

Aden Country Park Development Plan

[Making the Most of Aden Country Park Project]



Neil Shirran
Aden Development Worker
Buchan Development Partnership



[March 2012]



Contents

1. Executive Summary	4
2. Introduction	7
2.1 What Stage is Aden Country Park at?	7
2.2 Why is a Plan Needed?.....	8
2.3 Who is the Plan for?.....	8
2.4 Structure of the Plan	9
3. Background	9
3.1 Location.....	9
3.2 Local Community	10
3.3 Ownership	12
3.4 Governance & Management	12
3.5 Aden Development Group	12
3.6 Aden Working Group	13
3.7 Aden Development Worker	13
3.8 Collections Development Officer	14
3.9 Policy Context.....	15
3.10 Social Context	15
3.11 Economic Context	16
3.12 Education and Learning Context	16
3.13 Historic Context	17
3.14 Visitor Numbers	18
4. Community Consultation	19
4.1 Aden Country Park Questionnaire	19
4.2 Buchan Development Partnership Forum	25
4.3 Knowledge & Skills Exchange Visits	27
4.4 Friends of Aden Country Park.....	27
5. Vision & Aims	28
6. Objectives	28
6.1 Objective One	29
6.1.1 Establish a Trust.....	29
6.1.2 Employ an Aden Manager / Co-ordinator	33
6.1.3 Develop the Friends of Aden Country Park Initiative	33
6.2 Objective Two.....	34
6.2.1 Aden Country Park Buildings & Facilities	34
6.2.2 Restaurant / Café & Ice Cream Kiosk	36
6.2.3 Craft Shop & Work Shop	41

6.2.4 Aberdeenshire Farming Museum	43
6.2.5 Aden Theatre	49
6.2.6 Hareshowe Farm.....	54
6.2.7 North East Folklore Archive (NEFA)	57
6.2.8 ARC Recording Studio.....	59
6.2.9 Book of Deer	64
6.2.10 Coach House	65
6.2.11 Grieve’s House	66
6.2.12 Forester’s Cottage	67
6.2.13 Gate Lodges	68
6.2.14 Gardener’s Cottage	70
6.2.15 Plant Nursery / Walled Garden.....	71
6.2.16 Sawmill.....	74
6.2.17 Coach Park.....	75
6.2.18 Natural History Cabin & Countryside Ranger Service.....	77
6.2.19 Caravan & Camping Park	78
6.2.20 Arboretum	80
6.2.21 Children’s Play Area	82
6.2.22 Horse Arena & Bridle Path.....	83
6.2.23 Park Land.....	84
6.2.24 Events.....	89
6.3 Objective Three	92
7. Actions	95
8. Monitoring & Review.....	95
9. Action Plan	97
10. Prioritisation.....	103
11. Sources of Funding.....	107
Appendix 1. Country Park Visitor Numbers	111
Appendix 2. Aberdeenshire Farming Museum Visitor Numbers.....	113
Appendix 3. Asset Transfer Process.....	115
Appendix 4. Outline of Asset Transfer Assessment Process	117
Appendix 5. Aberdeenshire Farming Museum & Hareshowe Farm Budgets	118
Appendix 6. Aden Country Park Budgets 2010/2011	119
Appendix 7. Gate Lodges - Design Proposals	120
Appendix 8. Renewable Energy Options.....	126
Appendix 9. Funding Opportunities	131

1. Executive Summary

The Aden Country Park Development Plan sets out a vision to shape Aden Country Park over the next five to ten years. The vision aims “to develop the asset of Aden Country Park, making full use of its rich cultural and environmental resources to improve and sustain the Park financially for future generations”

In order to achieve this vision, recommendations have been identified from the findings of public consultation and work carried out by the Aden Working and Development groups. These recommendations are grouped under three specific objectives:

Objectives

- Identify the best model to improve governance and management
- Identify development opportunities, revenue generation streams and potential funding sources
- Identify ways in which to promote Aden Country Park most effectively

Objective 1. Identify the best model to improve governance and management

The main model being investigated for improving governance is the development of a new independent charitable trust.

Agreement has been reached by both the Aden Working and Development Groups that all commercial aspects within Aden Country Park would be better managed by the formation of an independent trust; whilst the management, maintenance and enhancement of the Park landscape and plant nursery will stay with Aberdeenshire Council Landscape Services.

In conjunction with setting up of the independent trust there are two models / options of asset transfer which are being investigated, these are:

- **Option 1 – Asset Ownership**
A new trust set up to take over ownership and management of all commercial aspects (including buildings) of Aden Country Park.
- **Option 2 – Asset Management**
Aberdeenshire Council to retain ownership of Aden Country Park with the proviso of allowing a new independent trust to manage all commercial aspects (including buildings) located within Aden Country Park.

The Aden Working Group has contacted the local Aberdeenshire Council Community Asset Transfer (CAT) team to get an “in principal” Stage 1 decision as to whether any of the buildings within Aden Country Park could be made available for asset transfer. The group has recently received confirmation that the Aden Caravan & Camping Park, Gate Lodges, Forester’s Cottage, Gardener’s Cottage, and Craft Shop are available for asset transfer.

Objective 2. Identify development opportunities, revenue generation streams and potential funding sources

This objective aims to identify areas of Aden Country Park that have the potential to be developed, establish how they can be developed, the level of investment required, where revenue can be generated, if funding is required, and where potential funding can be sourced to pay for any developments.

The most immediate development opportunity highlighted is taking over management of the Aden Caravan & Camping Park. Earned income from this opportunity could potentially be used to not only to reinvest and grow the Aden Caravan Park but also to potentially help fund other related social enterprise opportunities within Aden Country Park.

Additional opportunities related to the Caravan & Camping Site include the development of the Forester's, Grieve's and Gardener's cottages, along with the two Gate Lodges.

It is important to note that full assessment of the impact of any proposed development on the existing "ambience" of Aden Country Park will be given full consideration.

Objective 3. Identify ways in which to promote Aden Country Park most effectively

Some of the main issues relating to the marketing and promotion of Aden are the same as the management and governance of the park i.e. for successful marketing, promotion, and management of the Park this must be done holistically.

Marketing and promotion methods are highlighted in the development plan, alongside the importance of the role that the Friends of Aden Country Park can play within the Park

Actions

Within each objective a series of actions are highlighted. Each action is marked as either Very High, High, Medium or Low priority. Actions marked as a 'Very High' will provide the initial focus in terms of delivering the plan over its first year, whilst actions marked as 'High' priority will become the focus in years two and three. Those marked as 'Medium' will become a focus over the three or four years and actions marked as 'Low' priority will become a focus in year five, and are more likely to continue beyond the lifespan of this plan.

It is important to stress at this point that all actions in the Aden Country Park Development Plan are very much *suggested* actions that will each require further research and development work to determine their feasibility and suitability for Aden Country Park

In conclusion the Aden Country Park Development Plan aims to guide and provide suggestions for the development and sustainability of Aden Country Park, providing proposals to aid effective and efficient management. Specifically the plan looks to:

- Raise Awareness, Involvement and Build Consensus
- Plug Knowledge Gaps
- Identify Revenue Generating Opportunities
- Establish a Framework for Decisions

- Promote Strategic Planning
- Agree an Action Plan
- Plan for Change
- Monitor and Review

The Plan is also intended to be a working document which is sufficiently flexible and realistic, to react to change and opportunities, while seeking to improve the quality of Aden Country Park in the short, medium and long term.

2. Introduction

Aden Country Park in Mintlaw, Aberdeenshire, is a 230 acre country park in the heart of Buchan. Aden (pronounced Aa-den), meaning bonnie burn or brae, offers a warm welcome, beautiful surroundings, and a wide range of opportunities for relaxation and recreation for individuals, families, and groups to enjoy.

Aden, often referred to as “the jewel in the Buchan crown” has, for a second year in a row, been recognised as one of the country’s best green spaces with a prestigious Green Flag Award. The award recognises and rewards the best parks in the country and Aden impressed the judges with its excellent use of green space, well-maintained facilities and high standard of safety and security.

Situated in the heart of the park lies a semi-circular farmstead Grade A listed building built around 1800 and a coach house built in 1832. This now houses the award winning Aberdeenshire Farming Museum, containing a Recognised Collection of National Significance awarded by the Scottish Museums Council (SMC), now called Museums Galleries Scotland (MGS).

Other facilities on offer at the park include a café/restaurant, children’s play area, picnic and barbeque sites, woodland and riverside walks, craft shop (Balance Crystals & Inner Harmony), Hareshowe Farm, North East Folklore Archive (NEFA), ARC Recording Studio, Book of Deer visitor centre, ice cream kiosk, SANDS and carers/sensory gardens, outdoor gym, dog agility and exercise area, fishing, horse arena and bridleway, car parking, toilets, and of course an enjoyable stay at the 4 Star Aden Caravan & Camping Park.

Apart from all these ‘organised’ uses the park itself provides beautiful surroundings simply for enjoyable walking for local residents and visitors to the area. The ruined mansion house creates a great deal of interest as does the fascinating Victorian arboretum which is now being complemented with its 21st century equivalent.

