



## **BANFF DEVELOPMENT PARTNERSHIP**

### **VISION AND ACTION PLAN: 2016 – 2021**

#### **2021 Vision**

Banff is a connected, prosperous destination, where businesses are developed and its coastal location on the Moray Firth is maximised. Cultural and heritage assets are enriched, to create an attractive townscape and so people are inspired to become the best they can be.

## Introduction

The Banff Development Partnership Action Plan is a plan for the strategic change of Banff involving the public, private and third / voluntary sector of Banff. It brings together those proposed changes to the physical, economic and community environments of Banff to achieve the vision set out at the front of this document. Transformational change takes time, this plan looks over a five year period to initiate longer term change whilst providing shorter and medium term interventions to provide momentum and confidence. As a Development Partnership principally concerned with securing and developing Banff as an excellent economic and service centre, we aim to strengthen all partners when needed and provide the extra impetus to those delivery major change to the community in Banff, ensuring we achieve our longer term vision.

## Action Themes

The Plan uses the three Action Themes identified as part of the Strategy development process and refines these into specific action programmes and a series of projects. The Themes are as follows:

**Diverse Economy:** Helping enterprising individuals with innovation and creativity to grow indigenous businesses so as to build a more diverse and resilient business base and a higher wage economy in Banff. This includes helping businesses look wider and deeper for opportunities.

**Infrastructure & Connectivity:** Securing the regeneration and re-use of key sites and buildings and delivering the infrastructure and capability to facilitate business and community success.

**People and Community:** Health and well-being are fundamental to Banff's economic growth. Community momentum and cohesion will be improved with individuals confident to work together and inspired to celebrate their culture, their sense of place and make improvements to their career opportunities.

## Evidence Based Plan

The Banff Vision & Action Plan 2016-2021 has been developed based on the following evidence:

- **Social & Economic Baseline** (See Appendix A) that highlights challenges like energy sector restructuring, lower household income, ageing population, fuel poverty and health inequality issues like obesity.
- **Development Partnership Led Process:** with events on 18th May and 22<sup>nd</sup> June (See initial 'Mind Map')
- **Strong Policy Fit:** with Emerging Scottish Government and Aberdeenshire Council policy for example including:
  - **Scotland's Economic Strategy** (2015) which sets out an overarching framework to achieve a **more productive, cohesive and fairer** Scotland and prioritises boosting **investment** and **innovation**,

Banff Development Partnership Action Plan 2016 - 2021 supporting **inclusive growth** and maintaining the focus on increasing **internationalisation**.

- The **National Review of Town Centres: SG Action Plan (2013) One Year On (2014) & Town Centre Toolkit (2015)**. The main focus of the 2013 review was on **Community and Enterprise and the Action Plan** highlights the '**Town Centre First Principle**'.
- **Marine tourism** is a priority sector in Scotland and the focus of the *Marine Tourism Strategy (2015)*

The **New Regeneration Strategy for Aberdeenshire – From Strategy to Action – Developing Excellence in our Coastal Communities (March 2016)** with the three key themes of **people, places and prosperity** (See Key Outcomes)

**Glossary of Acronyms**

AC – Aberdeenshire Council	BCTP- Banff Coastal Tourism Partnership
BBA - Banff Business Association	VA- Visit Aberdeenshire
NESCOL – North East Scotland College	NHS – National Health Service
BG – Business Gateway	STEM – Science, Technology Engineering and Maths.
CPP – Community Planning Partnership	HES- Historical Environment Scotland
BPS- Banff Preservation & Heritage Society	SDS-Skills Development Scotland



