, library, fitness, café & soft play. Dunoon Burgh Hall Trust, with its experience and knowledge in engaging with the community in cultural projects, should be one of Queen's Hall key collaborators and play a role in the programming & coordinating uses & events in Queens Hall and the use of the outside space	Lead Agency • Alliance for Action Other Stakeholders and Delivery Partners • Argyll & Bute Council • Argyll & Bute Library and Charitable Trust • Burgh Hall Trust Potential Funders • Insert 'BLF Awards for All/Investing In Ideas' • BLF Investing in Communities • Scottish Government Strengthening Communities Programme • Argyll and the Isles Culture, Heritage and Arts Assembly • Creative Place Project • CashBack For Creativity	Short/ Medium	• Initiate discussions to establish principles • Test and make the strategic business & funding case, coordinate and deliver investment in new & improved services & facilities

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.B3	<i>Community Ownership & Management: Key Sites/Buildings & Facilities:</i> The Gateway Project temporary space	The Gateway Project could 'rent' space as an interim while they develop their building part as a 'hub' for activity.	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Gateway Project <p>Potential Funders</p> <ul style="list-style-type: none"> • BLF Awards for All/Investing In Ideas • BLF Investing in Communities 	Short/ Medium	Initiate discussions to establish principles

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.B4	<i>Community Ownership & Management: Key Sites/Buildings & Facilities:</i> Co-Worker Base	• Scope to promote space for use as Co-Worker Base Space while waiting for ferry/ between meetings etc	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Highlands & Islands Enterprise • Business Gateway • Argyll & Bute Library & Leisure Charitable Trust <p>Potential Funders</p> <ul style="list-style-type: none"> • Activating Ideas • Regeneration Capital Grant Fund • Town Centre Communities Capital Grant Fund • Coastal Communities Fund 	Short/ Medium	<ul style="list-style-type: none"> • Initiate discussions to establish principles • Test and make the strategic business & funding case, coordinate and deliver investment in new & improved services & facilities

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.B5	<i>Community Ownership & Management: Key Sites/Buildings & Facilities:</i> Programming use of outside gathering/social spaces	Programming use of outside gathering/social spaces proposed in the Masterplan: co-ordination of outdoor events/activities/theatre / music... would make sure they are best used (along with the spaces that already exist).	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Burgh Hall Trust • Argyll & Bute Library & Leisure Charitable Trust <p>Potential Funders</p> <ul style="list-style-type: none"> • 'BLF Awards for All/Investing In Ideas • BLF Investing in Communities • Scottish Government Strengthening Communities Programme • Argyll and the Isles Culture, Heritage and Arts Assembly • Creative Place Project • CashBack For Creativity 	Short/ Medium	<ul style="list-style-type: none"> • Initiate discussions to establish principles • Test and make the strategic business & funding case

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.C1	<i>Coordination/ information Exchange:</i> Community Networking	<p><i>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:</i></p> <ul style="list-style-type: none"> - Regular biannual information exchange & networking events using the Pecha Kucha format 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Argyll & Bute Third Sector Interface <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Alliance for Action • Community Organisations • Just Enterprise • Voluntary sector • Highlands & Islands Enterprise <p>Potential Funders</p> <ul style="list-style-type: none"> • BLF Awards for All/Investing In Ideas • BLF Investing in Communities • Scottish Government Strengthening Communities Programme 	Short 1-3 years	<ul style="list-style-type: none"> • Agree principles • Make business case for funding • Identify specific opportunities

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.C2	<p><i>Coordination/ information Exchange:</i></p> <p>Support Volunteers</p>	<p><i>Use capacity building to maintain community networking & further strengthen collaboration between existing groups, using existing community networks and social capital in Dunoon & surrounding area.</i></p> <ul style="list-style-type: none"> • Support volunteers: sustaining community activity, identify & nurture new leaders & champions • Promote more volunteering in Dunoon to include an initial audit/database of existing skills in the local community. 	Refer to 1.C1	Refer to 1.C1	Refer to 1.C1
1.C3	<p><i>Coordination/ information Exchange:</i></p> <p>Third Sector Organisations</p>	<p><i>Use capacity building to maintain community networking & further strengthen collaboration between existing groups, using existing community networks and social capital in Dunoon & surrounding area.</i></p> <ul style="list-style-type: none"> • Focus on improving the capability & sustainability of third sector organisations in Dunoon & widening membership among young people. 	Refer to 1.C1	Refer to 1.C1	Refer to 1.C1

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
1.C4	<p><i>Coordination/ information Exchange:</i></p> <p>Social Entrepreneurship</p>	<p><i>Use capacity building to maintain community networking & further strengthen collaboration between existing groups, using existing community networks and social capital in Dunoon & surrounding area.</i></p> <ul style="list-style-type: none"> • Look to increase the level of social entrepreneurship in Dunoon and support individuals to adopt an enterprising approach to social opportunities. (e.g. Queens Hall: as a town centre community hub) <p><i>Also see Project 1.2.</i></p>	Refer to 1.C1	Refer to 1.C1	Refer to 1.C1

2.0 Project Theme 2

Think Local Economy

You Said

“Need to remind local people of the strength of the independent business in Argyll Street”

“Last business directory was published in 1999”

“Tendency to do Dunoon down”

“Local businesses need to responded to opportunities & local need: why no bike hire”

“Need to promote locally sourced food/drink & improve quality”

“Need more family friendly pubs/restaurants with a good feel & improved evening economy “

“6/7 business interviewed intend to grow”

“Dunoon Grammar School have just won ‘Apps for Good’ Award”

“Have to attract/retain young working age residents”

Strengths

Dunoon Town Centre includes around 75 mostly independent businesses with a very distinctive offer including Bookpoint/book shop, Timothy J Sharp specialising in design, manufacture and retail of quality contemporary jewellery and Juno Gallery. The town centre also has relatively low vacancies (*See Appendix E: Property Analysis*) and the vacant units tend to have been occupied by ‘national chains’ in particular banks and building societies.

Challenges

Dunoon town centre however needs to evolve as a more distinctive and compelling destination where an appreciation of the heritage, enterprise, commercial, retail, public, arts/cultural and social functions overlap with a diverse range of uses. This is fundamental to appeal to local and new residents, young people, professionals, families and visitors. The town centre also needs to evolve to meet the broader needs of existing and new residents that it will serve for the next 50 years and visitors, with something for everybody: young, families, older people. The focus should be on people and how they interact with and use places in Dunoon. This could include the introduction of a wider range of uses, as well as a greater number of small service business and improved community and visitor facilities. In this way town centres of the future need to move beyond retail and be proactive centres for the civic economy, enterprise, living, culture, entertainment, leisure, shopping, business and civic activity.

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 (*See Appendix X*) 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.** The *ThinkDunoon* events identified the scope and interest in providing a ‘makers space’ targeted particularly at the creative industries. All partners

also need to work together to ensure local businesses, including new start-ups, have access to the wealth of expertise and financial support available. In this context projects that diversify uses in Dunoon town centre and promote enterprise, business /start-up/incubation/ acceleration, creativity, culture, arts/music and appeal to young people will be crucial.

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 be achieved through effective collaborative working with a wide range of stakeholders in the cultural sector in Argyll and the Isles and partners at a national and local level, linking the valuable work they carry out with the current public sector strategies for the sector. There is a significant opportunity for Dunoon to play a transformational role and this will require full engagement with relevant stakeholders to articulate the sector’s ambitions for creativity in Dunoon. The PPP can grow the economic contribution the arts, heritage, culture and creative industries make in Dunoon and the wider Cowal area including the potential increase in cultural tourism. The Vital Spark initiative coordinator (*See Project Theme 1 | Think Community*) is also very interested in identifying social enterprise solutions in the creative industries.

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

- 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

The following pages provide a detailed Action Plan for each project.

