

Community Led Tourism



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Top – Scottish Traditional Boat Festival, Portsoy Community Enterprise, Paulina Honig
Middle – Loch Align Marina, Morvern Community Development Company Website
Bottom – Tweed Valley, Go Tweed Valley Business Plan

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Introduction

Communities are increasingly getting involved in tourism and shaping the offer their area provides to visitors. The drivers and motives behind this vary considerably and include the desire to secure greater levels of visitor spend; managing visitors to limit their impact on the environment or to safeguard community assets through diversification of income.

This paper gathers a mix of examples of Community Led Tourism projects to illustrate the breadth and diversity of this offer and to explore common themes.

What is Community Led Tourism?

Community led tourism can take many forms. For the purposes of this report, we have characterized Community Led Tourism (CLT) as:

Community Led Tourism

A visitor focused collaborative initiative driven by, and open to, the whole community. These initiatives are not led by the private or public sectors, although in most cases they are supported by either or both. It is likely that these projects will seek to unlock more than a financial return and will include elements of social or environmental return.



Image 1: Parked motorhome in Assynt. Motorhomes are a major growth market and one of the targets for Community Led Tourism initiatives. Source: Assynt Development Trust

Strategic context

National Tourism Strategy

[Scotland Outlook 2030](#) is the national tourism strategy and aims to establish Scotland as the world leader in 21st Century tourism. It was developed through an equal partnership between the Scottish Tourism Alliance, Scottish Government, VisitScotland, Scottish Enterprise, Highlands and Islands Enterprise and Skills Development Scotland.

The strategy development was guided by a steering group and built on a robust evidence base and engagement with over 2500 tourism leaders and stakeholders. The Strategy was launched on the 4th of March 2020.

Outlook 2030 – A summary

The Vision – We will be the world leader in 21st century tourism.

The Mission – Together we will grow the value and positively enhance the benefits of tourism across Scotland by delivering the very best for our visitors, our businesses, our people, our communities and our environment.

Key Priorities – Our passionate people, our thriving places, our diverse businesses, our memorable experiences.

Our Commitments – For each of the key priorities there are an agreed set of commitments. These commitments will ensure delivery on the vision to be the world leader in 21st century tourism.

Download a copy of the strategy:



Outlook 2030 positions tourism within communities both in terms of the depth and authentic experience communities will offer, but also in terms of the benefits communities can gain from engaging with visitors.

CLT can therefore be an important contributor to the overall strategy increasing the quality of the offering and making the link between visitors and community benefit.

STERG and Pandemic response

The [Scottish Tourism Emergency Response Group](#) (STERG) was established as part of the response to the COVID-19 crisis in March 2020. The work of this group has enabled tourism industry bodies from across Scotland to respond in a coordinated manner to the problems which have resulted from the pandemic. This work led to the [STERG National Action plan](#), with communities featuring prominently in that work, especially under action 5 – Restoring Our Thriving Places.

Megatrends

Megatrends describe the global shifts in views and behaviours displayed by our visitors. The Scottish Tourism Alliance grouped and characterized the most relevant of these global trends in the Scottish context as:

Experience More	offering more genuine experiences and helping visitors to be more than “tourists”.
Limitless Discoveries	marketing the whole of Scotland not just the favourite places.
Evolving Traveler	recognising the many different types of visitors, both culturally and demographically
Technology to Stimulate and Inform	using widely available technology to improve and influence the customer experience.

Table 3 – Scottish tourism mega trends, source: [Scottish Tourism Alliance/ Scottish Enterprise](#)

Further work by VisitScotland Insights department published in Feb 2020 prior to the pandemic noted the specific trends that would characterize the 2020’s including:

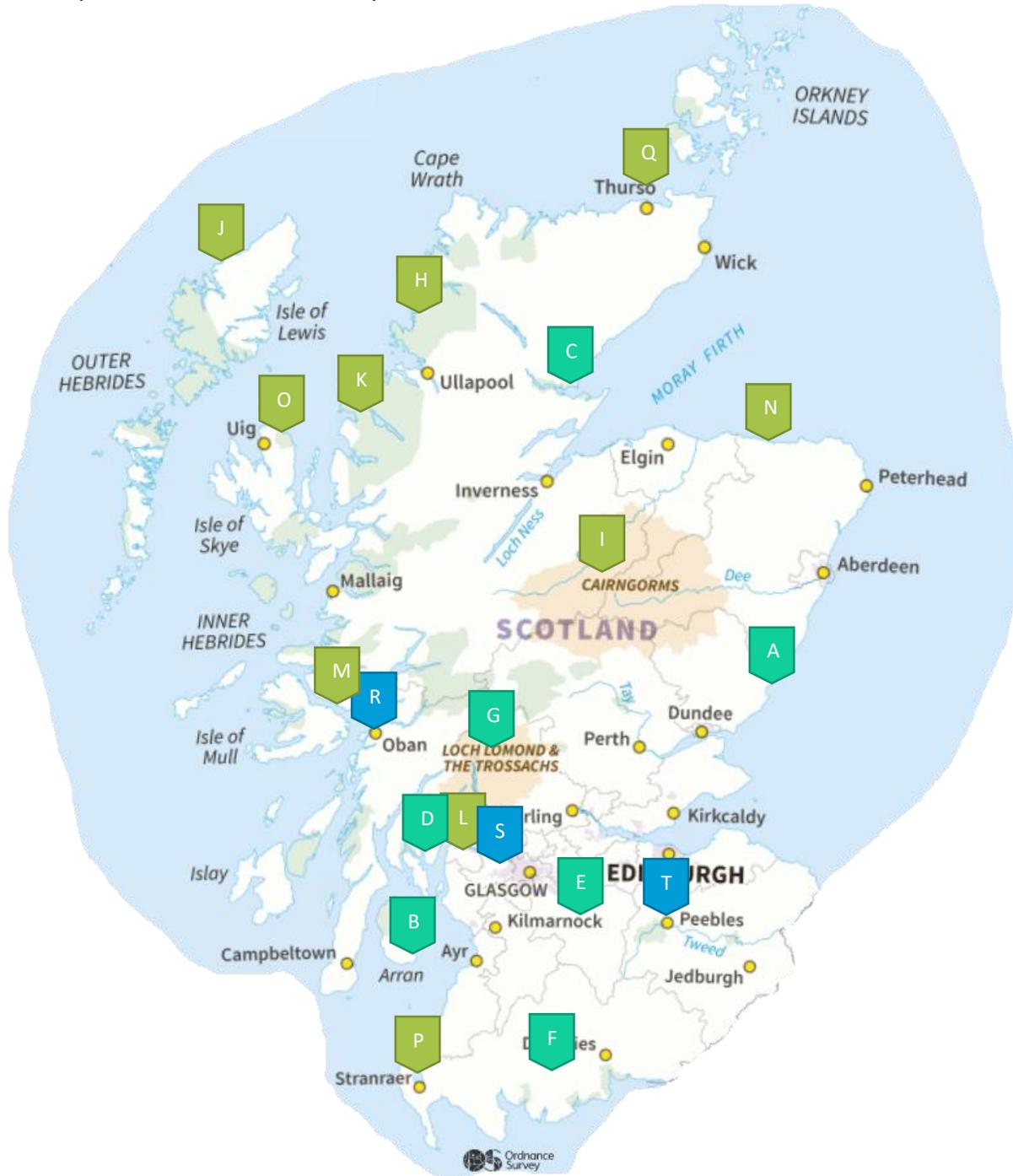
- Loco-motional Travel and the Eco-Drive – *the rise of the green and low carbon agenda.*
- Transforming the Typical – *disrupting the market through product development.*
- Solivagant Spirits and the March of the Global Nomad – *the importance of the individual traveller.*
- Rise of the Reviewistas – *advocates, ambassadors and referrals.*
- Pre-crastination – *getting everything done in advance.*
- Water-ways – *capitalizing on the appeal of Scotland’s coasts and waters.*

Euromonitor¹ research suggests that the trends have endured through the pandemic. The trends suggest that the role of CLT will continue to grow in importance with their products directly catering to the drivers behind “experience more” and “limitless discoveries” as well as “transforming the typical” and the needs of the “global nomads”.

¹ Euromonitor webinar briefing, June 2020.

Community Led Tourism Initiatives

There are a vast array of CLT initiatives around Scotland. We have explored 20 of them – see map below – with short open-source case studies in [Annex 1](#). In addition, [Annex 2](#) contains a fuller list of other examples with basic details and points of contacts.