1.3	<b>Town centre business support: 'Retail Plus 2'</b>	<ul style="list-style-type: none"> <li>- Promote service &amp; food business opportunities in the town centre utilising hard evidence/data</li> <li>- Promote digital skills see Banff Digital (Project 1.4 below)</li> <li>- Campaign &amp; 'shop local' actions to boost awareness of local business between businesses and with the public so as to increase spend &amp; boost inter trade spend</li> <li>- Programme of arts/heritage/sport events/festivals that involve town centre businesses to encourage footfall (See Projects 1.6 &amp; 3.2.)</li> </ul>	Short High	<b>BBA/ AC</b>	£100k	£50k	Business assists (10) Business growth (5) Business start up Employment Visitors/footfall
1.4	<b>Banff Digital</b>	<p>Promote digital skills to increase turnover growth and joint marketing in the town centre and with other businesses to take advantage of improved broadband/Wi-Fi. Specific actions:</p> <ul style="list-style-type: none"> <li>- Develop and promote town centre Wifi</li> <li>- Locally delivered awareness-raising, training (on social media use, search engine optimisation, online marketing, website design, cloud computing etc.),</li> <li>- Seminars, 'digital health checks'</li> <li>- Research &amp; develop opportunities for increased digital based income streams and digital / technology sector representation to include apps development research: support targeted on individuals/specific groups of businesses.</li> </ul>	Short/2016 High	<b>AC</b>  Banff businesses  BG	£60k With Macduff	£60k With Macduff  LEADER	<p>Use of social media (15) Business growth Business start-up (3) Employment</p> <p>No of new digital / technology businesses</p> <p>Increased income streams to individuals</p>
1.5	<b>Attract additional public sector jobs</b>	Actively promote Banff within Aberdeenshire Council when decisions	Medium High	<b>AC</b>	£0k	Depends on nos	Increased employment opportunities

		on relocating staff as part of potential 'head office' relocation are being considered.					Income diversification
1.6	<b>Add more value to local food and drink products</b>	<ul style="list-style-type: none"> <li>- Investigate new supplier development opportunities to enhance supply chain value &amp; encouraging career &amp; business opportunities in the sector.</li> <li>- Facilitate new businesses to start up</li> <li>- Facilitate engagement between the research base/universities &amp; the local food and drink sector to deliver opportunities to innovate particularly around nutrition &amp; health.</li> <li>- Develop linkages with the local tourism sectors to increase economic impact by having a distinctive local food &amp; drink proposition</li> <li>-Develop a "Food City" approach</li> <li>- Help build the capability/ capacity of the local food/drink supply base to ensure they are able to supply the regional/national events sector. Success at events is judged, in part, on the food and drink offering.</li> </ul>	Short 2016/2017  High	<b>AC</b>  BG  SDS  Local businesses  Developing the Young Workforce  BCTP	£90k	£90k In kind	Business assists (6) New entrants (5) Employment
1.7	<b>Banffshire tourism product development</b>	Develop marketable Banff products/packages as part of the Aberdeenshire Coastal Trail and Scotland's Dolphin Coast (recognised by National Geographic as one of the best in the world) to ensure visitors spend more time and money in Banff. This includes:	Long Medium	<b>VA</b>  BCTP  Local businesses	£25k With Macduff	£25k With Macduff In kind	Business assists (4) Visitor nos: +10% PA increase Visitor spend Business growth Employment

		<ul style="list-style-type: none"> <li>- Utilise the woodland asset of Wrack woods more, developing a woodland experience.</li> <li>- Promoting a programme of community events (See Project 3.2)</li> <li>- Facilitating the provision of more choice of accommodation: (e.g. self-catering, Airbnb 'bolt hole', bunk house, camping/glamping) of the right quality appropriate for today's markets.</li> <li>- Promote higher value visitor packages and tasters targeted at international markets: e.g. marina &amp; food/drink &amp; accommodation, arts tasters with Duff House, restaurants, venues &amp; local guides</li> </ul>					
1.8	Improve the area profile to attract professional staff such as doctors and teachers.	Develop imagery and video input to market the area on line and to target specific groups of individuals to key posts.	Short term Medium impact	<b>Businesses / community planning partners</b>	5K	5K	Material produced and distributed.
1.9	Reduce barriers to business success	Identify barriers and encourage solutions for businesses to start and grow faster, for example consider planning systems and business engagement with statutory authorities / red tape and encourage ways to minimise or deal more effectively with policy and legislation.	2016	AC			
<b>TOTALS</b>					<b>£435k</b>	<b>£535k + In kind</b>	