Project Theme 2

Think Local Economy

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
2.1	Town Centre 'Shop Local' Campaign & Curated Online/ Printed Directory	<p>Initiate a 'shop local' campaign with incentives to remind local people/visitors what Argyll Street/Dunoon town centre has to offer.</p> <p>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.</p> <p>Town centre businesses would share their ideas, support each other and work together. The more you put in, the more you get out!</p> <p>A curated directory of local businesses & services would be prepared and this would include:</p> <ul style="list-style-type: none"> • Web based version of directory • Printed material displayed around town • Distribution/publicity to be agreed. • Possible WiFi apps: digital brand 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Dunoon Presents <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Bute Council • Argyll and the Isles Culture, Heritage and Arts Assembly <p>Potential Funders</p> <ul style="list-style-type: none"> • CARS • Dunoon Presents • Argyll and the Isles Culture, Heritage and Arts Assembly • Creative Place Project • Business Gateway • HIE 	Short term	<p>Agree principles & secure funding.</p> <p>The principles of how often the directory revised & published would be agreed</p>

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
2.2	Town Centre Businesses: 1-1 Advice: 'Shop Doctor': Part of CARS Package	<p>Business Gateway/Dunoon Presents contractor to offer, as part of integrated CARS related package, advice to retail and service business owners to cover business planning, planning, merchandising, window display, stock control, social media marketing, etc... <i>Also see Project 4.B3.</i></p> <p>This could take the form of retail masterclass.</p> <p>Other issues to be covered in the masterclass could include:</p> <ul style="list-style-type: none"> • Raising awareness of the need for continuous improvement and overcome apathy and complacency • Making the most of good customer service • Using social media to market more effectively: Promote Internet & Facebook/Social Media Marketing • Increasing customer spend • Maximising display space and layout • Promoting Dunoon as a destination, using events & coordinating opening hours 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Dunoon Presents <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Bute Council • CARS • Shopfront Regeneration Scheme • Town centre & other businesses <p>Potential Funders</p> <ul style="list-style-type: none"> • Dunoon Presents • Business Gateway • Argyll & Bute Council • Highlands and Islands Enterprise 	Short term	Confirmation of scope of scheme during 2017

Project Theme 2 Think Local Economy

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
2.3	<p>Makers Space: Supporting Start Ups & Growth Orientated Businesses In Dunoon</p> <p><i>Also refer to Project 4.G3.</i></p>	<p>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:</p> <ul style="list-style-type: none"> • 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 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll College • Argyll and the Isles Culture, Heritage and Arts Assembly • Business Gateway • Coastal Communities Fund • Dunoon Grammar School • Highlands and Islands Enterprise (HIE) • Private Sector • Scotland Development Skills (SDS) • Vital Spark <p>Potential Funders</p> <ul style="list-style-type: none"> • Scottish Gov. Regeneration Capital Grant Fund • Argyll and the Isles Culture, Heritage and Arts Assembly • Creative Place Project 	Medium term	<p>Agree principles with key partners</p> <p>The project would be developed on collaboration with Dunoon Grammar School and the Dunoon Men's Shed.</p>

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
2.4	<p>Digital Skills: Internet Use Improve Broadband Speed/Reliability</p>	<p>Promote digital skills to increase turnover growth in the wider business community and joint marketing in the town centre and with other businesses to take advantage of improved broadband/WiFi.</p> <p>Specific actions:</p> <ul style="list-style-type: none"> • Explore providing town centre WiFi • Locally delivered awareness-raising, training (on social media use, search engine optimisation, online marketing, website design, cloud computing...etc) • Seminars, 'digital health checks' • Research & develop opportunities for increased digital based income streams and digital sector representation to include apps development research: support targeted on individuals/specific groups of businesses. 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Business Gateway • Private Sector • Scottish Towns Partnership <p>Potential Funders</p> <ul style="list-style-type: none"> • Scottish Towns Partnership • Business Gateway • Highlands and Islands Enterprise (HIE) 	Medium	Establish principles

Project Theme 2 Think Local Economy

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
2.5	Self-Build/Self-Design & Build: Local Builders Micro Sites: Family Housing & Live-Work	<p>Raising the awareness and promote self-build + custom-build sector and live-work as a means of delivering an alternative approach to housing provision in Dunoon.</p> <p>Self-build projects are where someone directly organises with a group of like-minded individuals the design and construction of their new home.</p> <p>Custom build homes tend to be those where the individual works with a specialist developer to help deliver a specific type and specification of home. Opportunity for Passivhaus high energy performance standard development in Pilot Street to be tested</p> <p><i>Also refer to Project 4.G1.</i></p> <p>Aim is also to promote small/micro sites to local builders.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Alliance for Action Owners Private Sector Fyne Group <p>Potential Funders</p> <ul style="list-style-type: none"> Fyne Group Rural Home Ownership Grants 	Short/medium Term	<p>Argyll & Bute Council to assess the local interest by test marketing.</p> <p>Actively target particular sites.</p>

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
2.6	Promote Local Culinary Culture: Food/Drink In Shops/Cafes/Restaurants	<p>Collaborate with Argyll Food Producers (www.foodfromargyll.com) to promote local sourcing. Proposals include:</p> <ul style="list-style-type: none"> 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. 	<p>Lead Agency</p> <ul style="list-style-type: none"> Dunoon Presents <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Alliance for Action Argyll Food Producers Argyll and the Isles Culture, Heritage and Arts Assembly Private Sector <p>Potential Funders</p> <ul style="list-style-type: none"> Argyll Food Producers Argyll and the Isles Culture, Heritage and Arts Assembly Creative Place Project Private Sector 	Medium Term	Agree principles with key partners

3.0 Project Theme 3

Think Tourism

You Said

“Dunoon needs to up its tourism game”

“Make Dunoon an national/international visitor hub with great job prospects”

“Build on how bike friendly the area is”

“Need a really good positive web site for Dunoon, make it easy to book ”

“Dunoon is getting known as a place for outdoor & other events so it needs to offer a choice of accommodation”

Strengths

Tourism is Argyll's largest private sector employer with some 25% of all private sector jobs. It is also growing fast, with some 30% of new employment, and very substantial capital investment. Argyll and the Isles total visitor spend increased from £199m to £270m in the period 2011-2014 – an increase of 36% compared with 4% for Scotland. The tourism industry is also growing rapidly worldwide (6% p.a. visitor growth in Scotland).

Dunoon and Cowal have clear comparative advantages including a potentially exceptional visitor offer that combines heritage and culture, food and drink, breathtaking scenery, wildlife, maritime, coastal and outdoor adventure experiences.

One of Dunoon's major events is the Cowal Highland Gathering happening for 3 days in August every year and attracting up to 23,000 visitors (2.5 x Dunoon's permanent population).

'Dunoon Presents' (Business Improvement District) has also been very successful at organising sporting, music/culture and community events that have helped 'put Dunoon on the map' and Cowal Marketing Group/Argyll & Isles Tourism Coop is well established. Tourism is a key sector to develop sustainable employment in Dunoon.

Challenges

Dunoon needs to evolve as a more distinctive and compelling destination where outdoor activities, arts/cultural, enterprise, commercial, retail, public, and social functions overlap with a diverse range of uses. Dunoon can be promoted as a hub destination with a network of local attractions (outdoor activities, natural heritage and gateway to Loch Lomond & Trossachs National Park, independent artisan businesses, unique retail offer, locally sourced food/drink) in a way that encourages visitors to stay longer and spend more.

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

- 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

The following pages provide a detailed Action Plan for each project.