Map 1: location of the 20 (A-U) CLT case studies

Place based



[Angus Tourism Cooperative](#)



[Arran Trust](#)



[Dornoch Area Community Interest Company](#)



[Inverclyde Tourist Group](#)



[Lanark Community Development Trust](#)



[Loch Ken Trust](#)



[Love Lochs and Landscapes](#)

Asset based



[Assynt Development Trust](#)



[Aviemore and Glenmore Community Trust](#)



[Carlway Estate Trust](#)



[Gairloch and Loch Ewe Action Forum \(GALE\)](#)



[Greater Renfrewshire and Inverclyde Local Action Group](#)



[Morvern Community Development Company](#)



[Portsoy Community Enterprise](#)



[Staffin Community Trust](#)



[Stranraer Development Trust](#)



[Thurso Community Development Trust](#)

Business Improvement District (BID)



[Bid4Oban](#)



[Paisley FIRST BID](#)



[Tweed Valley BID](#)

Key for Map 1

The case studies have been split into three broad groups; place based, asset-based and business improvement districts.

Place based

These initiatives are focused on the qualities of a place or landscape. They often include brand development, signage and running of festivals.



Image 2: Fisherman's walk Isle of Arran, Source Arran Trust.

Asset based

These initiatives include the management of one or more assets. They often also include brand or festival elements in addition to managing and operating the assets they own or lease.



Image 3: GALE Action Forum, source Tripadvisor

Business Improvement Districts

These are formal business improvement districts and have a focus on marketing, events and other activities that support the growth and development of businesses in their district.



Image 4: Oban north pier, source Bid4Oban website.

Discussion points

Place-specific

No two of the CLT initiatives researched are the same, and while some share similar organisational/legal structures (community interest company or business improvement districts for example) they deliver a suite of services/activities that are bespoke to their local needs and environment.

This is a notable strength, supporting high quality, authentic experiences and linking strongly to the wider tourism strategy, Outlook2030 as well as responding the megatrends driving the market.

Volunteer dependency

The pivotal role volunteers play is important to note. The volunteer base root many of the initiatives in the area, add value that would otherwise be beyond the means of the organisation and ensure the bridge between the work of the business and community outcomes. This dependance is however also a notable risk. Should the volunteer base, or in many cases only one or two key volunteers, become unavailable or diminish many of these initiatives would be put in jeopardy.

Community capacity (confidence) building

Development of organisational capacity addresses the potential risk of volunteer dependency, and several of initiatives researched have been successful at developing a paid staff resource. This affords not only a dedicated capacity to be used in the operation of the initiative but also offers continuity for changes in voluntary contribution/availability and a mechanism to develop/retain longer term corporate

knowledge. Capacity building is however challenging and often linked to the ability to secure core funding rather than project-based income.

Impact

Whilst economic impact features across all the CLT initiatives researched, the impact sought and delivered in terms of environment and community benefit often eclipses the economic outcomes. The BIDs are most focused on economic return but still recognise the community and environmental impact. The other examples, as expected for community-led projects, all root the activity in the community needs and concerns, with many activities seeking to turn a threat (visitor pressures) into a more positive outcome for the community.

In several cases the CLT initiative has taken on an active management role of key visitor infrastructure – including car parks and toilets – to ensure the burden of visitors is managed appropriately. This is vital to the overall tourism proposition of Scotland. These assets are regularly a drain on the public purse with many under threat of closure or already closed and there are very few examples that drive a notable return. The third sector – and therefore CLT initiatives – operate in this marginal economic benefit space and provide essential services that underpin the wider tourism product whilst simultaneously protecting and enhancing their communities and the surrounding nature.

Measurement of the impact is therefore substantially beyond the turnover figure and includes not only the community and environmental impact but the wider benefit of providing underpinning visitor management

Forward look

CLT initiatives are very well placed to cater to many of the themes captured in Outlook 2030 and the megatrends driving the visitor economy. They deliver activity in a place specific and balanced way and that supports the wider community. They also regularly provide essential services that underpin the visitor experience and protect local communities and nature, which are otherwise not economically viable.

These community led groups are however vulnerable with a notable reliance on key individuals and volunteers and operating with very narrow – often supplemented – margins.

The development of [community] organisational capacity is the key factor that can unlock enduring success and the longer-term potential of an area/organisation. Support that targets this area will likely have a disproportionately positive impact.

For example, research by the Esmee Fairburn Foundation shows that where organisations are provided with core funding, they tend to take more risks and innovate to meet the needs of the challenges they are addressing, rather than directing time towards funding requirements. These findings sit alongside other research by Development Trust Association Scotland that notes support to core funding underpins greater organizational capability that allows additional and new revenue streams to be secured.

Annexes

1 – Community Led Tourism Case Studies



ANGUS TOURISM
COOPERATIVE

Angus Tourism Cooperative



Overview	Angus Tourism Cooperative (ATC) is made of representatives from a diverse range of businesses across the Angus region. Each have an interest in, or provide, a service for locals and tourists alike. The cooperative works alongside Visit Scotland and Angus Council to promote tourism with the view to benefit their businesses and their local communities.
Governance	Angus Tourism Cooperative is a private company limited by guarantee. The ATC is made up of a board of 7 members and have appointed a Development Worker, a Membership Coordinator and Project Support.
Key points	<p>Key Aims and ambitions:</p> <p>The Cooperative vision is 'a thriving membership organisation working together for the benefit of tourism in Angus'. Under this vision is their mission, with 5 key pillars:</p> <ol style="list-style-type: none"> 1. Industry Leadership 2. Enabling networking and peer support 3. Collaboration and engagement 4. Contribute to and support the delivery of the Angus Tourism Strategy 5. Inspiring innovation and business growth <p>Notable success/progress/impact:</p> <p>ATC have run some bigger initiatives including:</p> <ul style="list-style-type: none"> • ANGUS OUTDOOR ADVENTURE: In are in the process of forming a development group with aim of establishing Angus as an Adventure tourism destination highlighting its geographical positions east of the Cairngorms and with sandy beaches, woodlands and rivers alike. • APPETITE 4 ANGUS: Food and Drink businesses across the region are working together under this initiative to promote the local food and drink that farmers, primary producers, local retailers, cafés and restaurants have to offer. • DOG FRIENDLY ANGUS & DUNDEE: This initiative is being run in association with ATC by a group of local volunteers who want to see dog friendly attractions and accommodation promoted across the region as well as educating other business on how to be more dog friendly. • FLOURISHING DESTINATIONS: ATC in collaboration with Murton Trust and Flourish9 aim to share learnings of tourism and collaborative working within the community. 'The working being carried out allows a rare opportunity to build and share knowledge of how a flourishing visitor economy can work'. As part of the Angus LEADER Transnational Cooperation project, ATC has worked with Belgian and Romanian partners to share learning to implement new ideas on how to welcome more visitors to the area. After this project, ATC were invited to be a part of 'SenScot' funded pilot project for CLT in Brechin.
<p>Point of contact: Alison Elliot, Chair @ - alison@angustourism.co.uk A: Murton Trust, Arbroath Road, Forfar, Scotland, DD8 2RZ W: https://www.angustourism.co.uk/</p>	<p>Key links and documents: Angus Tourism Framework SenScot - CLT Angus Tourism Cooperative Facebook</p>

<p>Overview</p>	<p>The Arran Trust was founded by VisitArran in 2010. It began with only the support of five businesses but has since grown steadily. The trust recognises the importance of tourism for the Isle of Arran's economy as well as protecting and conserving the landscapes for both community and tourists to enjoy.</p>
<p>Governance</p>	<p>The Arran Trust is a Private Company Limited by guarantee. It is also a registered Charity No. 392051 Charitable Trust SCO42312.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <p>The Arran Trust aims to ensure that both tourism and conservation can work in partnership to allow the funds raised from tourism to go towards places on the island that need it the most. Projects the trust consider include those of wildlife, paths and trails, marine, conservation, and sustainability. Not only should these projects be accessible to members of the public, but they should also benefit the local community and environment.</p> <p>The trust represents businesses that are committed to protecting the environment, it provides funding to pay for conservation and environmental works and aims to carry out research into the impacts of tourism on the Island with a view to offering solutions. Arran Trust also provide sustainable tourism training, advice and consultancy.</p> <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • FISHERMAN'S WALK: Improving the accessibility of the walk between the Ferry Terminal at Brodick to Brodick Castle, with improved infrastructure, signage, and marketing. The project was completed with support from VisitArran, The Arran GeoPark, and North Ayrshire Council. • MAKE YOUR WAY ROUND WHITING BAY: Updating the visitor information leaflet for popular spots around Whiting Bay. The Arran Trust supported the development of a leaflet and enabled this to be circulated to the Tourist Office at Brodick and through VisitArran channels for tourist use. • THE HERITAGE TRAIL: The Arran Trust continues to support the development of a heritage trail around the Island which has the aim to introduce physical place markers, establish a dedicated website and complimentary leaflet to highlight artists who have been inspired by the landscape of Arran.
<p>Point of contact:</p> <p>Sheila Gilmore, CE/Kenneth Bone, Chair T – 01770 302 043 @ - info@arrantrust.org A: The Arran Trust, Visit Arran, The Pier, Brodick, Isle of Arran, KA27 8AU W: https://www.arrantrust.org/</p>	<p>Key links and documents:</p> <p>Arran Trust Flyer Arran Trust T's and C's for Funding Application Arran Trust - Facebook Arran Trust - Twitter</p>