2.1 What Stage is Aden Country Park at?

In the current climate of economic recession and Council cut-backs, Aden Country Park is at a critical juncture where important decisions need to be made to determine the future success, and financial sustainability of the much loved Country Park.

A few years ago an Aden Consultative Committee was formed to look at how best to develop and sustain the asset of Aden Country Park. On behalf of this group Buchan Development Partnership successfully secured funding from LEADER for the “Making the Most of Aden Country Park” project. A Development Worker was appointed to produce a Aden Country Park Development Plan, looking at how best to promote, regenerate, financially sustain, and increase participation and public access to the Aden Country Park and all its amenities.

The Development Worker reports to both an Aden Working Group (3.6) and the renamed Aden Consultative Committee called the Aden Development Group (3.5). Consultation and feedback from both of these groups, coupled with the views of visitors to the Park, and local

Buchan community, has contributed to the information, ideas and concepts contained within this plan; their recommendations have also begun to frame its objectives and actions.

2.2 Why is a Plan Needed?

The Aden Country Park Development Plan aims to guide and provide potential commercial areas for the development and sustainability of Aden Country Park, providing proposals for the improvement to its effective and efficient management. Specifically the plan will look to:

- **Create a Vision for the Future of Aden Country Park**
- **Raise Awareness, Involvement and Build Consensus** by promoting Aden Country Park, encouraging stakeholder involvement, generating interest and support, resolving any conflicts of interest and working toward agreement
- **Plug Knowledge Gaps** by collating existing background information and identifying and prioritising what is missing
- **Identify Revenue Generating Opportunities** by collating research and analysis gathered on how each facility and service within Aden Country Park could generate income to help with future financial sustainability
- **Establish a Framework for Decisions** by setting an agreed direction and ensuring clear objectives and actions
- **Improve Strategic Development and Planning** by ensuring a cohesive approach and agreeing areas of development and responsibility
- **Agree an Action Plan** by establishing a programme of scheduled works, attributing costs and identifying funding
- **Plan for Change** by identifying internal and external factors and prioritising future requirements
- **Monitor and Review** by assessing change and providing a framework by which progress can be judged and priorities revisited

It is important to note that the Aden Country Park Development Plan will not resolve all the issues facing the Aden Country Park. Consensus building, asset transfer, and implementing change, is a long term process and that some judgements will inevitably require to be made from incomplete information. This plan is intended to be a working document which is sufficiently flexible and realistic, to react to change and opportunities, while seeking to improve the quality of Aden Country Park in the short, medium and long term. This Plan is only the starting point which looks to achieve the above statements of intent.

2.3 Who is the Plan for?

The potential audience for the Plan is diverse, given the range of parties with an interest in Aden Country Park. Different people will look to the plan in different ways, these include:

- The Aden Development and Working Groups, and local Councillors who want to know how the plan will help achieve the aims of Aden Country Park and deliver benefits for local residents;
- The local community who use Aden Country Park and want to know how it will be developed and when;

- The wider community who do not use Aden Country Park and want to know where it is, how to get there and what it offers;
- Recreation and community groups, as well as local schools and colleges, who want to know what Aden Country Park can offer and how they can contribute to it;
- Land managers who want to know how the plan’s proposals may affect them and whether they can have confidence that their concerns are being addressed;
- Partners with direct involvement in developing or managing Aden Country Park who want to know what its priorities are and where they fit in;
- Aden Country Park staff who will use the plan to guide priorities and work programmes over the coming years;
- Council staff, trainees and volunteers who will want to know how they can contribute to Aden Country Park and how it can assist them to deliver their priorities and aspirations;
- Potential funding partners who wish to know how individual grant applications fit into the overall direction of the country park initiative.

2.4 Structure of the Plan

The structure of the Plan is focused around four fundamental questions each of which frames the section headings used within this Plan.

Question	Section heading
Where are we now?	Introduction
	Background
Where do we want to get to?	Vision & Aims
	Objectives
How will we get there?	Actions
How will we know when we have arrived?	Monitoring and review

The plan sets out the background information key to the governance, management and development of Aden Country Park. It establishes one clear vision with three main objectives, based upon findings and recommendations from public consultation, the Aden Working Group, and the Aden Development Group.

The most significant element of the plan focuses upon financial sustainability, potential revenue generating developments and the priorities generated by each of these proposed developments. The key information is summarised and structured around the theme of each objective, this in turn leads to specific actions, which collectively make up the action plan. The plan’s time frame is linked to its actions, as outlined in the final monitoring and review section.

3. Background

3.1 Location

Aden Country Park is located in Central Buchan, Aberdeenshire, along the A950 Station Road, one mile west of Mintlaw and due East of Old Deer. It is centrally located 9 miles from

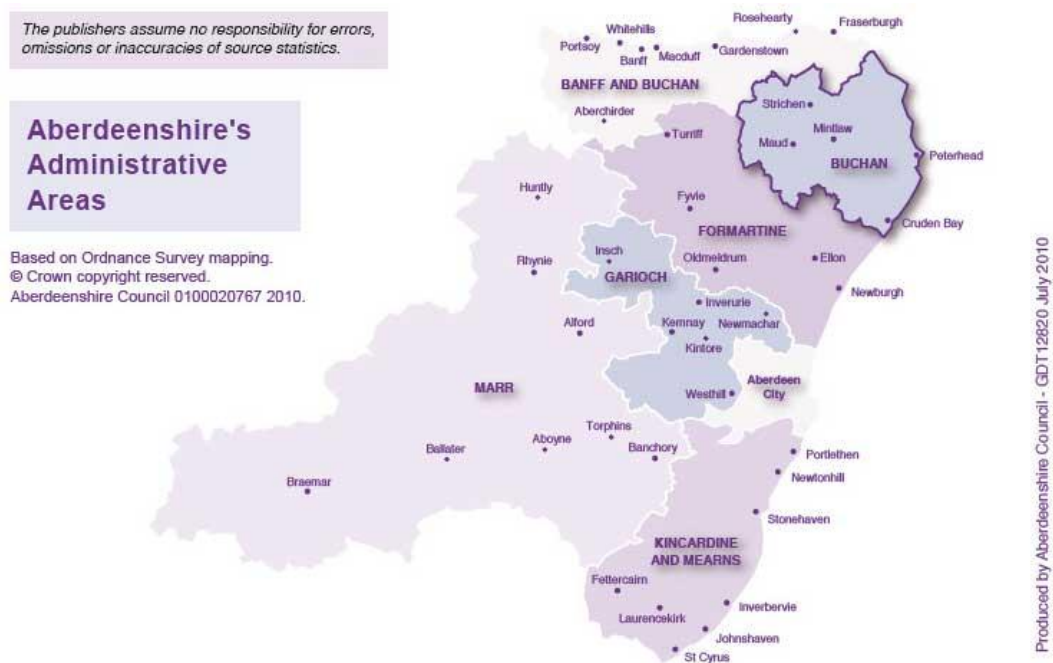
Peterhead, 13 miles from Fraserburgh, 15 miles from Ellon, 19 miles from Turriff, and 30 miles from Aberdeen.

Address: Aden Country Park, Station Road, Mintlaw, AB42 8FQ - Grid Reference NJ 982 479

Website Address: www.adencountrypark.org.uk

3.2 Local Community

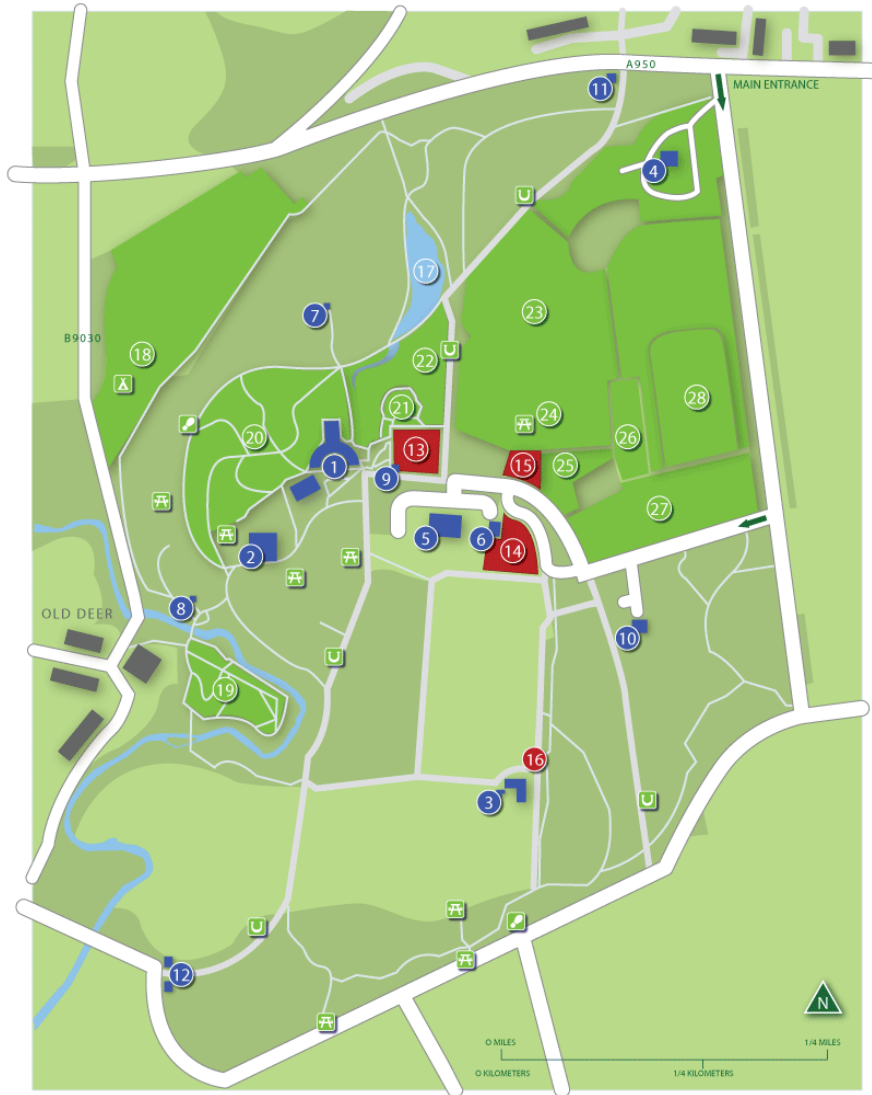
Aden Country Park predominantly serves the residents in the immediate Buchan area of Aberdeenshire, in particular the settlements of Mintlaw, Old Deer, Stuartfield, Longside, Kininmonth, New Deer, New Leeds, Maud and Peterhead (AB42, AB43 and AB53 areas).