Activities

MTB: The Badd Hill
Road cycling: A815/836
Walking: core paths
Sea Kayaking: West Bay
Sailing: East & West Bay Moorings

Arts/Culture & Creative Industries

Burgh Hall
Queens Hall
Juno Gallery/TJ Sharp/Argyll Street
Cowal Open Studios
Blairmore Gallery
Asgard Sandbank BP

Events & Festivals

Film
Revival Big Weekender
Cowalfest/walking
Ultra Marathon
Scottish X Country MTB
Scottish Endura MTB
Dunoon Triathlon
Cowal Highland Gathering
Argyll/Scottish Rally Championship

Dunoon 2027 as a Tourism Hub - Diagram

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
3.1	Dunoon Hub & Spokes: Unique Selling Proposition Branding & Promotion Initiative	<p>Improve the marketing and promotion of Dunoon by identifying and promoting an improved Unique Selling Proposition/brand. The Unique Selling Proposition should include:</p> <ul style="list-style-type: none"> > Activities <ul style="list-style-type: none"> MTB: The Badd Hill Road cycling: A815/836 Walking: core paths Sea Kayaking: West Bay Sailing: East & West Bay Moorings > Gateway/hub for Loch Lomond and The Trossachs National Park <p>Arts/Culture & Creative Industries Artisan, distinctive, memorable retail offer Burgh Hall Queens Hall Juno Gallery/TJ Sharp/Argyll Street Cowal Open Studios Blairmore Gallery Asgard Sandbank BP</p> <p>Events & Festivals Film Revival Big Weekender Cowalfest/walking Ultra Marathon Scottish X Country MTB Scottish Endura MTB Dunoon Triathlon Cowal Highland Gathering A Cowal Gathering "Fringe Festival" could run in parallel to the main Gathering events <i>Refer to Project 4.D6 for further details.</i> Argyll/Scottish Rally Championship</p> <p>> Other opportunities Business conferences at Queens Hall Documentary & film production visitors US Navy - Holy Loch Back Story <i>Also see Project 1.1.</i></p>	<p>Lead Agency</p> <ul style="list-style-type: none"> Argyll & Isles Tourism Co-op Cowal Marketing Group Dunoon Presents <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Isles Culture, Heritage and Arts Assembly Dunoon Burgh Hall Trust Loch Lomond Trossachs National Park (LLTNP) Scottish Natural Heritage (SNH) VisitScotland <p>Potential Funders</p> <ul style="list-style-type: none"> Great Place Scheme Cowal Marketing Group Dunoon Presents Loch Lomond Trossachs National Park (LLTNP) 	Short/ Medium term	<p>Agree the USP principles.</p> <p>Draft brief & ITT</p> <p>Appointed design agency to produce 'brand manual' for Dunoon</p>

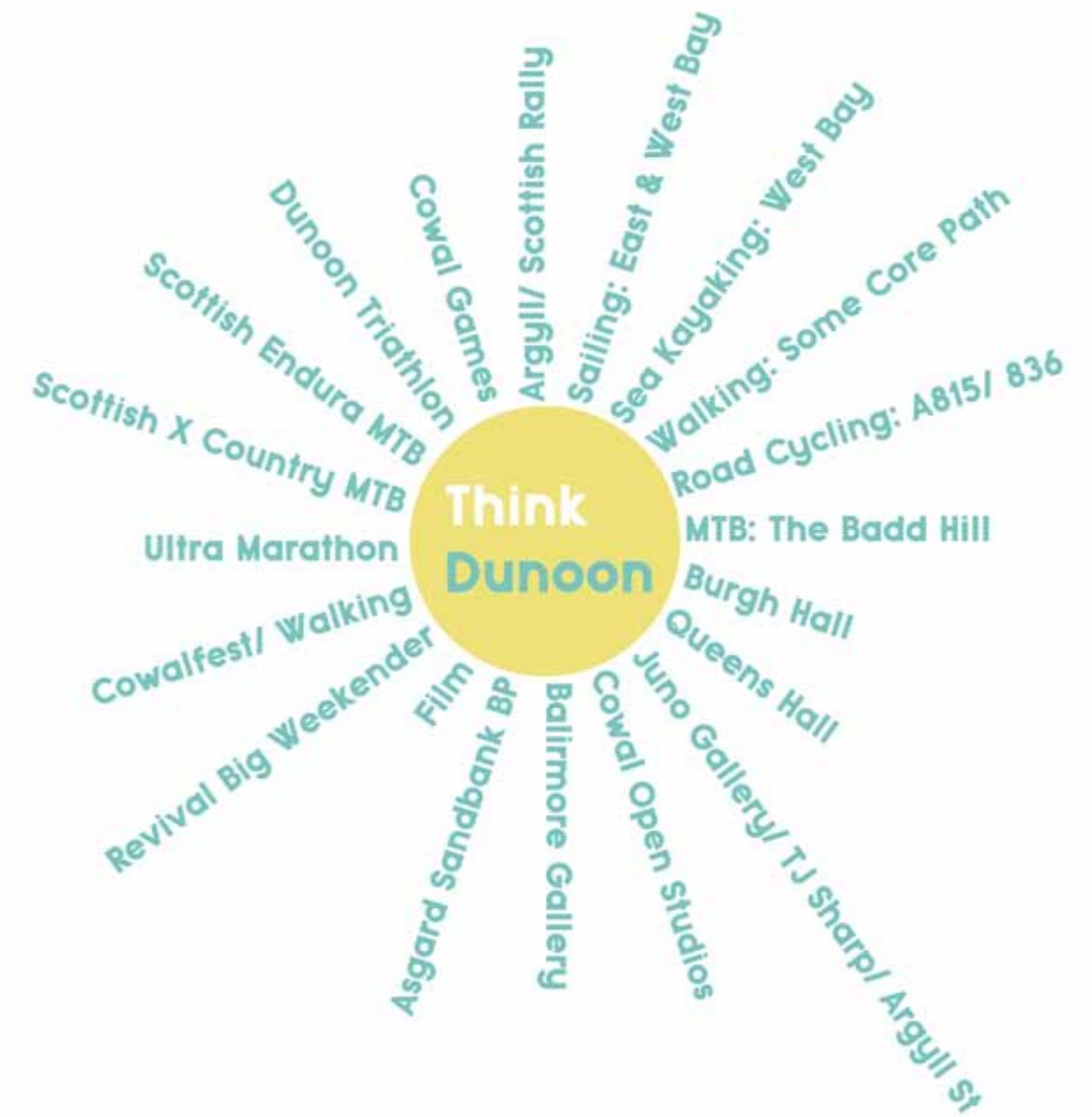


Illustration of the unique range and variety of the Dunoon visitor offer

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
3.2	High Value Visitor Packages: Itineraries & Packages	<p>Work with outdoor activities, natural heritage, tourism & cultural businesses/ organisations, local accommodation providers, restaurants and key local venues to develop coordinated, high value visitor itineraries and packages and to increase the value of tourism to the local Dunoon economy. e.g. targeting the growth markets identified in Tourism Scotland 2020 namely 'home turf/staycation, near neighbours, distant cousins & emerging markets' to take account of the sudden currency depreciation on account of the Brexit vote.</p> <p>Higher value visitor packages, itineraries and tasters to include:</p> <ul style="list-style-type: none"> • Tasters featuring kayaking, local guides, guided tours, specialist tours linked wild life photography • Cycle tourism: cycle hire & routes suitable for beginners, families & specialists. <i>Also refer to Projects 3.4 & 4.H2.</i> • Accommodation, arts tasters, restaurants, local venues • Target bus tours & explore Scot Rail/Argyll Ferries & attractions joint ticketing initiative & offers • Explore voluntary & third sector business opportunities 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Argyll & Isles Tourism Co-op • Cowal Marketing Group <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Accommodation providers, cafés/ restaurants & key local venues. • Argyll & Isles Culture, Heritage and Arts Assembly • Dunoon Presents • Great Place Scheme • Tourism businesses • Wildlife/nature: networking group <p>Potential Funders</p> <ul style="list-style-type: none"> • Argyll & Isles Tourism Co-op • Cowal Marketing Group • Dunoon Presents • Loch Lomond Trossachs National Park (LLTNP) • Private sector 	Short/ Medium term	<p>Develop a business case and identify priority demonstration project.</p> <p>Undertaking an audience development plan</p>

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
3.3	Increase & Improving Choice of Visitor Accommodation <i>Also refer to Project 4.F3.</i>	<p>There is an opportunity to review the existing provision of visitor accommodation in Dunoon to ensure sufficient choice of accommodation (e.g. self-catering, Airbnb 'bolt hole', bunk house, camping/glamping, budget/ boutique hotel) of the right quality appropriate for today's markets.</p> <p>Depending on the outcome of the review and audit, actively promote specific opportunities in Dunoon.</p> <p>Prepare a prospectus to outline the market opportunities based on the 'hub & spokes' Unique Selling Proposition, Dunoon Presents events, Queens Hall conference facilities & sites/buildings specific opportunities for e.g:</p> <ul style="list-style-type: none"> • Budget • Boutique • Quality Airbnb • Bunkhouse • Glamping... etc 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Accommodation providers • Argyll & Bute Council • Local Property Owners • VisitScotland <p>Potential Funders</p> <ul style="list-style-type: none"> • Cowal Marketing Private sector Group • Dunoon Presents • Loch Lomond Trossachs National Park (LLTNP) 	Short/ Medium term	<p>Agree principles</p> <p>Audit existing accommodation provision</p> <p>Research & publish prospectus</p> <p>Develop a business case and identify priority demonstration project</p>