Overview	<p>Dornoch Area Community Interest Company (DACIC) is a member organisation open to those aged 18 and over who live within the postcode IV25.</p> <p>In 2013, the group produced a report entitled 'Dornoch, the Good, the Bad and the Ugly' to gain understanding on how Dornoch appears to first time visitors, what visitors actually think about the area and the available accommodation locally. In 2014, a business group was established to form a marketing cooperative to promote Dornoch as a year-round tourist destination via the website www.visitDornoch.com</p>
Governance	<p>Dornoch Area Community Interest Company (DACIC) is run by a volunteer board of 7 directors.</p>
Key points	<p>Key Aims and ambitions:</p> <ul style="list-style-type: none"> • Enhance Dornoch Town Centre, while preserving the historic & cultural heritage • Encourage the development of new business employment opportunities • Ensure a quality range of services continues to be available • Manage land and associated assets <p>As part of the Dornoch Economic Masterplan, it states that by 2023, Dornoch will be:</p> <ul style="list-style-type: none"> • A first-class quality destination • A distinct and rich tourism product • A place for business & investment <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • VISIT DORNOCH: DACIC run the VisitDornoch website and from here tourists can get a thorough understanding of the sights, events and accommodation around Dornoch. Separately, they also run Dornoch.org which advises locals of recent updates as well as with a calendar of events for the year. • EVENTS: Such events for 2022, include a Classic Car Tour, Dornoch Pipe Band, Sutherland Agricultural Show, Whisky Festival and Fibre Fest. Established in partnership with community groups and local businesses, these events encourage longer stays and extend the season. • VISITOR CENTRE & NEW CAR PARK: DACIC now owns the 'Dornoch Hub' which houses the Visitor Centre and a new Car and Coach Park on the ex-abattoir site • SIGNAGE & MARKETING: As identified in their 'Good, Bad, Ugly' report, the signage around the area was poor and not serving tourists or the town well. DACIC received £200,000 from the Coastal Communities Fund to overhaul signage in the area. These funds also served to establish the Discover Dornoch App and to provide digital and in person visitor services.
<p>Point of contact: Joan Bishop, Chair @ - info@visitdornoch.com A: The Dornoch Hub, Argyle Street, Dornoch, IV25 3LA W: https://www.dornoch.org.uk T: 01862 810 533</p>	<p>Key links and documents:</p> <p>Dornoch Area Community Interest Company</p> <p>Dornoch Economic Masterplan 2013-2023</p> <p>Dornoch Area Community Interest Company (DACIC) Memorandum and Articles of Association</p> <p>2013 - Dornoch, the Good, the Bad and the Ugly Report</p>



<p>Overview</p>	<p>Inverclyde Tourist Group is a volunteer led organisation which was set up in 2001 to meet and greet passengers arriving on cruise liners into Greenock. The group now, more widely, promote Inverclyde in a friendly and informal way.</p> <p>The group runs local tours of the Inverclyde area (except for the 2022-2023 season due to the construction of a new Cruise Terminal), with Greenock serving as the main hub of receiving visitors through Cruise ship tours. The group covers Greenock, Gourock, Port Glasgow, Kilmacolm, Quarrier's Village, Inverkip and Wemyss Bay. Inverclyde Tourist Group also participate in local events such as Gourock Highland Games, Kilmacolm Fair and Inverclyde Heritage Fair.</p>
<p>Governance</p>	<p>The Inverclyde Tourist Group is a volunteer led, non-profit organisation. It currently has around 50 members and the committee is elected annually, with an established constitution.</p> <p>The group do not charge for the time and information they provide, instead they request donations at the end of their tours to contribute towards the coach fee.</p>
<p>Key points</p>	<p>Key aims and ambitions:</p> <ul style="list-style-type: none"> • To boost tourism in the Inverclyde Area • To consistently improve their approach and methods • To promote new and interesting attractions <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • LEAFLETS - The Inverclyde Tourist Group has established a variety of leaflets they can distribute to visitors ranging from Train and Bus Information to self-guided tours. • SIGNAGE- With the support of Inverclyde Council, a sub-committee of the Tourist Group advised on the design, content, and location of new signage (funded by a £20,000 investment from the Greenock Town Centre Regeneration Fund). More than 40 new name plates are now displayed on key landmarks particularly around the Historic Quarter, in the Inverclyde area. • PROUD TO BE IN INVERCLYDE AWARD - The Inverclyde Tourist group were finalists of the Proud to Be In Inverclyde Award at the Inverclyde Chamber Bees Knees Awards In 2018. • QUEENS AWARD FOR VOLUNTARY SERVICE - The group received the award in 2013 in recognition of the voluntary work they do, creating a first impression for visitors to the Inverclyde area.
<p>Point of contact: Elizabeth Terris, Chair @ - info@inverclydetouristgroup.co.uk A: c/o Clydeport, Peel Ports Group Ltd, Greenock Ocean Terminal, Patrick Street, Greenock, PA16 8UU W: www.inverclydetouristgroup.co.uk</p>	<p>Key links and documents:</p> <p>Inverclyde Tourist Group Facebook Page</p>



Lanark Community Development Trust



<p>Overview</p>	<p>Lanark Development Trust carry out projects for the common good. They are a volunteer-led organisation. In 2017, Lanark Community Trust initiated the Discover Lanark BID project which is now a separate company with its own Board. The two organisations work in partnership on a variety of projects in the local area. The Trust also oversees the running of the Lanark Website which serves as a complete guide for What's on, Things to Do and has a business directory.</p> <p>The Trust is also in the progress of establishing the Vision for Lanark strategy document in partnership with South Lanarkshire Council, New Lanark Trust and the Scottish Wildlife Trust.</p>
<p>Governance</p>	<p>Lanark Community Development Trust is a Private Company Limited by Guarantee and Scottish Charity SC040584. The trust is governed by a board of 11 local volunteers.</p> <p>Discover Lanark (BID) has its own board and steering group.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <p>The trust aspires to develop and deliver priority community projects which have a social, environmental, and economic impact. Across the projects they have overseen, there is a clear vision of promoting Lanark as a brand as well as a highlighting the history and heritage of the town.</p> <p>The Vision for Lanark strategy document aims to maximise the opportunities that can come from Lanark's cultural, heritage and natural assets. With its partners, it aims to:</p> <ul style="list-style-type: none"> • Improve communications to understand what is needed and wanted in Lanark • Make the most of the area's unique cultural and natural heritage • Make Lanark and the surrounding area a greener, more prosperous place to live, work and visit • Instil a sense of pride in Lanark's past and confidence in its future. <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • FLOWERFEST: Lanark Development Trust organises and hosts Flowerfest which celebrate the horticultural heritage of the Clyde Valley. It attracts gardeners across the central belt of Scotland. • WINTERFEST: The trust establishes an event programme across November and December as part of Winterfest, this includes late-night shopping, illuminate Lanimer Parade and Christmas Market. • BRAND LANARK: Together with Discover Lanark, the Trust contributes towards the 'Lanark Vision development strategy which aims to create a unified town brand that can be used by community groups and businesses to showcase the unique heritage of Lanark as well as the modern, thriving community it is for living, working, and doing business in. • LANARK WALKS AND CYCLING: The trust has developed and promoted The Wallace Trail and The Heritage Trail as a walking and cycling route which enjoys the history key landmarks of Lanark. • LANARK CLOSES: Together with Discover Lanark, the trust aims to transform the 14 high street 'closes' into a feature that promote Lanark's history. The community is set to benefit both in the upgrading aesthetics of the town as well as contributing to artwork. • CASTLEBANK PARK: The trust is responsible for upgrading and restoring the park and the horticultural centre with aim for the centre to be used as an education and training asset. The park is free to visit and open year-round to the public. It sits on the former site of Lanark Castle where the Sherriff of Lanark was slain by William Wallace.
<p>Point of contact: Sylvia Russell, Chair T: 01555 728 329 @ - info@lanarktrust.co.uk A: Castlebank Horticultural Centre, St Patricks Road, Lanark, ML11 9EG W: lanarktrust.co.uk</p>	<p>Key links and documents: Lanark Community Development Trust Lanark Community Development Trust - Facebook Discover Lanark Business Plan A Vision for Lanark 2020-2030</p>