The population of Buchan is approximately 39,368 and is most densely concentrated around Peterhead and Boddam. The table below illustrates the breakdown of the Buchan and Aberdeenshire population age structure.

AGE STRUCTURE	All Ages	0-15	16-24	25-44	45-64	65+
Male	19,758	3,698	2,265	5,147	5,698	2,950
Female	19,610	3,504	1,932	5,123	5,567	3,484
Buchan	39,368	7,202	4,197	10,270	11,265	6,434
Aberdeenshire	236,260	46,302	22,996	62,339	68,151	36,472

ADEN COUNTRY PARK



1 CENTRAL AREA

- COACH HOUSE
- LANDSCAPE SERVICES
- RANGER OFFICE & INFORMATION
- BOOK OF DEER BALANCE
- CRYSTALS & INNER HARMONY
- NEFA
- ARC RECORDING STUDIO
- GAS WORKS

- ABERDEENSHIRE FARMING MUSEUM
- CAFE
- GRIEVE'S COTTAGE
- THEATRE

- 2 MANSION HOUSE**
- 3 HARESHOWE FARM**
- 4 CARAVAN AND CAMPING SITE**
- 5 SAWMILL, NURSERY & GARDENER'S COTTAGE (NOT OPEN TO THE PUBLIC)**
- 6 NATURAL HISTORY CABIN**
- 7 MINERAL WELL**
- 8 ICE HOUSE**
- 9 ICE CREAM KIOSK**
- 10 FORESTER'S COTTAGE**
- 11 GOLDIE'S LODGE (NORTH)**
- 12 TWIN LODGES (SOUTH)**
- 13 14 15 16 PARKING**
16 IS EXCLUSIVELY DISABLED PARKING ONLY
- 17 LAKE**
- 18 UNIFORM GROUP CAMPSITE**
- 19 VICTORIAN ARBORETUM**
- 20 NEW ARBORETUM**
- 21 CARER'S, SENSORY & SANDS GARDENS**
- 22 CHILDREN'S ADVENTURE PLAY AREA**
- 23 MAIN ARENA**
- 24 BARBECUE & PICNIC AREA**
- 25 OUTDOOR GYM**
- 26 DOG EXERCISE AREA**
- 27 DOG AGILITY AREA**
- 28 HORSE ARENA**

LEGEND

- PARKING
- TOILET FACILITIES
- DISABLED FACILITIES
- CARAVAN AREA
- RECYCLING FACILITIES
- PLAY / OUTDOOR EXERCISE
- BRIDLE PATH
- CAMPING
- FOOTPATH
- PICNIC AREA
- MUSEUM
- INFORMATION
- FLORA & GARDEN AREA
- EATING
- SHOPPING

3.3 Ownership

In 1974 Banff and Buchan District Council purchased the Aden site and in 1975 Aden was designated a Country Park. With considerable support from the Countryside Commission for Scotland the mansion house was consolidated and in 1983 the renovation of the steading as a Farming Museum was completed.

Aden Country Park covers around 87 hectares of land of which 40 hectares are of mixed woodland, 18 hectares of land leased for grazing, 14 hectares of open parkland used for picnics and events, 8 hectares of former agricultural land is used as the field system for the Hareshowe Farm and the remaining area comprising of river valley, mill lake, walled garden/nursery, the remains of the mansion house, the award winning Aberdeenshire Farming Museum, and 4 star caravan and camping park.

Aden Country Park is owned and managed by Aberdeenshire Council.

3.4 Governance & Management

The current management of Aden Country Park is carried out by the various Services of Aberdeenshire Council. These include:

- **Landscape Services**

The Landscape Services section of Infrastructure Services manage the day-to-day maintenance of running and development of this award winning Park. These include the nursery, sawmill, litter collection, children's play equipment, Caravan Park, trees, woodland, and parkland. The Landscape Services Officer for Buchan and maintenance staff are based in the Park.

- **Cultural Services**

The Cultural Services Department of Education, Learning and Leisure manage the award winning Aberdeenshire Farming Museum, Hareshowe Farm, North East Folklore Archive (NEFA), and ARC Recording Studio.

- **Countryside Ranger Service**

The Countryside Ranger Service runs various events within Aden Country Park. In addition the Ranger Service has an interpretative centre (Natural History Cabin), in the park which is open by arrangement for events and schools groups.

- **Property Service**

The Property Service is responsible for building maintenance. The Estates section of the Property Service manage the leases within the park, these include the café, kiosk, craft shop and the agricultural land within the park.

3.5 Aden Development Group

The Aden Development Group (formerly Aden Consultative Committee) is made up of the 4 Central Buchan Councillors (currently Cllr Peter Chapman (Con), Cllr Albert Howie (Ind), Cllr Norman Smith (Ind), and Cllr Sandy Stronach (SNP)), and representatives of the local

Community Councils (Mintlaw & Deer), user groups, members of the public, and Council Officers. The main remit for the group is as follows:-

1. To promote increased usage of the park and its facilities with achievable targets for visitor numbers and customer satisfaction, providing the highest possible standards consistent with the available resources.
2. To assist the Aden Working Group, Development Officer and Park management in the planning and delivery of activities.
3. To assist the Aden Working Group, Development Officer and Park management in the production of a Aden Country Park Development Plan.
4. To work with Council Services in managing the Park.
5. To consider potential funding sources for proposed facilities.
6. To meet four times a year.

3.6 Aden Working Group

In 2010 the former Consultative Committee (now Aden Development Group) arranged an open meeting to investigate a way forward to maximise the use of Aden Country Park. A SWOT analysis was carried out and a smaller Aden Working Group (comprising of representation from the Aberdeenshire Museum Service, Landscape Services, Countryside Ranger Service, Cultural Services, Buchan Development Partnership and the Area Manager for Buchan) was set up to look at the results.

It became clear from the analysis and discussions that while each Aberdeenshire Council Service manages their particular part of the Park effectively, for various reasons there was little regular contact between the services. It became clear that to look at the bigger picture of the overall vision for the Park, and to involve the community in its future, it would be necessary to employ a dedicated worker tasked to take into account the activities and resources available at present, to research ideas arising from the SWOT analysis and to produce a Aden Country Park Development Plan for the Park which would increase the use of the facility.

3.7 Aden Development Worker

As a result of Aden Working Group findings the “Making the most of Aden Country Park” project was established, which then successfully secured funding from LEADER (the Scottish Government and the European Commission programme to support rural Scotland) and the Buchan Community Planning Partnership from which Aden Development Worker, Neil Shirran, was appointed.

The Development Worker is employed by Buchan Development Partnership (BDP) and works in partnership with the various services of Aberdeenshire Council working in Aden Country Park which form the Aden Working Group.

The Development Worker regularly reports to both the Aden Development and Working Groups and has been employed to produce the Aden Country Park Development Plan for Aden Country Park, looking at how best to promote, regenerate, and increase participation and public access to Aden and all its amenities.

3.8 Collections Development Officer

In parallel to the Aden Development Worker, the Aberdeenshire Council Museum Service received funding through the Museums Galleries Scotland (MGS) Recognition Fund to employ a Collections Development Officer for a 12 month period to:

1. Research and produce new interpretive material for the Museum and its collections.
2. In partnership with Education Learning and Leisure colleagues, develop new educational resources based on the collection to support Aberdeenshire's Curriculum for Excellence.
3. Produce a draft development plan for the site and collections.

Item 2 and 3 were not completed within the period of the temporary contract. As a result, the Museum Service has taken item 2 on board and improvements in educational resources are being started with the current capital grant. A draft development plan was not created by the post holder but she did provide some suggestions for consideration. These included collection documentation issues that the Museum Service is currently taking forward.