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
3.4	Dunoon Cycling Town/Cycle Hub <i>Also refer to Project 1.A6 & 4.H2.</i>	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: <ul style="list-style-type: none"> • Café & cycle shop <i>Also refer to Project 4.G3.</i> • Range of road/MTB graded & family friendly routes: including multi use trail • Focus for maintaining a choice of cycle routes and facilities • Establishing improved links into the wider LLTNP & Sustrans' National Cycle Network with a Sustrans & locals volunteer base • Refurbishing bikes project and regular mass cycling participation events • Generating regular income for the local economy • Active travel & promoting modal shift: local people, as well as visitors, to cycle more • Contribute to local tourism plans and regeneration strategies. 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Local Businesses • Loch Lomond Trossachs National Park (LLTNP) • Private or Third Sector • Sustrans <p>Potential Funders</p> <ul style="list-style-type: none"> • Argyll & islands LEADER (Links Between Activities Developing the Rural Economy) programme • BLF Awards for All/Investing In Ideas • BLF Investing in Communities 	Medium term	<p>Agree principles:</p> <p>Physical/ virtual or both</p> <p>Establish private sector interest.</p> <p>Feasibility study & formal agreement with LLTNP/ Sustrans</p> <p>Confirmation of preferred site/building</p>

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
3.5	The Dunoon Project	<p>During <i>ThinkDunoon</i> an ambitious locally led project emerged called "The Dunoon Project".</p> <p>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:</p> <ul style="list-style-type: none"> • 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 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Dunoon Project <i>The community would buy and own the land and operate with specialist partners who would invest and undertake the various aspects of the project.</i> <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll Forum • Community Woodlands Association • Highland & Islands Enterprise • Scottish Communities Forestry Partnership <p>Potential Funders</p> <ul style="list-style-type: none"> • Dunoon Project • Community Woodlands Association • Highland & Islands Enterprise • Scottish Forestry Partnership 	Medium term	<p>Formally agree principles</p> <p>Undertake feasibility study</p> <p>Develop business case</p>

Project Theme 4 Think Place

Assets

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).

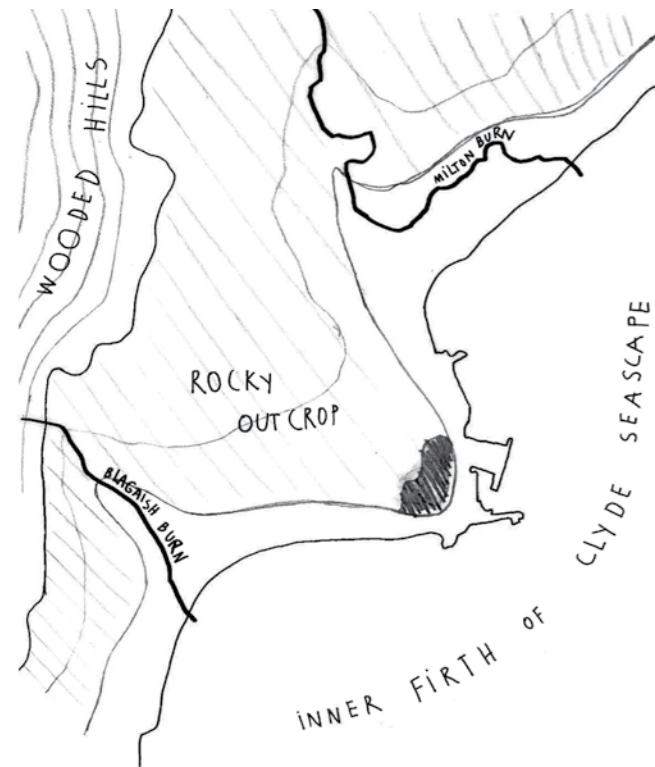
Challenges

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.

Aims

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.

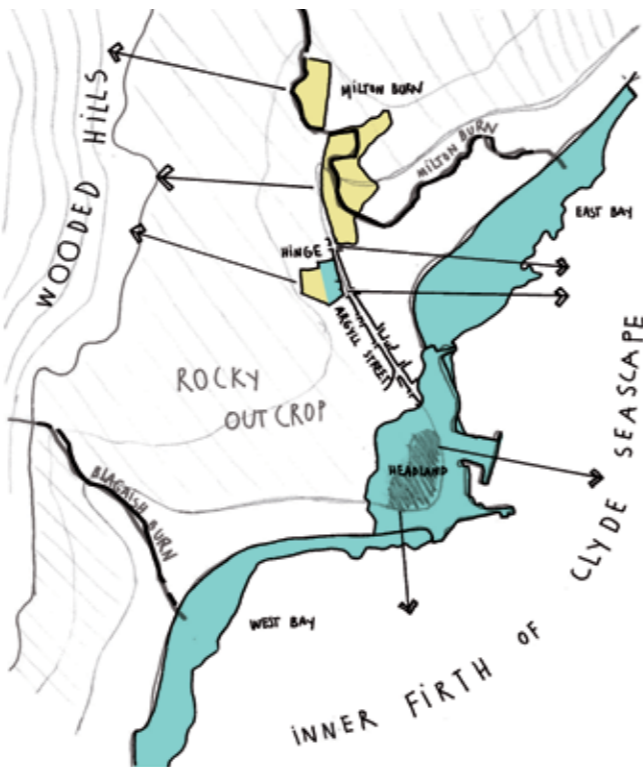


Sketch showing Dunoon's main landscape components

Dunoon's landscape is formed by:

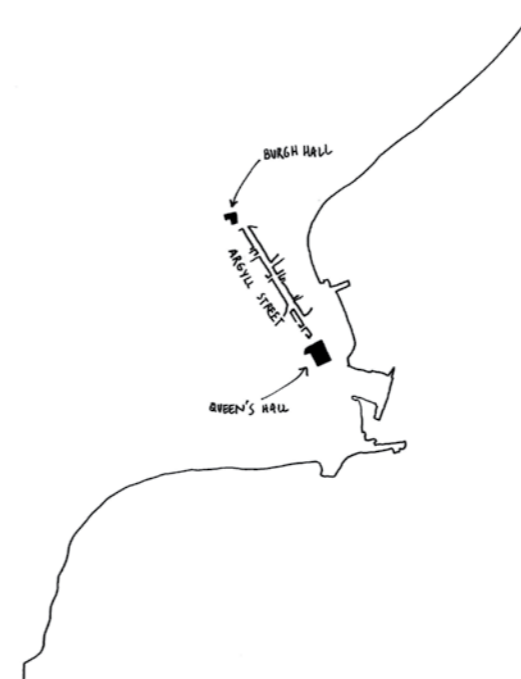
- Wooded hills
- The Firth of Clyde Seascape
- A rocky outcrop around which the town has developed
- Two burns (Milton & Blagaish)

- 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.