Loch Ken Trust

Looking after today, for the sake of tomorrow

<p>Overview</p>	<p>Loch Ken Trust is a new charitable body, registered in June 2020, that has been formed to care for Loch Ken and improve life in its communities. It has taken over the activities previously carried out by the Loch Ken Advisory Management Committee.</p>
<p>Governance</p>	<p>The Loch Ken Trust, is a charitable body registered as a Scottish Charitable Incorporated Organisation (SCIO) SC0550211.</p> <p>The Loch Ken Trust is governed by a board of up to 12 Trustees, supported by a number of staff including a Trust Officer, Trust administrator, Boat Registration Officer and two Rangers (Water and Land). Trustees are drawn from the membership of the trust, with a special trustee being appointed by the owner of the Galloway Hydro Scheme.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <p>To promote the natural, cultural, and recreational assets of the Loch Ken area for the benefit of the public and to support sustainable local communities.</p> <p>Key Priorities for the upcoming year:</p> <ul style="list-style-type: none"> • Protecting our environment • Keeping us Safe • Improving our Infrastructure • Keep listening to our communities <p>In line with their priorities, the Loch Ken Trust aim to:</p> <ul style="list-style-type: none"> • Gather better information about the health of the ecosystem and develop a measurable programme of activity to preserve and enhance it. • Secure a full-time ranger service on land and water, delivering education and training, as well as patrol and enforcement activity • Develop a plan for how to improve information, signage and facilities e.g. toilets, laybys, roads and foot/cycle paths • Commit to ongoing events and opportunities for their members and the wider community <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • CLIMATE READY KEN - The Loch Ken Trust was selected by Adaptation Scotland in the Summer of 2020 in response to local partners demonstrating a strong appetite to work to increase resilience in the face of climate change. This saw the beginning of intensive support and activity from the Loch Ken Trust with the key aim of better equipping those living and working around Loch Ken with the knowledge on how to come together to build climate resilience and to improve the health and wellbeing of people and ecosystems in the area. Since then, the Loch Ken Trust has launched their Climate Ready Ken project, forming part of the wider work of the Trust to build the Loch Ken Plan, a 10-year sustainable community plant. • COMMUNITY EDUCATION EVENTS - The Loch Ken trust host a range of free community education events as part of their Loch Ken Ranger Service including water safety, Darkness and Stars and responsible access 'leave no trace' events.

- **RANGER SERVICE** – a major success for LKT was the appointment of a ranger which has now been extended into further seasons. The role has had a notable impact on behaviour and directly supports the wider education programme.
- **STRATEGIC VISITOR INFRASTRUCTURE** – LKT was successful, through working with the Galloway Glens Landscape Partnership, in securing a VisitScotland RTIF grant to start the development of a strategic visitor infrastructure plan. This work seeks to guide and influence all visitor infrastructure development in the area over the next ten or more years.

Point of contact:

Mungo Bryson, Chair
 Jamie Ingall, Secretary/Treasurer
 @ - lktoffice@protonmail.com
 A: c/o CatStrand, High Street, New Galloway, DG7 3RN
 W: <https://lochken.org.uk>

Key links and documents:

[Loch Ken Trust Constitution](#)
[Loch Ken Plan](#)
[Loch Ken Trust Facebook Page](#)



Love Lochs and Landscapes

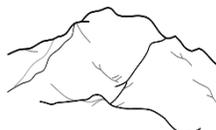
<p>Overview</p>	<p>Love Lochs and Landscapes is a social enterprise and non-profit organisation. It is a small company that creates itineraries and guides for visiting Loch Lomond and the Trossachs while creating awareness on how to reduce environmental impact to the area. Acknowledging the 4 million visitors per year, the company was established to protect, maintain, and preserve the landscape to be enjoyed by current and future generations.</p>
<p>Governance</p>	<p>Love Lochs and Landscape is a non-profit organisation and Community Interest Company (CIC). It has benefited from funding through the Social Entrepreneurs Funds delivered by Firstport. They are also community ambassadors for Refill and Planet Patrol.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <p>Love Lochs and Landscapes aims to promote sustainable tourism while raising awareness on how tourists can reduce their environmental Impact to the area.</p> <p>Through the brochures and website, Love Lochs and Landscapes place a large focus on reducing environmental impact while visiting Loch Lomond and Trossachs and how visitors can make a positive Impact through litter picking and reduction of single waste use.</p> <p>Tailor made itineraries and informative guides can be found on the Love Lochs and Landscapes website.</p> <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • DIGITAL GUIDES: Love Lochs and Landscapes has established digital guides that can be downloaded to mobile devices. Their itineraries cover Aberfoyle, Balloch, Callander, Loch Lomond and Tyndrum and place a focus on accessing the area by bike or without a car. • ADVENTURE GUIDE: The Community Interest Company has also developed an Outdoor Adventures Guide which is available in outlets including Visit Scotland Aberfoyle iCentre. • PARTNERSHIP: Working in partnership with Refill and Planet Patrol, Love Lochs and Landscapes has been collaborating with local business as part of a reduce waste and litter campaign by promoting reusable cup usage across the Lomond and Trossachs area. • ENVIRONMENT: Additionally, via the Drymen Hub and Skoosh in Drymen, But & Ben in Croftamine, The Soup Dragon Café in Balfunning and the Turnip The Beet In Killearn Business Park, Love Lochs and Landscapes have promoted a two pronged campaign to reduce and recycle waste in the area through a collection point of single use coffee cups that can be sent for specialist recycling.
<p>Point of contact: Alison Limbert @ - info@lovelochsandlandscapes.co.uk A: 37 Endrick Gardens, Balfron, G63 ORD T: 07827 988 259 W: https://lovelochsandlandscapes.co.uk/</p>	<p>Key links and documents:</p> <p>Love Lochs and Landscapes</p> <p>Love Lochs and Landscape Facebook</p>



ASSYNT DEVELOPMENT TRUST

Assynt Development Trust

Overview	The Assynt Development Trust Limited was founded in the 1950's and since 1975 has been a registered charity. In 2010 the association became a limited company but only changing its name to Assynt Development Trust in 2018.
Governance	The Assynt Development Trust is a Private Company Limited by guarantee. It is also a registered Charity SC015208. It has a board of 5 and had appointed 2 Development Officers.
Key points	<p>Key Aims and ambitions:</p> <p>Running through all the Trust's aims is the importance of sustainable development. The Trust's priorities cover many themes including education, arts, heritage, culture, science, sport and recreational facilities. In addition, it recognises the needs of its community, rural regeneration and the importance of environmental protection or improvement.</p> <p>The Assynt Development Trust has taken on the administration of Discover Assynt, the local tourism group. As such, while the main aim of the Trust is that of community, they play a key role in supporting the tourism for Assynt and the surrounding area.</p> <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • ACHMELVICH PARKING & TOILET FACILITIES: In November 2021, the Trust was granted planning consent to deliver an upgrade on the parking, toilet facilities and ranger hut at Achmelvich after being approach by Assynt Community Council to explore a solution. • THE CLUDGIE PROJECT: Sited at Assynt Leisure Centre, Lochinver, the carpark aims to provide necessary waster, water disposal and freshwater supply for campervans and motorhomes. The first stage has been completed with funding support from RTIF, HIE and Assynt Development Trust. • TOURISM HUB: Hosted at the Mission building, in 2018, the development officers along with the support of 6 volunteers helped to run the tourism hub following the closure of the Visit Scotland Tourism Information Centre In Lochinver.
<p>Point of contact:</p> <p>Willie Jack, Chairman T – 01571 844 275 @ - assyntdevelopmenttrust@gmail.com A: Lochinver Mission, Lochinver, Lairg, Sutherland, IV27 4LE W: https://www.assyntdevelopmenttrust.org/</p>	<p>Key links and documents:</p> <p>Discover Assynt Assynt Development Trust - Facebook</p>