Other suggestions made by the post holder are included below which are thought to be achievable in the future bearing in mind that some of them are dependent on obtaining external funding on a regular basis and also staff input from the core museums service. Over and above existing Museum staff work commitments for 2012, it should be noted that Museums Galleries Scotland is about to change into a new national body which may result in changes in grant awards in the future. The achievable recommendations for 2012/13 are as follows:

- The Museums Service will continue to work with the Aden / Development Group, and other colleagues within Cultural Services to support the future development and financial sustainability of the Aberdeenshire Farming Museum and Hareshowe Farm, supporting collaborative planning around the core issues of:
 - site interpretation
 - a strategy for future capital developments
 - models of governance
 - opportunities for further shared development posts
- The Museums Service will contribute items to the new Aden Country Park website (www.adencountrypark.org.uk).
- The Aden Working Group work collaboratively with Aberdeenshire's Museum Service to maintain and develop partnership working with relevant internal and external bodies, including other museums with recognised collections and local community groups.
- The Museum service will identify the requirements for the long term maintenance of the Aberdeenshire Farming and Rural Life Collection and the Aberdeenshire Farming

Museums and to plan for the future management and support of necessary resources, including employing expert curatorial staff.

- Any future capital design changes in the museum should retain the content of “Weel Vrocht Grun” with minimal alteration but with a full revision of the interpretation. The revised interpretation, on a plentiful and useful layout of graphics panels, should aim to bring the story up-to-date and introduce current public issues such as land use, natural environment and to provide more explanation of what lay behind and influenced the changes that took place during the 200+ years from the mid-18th century to the later 20th century. Themes such as population growth, climate change, famine, the effects of war, seem heavy topics but in fact offer good opportunities for storytelling.
- To explore the possibility of further grants to support additional recommendations raised within the Collections Development Officer’s report

3.9 Policy Context

Aden Country Park contributes to the achievement of local and national policy objectives across a wide range of areas. The inclusion of Public Open Space in many diverse Government Policies underlines Aden Country Park’s importance and the need to incorporate Aden into the integration of social, environmental and economic objectives at a national and local level.

Aden Country Park is currently incorporated into the following Aberdeenshire Council policies and reports:

- Aden Country Park Management Plan
- Buchan Community Plan (2010 – 2014)
- Parks and Public Open Spaces Strategy 2006 (revised 2010)
- Strategic Priorities document (2007 – 2011)
- Aberdeenshire’s Service Plans (2008 – 2011)
- Aberdeenshire Local Plan (adopted 2006) & draft 2011 Plan
- Aberdeenshire Cultural Strategy
- Aberdeenshire Pitch strategy
- Aberdeenshire Sustainability plan
- Aberdeenshire Community Plan
- Transport Plan
- Aberdeenshire Core Paths Network

3.10 Social Context

Aden Country Park serves a large catchment area in North East Scotland. It provides areas for active, passive and educational recreation with an ability to cater for larger informal recreation for families and is a safe and secure environment for young children.

Aden Country Park provides the setting for social interaction, ranging from children and parents in the play park, to dog walkers, families having barbeques and picnics, horse-riders, cyclists, those exercising, and to the environmental education programmes run by the Aberdeenshire Council Countryside Ranger Service.

Scouts and other uniformed groups also have an association with Aden Country Park. Uniform groups from all over Scotland use the Park facility together with the uniformed campsite used throughout the year.

In conclusion, Aden Country Park plays an important role in “enhancing the quality of life of those people, who live, work and visit Aberdeenshire”.

3.11 Economic Context

Aden Country Park is a key visitor destination in the North East of Scotland and provides opportunities for those interested in Aberdeenshire farming heritage, architecture, and the built and natural heritage. The Aberdeenshire Farming Museum, Café/Restaurant, Craft Shop (Balance Crystals & Inner Harmony), all rely heavily on country park users. In addition the Aden Caravan & Camping Site also relies on the Aden Country Park and all of its facilities to encourage people to stay at the site.

The economic benefit to the local economy includes ripple effects to local accommodation providers, shops, petrol stations and transport links. In addition Aden Country Park provides employment for a range of landscape, leisure & cultural staff, and private businesses running within the Park. Staff working in Aden also plays a role in contributing to the local rural economy.

3.12 Education and Learning Context

Aden Country Park provides an excellent opportunity for schoolchildren of all ages and abilities to learn about and study a wide range of subjects in both natural and built environment, including the North East of Scotland farming heritage in the award winning Aberdeenshire Farming Museum. In addition there is a unique educational opportunity associated with the history and development of the Aden itself, the families and staff involved in its development and its change of function from a large working estate to its current designation of a country park. Further information in 3.13 Historic Context section.

In 2011 the Aberdeenshire Farming Museum had a total of 42 school visits (1,599 pupils) to both the Farming Museum and Hareshowe Farm. In total 11 of these schools were new visitors, 31 were repeat visitors, 18 of which were from Aberdeen City schools.

In addition the North East Folklore Archive (NEFA) situated in the old laundry building provides an award winning online cultural resource for the study and appreciation of the traditions and social history predominantly from the farming and fishing communities of the North East Aberdeenshire. In conjunction the ARC Recording Studio also based in the old laundry works regularly with various Aberdeenshire schools on music related projects.

Other educational opportunities in Aden Country Park include the Book of Deer Project Room along with a variety of outdoor education events and activities run by the Aberdeenshire Council Countryside Ranger Service.

Additional educational events held in Aden include the annual “Buchan Bourach” – a range of Doric related workshops run by the Buchan Heritage Society. The workshops attract around 300 children from across the whole of Aberdeenshire to participate in Scottish dance sessions, a tour of the Farming Museum, mini ceilidh, and storytelling sessions which involve singing, listening to bothy ballads and poetry all in the Doric language.

3.13 Historic Context

Early Aden

The name (pronounced Aa-den), meaning bonnie burn or brae, is first recorded in a New Testament manuscript written by the Celtic monks of Deer Monastery, known as the Book of Deer. King Robert the Bruce gave the Barony of Aden in 1324 to Robert Keith, the Earl Marischal, as a reward for loyal service during the War of Independence and these lands remained in the hands of the Keith’s for almost 400 years. However Aden’s present appearance dates from the ownership of the Russell family.

The Russells (1758-1937)

Alexander Russell, a Banffshire laird from Montcoffer, purchased the estate in 1758, along with the village of old Deer, from James Ferguson of nearby Pitfour. Filled with current ideas of farming ‘Improvement’ he re-organised his tenant farms, planted woods for shelter and built a modest house overlooking the South Ugie River. Succeeding generations of Russells completed the transformation by building the unique steading in 1800, enlarging the mansion (rebuilt in the neo-classical style by Aberdeen architect John Smith) and adding a coach-house and gate lodges in 1832-33.



By late Victorian times, the estate included the lands of Kininmonth and Ludquharn and covered 31 sq. Miles. At Aden, a small army of staff (some of whom you meet in the exhibition!) serviced the mansion house, estate, and needs of the laird. Remains of this lavish lifestyle are still visible in and about the mansion house and include an ice house, laundry and gasworks.

After the First World War, despite the sale of three quarters of the estate, spiralling maintenance costs combined with falling farm income became a growing burden. Finally in 1937 the last resident laird, Sidney Russell, reluctantly sold Aden, much of Old Deer and the estate’s remaining 52 farms.

Neglect and Rebirth

New owners used the estate mainly for shooting and the home farm and policies were let to local farmers. Instead of the care lavished on the estate by the Russells and their staff, the grounds were neglected and the buildings became derelict. In 1974 Banff and Buchan District Council purchased the Aden site and in 1975 Aden was designated a Country Park. With considerable support from the Countryside



Commission for Scotland the mansion house was consolidated and in 1983 the renovation of the steading as a Farming Museum was completed.

Aden Country Park Today

The park also regularly plays host to a variety of different equestrian events and educational outings. Children’s play groups enjoy picnics and the play area facilities and there are a number of events held annually including pipe band competition, vintage tractor working day, fun runs, Easter egg hunt, and Halloween events. Other activities include an orienteering course, feeding the ducks at the mill lake, and occasional vintage car and bike rallies.



The Countryside Rangers Service has a natural history cabin and organises frequent activities such as ‘bug hunts’ and ‘fungi spotting’ where they explore at the various wildlife habitats throughout the park.

3.14 Visitor Numbers

It is important to know exactly how many people visit Aden Country Park on a monthly and yearly basis. Visitor numbers have been recorded for a number of years now, and are collected via a car counter. From the available data it is estimated that over the last 5 years (Table 1) the number of visitors has steadily increased, however in 2011 visitor numbers increased sharply. This supports the creation of additional events, alongside an increase in marketing and promotion of both the events and Aden Country Park as a whole.

It is also interesting to note that in a comparison with other Country Parks in Aberdeenshire Aden fairs well. See Appendix 1 for full details.