Sketch showing Dunoon's main existing cultural anchors

Dunoon has two main cultural and community anchors:

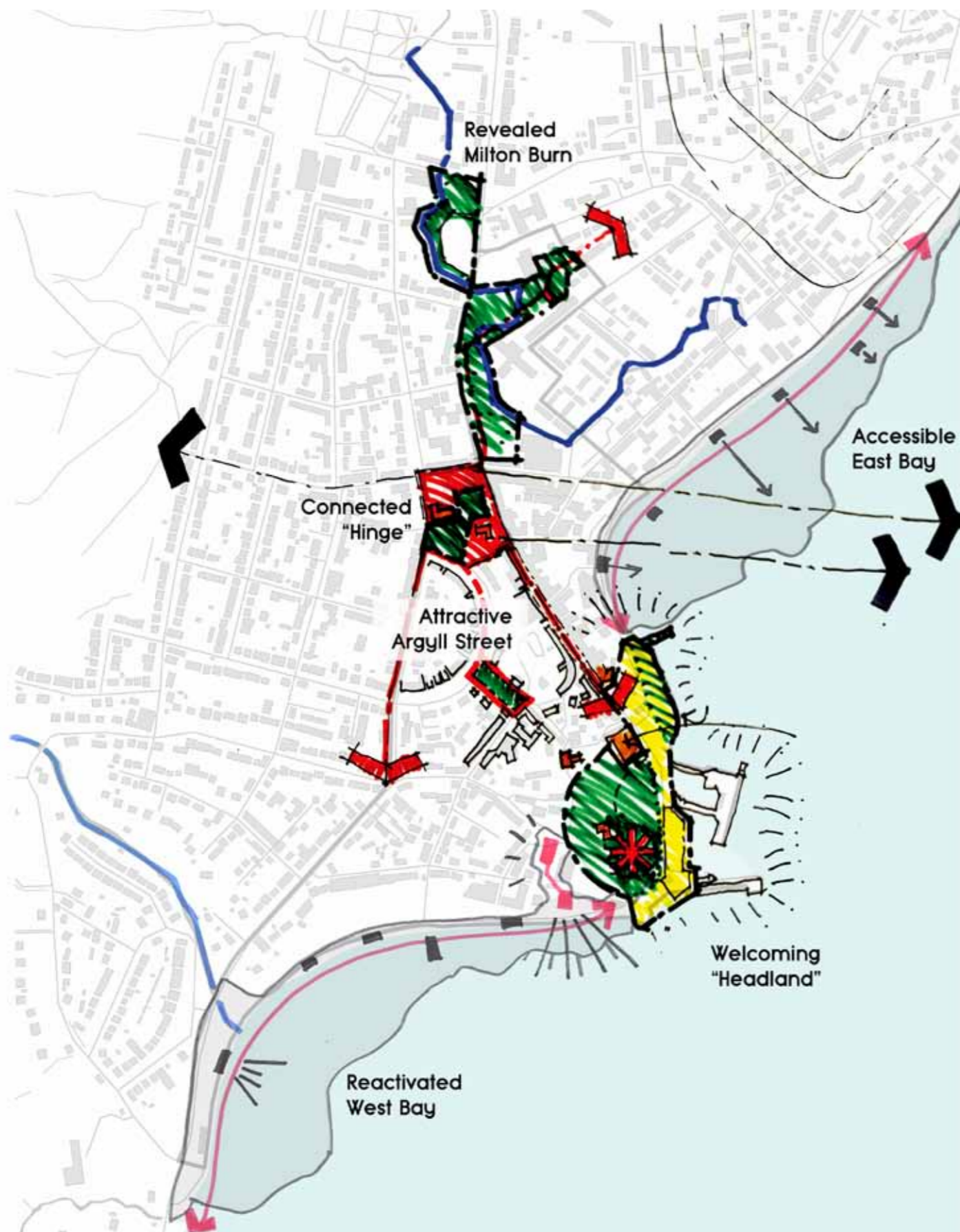
- Queen's Hall
- Burgh Hall



Diagram showing the 6 Dunoon 2026 Masterplan Areas

Project Theme 4

Think Place - Masterplan



Dunoon 2027 Masterplan is divided in **6 areas**:

- Welcoming Headland
- Attractive Argyll Street
- Connected Hinge
- Revealed Milton Burn
- Accessible East bay
- Reactivated West Bay

Each area contains a series of site specific physical projects responding to their respective 2027 vision.

“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**.

“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 scheme 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**.

“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.

“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**.

“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.

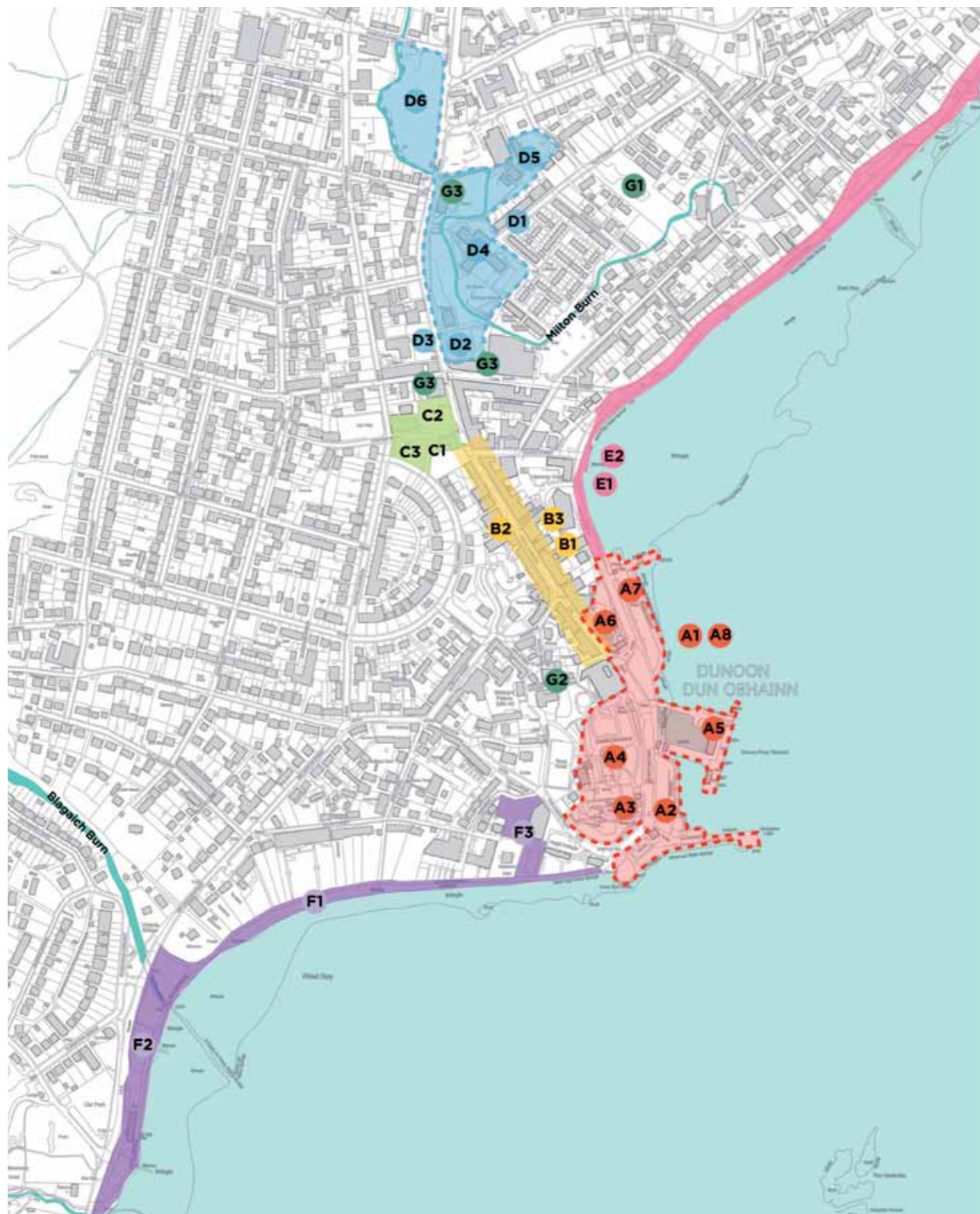
Additional projects and town-wide strategies

Beyond the 6 masterplan areas, this chapter also includes additional physical projects and 5 town-wide strategies:

- Signage Strategy
- Transport Strategy
- Art Strategy
- Landscape Strategy
- Public Toilets Strategy

Project Theme 4

Think Place - Project List



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 Old Jetty
- 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

The following pages provide a detailed Action Plan for each project.