<b>Action Theme 2 – Infrastructure and Connectivity</b>							
<b>Aim</b>	Securing the regeneration and re-use of key sites and buildings and delivering the infrastructure capability to facilitate business and community success.		<b>Outcome</b>	Key sites and buildings are reused/re-developed, leading to the transformation of the townscape, new local economic activity and the community develop an increased pride of place as a result.			
<b>Action</b>	<b>Objective</b>	<b>Action</b>	<b>Timescale Impact</b>	<b>Lead</b>	<b>Regen Budget</b>	<b>Leverage /Other</b>	<b>Output Measure</b>
2.1	<b>Secure the regeneration and reuse of redundant property.</b>	Property Investment Fund targeted at empty town centre properties	Medium High	<b>Private property owners and developers</b>  AC	£0k (separate budget line)	£100k PIF	£ investment made (£400k) No phase 1 & 2 grants sourced (6) No properties improved (6)
		Lower Town CARS scheme: the grant funding is intended to assist property owners along Bridge Street to conserve, repair or maintain their buildings to a heritage standard, appropriate to the status of the outstanding conservation area.	Short/ Medium  High	<b>Private property owners</b>  AC  HES	£20k	£500k £200k	£ investment made (£820k)  No properties improved (7)
		Proactive planning approaches includes:  - Contacting landowners & encouraging them to bring their property back into use - Helping them to source grants/loans and to navigate through the consents that they need, particularly for historic buildings. - If landlords and leaseholders do not behave responsibly, using statutory powers such as Planning Section 179 notices, the Power to Advance Well-Being, repairs notices & possibly Compulsory Purchase Orders. - Aberdeenshire Council can also submit planning applications for key sites to gain	Medium	<b>AC</b>	£80k	In kind	Owners contacted  £ investment made (£800k)  No properties improved (5)

		planning consents for speculative proposals which can then be used to market sites.					
		Aberdeenshire Council Property Disposal Strategy: proactive marketing of surplus properties with development brief/prospectus as appropriate	Medium Medium	<b>AC</b>	£15k	£15k	£ investment made (£400k)  No properties developed (4)
2.2	<b>Promote an improved network of walking &amp; cycling routes that are interesting, engaging &amp; motivate frequent use.</b>	<ul style="list-style-type: none"> <li>- Invest in walking/cycling network to encourage active travel for locals (safe routes to school) &amp; visitors with improved signage/promoted routes supported through the Travel Town Programme.</li> <li>- Develop a cycle friendly town centre: install bike stands &amp; secure storage at key locations.</li> <li>- Create inspiring walking &amp; cycling routes through Banff and Macduff linked to National Cycle Route 1/Aberdeenshire Coastal Trail e.g. Banff Heritage Trail, Banff Harbour and Banff- Whitehills Circuit</li> </ul>	Short  2016/ 2017  Medium	<b>AC</b>  Sustrans  Businesses  Travel Town Programme	£20k	£60k	Utilisation of routes  Nos of bike stands & utilisation.  Visitor nos: +10% PA
2.3	<b>A947 road investment &amp; improve connectivity &amp; circulation between Banff and Macduff</b>	<p>A947 has frequent bends &amp; poor visibility &amp; reputation as a dangerous &amp; frustrating route to drive. Improvements are crucial:</p> <ul style="list-style-type: none"> <li>- encourage and support the approved Route Improvement Strategy (20 year).</li> <li>- Banff Bridge is a particular 'pinch point'</li> </ul>	Short/ Medium  Medium	<b>AC</b>	£0k	From TP	Decisions influenced on route improvement
2.4	<b>Lower Banff Redevelopment</b>	<ul style="list-style-type: none"> <li>- Completion of feasibility report and provide guidance to potential developers of lower Banff.</li> </ul>	Medium  Medium	<b>AC</b>	£0k	Feasibility report	Identification of redevelopment projects & Improvements to lower Banff area