Table 1. Aden Country Park Visitor Figures

Aden Country Park Visitors							
Month	2005	2006	2007	2008	2009	2010	2011
January	7210	7,123	9,021	6,547	8,992	3,937	7,213
February	7261	7,190	8,269	9,354	7,891	7,358	9,189

March	11280	8,128	12,560	10,854	12,403	10,975	17,248
April	14,202	15,910	16,233	15,123	20,262	16,659	28,957
May	15,194	15,661	18,707	20,179	22,141	39,363	21,989
June	18,534	24,816	20,682	20,787	22,595	21,280	22,870
July	26550	26,749	18,627	22,016	19,850	22,746	28,384
August	19869	17,530	18,259	19,520	20,397	21,238	26,410
September	13734	15,808	14,499	14,483	16,307	13,683	19,029
October	11360	11,632	12,758	11,504	11,965	11,338	17,795
November	6794	6,314	5,766	7,830	6,640	6,330	11,853
December	4963	5,450	5,750	6,112	5,770	3,085	8,995
Year Total	156,950	162,311	161,133	164,310	175,213	177,992	219,932

4. Community Consultation

4.1 Aden Country Park Questionnaire

The “Making the Most of Aden Country Park” project’s main aim is to look at developing the asset of Aden Country Park, Mintlaw, making full use of its rich cultural and environmental resources to improve and sustain the Park for future generations.

As part of the community consultation process carried out by the Aden Development Worker, a paper based questionnaire was made available throughout Aden Country Park and at several local events e.g. Mintlaw Gala, Pipe Band Competition, Teddy Bears Picnic, and Vintage Tractor Day. This questionnaire was also available online (Survey Monkey).

The main aims of the consultation process were to encourage the local community, visitors, non-visitors, users, and volunteers from across the Buchan area to:

- become partners in the decision making process
- help identify what areas of Aden Country Park are both successful and in need of improvement
- ascertain what the needs and gaps are
- gather opinions as to how Aden Country Park can be regenerated
- demonstrate that there is a need for Aden to be improved

In total 466 people, predominantly from the Buchan area completed the “Making the Most of Aden Country Park” paper based or online questionnaire.

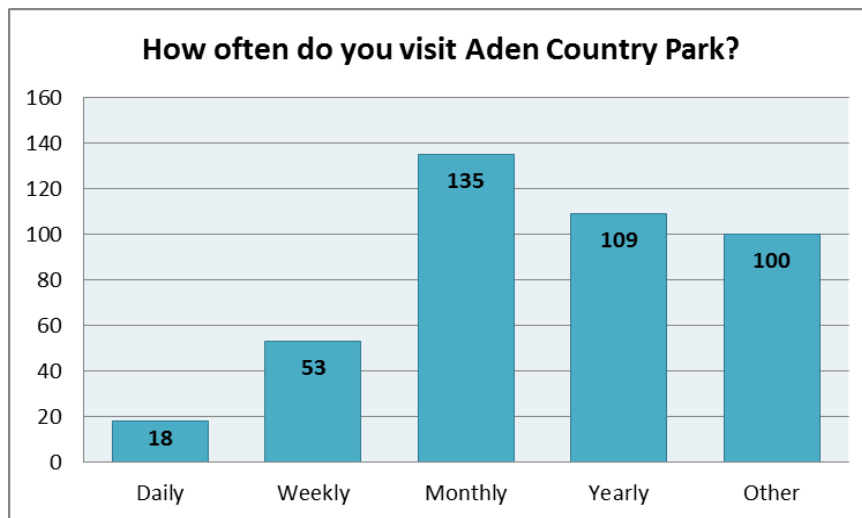
The questionnaire was split up into five main topics, these were:

- Attendance – how often respondents visited Aden Country Park
- Facilities – what facilities respondents were aware of/used/needed improvement
- Activities & Events – what events/activities they had attended/would attend
- Marketing & Promotion – current & preferred methods of promotion
- About You – demographics about the respondents

Summary of Findings

A summary of the main themes/results from the “Making the Most of Aden Country Park” questionnaire are as follows:

Figure 1. Frequency of Visitors

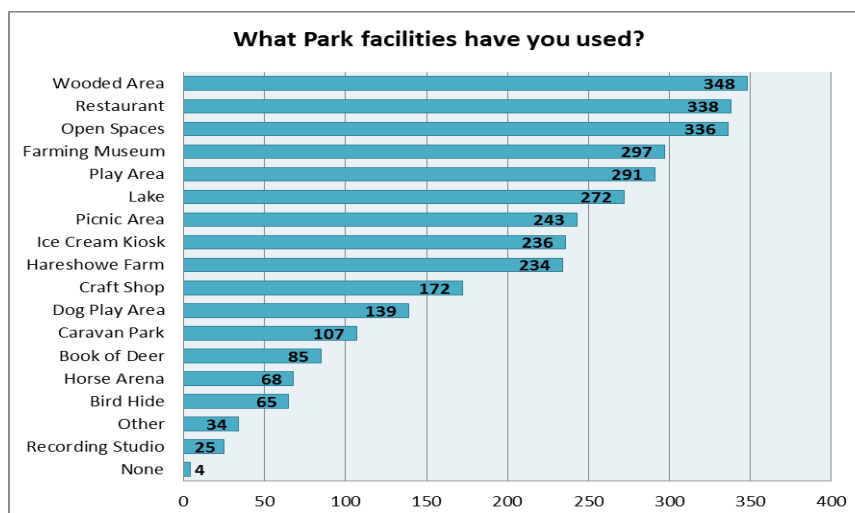


The majority of respondents who answer the Aden Questionnaire had visited Aden Country Park (431 out of 466) and it was therefore then important to establish the frequency of their visits. The majority of respondents visited Aden Monthly (135), Yearly (109), and Other (100). Only 53 people visited weekly and a very small amount of people, 18, went daily.

For those 100 people that didn't feel they fitted into these categories, and responded other, their responses included:

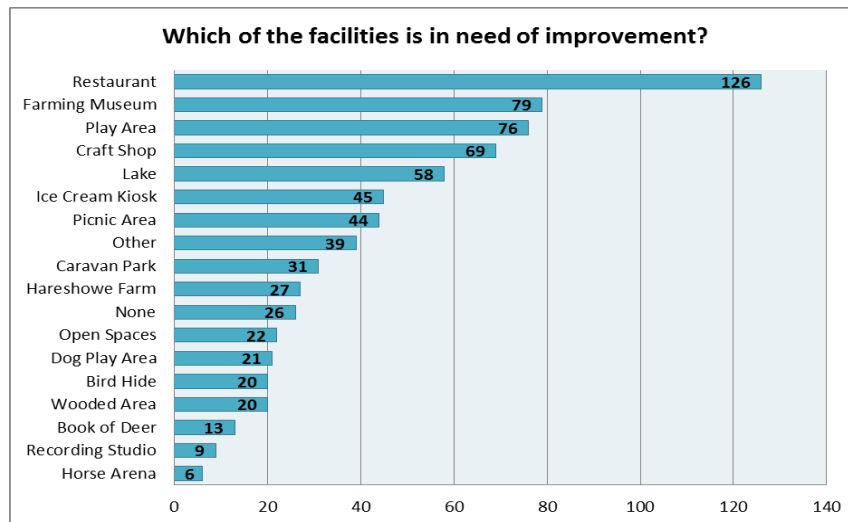
- *"Once in 20 years"*
- *"Visit every time I'm in the area"*
- *"Only when there are events on"*
- *"About 6 times a year"*
- *"On holiday"*
- *"I didn't know it existed"*
- *"Regularly in summer, occasionally the rest of the year"*

Figure 2. Popular Areas



The areas of Aden Country Park which most respondents identified as being the areas visited most frequently were the Wooded Areas (348), Restaurant (338), Open Spaces (336), Farming Museum (297) and Children’s Play Area (291).

Figure 3. Improvement to Current Facilities



The current provision of facilities and services within Aden are in need of improvement. The most popular facilities identified for upgrade are: the Restaurant/café (126), Aberdeenshire Farming Museum (79), Children’s Play Area (76), Craft Shop (69), and Lake (58).

Facilities identified in need of improvement also included:

- *“Paths need to be improved, better signposted, mapped & promoted”*
- *“Toilets need updating”*
- *“More advertising of events and facilities”*
- *“Museum & café buildings are dark and unwelcoming”*
- *“More toddler swings”*
- *“Longer opening times for all facilities”*
- *“Better choice for kids in Café”*

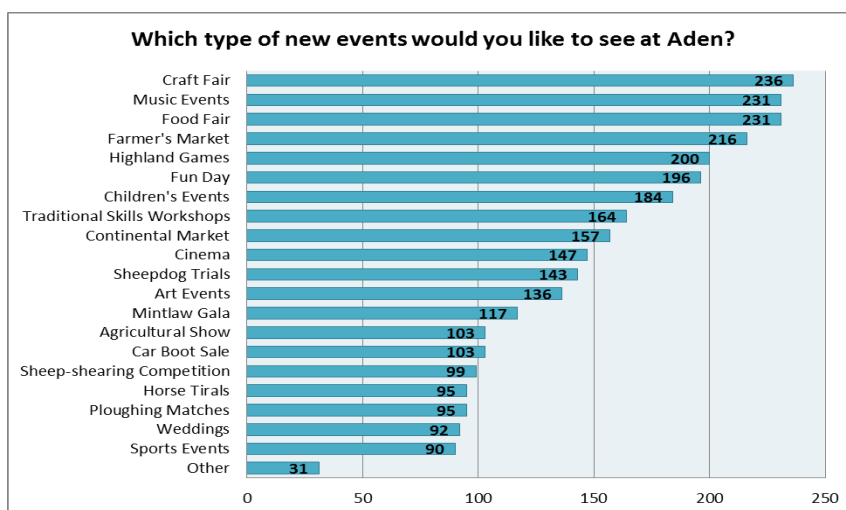
Introduction of New Facilities

The respondents identified that the introduction of new facilities would make the Park a more enjoyable place to visit. The most popular suggestions were: the introduction of Gift/Souvenir/Farm Shop, Community Gardens/Allotments, Path Improvements, Sculpture Trail, Introduction of Animals, and an Indoor Children’s Play Area. Comments included:

- *“Indoor soft play area for babies & toddlers”*
- *“Gift shop selling local produce”*
- *“Farm animals/small zoo/children’s farm”*
- *“Allotments for the local community”*
- *“Corporate Facilities - conferences, weddings, quad bikes, clay pigeon shooting”*

- *“Horse/tractor drawn cart tours around park”*
- *“Sculpture park/trail”*
- *“Proper arts/crafts shop with local products & demonstrations”*
- *“More facilities for young people - Activity Park / skateboarding ramp”*
- *“Covered area for picnics/concerts”*
- *“Gift shop for children”*
- *“Dedicated BBQ area(s)”*
- *“More outdoor seating / toilets / bins”*
- *“Boating pond / putting green / paddling pool / Maze”*
- *“Plant & shrub sales, nursery, gardening advice”*
- *“Souvenirs for coach trips or holiday makers”*
- *“Cinema or drive in movie theatre”*
- *“Bouncy Pillows/trampolines”*
- *“Open the walled garden”*
- *“Working farm horses”*
- *“Some interpretation of local estates i.e. Aden (Russell); Pitfour (Ferguson); Stuartfield (Burnett Stuart)”*

Figure 4. Calendar of Events



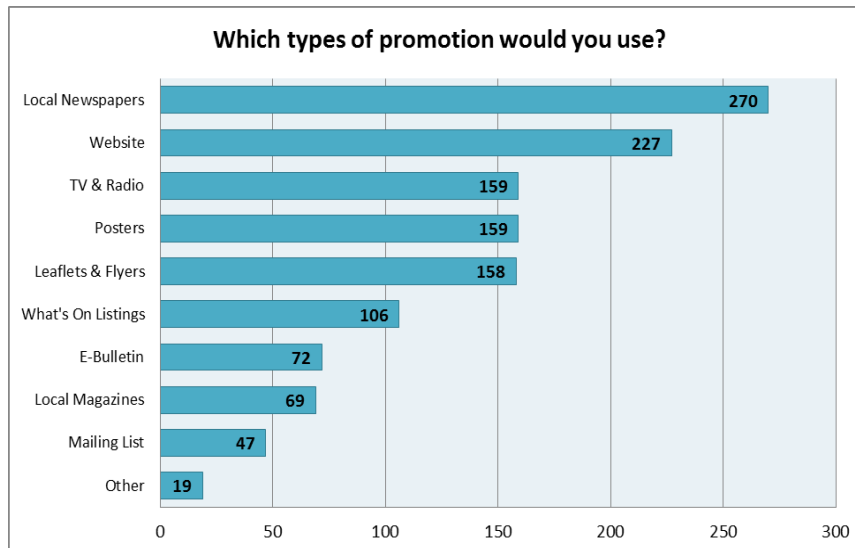
The questionnaire has helped to identify that the respondents would like to see more events at Aden Country Park and that they should be promoted better. The most popular events identified are: Craft Fairs (236), Music Events (231), Food Fairs (231), Farmers' Market (216), and Highland Games (200).

Additional events that the respondents would like to see included:

- *“Vintage Car & Bike Shows”*
- *“10K race & 1K children's race”*
- *“Open-air theatre”*
- *“Demonstration of trades e.g. a blacksmith in place dressed up and doing the work”*
- *“Children's Workshops”*

- *“A Circus / fun fair / family fun day”*
- *“Country skills i.e. dry steen dyking; sheep shearing; clootie rug making etc”*

Figure 5. Marketing & Promotion



Through-out the questionnaire it has been identified that there is a lack of marketing and promotion of the Park, the facilities and services, and any events or activities. The most popular methods of promotion identified are through Local Newspapers (270), electronically through various Websites (227), TV & Radio (159), Posters (159), and Leaflets & Flyers (158).

Specific examples of promotion identified included:

- Newspapers – *“Buchan Observer”* & *“Press & Journal”*
- Magazines - *“Raring 2 Go”* & *“BDP Magazine”*
- Websites – *“Aden Country Park website”, “Netmums”* & *“Facebook”*
- Radio - *“Waves”, “Original 106”* & *“Northsound 1”*
- Other - *“Friends of Aden Country Park”*

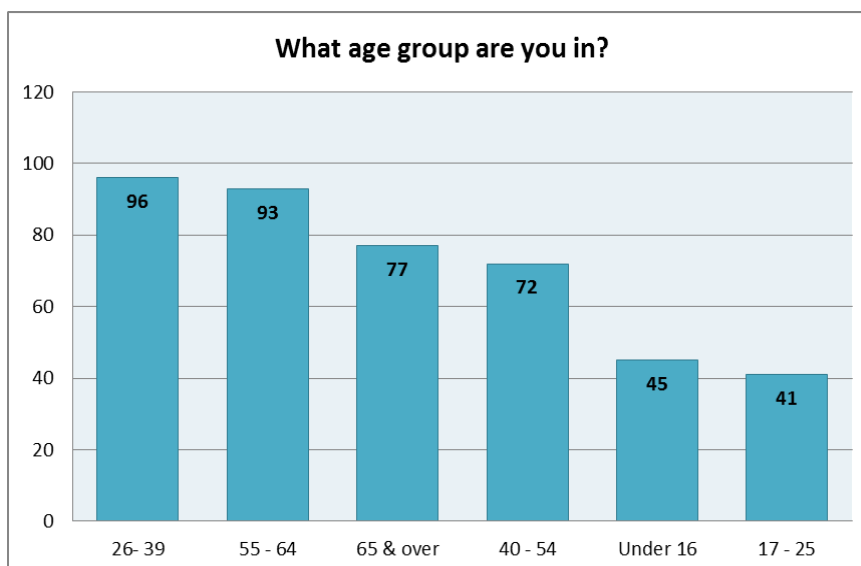
Additional Comments

It was then essential to provide a space where the respondents could raise any points which they felt hadn't been covered in other parts of the questionnaire. Some responses included:

- *“Toilets need better management - also more throughout park i.e. near Play Area”*
- *“Needs better advertising”*
- *“It's a bit boring”*
- *“Building maintenance is a disgrace – external painting of buildings required”*
- *“Great resource that could be developed more”*
- *“Toilets close at 4.30pm - but park open till 10 pm”*
- *“Where is the wildlife centre?”*
- *“Improve signs for walks within park”*

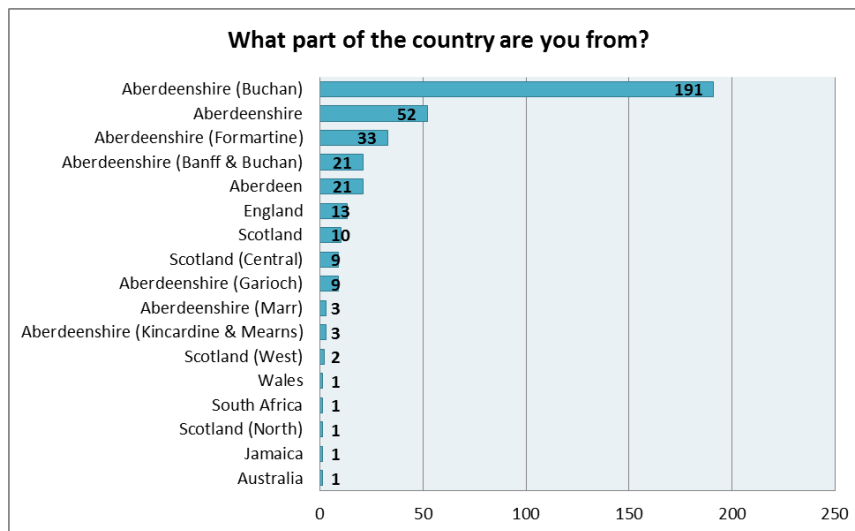
- *“Tidy Park, well kept, safe feeling about it”*
- *“Farming Museum is out-dated, exhibits need changing, and there is no disabled access to upstairs area of museum”*
- *“Car park should be free”*
- *“Advertise further afield - Angus/Tayside”*
- *“Campsite map is black & white – useless”*
- *“Lake in a dreadful state”*
- *“Staff did not seem to know what other areas of the park where doing...”*
- *“Museum and café are focal point and should be open all year round”*
- *“Beautiful Park - but needs more colour – i.e. flower beds”*
- *“Paths to villages need better promotion”*
- *“More baby swings and items suitable for younger children”*
- *“A lovely quiet area for a walk”*
- *“There should be more ranger events”*
- *“Café is too dark; too expensive, needs decorating/enlarging and the toilets resemble an Australian Dunny!!”*
- *“Hugh potential but severely underused”*
- *“A paper map for walks would be good”*
- *“Would use more if more indoor children activities”*
- *“Kids play area very poorly maintained”*
- *“Book of Deer needs more space”*
- *“A wonderful facility that needs to be used more”*

Figure 6. Demographic – Age Range



It is clear from the graph above that the respondents age ranges were quite well spread out. The majority of respondents, 96, were in the 26-39 age bracket, closely followed by 93 respondents in the 55-64 age bracket. The 65 & Over bracket was next, with 77 respondents in that range. 72 respondents were in the 40-54 bracket, 45 in the Under 16s, and 41 respondents were in the 17-25 age range.