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.A1	Headland Masterplan	<p>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):</p> <ul style="list-style-type: none"> • Reactivating existing landmarks (Castle House Museum, the Pier...) • Reactivating the Gate House (see project 4.A3) • 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. 	<p>Lead Agencies</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council <p>Potential Funders</p> <ul style="list-style-type: none"> • Argyll & Isles LEADER (Links Between Activities Developing the Rural Economy) programme • Argyll & The Isles Coast & Countryside Trust • SNH Green Infrastructure Fund • SNH Scottish Rural Development Programme 	Medium/ Long Term	<ul style="list-style-type: none"> • Define the brief, scope of works and outline cost plan • Appoint design team • Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement • Put together a masterplan document for the buildings and public realm comprised within the “Headland” area • Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.A2	Public Transport Interchange (Bus + Ferry)	<p>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</p> <p>Restructuring and “greening” the car park to enhance the quality of this key arrival space into Dunoon.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Sustrans • SPT • Transport Scotland • VisitScotland <p>Potential Funders</p> <ul style="list-style-type: none"> • Argyll & Isles LEADER programme • Scottish Government 	Medium Term	<ul style="list-style-type: none"> • Define the brief: carry out a feasibility study to define scope of works/outline cost plan • Appoint design team accordingly • Get confirmation of land ownership & undertake required surveys • Carry out additional community + stakeholders engagement (bus and ferry operators, VisitScotland, Transport Scotland, Sustrans, SPT) • Apply for funding
4.A3	Gate House	<p>Creating a contemporary intervention (potentially a small information point or gallery), which respects the heritage whilst creating a more appropriate first impression for Dunoon.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council (owner) • Argyll & Isles Culture, Heritage and Arts Assembly • Dunoon Burgh Hall Trust <p>Potential Funders</p> <ul style="list-style-type: none"> • Big Lottery Fund • Historic Environment Scotland’ 	Short Term	<ul style="list-style-type: none"> • Define the brief: carry out a feasibility study to define scope of works/outline cost plan • Appoint design team accordingly • Get confirmation of land ownership & undertake required surveys + additional engagement - especially with Dunoon/Cowal Arts + Craft community • Apply for funding

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.A4	Castlehill Park	<p>Shaping a coherent spatial plan for the redevelopment of Castlehill Park aiming to regenerate this key open space whilst respecting its heritage. Opportunities include (non-exhaustive list):</p> <ul style="list-style-type: none"> • Creating a large amphitheatre integrated within the existing slope with associated performance space for outdoors shows, festivals, fireworks, or just to embrace the spectacle of the Firth of Clyde's landscape • Refurbishing the Castle House Museum and creating a more welcoming and accessible entrance 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Castle House Museum Trust <p>Potential Funders</p> <ul style="list-style-type: none"> • 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 	Medium/Long Term	<ul style="list-style-type: none"> • Define the brief: carry out a feasibility study to define scope of works/outline cost plan • Appoint design team accordingly • Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement • Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.A5	The Pier	<p>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</p> <p>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.</p> <p>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.</p> <p>Beyond the ferry, a long-term vision for a sustainable use of the Pier is needed.</p> <p>It is also critical to secure a funding package to stabilise the pier structure and bring the other building back to life.</p>	<p>Lead Agencies</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Historic Environment Scotland • SEPA <p>Potential Funders</p> <ul style="list-style-type: none"> • Scottish Government Regeneration Capital Grant Fund • Coastal Communities Fund 	Short and Medium Term	<p>Short Term</p> <ul style="list-style-type: none"> • Urgent action: A&BC, with SEPA, to explore scope to redefine conditions of consented uses <p>Medium/long Term</p> <ul style="list-style-type: none"> • Define the brief for the next phase of the Pier refurbishment: carry out a feasibility study to define scope of works/outline cost plan • Undertake required surveys • Apply for funding • Appoint design team accordingly
4.A6	Argyll Gardens	<p>Transforming Argyll Gardens into one of Dunoon's main outdoors civic spaces: an open, pleasant and flexible plaza which can accommodate large marching bands, events, farmers markets, craft markets...</p> <p>Argyll Gardens should connect Dunoon's Waterfront to its retail core: Argyll Street.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Town Centre Businesses <p>Potential Funders</p> <ul style="list-style-type: none"> • Argyll & Isles LEADER programme 	Medium Term	<ul style="list-style-type: none"> • Define the brief: carry out a feasibility study to define scope of works/outline cost plan • Appoint design team accordingly • Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement • Apply for funding

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For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.A7	Dunoon's Waterfront Park	<p>Transforming the current car parking area into Dunoon's main waterfront public space.</p> <p>Introducing seating spaces with associated planting beds to create a buffer between Alexandra parade and this new amenity space.</p> <p>Redesigning the old Jetty as an open promontory for visitors and locals to enjoy the Firth's scenery.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council <p>Potential Funders</p> <ul style="list-style-type: none"> Argyll & Isles LEADER programme Coastal Communities Fund 	Medium Term	<ul style="list-style-type: none"> Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Get confirmation of land ownership & undertake required surveys + additional stakeholder/community engagement Apply for funding
4.A8	Headland Lighting Scheme	<p>Highlighting the Headland's main existing features (a.i. Argyll Hotel, Castle House, Highland Mary...) to create an attractive night-time landscape.</p> <p>Commissioning additional sculptural lighting features to add more texture and interest to the public realm at night.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Isles Culture, Heritage and Arts Assembly <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Argyll & Bute Council <p>Potential Funders</p> <ul style="list-style-type: none"> Creative Scotland 	Short/Medium Term	<ul style="list-style-type: none"> Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design/art team accordingly for both the illumination of existing landmarks and the design of new sculptural lighting features Undertake required surveys + additional stakeholder/community engagement Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.B1	Argyll Street Public Realm	<p>Short Term</p> <p>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.</p> <p>Long Term</p> <p>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...</p> <p>Redefining the car parking strategy (<i>also see project 4.H2</i>) to prioritise pedestrian circulation.</p>	<p>Lead Agencies</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Dunoon Burgh Hall Trust Town Centre Businesses <p>Potential Funders</p> <ul style="list-style-type: none"> Argyll & Isles LEADER programme Scottish Government Strengthening Communities Programme 	Short and Long Term	<p>Short Term</p> <ul style="list-style-type: none"> Identifying Community/Business Groups with an interest in organising temporary events on Argyll Street Appoint design/project management team accordingly Establishing a programme of events Apply for funding <p>Long Term</p> <ul style="list-style-type: none"> Define the brief: carry out a feasibility study to define scope of works/outline cost plan - project to be coordinated with CARS projects. Appoint design team accordingly Get confirmation of land ownership & undertake required surveys + additional stakeholder/community engagement Apply for funding

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.B2	Old La Scala Cinema	Undertaking a study to identify capacity to support other functions in upper floors of current M&Co (old La Scala Cinema) Creatively upgrading of the frontage, not a reinstatement of the cinema façade but perhaps a different take on something as impactful and more contemporary.	Lead Agency <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council CARS Building owner Other Stakeholders and Delivery Partners <ul style="list-style-type: none"> Argyll & Isles Culture, Heritage and Arts Assembly Potential Funders <ul style="list-style-type: none"> CARS Building owner 	Medium to Long Term	<ul style="list-style-type: none"> Consult with building owner to review the existing conditions of the building's upper floors and explore potential reopening of the cinema Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Undertake required surveys + additional stakeholder/community engagement Apply for funding
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.	Lead Agencies <ul style="list-style-type: none"> Alliance for Action Dunoon Presents Other Stakeholders and Delivery Partners <ul style="list-style-type: none"> Argyll & Bute Council CARS Cowal Marketing Group Shopfront Regeneration Scheme Town Centre Businesses Potential Funders <ul style="list-style-type: none"> Argyll & Isles LEADER programme CARS Shop owners 	Short Term	<ul style="list-style-type: none"> Undertake consultation with local business owners Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
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.	Lead Agency <ul style="list-style-type: none"> Dunoon Burgh Hall Trust Other Stakeholders and Delivery Partners <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council Argyll & Isles Culture, Heritage and Arts Assembly Potential Funders <ul style="list-style-type: none"> Big Lottery Fund Awards for All/ Investing In Ideas Big Lottery Fund Investing in Communities Creative Scotland 	Short Term	<ul style="list-style-type: none"> Define the brief with the Dunoon Burgh Hall Trust. Carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Undertake required surveys + additional stakeholder/community engagement Apply for funding