2.5	<b>Ensure an adequate supply of marketable employment land.</b>	<ul style="list-style-type: none"> <li>- Research &amp; identify future requirements including future demand for brown and green field land</li> <li>- Take account of competing uses e.g. demand from care homes / sheltered housing</li> <li>- Market intervention if required</li> </ul>	High Medium	<b>AC</b>	£10k	Depends on sites investment	<p>Increase in marketable employment land</p> <p>New business investment Business start up Employment</p>
2.6	<b>Apply town centre first principle</b>	<p>Aberdeenshire Council and partners will continue to invest in Banff town centre and help the community thrive. In particular:</p> <ul style="list-style-type: none"> <li>- Adopt an approach to decisions that considers the vibrancy of Banff town centre as a starting point so that the health of the town centre features in relevant decision making processes to take account of medium to longer term impacts on the town centre.</li> <li>- Town centre locations are not always suitable, but the rationale for locating elsewhere will always be evidenced and transparent.</li> </ul>	Short/ Medium  High	<b>AC</b>  Community Planning Partners	£0k	Town centre investment	Improved vibrancy of Banff town centre
2.7	<b>Improve housing quality &amp; choice</b>	<p>Through the Property Investment Fund, Empty Homes Loan Fund and other housing related investments, work with developers and partners to identify suitable properties for conversion of existing buildings into good quality loft apartments, flats and town houses.</p> <p>To raise the awareness and promote self-build, the custom build sector and live-work</p>	Short/ Medium  High	<b>AC</b>  Property owners  Local builders  Individuals	£30k	PIF EHLF	<p>Number of housing projects &amp; housing units provided</p> <p>Town centre residential population</p>

	<p>as a means of delivering an alternative approaches to housing provision in Banff.</p> <p><b>Self-build</b> projects are where someone directly organises with a group of likeminded individuals the design and construction of their new home.</p> <p><b>Custom build</b> homes tend to be those where the individual works with a specialist developer to help deliver a specific type and specification of home.</p> <p>Aim is also to promote small/micro sites to local builders.</p>					
			<b>TOTALS</b>	<b>£175k</b>	<b>£875k + In kind</b>	

<b>Action Theme 3 - People and Community</b>							
<b>Aim</b>	Health and well-being are fundamental to Banff's economic growth. Community momentum and cohesion will be improved with individuals confident to work together and inspired to celebrate their culture, their sense of place and make improvements to their career opportunities.		<b>Timescale Impact</b>	Improved health statistics, increased community capacity and a stronger third sector with individuals and businesses improving productivity and pay so that average incomes continue to rise.			
<b>Action</b>	<b>Objective</b>	<b>Action</b>	<b>Completion</b>	<b>Lead</b>	<b>Regen Budget</b>	<b>Leverage/ Other</b>	<b>Output Measure</b>
3.1	<b>Health &amp; wellbeing: key component of economic growth: develop innovation &amp; aspiration within community &amp; in individuals</b>	Health and well-being are fundamental components in a competitive Banff economic growth offer for existing and new business, residents and visitors. Actions include: <ul style="list-style-type: none"> <li>- Support clubs to develop sailing and marine skills</li> <li>- Using sports &amp; arts development to promote pathways &amp; hubs so that individuals gain confidence; learn new teamwork, communication &amp; employability skills and above all help raise aspirations with links to 'Curriculum for Excellence'</li> <li>- Promote successful health and wellbeing outcomes including increasing physical activity levels to increase life expectancy and decreasing health inequalities.</li> </ul>	Medium	<b>Community Planning Partners</b>  NHS  Banff Academy  AC	£20k	£20k In kind	No of volunteers (30) Volunteer hours (300)  Increase life expectancy  Decreasing health inequalities
3.2	<b>Strengthen local third sector organisations : enabling and motivating community groups to grow</b>	Based on the existing community networks & social capital in Banff, use capacity building to further strengthen collaboration between existing groups & different generations. Opportunities include:  <ul style="list-style-type: none"> <li>- Regular biannual information exchange &amp; networking events</li> </ul>	Medium	<b>Community Planning Partners</b>  NHS	£35k	£35k In kind	No of events  Membership/volunteers involved in groups  No of volunteers (20) Volunteer hours (200)  New & younger members