Figure 6. Demographic – Home Town



With a huge majority it is clear from the graph that a very large percentage of respondents were from the local Buchan area, in fact 191 respondents were from the local area.

It is also interesting to note that the remaining popular parts of the country are from the local geographical area. This may reflect the current marketing and promotion of Aden Country Park, its facilities, events and activities. The passing tourist market does not seem to be apparent from the figures, so perhaps any new marketing and promotion strategy should target this audience, along with providing the existing local audience with more information.

4.2 Buchan Development Partnership Forum

The Buchan Development Partnership (BDP) works extremely closely with the local Buchan community. BDP regularly facilitates open forums to both engage and inform the local community about different development aspects which may affect their community.

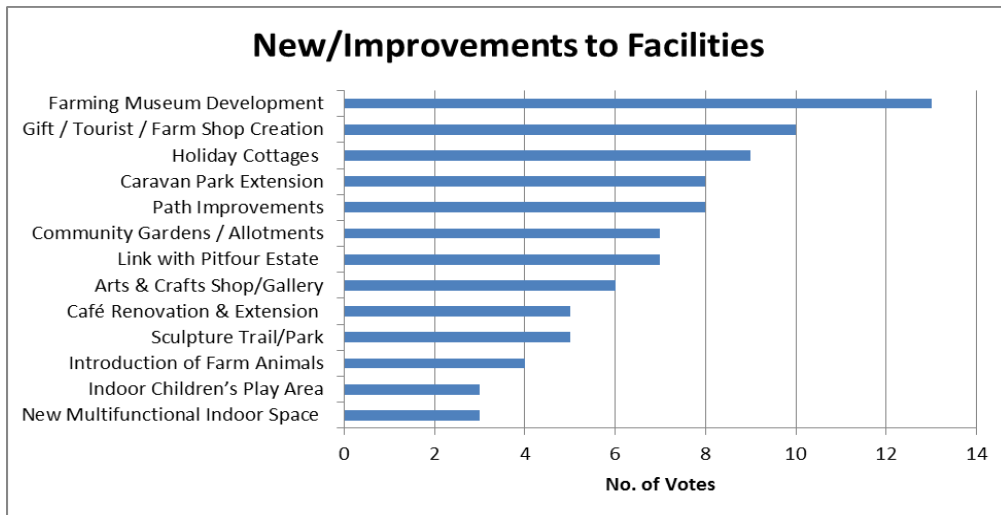
To gauge feedback on the “Making the Most of Aden Country Park” questionnaire the Development Worker presented the Summary of Findings to the BDP Forum in October 2010. A list of the popular suggestions for improvements, new developments and future events identified were posted on boards for feedback. Attendees were asked to provide their reactions to these ideas by sticking a coloured label next to each proposal - Green for Go (good idea) & Red for No (bad idea). For the purposes of the analysis the Forum was attended by approximately 100 individuals.

New Facilities & Improvements to Existing Facilities

In total 88 people voted on which of the possible project ideas were either good (green) or bad (red). Encouragingly, all 88 voters felt that the proposed new facilities and improvements to current facilities were good ideas and indeed, a very positive development.

The most popular idea was the development and improvement of the Farming Museum. The creation of a new gift/tourist/farm shop was also popular, as was the idea of renovating and conversion of unused buildings into holiday homes, an extension to the caravan site, improvements to all paths, community gardens/allotments, a link with the Pitfour Estate, and an Arts & Crafts Shop/Gallery.

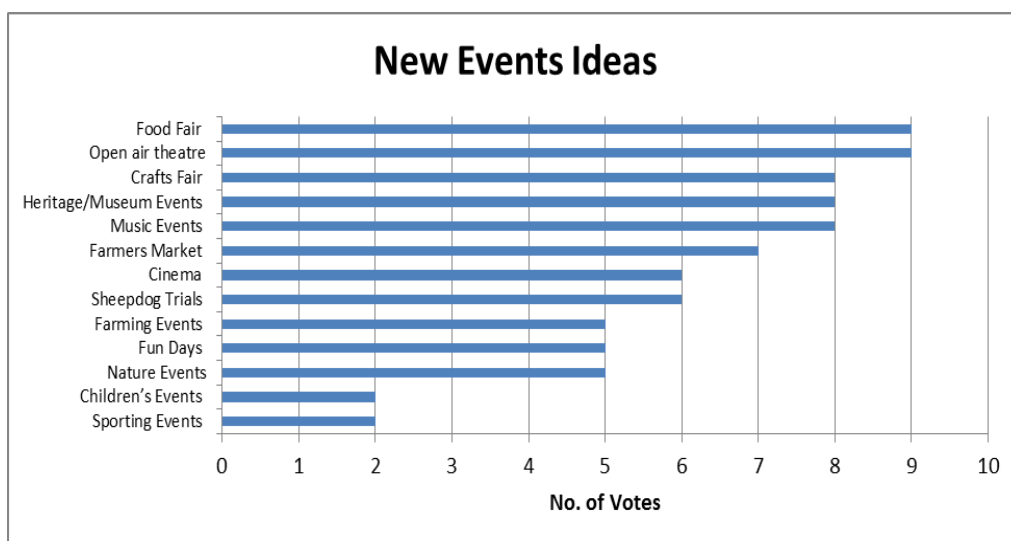
Figure 7. New Facilities & Improvements to Existing Facilities



New Event Ideas

In total 80 of the meeting attendees voted on which of the possible project ideas were either good (green) or bad (red). All 80 voters believed that each suggested event was a good idea. The graph below indicates the most and least popular events. It is clear that both the food fair and the open air theatre received the most votes with the craft fair, heritage/museum events and music events close behind with eight votes each. In contrast, children's events and sporting events only received 2 votes each.

Figure 8. New Event Ideas



Conclusions from BDP Forum

It is clear from the findings that the attendees of the Buchan Development Partnership Forum feel highly positive about all proposed events and facilities. However, it is also evident that they put more importance on cultural and heritage aspects of the park i.e. the development of the existing farming museum was the most popular idea as was the craft fair and heritage events. In contrast, less importance was placed on child related facilities. As such, it must be noted that the attendees were of an older demographic and as such, may not mirror the overall findings from all completed surveys and questionnaires.

4.3 Knowledge & Skills Exchange Visits

As part of the “Making the Most of Aden Country Park” project the Aden Development Worker successfully applied for funding from the Development Trusts Association Scotland (DTAS) to enable the Aden Working Group to participate in knowledge and skills exchange study visits to Mugdock Country Park & Almond Valley Heritage Centre in the Central Belt of Scotland.

These visits proved to be invaluable for generating ideas, gaining advice and guidance, along with providing a useful comparison for Aden Country Park. The main lessons learnt from the visits included the advantages and disadvantages to being a charitable trust, the benefits and drawbacks of franchising/leasing, issues arising around governance, management, service level agreements, and staffing, the importance of volunteers and friends groups, along with events (corporate & public), booking systems and the different methods adopted for marketing, promotion and distribution.

Indeed the visits benefited both the Aden Working Group and the Aden Country Park Development Plan to not only learn from how other similar organisations achieved financial sustainability, but also to help identify the positive aspects of Aden, and how they can be built upon and developed to help with its own aim of financial sustainability.

4.4 Friends of Aden Country Park

The Friends of Aden Country Park initiative is still currently being developed. It is hoped that with the completion of the Aden Country Park Development Plan, there will be a sufficient impetus for people to become more involved with Aden Country Park.

The main aim of the “Friends of Aden Country Park” is to give local residents a greater say in what goes on, how it is developed, and to provide an opportunity to become volunteer workers in Aden Country Park.

It is proposed that the Friends could potentially work alongside the various Aberdeenshire Council services to preserve, protect and enhance the facilities and environment of Aden Country Park, creating a place that is safe for everyone to enjoy.

It is hoped that the Friends of Aden Country Park could be the catalyst that pulls the local community together to achieve goals based on the opinions and feedback suggested by the users and visitors to the park.

Friends can potentially work as volunteers on site, or equally from home in other ways. There are a wide range of activities and projects that Friends could be involved with, some suggestions are listed below.