<p>Overview</p>	<p>The group was established in October 2017 to seek community ownership of the Cairngorm Ski Area and Infrastructure with the aim to ensure effective management for all.</p>
<p>Governance</p>	<p>The Aviemore and Glenmore Community Trust is a Private Limited Company by guarantee. It is also a registered charity SC051417. The group is a not-for-profit organisation, and any income will be reinvested into the community.</p> <p>AGCT has a Board of 7 Directors, all unpaid volunteers who meet monthly to manage the Trust. The Trust is supported by a Trust Co-ordinator (PT 25 hours per week) for the day to day administrative and project development/fundraising.</p> <p>The Trust now also have Aviemore Ice Rink which is a successful operating business employing a full-time ice rink manager and 8 seasonal staff. The Board also have sub-committees to assist with developing projects. These sub-committees are made up of Directors, Trust Co-ordinator, and Volunteer Members. All meet regularly to develop projects to support the local community.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <p>Aviemore and Glenmore Community Trust (AGCT) is a community-based charity whose main purpose is consistent with furthering the achievement of sustainable development. AGCT's purposes are: -</p> <ul style="list-style-type: none"> • To provide or enhance the accessibility of recreational facilities, and/or organising recreational activities which will be available to members of the Community and public at with the object of improving the conditions of life of the Community. • Advancement of citizenship or community development, including rural and urban regeneration • To advance the provision of educational opportunities in the Community relating to environment, culture, heritage and/or history <p>To advance environmental protection or improvement including preservation, sustainable development and conservation of the natural environment, the maintenance, improvement, or provision of environmental amenities for the Community and/or the preservation of buildings or sites or architectural, historic or other importance to the Community.</p> <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • ASSET TRANSFER - The acquisition of the ski resort area is through an Asset Transfer through the Highlands and Islands Enterprise. So far, the Community Trust's eligibility has been confirmed and formal discussion have begun for the transfer request. The Trust has also made application to the Scottish Land Fund for Stage One of the funding to cover some of the professional services required at this stage. • ICE RINK - The Trusts most recent and major project was successfully returning an ice rink to the Aviemore area after some 20 years. In February 2021, AGCT launched a successful fundraising campaign to purchase an ice rink and marquee in which to house the rink. The project benefited from funds from major funders such as CNPA, HIE and HC and was well supported by local community and businesses. Aviemore Ice Rink opened on 9th October 2021. The ice rink has quickly become a hub for social skating and ice sports that is accessed by many within the Badenoch and Strathspey communities. The rink offers community ice sport programmes and has community pricing for those living in postcode area PH19 to PH26. The Trust's ambition is to see the return of a permanent sports sized ice rink which will allow for the development of all ice sports.

- **DALFABER COMMUNITY PARK AND SKATE PARK** - The Trust has undertaken a community survey as part of the feasibility stage of the potential asset transfer of the park from the Highland Council with the view to converting it into a Community Park and Wheeled Sports and Bouldering Park. Funding received from Highland Council to develop conceptual design drawings to further community consultations.

Point of contact:

Mike Gale, Chair

@ - Mike.gale@aviemoreglenmoretrust.org

A: 9 Craigellachie Crescent, Aviemore, PH22 1PA

W: <https://www.aviemoreglenmoretrust.org/>

Key links and documents:

[Aviemore and Glenmore Community Trust Facebook Page](#)

[Aviemore Community Ice Rink](#)



The Carloway Estate Trust

Developing our Land, our Assets,
and our Community

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<p>Overview</p>	<p>The Carloway Estate Trust is a community landowner of 11,500 acres on the Northwest coast of Lewis.</p> <p>Following a community consultation on the buyout of the land in 2012, the estate was transferred to community ownership in 2015. Since then, the Trust has been responsible for managing the land but also develops projects which are aimed at the economic and social regeneration of the Carloway Estate community. The Trust recognises the need for development in relation to tourism as a key funding stream for the Estate.</p>
<p>Governance</p>	<p>The Carloway Estate Trust is a private company limited by guarantee and a Scottish Charity SCO44779. The trust is made up of a board of directors including the Chair and vice Chair and a Development Manager, Peatland Action Project Officer and Local Development Officer.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <ul style="list-style-type: none"> To advance community development and advance the regeneration of the area through the management of community lands and associated assets for the benefit of the community and the public in general. To advance environmental protection or improvement including preservation, sustainable development and conservation of the natural environment, the maintenance, improvement or provision of environmental amenities for the community and/or the preservation of buildings or sites of architectural, historic or other importance to the community. <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> BONNET LAIRD WALK: A dedicated path with signage and stiles was setup by volunteers to establish a route between Callanish and Carloway. Although the path itself does not bring an income stream, it's the hope that they could begin guided walks and indirectly it will improve visitor experience and local businesses. The walk now features on the Walk Highlands website. THE BROCH VISITOR CENTRE: The Carloway Estate Trust took ownership of the Broch Visitor Centre in March 2022, having secured funding from the Scottish Land Fund to purchase and take over the running of it from the Standing Stones Trust. The Trust aim to improve the facilities including the upgrading of the toilet facilities as well as introducing a digital heritage attraction. Funding had already been secured to improve the Car park through RTIF. Through the upgrade they will be able to accommodate more visitors and benefit from the associated income. ACCOMODATION AND MARINE INFRASTRUCTURE: The trust is looking towards the potential of off-grid accommodation if they can secure funding and developing locations to deter irresponsible wild camping on the estate. They are also considering marine tourism and assessing option to develop pontoons and moorings.
<p>Point of contact: Kenneth MacLennan, Chairman T – 01851 643 481 @ - info@carlowayestatetrust.co.uk A: Carloway School, Knock, Carloway, Isle of Lewis, HS2 9AU W: https://www.carlowayestatetrust.co.uk/</p>	<p>Key links and documents:</p> <p>Carloway Estate Trust Carloway Estate Trust - Facebook Strategic Plan</p>



The Gairloch and Loch Ewe Action Forum (GALE)



Overview	<p>The Gairloch and Loch Ewe action forum Is a community owned, charitable, development trust. It was first established in 1996 as the Loch Ewe Action Forum however after fulfilling its regeneration plan, other local communities sought the support of the group. As a response, Gairloch and Loch Ewe action forum was established, taking over the Gairloch Tourist Information Hub and as its now known as the GALE Centre.</p> <p>Since 1997, the group has been self-financing and since 2005 GALE has received no public funding. It still relies on voluntary public donations to help finance their work as well as the support of volunteers.</p>
Governance	<p>The GALE Action Forum is a private company limited by guarantee and a Scottish Charity SC032184. It has a board of trustees as well as a growing membership who own and manage the forum.</p>
Key points	<p>Key Aims and ambitions:</p> <p>The GALE Action Forum's aim is to make the community a 'great place for people of all abilities to live, work and thrive!'.</p> <p>Notable success/progress/impact:</p> <p>Under it's former name as LEAF, the group refurbished the Poolewe toilet facilities and supported the construction of the Inverasdale slipway.</p> <ul style="list-style-type: none"> • GALE COMMUNITY SHOP: The community shop provides year-round employment opportunities for locals and the profits raised goes back into GALE projects. Selling locally made gifts, the shop is open 7 days a week and sits within the GALE Centre. • THE GALE INFORMATION CENTRE: The centre is community owned and managed and serves as a tourist information advice point and local activity booking service. It is a vital economic hub for the area, show casing local art, craft and produce with main aim to create income and employment opportunities. • POOLEWE AND ALTBEA TOILETS: The trust took over the running of the toilet facilities to ensure they were available across 11 months of the year. Receiving a management fee from the Highland Council to manage and clean the block, the facilities are vital for visitors and the local public alike.
Point of contact:	Key links and documents:
<p>Janet Miles, General Manager T –01445 712 071 @ - enquiries@galeactionforum.co.uk A: The Gale Centre, Achtercairn, Gairloch, Wester Ross, IV21 2BH. W: http://www.galeactionforum.co.uk/</p>	<p>Gale Action Forum GALE Action Form - Facebook</p>