		<ul style="list-style-type: none"> <li>- Promote more volunteering in Banff to include an initial audit/database of existing skills in the local community</li> <li>- Grow &amp; upscale existing and develop new events e.g Coast Festival &amp; Meal House/ silversmithing</li> <li>- Develop a calendar of events with improved coordination &amp; promotion</li> <li>- Focus on improving the capability &amp; sustainability of third sector organisations in Banff &amp; widening membership among young people</li> <li>- Look to increase the level of social entrepreneurship in Banff and support individuals to adopt an enterprising approach to social opportunities</li> <li>- Utilisation of culture &amp; heritage as drivers for celebrating community &amp; sense of place</li> </ul>					
3.3	<b>Local Innovation Fund : Develop social and cultural events</b>	- Establish a 'funding pot' that distributes funds on 'participatory budgeting' principles to encourage the development of sustainable community based events and community arts/sports and other uses that would utilise empty spaces.	Short Medium	AC	£10 with Macduff	£5k In kind	No of successful events (10)
3.4	<b>Enthuse, motivate, educate, support &amp; above all raise attainment &amp; aspirations in Banff.</b>	<ul style="list-style-type: none"> <li>- Partnership support to raise attainment &amp; improving levels of aspiration</li> <li>- Partnership actions to create a centre of excellence approach to inspire all students to study &amp; build careers using science, technology, engineering &amp; maths (STEM) and links to local economic opportunities</li> <li>-investigate cultural and arts methods to raise aspirations.</li> </ul>	Medium Medium	<b>Community Planning Partners</b>  Developing the Young Workforce  Banff Academy	£30k  With Macduff	£45k In kind	Attainment levels Skills development Productivity Business growth Wage levels Girls/women in local technology companies

		- Identify & ensure the support of 2/3 local role models		NES College Local business			
3.5	<b>In work career progression through career management (CM)</b>	Aim is to work with local businesses/employees to empower more people to take control of their career by acquiring a set of skills that lead to lifelong successful career planning. It supports skills development & economic growth by putting the right people in the right jobs connecting the needs of people and businesses.	Medium	<b>Community Planning Partners</b>  SDS/CMS	£5k	£5k In kind	Attainment levels Skills development Productivity Business growth Wage levels
<b>TOTALS</b>					<b>£100k</b>	<b>£110k + In kind</b>	

**Notes**

Timescale: Short: years 1 & 2, medium years 3-5, long: 5 years +

Impact: High, medium & low

## OUTPUTS & OUTCOMES

The Action Plan is designed to be a dynamic document with changes being made to it on a regular basis as projects are completed, deleted or new ones identified. The corresponding Outputs will also therefore change. Much of the action plan will also produce important intangible outcomes, for example increases in civic pride, confidence, more positive external perceptions and ambition. Although these are harder to measure, monitoring and evaluation reports will attempt to identify progress on these key outcomes of regeneration work. It will be pertinent to consider formal evaluation mid way through the plan. The Outputs of the current Action Plan are summarised as follows:

<b>OUTPUT DESCRIPTION</b>	<b>TARGET</b>
Leverage (1)	£1,520,000
Regeneration Budget Spend/Investment (2)	£710,000
Other Budget Spend/Investment (3)	£1,620,000
Total Investment = 1+2+3	£3,850,000
Jobs Created/Sustained	60
Business start up / New Business	14
Instances of Business Assistance	30
Instances of Community Assistance	15
Events Supported	10
In Kind contributions (Social Audit values)	£50k
No. of Volunteers	50
Volunteer Hours	500
Income/Investment Attracted	