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.C2	St Johns Church Grounds	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.	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action • Owner <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council <p>Potential Funders</p> <ul style="list-style-type: none"> • Argyll & The Isles Coast & Countryside Trust Branching Out • SNH Green Infrastructure Fund • SNH Scottish Rural Development Programme • Loch Lomond Trossachs National Park: Community Grant Scheme 	Medium Term	<ul style="list-style-type: none"> - Define the brief with land owner/caretaker: carry out a feasibility study to define scope of works/outline cost plan - Appoint design team accordingly - Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement - Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
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.	<p>Lead Agencies</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Dunoon Regeneration Party <p>Potential Funders</p> <ul style="list-style-type: none"> • Argyll & The Isles Coast & Countryside Trust Branching Out • SNH Green Infrastructure Fund • SNH Scottish Rural Development Programme • Loch Lomond Trossachs National Park: Community Grant Scheme 	Medium Term	<ul style="list-style-type: none"> - Define the brief: carry out a feasibility study to define scope of works/outline cost plan - Appoint design team accordingly - Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement - Apply for funding

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.D1	Milton Burn Promenade Masterplan	<p>Creating a coherent Milton Burn Promenade masterplan.</p> <p>Opportunities include (non-exhaustive list):</p> <ul style="list-style-type: none"> - 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. 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Scottish Natural Heritage (SNH) • Community Woodlands Association • Dunoon Schools/Nurseries <p>Potential Funders</p> <ul style="list-style-type: none"> • Big Lottery Fund • Argyll & The Isles Coast & Countryside Trust Branching Out • SNH Green Infrastructure Fund • SNH Scottish Rural Development Programme • Loch Lomond Trossachs National Park: Community Grant Scheme 	Medium Term	<ul style="list-style-type: none"> • Define the brief: carry out a feasibility study to define scope of works/outline cost plan • Appoint design team accordingly • Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement • Put together a masterplan for the promenade • Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.D2	Old Rose Garden	<p>Creating a playful garden located within close reach of Argyll Street and making the most of the burn's undulating landscape.</p> <p>This playful space could be developed together with Dunoon Schools and Nurseries, especially Clyde Cottage Nursery who already have plans to create a Forest Play Area in the woodland area at the back of the Doctors Surgery.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Bute Council • Dunoon Schools/ Nurseries • Dunoon regeneration party <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Wildlife/Nature Networking Groups <p>Potential Funders</p> <ul style="list-style-type: none"> • Big Lottery Fund Investing in Communities 	Medium Term	<ul style="list-style-type: none"> • Consult with Clyde Cottage Nursery regarding their plans for a "Forest Play Area" • Define the brief: carry out a feasibility study to define scope of works/outline cost plan • Appoint design team accordingly • Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement • Apply for funding
4.D3	Jane Villa Car Park	<p>"Greening" the edge of the car parking area to blend it within the Milton Burn Park context.</p> <p>Reinstating a quality boundary stone wall with potential artwork to create a stronger visual continuity with the rest of the existing streetscape.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> • Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Alliance for Action <p>Potential Funders</p> <ul style="list-style-type: none"> • Argyll & The Isles Coast & Countryside Trust Branching Out • SNH Green Infrastructure Fund • SNH Scottish Rural Development Programme 	Short Term	<ul style="list-style-type: none"> • Define the brief: carry out a feasibility study to define scope of works/outline cost plan • Appoint design team accordingly • Get confirmation of land ownership & undertake required surveys • Apply for funding

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Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.D4	St Mun's Primary/ Clyde Cottage Nursery Building	<p>Reconfiguring the school/ nursery building to increase its relationship to the Milton Burn and its surrounding landscape.</p> <p>This facility has the potential to become an excellent "nature" school with a high emphasis on outdoors cross-curriculum activities, adding another valuable asset to Dunoon School Estate.</p>	<p>Lead Agencies</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council Dunoon Schools/Nurseries <p>Potential Funders</p> <ul style="list-style-type: none"> Big Lottery Fund Awards for All/Investing In Ideas Big Lottery Fund Investing in Communities 	Long Term	<ul style="list-style-type: none"> Consult with St Nuns Primary and Clyde Cottage staff and parents to understand their ambition for the school/nursery building. Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Undertake required surveys + additional stakeholder/ community engagement Apply for funding
4.D5	Dolphin Hall Public Realm	Creating a better setting for the Dolphin Hall using quality material and introducing trees and planting beds.	<p>Lead Agency</p> <ul style="list-style-type: none"> Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Alliance for Action <p>Potential Funders</p> <ul style="list-style-type: none"> Argyll & The Isles Coast & Countryside Trust Branching Out Loch Lomond Trossachs National Park: Community Grant Scheme 	Medium Term	<ul style="list-style-type: none"> Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.D6	Old Gas Works	<p>Before any major developments are undertaken onsite, the Old Gas Works could benefit from a series of short-term interventions including (non-exhaustive list):</p> <ul style="list-style-type: none"> 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" <p><i>Also refer to project 3.1.</i></p>	<p>Lead Agency</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Argyll Food Producers Argyll & Isles Culture, Heritage and Arts Assembly Argyll & Isles Tourism Co-op Community Organisations Community Woodlands Association Cowal Marketing Group Land owner Dunoon Presents Local Businesses Scottish Natural Heritage (SNH) VisitScotland <p>Potential Funders</p> <ul style="list-style-type: none"> A+DS 'Stalled Spaces' Big Lottery Fund Awards for All/ Investing In Ideas Big Lottery Fund Investing in Communities Creative Scotland 	Short and Medium Term	<ul style="list-style-type: none"> Consult with the landowners to understand their plans/ambitions for this site Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team/project management team and event coordination team accordingly Undertake required surveys + additional stakeholder/ community engagement Apply for funding

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.E1	Beach Access	<p>Short Term Creating temporary steps to allow easier access to the beach.</p> <p>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.</p> <p>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.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Argyll & Isles Culture, Heritage and Arts Assembly Local cafes Dunoon Community <p>Potential Funders</p> <ul style="list-style-type: none"> Coastal Communities Fund Creative Scotland 	Short and Long Term	<p>Short Term</p> <ul style="list-style-type: none"> Potential to organise a small design competition to design temporary access steps. Contractor to then be appointed to built and install temporary beach access. <p>Long Term</p> <ul style="list-style-type: none"> Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement Apply for funding
4.E2	Alexandra Parade Promenade	<p>Increasing the quality of the materials and street furniture to create a high quality public realm strip along the East Bay.</p> <p>Adding playful/active features/art interventions along the way to enliven this long stretch of promenade along the shore.</p> <p>Making room for a generous cycle path connecting Hunter's Quay Ferry Terminal to Dunoon's Town Centre and the Pedestrian Ferry Terminal</p> <p><i>See Transport Strategy - Project 4.H2.</i></p>	<p>Lead Agency</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Sustrans <p>Potential Funders</p> <ul style="list-style-type: none"> Coastal Communities Fund Creative Scotland Great Place Scheme 	Medium to Long Term	<ul style="list-style-type: none"> Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.F1	Victoria Parade Promenade	<p>Designing a new public realm and facilities which would support Dunoon's community's ambition for the West bay (more temporary events, festivals...)</p> <p>Introducing pavilions along the bay (temporary/ permanent, seasonal, destination, high quality, flexible lease/contract agreement, potential community ownership)</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Dunoon Regeneration Party <p>Potential Funders</p> <ul style="list-style-type: none"> Argyll & Isles LEADER programme Big Lottery Fund Awards for All/ Investing In Ideas Big Lottery Fund Investing in Communities Coastal Communities Fund 	Medium to Long Term	<ul style="list-style-type: none"> Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement Apply for funding
4.F2	Play Park	Introducing new equipment making the most of the existing "natural play elements" (beach, burn, trees...) with various levels of play and challenges to suit various age groups.	<p>Lead Agencies</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Dunoon Schools/ Nurseries <p>Potential Funders</p> <ul style="list-style-type: none"> Big Lottery Fund Local benefactors 	Medium Term	<ul style="list-style-type: none"> Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement Apply for funding