Overview	Greater Renfrewshire and Inverclyde Local Action Group is run under the LEADER programme.
Governance	<p>Greater Renfrewshire and Inverclyde Local Action Group is part financed by the Scottish Government and the European Community Leader 2014-2020 programme.</p> <p>Its members comprise representatives from Inverclyde Council, Renfrewshire Council, Local Community Councils, National Farmers Union, Visit Scotland and local residents.</p>
Key points	<p>Key Aims and ambitions:</p> <p>The aim of Greater Renfrewshire and Inverclyde LEADER is to improve the quality of life in our rural areas by supporting local people and local businesses to realise the social, economic and environmental potential of their communities.</p> <p>The Greater Renfrewshire and Inverclyde LEADER seeks to support activities across the three themes of economy, environment and community.</p> <p>Leader aims to:</p> <ul style="list-style-type: none"> • Support small and micro businesses and social enterprises • Promote tourism and increase the number of day visitors • Secure a high-quality environment for residents and visitors • Build stronger, more self-reliant, and inclusive rural communities <p>Notable success/progress/impact:</p> <p>The local action group have been able to award funding to:</p> <ul style="list-style-type: none"> • BARMHILL FARM SHOP AND CAFÉ - £125,000 towards the conversion of an underdeveloped space to create a farm shop and café. Other local businesses can jointly promote themselves under a 'made in Renfrewshire' banner. • HOWWOOD COMMUNITY COUNCIL - Park Improvements - £50,000 - was awarded through Leader to make improvements to the public park including a play park, football goals, an outdoor gym, picnic benches and path upgrades. • GOUROCK YACHT CLUB - The Royal Gourock Yacht Club was awarded £15,000 from leader to develop a new Coastal Rowing Programme through the purchase of 2 'St Ayles' Skiffs, one to be built professionally and the other to be self-built by volunteer club members. • LARCH GREEN LODGES - was awarded £179,115 In a bid to promote green tourism in Renfrewshire. The funding will go towards the construction of two eco-friendly holiday lodges, promoting the use of renewable energy and upgrading footpaths for walkers and cyclists.
<p>Point of contact: Keren Ferguson @ - Keren.ferguon@renfrewshire.gov.uk A: Renfrewshire House, Cotton Street, Paisley, PA1 1JD W: https://grileader.co.uk/</p>	<p>Key links and documents:</p> <p>Greater Renfrewshire and Inverclyde Local Action Group</p> <p>Local Development Strategy</p>



Morvern Community Development Company

M

Overview	<p>The Morvern Community Development Company (MCDC) was established in 1999 following encouragement by the Morvern Community Council.</p>
Governance	<p>Morvern Community Development Company is a Private Company limited by Guarantee and a registered Scottish charity SC043681.</p> <p>The Development Company is managed by a board of directors, of which two must be Morvern Community Councillors.</p>
Key points	<p>Key Aims and ambitions:</p> <p>The MCDC aims to benefit the community of Morvern by:</p> <ul style="list-style-type: none"> • Managing Community land and associated assets for the benefit of the community and the public in general • providing, or assist in providing, recreational facilities, and/or organisation recreational activities, which will be available to members of the community and public at large with the object of improving the conditions of life for the community • advancing community development, including urban or rural regeneration within the community • advancing the education of the community about its environment, culture, heritage and/or history • advancing environmental protection or improvement including preservation sustainable development and conservation of the natural environment, the maintenance, improvement or provision of environmental amenities for the Community and/or the preservation of buildings or sites of architectural, historic or other importance to the Community. <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • RESEARCH: MCDC conducted thorough research into the benefits of upgrades made to Lochaline Harbour before introducing pontoons. It found that an average of 19 vessels were entering Lochaline daily with an average of 3 persons per visiting boats and as such a potential of 7000 visitors during the peak season. In 2011, they opened pontoons to provide 24 visitor berths opening a gateway to the village of Lochaline. • BUSINESS HUB: Morven Community Business Hub was opened in July 2021, with the first tenant taking a lease of the Hub Café. The hub also serves as a meeting space for businesses and community groups and rents out rooms and desks by the hour/day. • E-BIKES: Morvern Community Development Company are also awaiting the delivery of E-bikes to enable locals and tourists to hire these to visit the local area. Combined with the past project, Cala Loch Alainn Access path, it's hoped this will facilitate the visit of more tourists to the area. <p>FUNDING: MCDC recognises each of the funding streams that have enabled current and past projects, including Highlands and Islands Enterprise, Rural Housing Fund, Morvern Community Trust, SSE Sustainable Development Fund, LEADER, Regeneration Capital Grant Fund, Triodos Bank, CARES, Local Energy Scotland, The Energy Investment Fund.</p>
<p>Point of contact: Shona Murray, Secretary @ - development@morvern.org; admin@morvern.org A: Lochaline Harbour, Lochaline, Morvern, PA80 5XT T: 01967 421 783 W: http://www.morvern.org/development/</p>	<p>Key links and documents:</p> <p>Morvern Community Development Company</p> <p>Morvern Community Growth Plan</p> <p>Board of Directors Code of Conduct</p> <p>Morvern Community Development Company Facebook</p>



Portsoy
Community
Enterprise



<p>Overview</p>	<p>Portsoy Community Enterprise (PCE) was established and is run by volunteers with a passion for the heritage and cultures of North East Scotland.</p> <p>A one-off event to celebrate 300 years of Portsoy Harbour back in 1993, saw the Portsoy Scottish Traditional Boat Festival born and be celebrated each year thereafter. In the years that have followed The Salmon bothy, The Boatshed, Portsoy Links and Caravan Park and The Sail Loft to its portfolio.</p>
<p>Governance</p>	<p>Portsoy Community Enterprise is a Private Company limited by Guarantee. It is also a registered charity SC037542.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <p>Working collaboratively, PCE aims to provide economic benefit from tourism to the town of Portsoy, through all the PCE assets belonging to the community.</p> <p>Notable success/progress/impact:</p> <p>The PCE enables locals and visitors to participate and enjoy the local, cultural experiences including music programmes and traditional boat building courses.</p> <ul style="list-style-type: none"> • PORTSOY BOAT FESTIVAL: Annually, the Portsoy Boat Festival is held, welcoming thousands (~16K) of tourists to the local area to enjoy the local heritage of boats, music, crafts, food and drinks. According to their website, PCE report an economic value of ~£1m associated with the festival. • PORTSOY LINKS CARAVAN PARK is one of the PCE's assets and invites tourists to enjoy the Moray Firth, local coastline, and wildlife. With 37 touring stances and 13 seafront pitches for caravans, motorhomes and camping the site – taken over from the Council - adds thousands of visitor nights to the local economy. • THE SALMON BOTHY is volunteer run and operates as a museum celebrating the culture, history and heritage of the local fishing village. Once a former working Salmon House, the bothy also doubles as a community space and venue. It is recognised as a four-star Historic Attraction by Museums Galleries Scotland and attracts more than 3000 visitors every year. The Bothy hosts an array of cultural events across the year including musical performances and weddings in the licenced accommodation for up to 60 people. • THE BOATSHED provides locals, primary and secondary schools, and tourists with an opportunity to see and learn wood boat building and restoration skills. The Boatshed was originally gifted – in a derelict state – to PCE from Portsoy Maritime Heritage as they wound up. The community raised just under £500k to refurbish the workshops into the award winning from they take today. • THE SAIL LOFT is a recently opened 4star self-catering accommodation facility owned by the community. It offers 25 beds and bunks on the shores of the Moray Firth with open plan communal facilities including bike store and wash down area.
<p>Point of contact: Shona Murray, Secretary @ - contact@portsoy.org A: Salmon Bothy, Links Road, Portsoy, Banff, AB45 2SS W: https://portsoy.org/</p>	<p>Key links and documents:</p> <p>Portsoy Community Enterprise</p> <p>Portsoy Community Enterprise Facebook</p>



Staffin Community Trust

Urras an Taobh Sear



<p>Overview</p>	<p>Staffin Community Trust was established in 1994 in response to challenges faced by the local communities on the Isle of Skye. The Trust works with and for the community and has Gaelic and Crofting at the heart of what they do.</p> <p>Some of these challenges include a lack of year-round/permanent employment, an ageing and falling population and a loss of young people in search of work elsewhere. The trust works with the local Community Council, Community Hall Association and local businesses.</p>
<p>Governance</p>	<p>Staffin Community Trust is a private company limited by guarantee and a Scottish registered charity, SC049540. It is made up of a board of volunteer directors drawn from the local community. They have also appointed a Development Officer and Eco-museum Programme Manager.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <p>The Trust was created to represent everybody who lives within the community of Staffin and to develop projects which are beneficial to the social and economic welfare of the district.</p> <p>The Trust aims to improve Staffin's 'economic prospects, stimulate social and cultural activities and improve services, with the Gaelic language an integral part of that. SCT is also trying to develop as an organisation which can sustain itself through income-generating developments.</p> <p>Notable success/progress/impact:</p> <p>The Staffin Community Trust work has, to date, resulted in a direct spend of £3.1million in Staffin, including the delivery of major capital projects.</p> <ul style="list-style-type: none"> • STAFFIN SLIPWAY: This saw the trust oversee the development of a £350,000 slipway in 2000 including the construction of a new pier and breakwater. • THE SKYE ECOMUSEUM PROJECT: A Museum without walls (Druim nan Linntean - ridge of ages). The Eco Project was a first of its kind in Scotland and was delivered two-phase, between 2006 and 2020. It saw the creation of new footpaths, parking, a viewing platform, interpretive signs and the development of an extensive activities programme across North-East Skye. • STAFFIN HARBOUR. SCT recognised the need for significant improvements at Staffin Harbour as there was no secure boat storage and limited opportunities for berthing, water, fuel or power supply. Through funding from Highlands and Islands Enterprise, Highland Council and Organic Sea Harvest Ltd, they have been able to hire an engineering consultancy to produce a new site plan with the aim of developing a harbour to serve the local community, the fishing and aquaculture vessels that require it as well as attractive marine tourism (sailing boats, yachts etc). In 2020, the project received further funding of £969,900 from the Scottish Government's Regeneration Capital Grant Fund. • CURRENT PROJECTS: SCT successfully delivered a £1.6 million project establishing six, 3-bedroom houses, a new health facility and two business premises on common grazing land.
<p>Point of contact: Hugh Ross, Development Officer @ - Skyeecomuseum@gmail.com A: Church of Scotland Annexe, Staffin, Portree, Isle of Skye, IV51 9JX T: 01470 562 464 W: https://skyeecomuseum.com/</p>	<p>Key links and documents:</p> <p>Staffin Community Trust</p>