## KEY OUTCOMES

The key outcomes for the Banff Regeneration Action Plan 2016-2012 are driven by the New **Regeneration Strategy for Aberdeenshire (March 2016)** where the three Key Themes are simple and straightforward namely:

**People** – ‘From educational attainment and lifelong learning to active and healthy lifestyles, we depend on people who are willing to not only help themselves but others too. The things we want to achieve will need **educated and well-trained individuals whose skills attract employment that pays well, with good working conditions.** We need **enterprising individuals** whose innovation and creativity can grow **indigenous businesses** which make the most of our resources and opportunities. We also need to have resources in place to help those who are **disadvantaged**, whether temporarily or permanently, so that they can achieve their own potential.’ Therefore the **key long term outcomes** are:

- 1. Ensure *educated and well-trained individuals* whose skills attract employment that pays well, with good working conditions.
- 2. Provide people with a healthy, safe, pleasant, interesting and active community and environment whether they are resident or visitors.

**Places** – ‘Quality People need Quality Places. The physical realm, the **quality of our housing, recreational, retail, health facilities and natural assets** are key to attracting and retaining the businesses and individuals that drive a successful and thriving location. The **Property Investment Fund** will play a crucial role, as will the **Town Centre First Principle** in prioritising investment and retaining vibrancy. Our towns have **unique assets, fantastic harbours** which root commercial activity and connect Aberdeenshire to other continents and trading cities’. Therefore the **key long term outcomes** are:

- 3. Reduce *Places of Dereliction* by conserving our built and natural heritage, along with environmental improvements and bringing underused properties and brownfield sites back into use.
- 4. Increase *Development Activity* by identifying potential places for mixed use, housing and commercial development in line with the Local Development Plan.

**Prosperity** – ‘Maintaining economic conditions will be a challenge with the volatility in the energy sector. However our coastal communities are more independent of this sector and with other opportunities to realise, we need to **help businesses look wider and deeper for those opportunities.** With quality people and places there are few boundaries to our prospects for achievement, success and prosperity. With that prosperity comes the opportunity to invest for the future’. Therefore the **key outcomes** are to:

- 5. Increase *Enterprise Activity* including new enterprises, the growth and diversification of indigenous businesses and remove barriers to inward investment

- 6. *Increase Prosperity* through skills and education and the provision of permanent employment at Living Wage pay levels that reduce reliance on benefits and tackle poverty and inequalities.

## Process and Evidence

### An Evidence Based Plan:

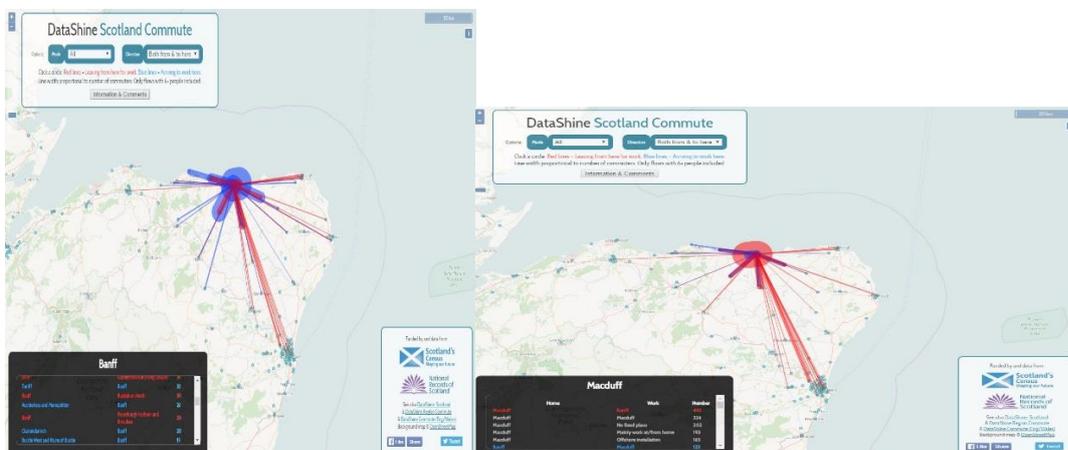
The following summary evidence was presented to the Banff Development Partnership and originates from a range of sources including; The Banff and Buchan Community Plan Strategic Assessment, Nomis, Scottish Neighbourhood Statistics, Datashine Scotland and Datashine Commute (Census 2011), Business Gateway and North East Scotland: Monthly Economic Report.