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For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.F3	Old McColl's Hotel Vacant Plot	<p><i>Also Refer to project 3.3.</i></p> <p>Exploring opportunities to create a new visitor accommodation providing a wide range of offers (combined youth hostel and hotel with shared rooms, ensuite...) all with high quality design. A cafe/restaurant open to customers and locals should be incorporated within the accommodation.</p> <p>This facility could also potentially include a marine activity hub, to make the most its location along the West Bay.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Isles Tourism Co-op • Owner <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Accommodation providers • Argyll & Bute Council • Cowal Marketing Group • Dunoon Presents • Owner • VisitScotland <p>Potential Funders</p> <ul style="list-style-type: none"> • Private sector • Argyll & Isles LEADER programme 	Medium to Long Term	<ul style="list-style-type: none"> - Explore viability of a combined Marine Sports Hub/ accommodation - Define the brief: carry out a feasibility study to define scope of works/outline cost plan - Appoint design team accordingly - Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement - Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.G1	Pilot Street Vacant Plot	<p>Building a series of new houses to fill the gap formed by this vacant plot in the townscape fabric.</p> <p>The design of new houses should be in keeping with the local character whilst providing elements of innovation.</p> <p>This plot of land is ideally located for families as it is within close-reach of St Mun's Primary School and Clyde Cottage Nursery.</p>	<p>Lead Agency</p> <ul style="list-style-type: none"> • Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Alliance for Action • Private sector • Owner <p>Potential Funders</p> <ul style="list-style-type: none"> • Private sector • Fyne Group 	Medium to Long Term	<ul style="list-style-type: none"> - Define the brief: carry out a feasibility study to define scope of works/outline cost plan - Appoint design team accordingly - Get confirmation of land ownership & undertake required surveys - Apply for funding

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For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.G2	High Kirk Public Realm	Creating a safer, more pleasant pedestrian access at the Kirk St. entrance. At the corner of Kirk St. and Kirk brae, pedestrian circulation should be prioritised over the car and appropriate footpaths provided. High quality design should highlight the architectural features of the Kirk.	<p>Lead Agency</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council <p>Potential Funders</p> <ul style="list-style-type: none"> Argyll & The Isles Coast & Countryside Trust SNH Green Infrastructure Fund SNH Scottish Rural Development Programme 	Medium Term	<ul style="list-style-type: none"> Define the brief: carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.G3	Adaptive Reuse of Vacant Buildings	<p>Various suggestions on how to repurpose Dunoon's vacant buildings emerged during the charrette:</p> <ul style="list-style-type: none"> Heritage museum narrating Dunoon's American Years Youth Hub Maker Hub/Tool Library Art/Creative Hub Cycle Hub A space to socialise and relax <p>A feasibility study should be undertaken for each building to establish what they should be repurposed as:</p> <ul style="list-style-type: none"> > Current library (soon-to-be relocated within Queen's Hall) > Old Post Office > Old Scottish Hydro Electric Shop > Gate House (see project 4.A3) 	<p>Lead Agency</p> <ul style="list-style-type: none"> Alliance for Action Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> Argyll & Isles Culture, Heritage and Arts Assembly <p>Potential Funders</p> <ul style="list-style-type: none"> Big Lottery Fund Charitable trusts e.g. Robertson/Gannochy Creative Scotland 	Short, Medium and Long Term	<ul style="list-style-type: none"> Map out vacant buildings around Dunoon and put together an exhaustive list of community needs. Match each building with the most suited community need/use (youth hub, creative hub...) Define a brief for each building; carry out a feasibility study to define scope of works/outline cost plan Appoint design team accordingly Get confirmation of land ownership & undertake required surveys + additional stakeholder/ community engagement Apply for funding

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.H1	Signage Strategy	<p>Retaining some of the heritage signage whilst introducing new contemporary, legible and coherent signs.</p> <p>Priority signage upgrades should be as follow:</p> <ul style="list-style-type: none"> - 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. 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Sustrans <p>Potential Funders</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Great Place Scheme 	Short Term	<ul style="list-style-type: none"> - Audit and review existing signage provision - Define the brief: carry out a feasibility study to define scope of works/outline cost plan - Define Strategic locations where signage would be required - Undertake required surveys + additional stakeholder/ community engagement - Apply for funding - Appoint design team accordingly
4.H2	<p>Transport Strategy</p> <p><i>Also refer to Appendix D</i></p>	<p>Dunoon's overall transport strategy needs to be reviewed, with priority given to pedestrians and cyclists:</p> <ul style="list-style-type: none"> • Review of accessibility around town (e.g. diasabled 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. <i>Also see project 3.4.</i> • Improvement of bus stops and taxi ranks around town • Review car parking strategy • Potential reintroduction of car ferry closer to the town centre 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Sustrans • Transport Scotland <p>Potential Funders</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Transport Scotland • Sustrans 	Short Term	<ul style="list-style-type: none"> - Audit and review existing transport strategy, focusing on existing provision for pedestrian and cyclists - Appoint design team accordingly - Define the brief: carry out a feasibility study to define scope of works/outline cost plan - Define Strategic locations where physical intervention is needed - Undertake required surveys + additional stakeholder/ community engagement - Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.H3	<p>Art Strategy</p> <p><i>Refer to Appendix G for full project detail.</i></p>	<p>A town-wide art strategy should be commissioned to reveal Dunoon's stories, revitalise the Town, help define the Dunoon's identity going forward and establish the Town as a creative destination.</p> <p>Two main potential projects emerged through the <i>ThinkDunoon</i> Charrette process:</p> <ul style="list-style-type: none"> - Lighting Dunoon: existing landmarks should be highlighted and new lighting art work should be commissioned to enhance Dunoon's nightscape (<i>also see project 4A.9</i>) - Outdoor Museum/Art Trail: the treasures buried in the Castle House Museum should be revealed and form part of an open-air gallery collection 	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council • Argyll & Isles Culture, Heritage and Arts Assembly • Local Art Groups/ Artists <p>Potential Funders</p> <ul style="list-style-type: none"> • Big Lottery Fund Awards for All/Investing In Ideas • Big Lottery Fund Investing in Communities • Creative Scotland 	Short and Long Term	<ul style="list-style-type: none"> - Define the brief: carry out a feasibility study to define scope of works/outline cost plan - Appoint design/ artistic team accordingly - Define Strategic locations suitable for art interventions - Undertake required surveys + additional stakeholder/ community engagement - Apply for funding

Projects Action Plan

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.H4	Landscape Strategy	<p>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.</p> <p>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.</p>	<p>Lead Agencies</p> <ul style="list-style-type: none"> • Alliance for Action • Argyll & Bute Council <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Isles Coast & Countryside Trust • Community Woodlands Association • Dunoon Schools/Nurseries • Forestry Commission Scotland • Local Coastal partnerships • Loch Lomond & The Trossachs National Parks • Scottish Natural Heritage (SNH) • Wildlife/Nature Networking Groups <p>Potential Funders</p> <ul style="list-style-type: none"> • Refer to stakeholders list above 	Medium Term	<ul style="list-style-type: none"> - Review existing seascape and landscape assessments relevant to Dunoon and its wider landscape (e.g. firth of Clyde Seascape Assessment) - Audit and review existing landscape conditions, within and at the periphery the Town Centre (woodland, Firth...) - Appoint strategy/planning team - Define the brief and timescale: carry out a feasibility study to define scope of works/outline cost plan - Define a detailed Action plan, further key partners and natural heritage champions - Establish a steering group who will be in charge of delivering the strategy - Apply for funding

For further detail on funding, please refer to p.116-118

Project Number	Project Name	Project Description	Recommended Key Partners	Timescale	Next Steps
4.H5	Public Toilets	Public Toilets should be provided throughout the town, either within existing buildings or by designing new, safe and attractive facilities.	<p>Lead Agency</p> <ul style="list-style-type: none"> • Alliance for Action <p>Other Stakeholders and Delivery Partners</p> <ul style="list-style-type: none"> • Argyll & Bute Council 	Short and Medium Term	<ul style="list-style-type: none"> - Review Public Toilet provision to define potential need for new additional facilities If further facilities are required: <ul style="list-style-type: none"> - Define the brief: carry out a feasibility study to define scope of works/outline cost plan - Appoint design team accordingly - Define Strategic sites - Get confirmation of land ownership & undertake required surveys + additional stakeholder/community engagement - Apply for funding