Overview	<p>The Stranraer Development Trust was established by a group of people who had a shared concern about the downturn of Stranraer town.</p> <p>Since its founding in 2016 the Trust has grown to over 200 members from across the catchment areas of Stranraer Community Council and Ochtrellure & Belmont Community Council.</p>
Governance	<p>The Stranraer Development Trust is a Private Company Limited by Guarantee and received charitable status in 2016 as a SCIO (Scottish Charitable Incorporated Organisation), Charity no SC046306. It comprises committee members and a Board of Directors and has appointed a Project Coordinator, a Project Development Officer and a Gateway to Galloway Project Officer.</p>
Key points	<p>Key Aims and ambitions:</p> <p>The trust aims to 'achieve sustainable regeneration of the community Stranraer by addressing a range of economic, social, environmental, and cultural issues. It will take forward projects that will increase opportunities, improve the attractiveness of the town, attract more visitors, and revise the lost sense of pride in the town and what it has to offer.'</p> <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • GATEWAY TO GALLOWAY: This initiative forms a visitor centre and community hub with the aim to be sustainable, providing long term economic, cultural, community benefit for Stranraer and Galloway. The hub will be a space for the community to use freely and will serve as a box office for events hosted by SDT e.g. the Oyster Festival. It will also stock local arts and crafts for purchase. The Information centre includes a Lighthouse flipbook as part of the Rhins Tour and other day trip Itineraries. • THE OYSTER FESTIVAL: The festival, a three-day celebration of the areas unique coastal heritage, its culture and its fabulous wealth of local produce, take place annually at the beginning of September. The trust brings together chefs, speakers, and entertainers to celebrate the local, native oysters sustainably fished by Loch Ryan Oyster Fishery Co Ltd. Food Tourism is the key focus for the event and the location and local food source is a huge income opportunity for the Trust. • STRANRAER IN BLOOM: Annually, the trust helps to organise Stranraer In Bloom through the support of volunteers. The event looks to improve the experience of Stranraer by putting new planters along the sea front and at other key locations. • STRANRAER YOUTH DEVELOPMENT TEAM: The youth development team's purpose is to strengthen communication mechanisms between young people in the town and local decision makers. Members gain real life project experiences and build key skills. The aim is to help young people to become active stakeholders in the regeneration of the town.
<p>Point of contact:</p> <p>Romano Petrucci, Chair T: 01776 748 812 @ - info@stranraerdevelopmenttrust.co.uk A: Clock Tower, Market Street, Stranraer, DG9 7RF W: https://www.stranraerdevelopmenttrust.co.uk</p>	<p>Key links and documents:</p> <p>Stranraer Development Trust - Facebook</p> <p>Gateway to Galloway</p> <p>Stranraer Oyster Festival 2022</p>



Thurso Community Development Trust

Community, individuals, groups, and local businesses working together for the benefit of



<p>Overview</p>	<p>The Thurso Community Development Trust was formed in 2018. The organisation adopted SCIO status in 2019 with the charitable objective of 'The advancement of community development principally within the community'.</p> <p>The Trust identifies itself as community members, taking community action, led by the issues and aspirations of the Thurso Communities. Through an enterprising approach, the Trust seek to create jobs, wealth, and a better Thurso for all.</p>
<p>Governance</p>	<p>The Trust is a Scottish Incorporated Charitable Organisation. It is made up of a Board of 9, 426 Members, Staff, and volunteers. Staff include a Development Manager and Project Officer.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <p>The aim of the trust is to celebrate Thurso and the community that live there. This includes improving the wellbeing of its people, protecting its environment, and boosting the local economy and community facilities.</p> <p>The Trust established both a Strategic plan 2019-2025 and a Tourism Development Plan 2019-2025 and the Discover Thurso website. As part of the Tourism Development Plan, four objectives were agreed:</p> <ul style="list-style-type: none"> • Responsible Marketing • Creating Impactful Experiences • Quality Experience Delivery • Active Travel & Moving Around <p>As part of the Strategic Plan for the Trust, the objectives include:</p> <ul style="list-style-type: none"> • Engaging with the Thurso community to empower local decision making • Partner with statutory and third-party organisations via Community Locality Planning to improve the lives of the Thurso community • Promote community activities and regeneration • Adopt a place-based approach to designing, developing, and delivering facilities and services • To create opportunities and diversification in the local economy so it strengthens and thrives <p>Notable success/progress/impact:</p> <ul style="list-style-type: none"> • THURSO TOWN MARKETS: The trust runs the monthly Town Market enabling local crafters and businesses and even other charities to host a stall to sell their products to locals and visitors alike. • HARBOUR TOILETS: Thurso Community Development Trust are the lease owners and managers of the Harbour toilets and through volunteer efforts have been able to upgrade the existing facilities for local and visitor use. • DISCOVER THURSO FESTIVAL: Supported by NatureScot and Highland LEADER Green Health Partnership, the Trust run the Discover Thurso Festival to celebrates Thurso's coast and green spaces through events, activities, workshops, walks and talks. This includes watersport taster sessions, art exhibitions, garden open days, walking tours and sea shanties.
<p>Point of contact: Helen Allan, Chair</p> <p>@ - info@thursocdt.co.uk A: 1 Rotterdam Street, Thurso, KW14 8AA W: https://www.thursocdt.co.uk/</p>	<p>Key links and documents:</p> <p>Strategic Plan - 2019-2025 Tourism Development Plan Discover Thurso Thurso Community Development Trust Facebook</p>



<p>Overview</p>	<p>Bid4Oban was established in 2012 with a clear aim of improving Oban as a commercial and tourist destination. It has supported not only the business community but also groups and organisation within the town through event funding grants, community project grants and commercial support for community organisations.</p>
<p>Governance</p>	<p>Bid4Oban is a Private Company Limited by Guarantee. It is funded and supported by Argyll and Bute Council and the Scottish Government. It is led by a board of directors and Chair and is supported by a Chief Executive.</p> <p>The business community vote every five years for the continuation of the BID. In this period, they work to a business plan that can adapt to the economic climate.</p> <p>Bid4Oban work in partnership with Argyll and the Islands Tourism Cooperative (AITC), Argyll and Bute Council and Scotland's Towns Partnership.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <ul style="list-style-type: none"> • Making the best first impression • Let's shout about what's happening in Oban • Extend the season • Making Oban the place to stay, explore and spend • Working together for a more prosperous future • Making our town easier to visit <p>Notable success/progress/impact:</p> <p>Under the tagline 'Love Oban' Bid4Oban have developed and maintain a website which hosts tourist information ranging from activities, events, accommodation, and eateries.</p> <p>Under the same branding, the town has a 'Love Oban' vouchers schemes that enables locals and tourists to spend in a range of shops under the scheme. Since its inception, Bid4Oban has supported, in kind and through financial grants, 51 events.</p> <ul style="list-style-type: none"> • SEA SHANTY FESTIVAL: In June 2022, Bid4Oban will host the Oban International Sea Shanty Festival hosting musical acts in the town and attracting tourists to enjoy performances, workshops and storytelling. • CLASSIC VINTAGE VEHICLE SHOW: In October 2022, a Classic and Vintage vehicle extravaganza will be held in conjunction with Oban and District Classic Vehicle Club. • WINTER FESTIVAL: Bid4Oban arranges the winter festival annually, which sees late night shopping, Christmas lights and festive events. In Easter, local markets have been held to attract tourists and locals alike to try local produce. • AMBASSADORS: There are 2 Bid4Oban Ambassadors who are a source of information for tourists to the area, including tourists who arrive by cruise ships to Oban North Pier Pontoons. • IMPROVEMENT GRANTS: Through improvement grants, Bid4Oban has awarded considerable funding (e.g. £50,000 in 2019) towards upgrading shop fronts, signage or generate redecoration to support local businesses promote their outlets.
<p>Point of contact: Andrew Spence, Chief Executive @ - info@bid4oban.co.uk A: 43 Stevenson Street, Oban, PA34 5NA T: 01631 569 915 W: www.bid4oban.co.uk</p>	<p>Key links and documents:</p> <p>Bid4Oban</p> <p>Business Plan</p> <p>Bid4Oban (Love Oban Local) Facebook</p>