### Statistical background:

- **Economic:**
- Employment March 2015 – 185 people were claiming job seekers allowance. March 2016 rise to 295 – lowest Aberdeenshire uplift but still significant. Increasing pressure as energy sector restructures.
- Income – Average household income (median) 2013 Banff £22,877 Macduff £22,824 Aberdeenshire £32,879. Likely to reduce further as those leaving the energy sector will struggle to secure similar wage levels.
- pay discrepancy – women paid an average of £300/week less than men. Could be sectoral bias (retail, tourism, care). Could also be linked to aspirational deficit.
- Symbiotic relationship with Macduff. Social and economic linkages across Moray
- Sectors of significance – public administration / agriculture / tourism / retail / care
- Business start up rate across Aberdeen City and Shire has increased in 2015 / 2016 (1163 of which 685 in Aberdeenshire). 20 new businesses in Banff between April 2015 and March 2016

### Commuting patterns and settlement function:

Data capture from Datashine Scotland Commute (2011 Census) indicating commuting flows (blue inward, red outward). Banff functions as a service centre in terms of jobs, Macduff largely as a residential settlement with important inflows to the harbour area.



**Educational Attainment:**

	S4: % of pupils with 5+ awards at SCQF level 3		S4: % of pupils with 5+ awards at SCQF level 5		S5: % of pupils with 3+ awards at SCQF level 6		S5: % of pupils with 5+ awards at SCQF level 6	
	2014	2015	2014	2015	2014	2015	2014	2015
Banff Academy	80.6%	81.6%	29.2%	35.8%	26.4%	22.2%	9.3%	6.9%
Fraserburgh Academy	58.3%	63.6%	26.1%	33.6%	26.1%	22.5%	9.4%	8.0%
Peterhead Academy	80.5%	84.1%	24.5%	29.3%	13.5%	21.8%	5.5%	9.7%
Aberdeenshire	87.3%	85.4%	44.1%	45.5%	33.2%	38.0%	15.8%	17.5%

Source:Insight

**Socio – Economic:**

- Ageing population – particularly high percentage of 60-64 age group
- Approximately 1/5 of children across Banff & Buchan are estimated to be in poverty after housing costs – 38.3% of single parent families were out of work.
- Fuel poverty – Banff and Buchan have highest levels of fuel poverty in Aberdeenshire. More than ¾ of the intermediate geography areas (geographies containing between 1,000 and 2,500 households) in B&B are estimated to have high (30-40% of houses in fuel poverty) or Very High (40% of houses in fuel poverty) levels of fuel poverty (Community Planning Strategic Assessment). HEAT (Home Energy Advice Team) is operating in the area.
- Community participation strong but community cohesion weaker.

**Physical:**

- High vacancy rates – 22% quoted in University of Stirling report, amongst worst in Scotland due to consistent and significant buildings being vacant – e.g. Smiddy, Deveronside, Crown Motors etc.
- Community concern over town centre physical realm – HRI exercise
- Strong architectural merit and coastal location strengths & challenges

**Early Formation of the plans:**

The evidence above was discussed at the first Development Partnership meeting which stimulated a varied and engaging conversation about the actions needed. The input from the first meeting was presented at the second meeting as a mind map (below), showing how projects linked to themes, objectives and the overall vision. This was then used to further explore themes, actions and their context. This feedback then formed the basis of the action plan which was then discussed in detail and changes taken into account in the final action plan.

Mind Map:

# Banff Development Partnership Action Plan 2016 - 2021