Paisley FIRST

Business Improvement District



Overview	<p>Paisley FIRST is a Business Improvement District (BID) and a non-profit organisation. It is a 600-strong business organisation from within Paisley town centre. The BID receives investment from the business owners to direct towards improving Paisley town and the quality of life for it's community.</p>
Governance	<p>Paisley FIRST is a private limited company by guarantee and a non-profit organisation. It is made up of a board with representatives from the businesses within Paisley.</p>
Key points	<p>Key Aims and ambitions:</p> <p>Paisley FIRST's main aim is to help create a better business environment, a more attractive town centre for residents and visitors and a safe place to work and live. The investment from the BID goes towards marketing and promotional campaigns as well as events to try and reduce overall costs for businesses, to make Paisley safer and cleaner and to see economic growth in the area.</p>
	<p>Notable success/progress/impact:</p> <p>Paisley FIRST has organised a huge variety of events to further attract locals and tourists alike to the city, these include:</p> <ul style="list-style-type: none"> • PRIDE OF PAISLEY: A public art project seeing painted Lion figures placed around the city. At the end of the Summer in 2016, each were auctioned off to benefit two local hospices (ACCORD and St Vincents) raising £79,300. 40 smaller figurines were painted by local schools and placed around local businesses with the aim of attracting more visitors. • WINTERFEST: WinterFest was organised by Paisley FIRST in 2017 and Introduced to the town an Ice Rink, Big wheel and Christmas Market attractions. • THE NUTCRACKER TRAIL - Held at Christmas time, Wooden 'Nutcracker King' figurines were placed around the town inviting children and families to follow the trail and find all the kings that were placed In local businesses. • JURASSIC BRICKS: This consisted of a Lego Dinosaur Trail for 2 weeks during Summer 2018 around local businesses in Paisley. • MARKETING – Paisley FIRST publish Love Paisley magazine twice a year and also publish a Paisley Food and Drink illustrated map and Slug In a Bottle Pub trail leaflet.
<p>Point of contact: Colette Cardosi, Chair @ - ask@paisleyfirst.com A: 1 County Place, Paisley, Renfrewshire, Scotland, PA1 1BN T: 0141 237 8120 W: https://paisleyfirst.com</p>	<p>Key links and documents:</p> <p>Paisley First</p> <p>Paisley FIRST BID Area Boundary Map</p> <p>Paisley FIRST - Facebook</p>



<p>Overview</p>	<p>The Tweed Valley BID encompasses West Linton to Stobo, Peebles, Innerleithen, Walkerburn, Clovenforns, West of Selkirk and Eddleston following the River Tweed.</p> <p>The website first launched in 2018 with subsequent public meetings and eventually the formation of a steering group. It became incorporated in April 2020 and launched its 5 year 2020-2025 Business Plan in November 2020.</p> <p>The BID aims to work in collaboration with local businesses to see the Tweed Valley as an attractive, 'world-class' activity destination. The Tourism BID will fund and deliver projects in partnership with public sector agencies. The BID works through a banded scale of levy fees for those businesses participating and contributing to the BID. It is based on the non-domestic rateable value of each participating business and will not change during the first five-year term. The threshold is £2000. The fees are based on the cost of delivering the core projects identified as priority during the initial consultation process.</p>
<p>Governance</p>	<p>The Tweed Valley Business Improvement District is a Private Company Limited by Guarantee without capital share. It is made up of a board of directors as well as a steering group that provides direction to the development of the BID as well as the development staff. It has appointed a Project Coordinator and a Project Officer.</p>
<p>Key points</p>	<p>Key Aims and ambitions:</p> <p>The BID group aim to expand existing events and festivals as well as developing new, sustainable events in the area. At the same time, they seek to attract more business and inventive tourism year-round particularly in the should months, by Improving tourism infrastructure and facilities.</p> <p>Through their initial consultation process, the BID established 5 priorities:</p> <ol style="list-style-type: none"> 1. Marketing and promotion 2. Create a year-round calendar of events and festivals 3. Work with partners to improve tourism infrastructure 4. Attract corporate tourism all year round 5. Business Support and advocacy <p>Notable success/progress/impact:</p> <p>The Go Tweed Valley website advertises year-round events including cycling and running events, family and arts events as well as providing a comprehensive list for where to stay, where to eat and what to see while in the Tweed Valley.</p>
<p>Point of contact: Emma Guy, Project Coordinator @ - tweedvalleyemma@gmail.com A: Traquair House, Traquair, Innerleithen, EH44 6PW W: https://www.gotweedvalley.co.uk</p>	<p>Key links and documents:</p> <p>Go Tweed Valley</p> <p>Go Tweed Valley - Facebook</p>

Annex 2 – Long List

Organisation	Website
Angus Tourism Cooperative	https://www.angustourism.co.uk/
Arran Trust	https://www.arrantrust.org/
Assynt Development Trust	https://www.assyntdevelopmenttrust.org/
Aviemore and Glenmore Community Trust	https://www.aviemoreglenmoretrust.org/
Bid4Oban	www.bid4oban.co.uk
Ballintrae Trust	https://www.ballantrae.org.uk/village-organisations/the-ballantrae-trust/
Callendar Community Development Trust	https://incallander.co.uk/ccdt_home
Carloway Estate Trust	https://www.carlowayestatetrust.co.uk/
Dalgety Community Trust	https://dalgetycommunitytrust.co.uk/
Dornoch Area Community Interect Company (DACIC)	https://www.dornoch.org.uk/dornoch_focus_group
East Ayrshire Coalfield Communities	https://coalfieldcommunities.co.uk/
Forth Valley Leader	https://www.fvl.org.uk/
Gairloch and Loch Ewe Action Forum	http://www.galeactionforum.co.uk/page.php?page_id=2
Galloway and Southern Ayrshire UNESCO Biosphere	https://www.gsabiosphere.org.uk/
Galson Estate Trust	https://www.galsontrust.com/
Glen Urquhart Community Rural Association	https://gurca.co.uk/
Go Tweed Valley	https://www.gotweedvalley.co.uk/about-us
Greater Renfrewshire and Inverclyde Local Action Group	https://grileader.co.uk/
Here We Are - Cairndow	https://hereweare-uk.com/
Huntly Development Trust	https://www.huntlydt.org/
Inverclyde Tourist Group	https://www.inverclydetouristgroup.co.uk/content/about-group/
Isle of Luing Atlantic Islands Centre	https://isleofluing.org/atlantic-islands-centre
Isle of Ulva	https://www.ulva.scot/
Kilmadock Development Trust	https://doune.co/home/visit/kilmadock-development-trust-and-information-centre/
Lanark Community Development Trust	https://lanarktrust.co.uk/

Levenmouth Local Tourism Association	https://www.fifetourismpartnership.org/associations/levenmouth/
Love Lochs and Landscapes (Loch Lomond)	https://lovelochsandlandscapes.co.uk/
Loch Ken Development Trust	https://lochken.org.uk/
Milngavie Business Investment Districts	https://www.milngaviebid.com/
Minginish Community Hall Association (MCHA)	http://www.spanglefish.com/minginishcommunityhall/
Morvern Community Trust	http://www.morvern.org/
Oban Communities Trust (OCT) Rockfield Centre	https://www.therockfieldcentre.org.uk/
One Dalkeith	https://dalkeith.org.uk/aboutonedalkeith/
Paisley FIRST	https://paisleyfirst.com/
Papa Stour History & Community Group	https://www.papastourhcg.org/
Portgordon Community Trust	https://m.facebook.com/groups/711776022670377/
Portsoy Community Enterprise	https://portsoy.org/
South Kintyre Development Trust	https://www.skdt.org/
Staffin Community Trust	https://skyeecomuseum.com/why-staffin
Stranraer Development Trust	https://www.stranraerdevelopmenttrust.co.uk/sdt_projects
Thurso Comunity Development Trust	https://www.thursocdt.co.uk/the-trust
Tomintoul & Glenlivet Development Trust	https://www.tgdt.org.uk/tomintoul-glenlivet-development-trust/
Uist (Uist Beo)	https://uist.co/about/
Visit Inverness Loch Ness	https://www.visitinvernesslochness.com/
Wester Ross Biosphere	https://www.wrb.scot/