- Cleaning and painting buildings, gates, fences.
- Improving footpaths, cycle routes and bridges.
- Tree planting, gardening, clearing ditches, ponds
- Enhancing biodiversity (creation of wildflower meadows, habitats, bat boxes etc)
- Helping to organise community events, activities, and performances
- Assisting with the marketing & promotion of events i.e. distributing flyers and posters, writing press releases etc
- Helping with manning of events, collecting ticket sales, directing visitors etc
- Fundraising
- Organising guided walks and talks
- Carrying out customer surveys
- Developing education packs and building links with local schools.
- Have an input to the development of the vision for the park

5. Vision & Aims

The Aden Country Park Development Plan sets out a vision to shape Aden Country Park over the next five to ten years. The vision remains the same as that of the “Making the Most of Aden Country Park” project:

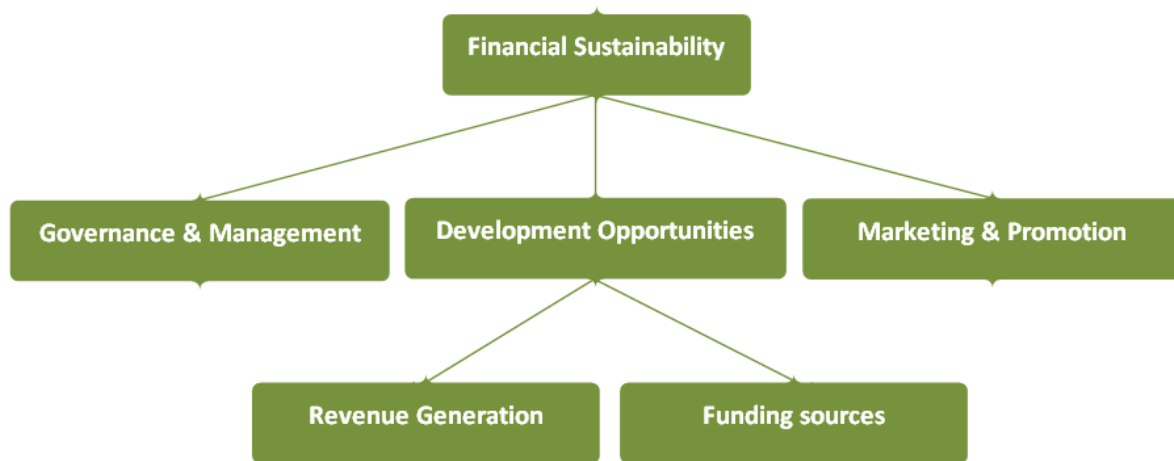
“to develop the asset of Aden Country Park, making full use of its rich cultural and environmental resources to improve and sustain the Park financially for future generations”

In order to achieve this vision, the initiatives outlined below have been targeted to address the most critical issues revealed from the findings of the public consultation and work carried out by the Aden Working and Development groups. These recommendations are grouped under three specific objectives:

6. Objectives

- Identify the best model to improve governance and management
- Identify development opportunities, revenue generation streams and potential funding sources
- Identify ways in which to promote Aden Country Park most effectively

Figure 9. Development Plan



Guiding Principles for Future Development

- To provide, restore, develop or enhance facilities or services which would further visitor enjoyment, in a financially sustainable way.
- Any developments within the park should be managed in a sensitive way that reflects the important nature of the Park.
- Any developments must be to meet the needs (not demands) of park users.
- During any development process members of the community must be involved and consulted with before any change is made.

6.1 Objective One

Identify the best model to improve governance and management

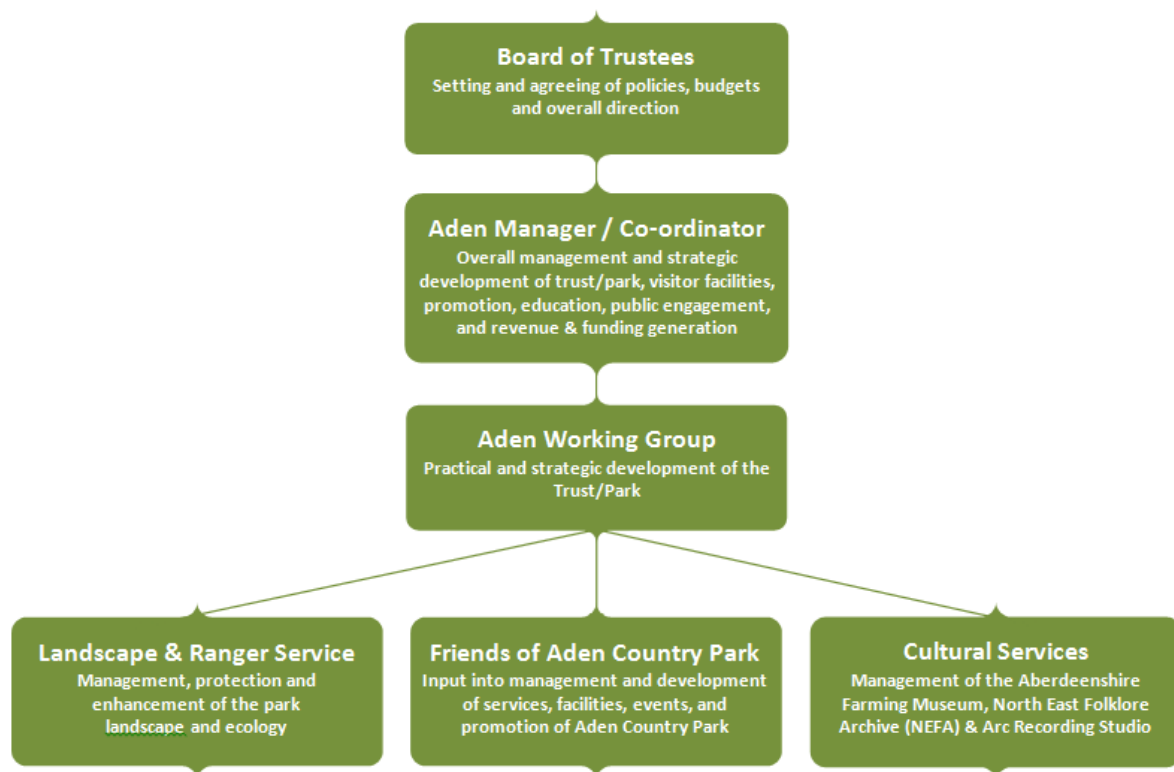
There are several different models which could be adopted for improving the governance of Aden Country Park. The main aim of this objective is to establish the best model for Aden.

Whichever model is adopted, it is important to note that the ability to manage Aden Country Park more flexibly is essential, coupled with being able to manage the Park holistically, in its entirety, as opposed to how currently the Park is fragmented into separate Aberdeenshire Council Service responsibilities.

6.1.1 Establish a Trust

One model which could be adopted for improving the governance of Aden Country Park is the development of a new independent charitable trust to take on the asset of Aden Country Park. A proposed new Trust structure is shown in Figure 8. below.

Figure 10. Trust Structure



A new Trust would have a board of trustees which would be comprised of a variety of local community representation, Central Buchan Councilor’s, Chair of the Friends of Aden, and other business minded individuals who are passionate about the future of Aden Country Park. (A group not dissimilar to the existing Aden Development Group (see 3.5 Aden Development Group))

The role of the Board of Trustees would include the setting and agreeing of policies, budgets and overall direction of the trust/park.

Within this new structure an Aden Manager / Co-ordinator would also be required for the overall management and strategic development of the trust/park, visitor facilities, promotion, education, public engagement, and revenue & funding generation (see 6.1.2 Aden Manager / Co-ordinator)

In addition, the existing Aden Working Group (see 3.6 Aden Working Group) comprising of representation from each Aberdeenshire Council Service, Buchan Area Manager, and Aden Manager / Co-ordinator, would also play an essential role in not only the establishment of the new Trust, but also the continued practical and strategic development of the Trust/Park.

It is important to note that agreement has been given by the Aden Working and Development Groups that all commercial aspects within Aden Country Park would be better managed by the formation of the proposed new Trust. The management, maintenance and enhancement of the Park landscape and plant nursery will however stay with the Aberdeenshire Council Landscape Services department.

There are two models / options of asset transfer which are being investigated. These are:

- **Option 1 – Asset Ownership**

A new Trust set up to take over ownership and management of all commercial aspects (including buildings) of Aden Country Park, whilst leaving the Park and plant nursery management with Landscape Services.

- **Option 2 – Asset Management**

Aberdeenshire Council to retain ownership of Aden Country Park with the proviso of allowing a new Trust to manage all commercial aspects (including buildings) located in the Park, whilst leaving the Park and plant nursery management in the hands of Landscape Services - therefore allowing the flexibility of management required to make Aden run more efficiently and sustainably.

It is important to note at this point that Aberdeenshire Council is currently looking into Asset Transfer and have recently produced a Community Asset Transfer (CAT) Policy which is specifically looking at a framework for the transfer of some of the Aberdeenshire Council assets where appropriate.

The aim of this policy document is to *“set out a transparent, positive and proactive framework that enables and manages the transfer of assets from the Council to Voluntary and Community Organisations (VCOs) in order to bring about long term social, economic and environmental benefits to the community”*.

The Community Asset Transfer Process in Summary

The Council will designate the Area Manager for each Council Area as the central contact point for all applications and enquiries in their Area. They will take the lead role in responding but will work with officers from across all services in assessing each application and managing the transfer if approved.

In considering the potential for community asset transfer the Council will follow the process set out in Appendix 3 Asset Transfer Process. For each stage officers of the Council will be available to provide advice and guidance on what is required. Alternatively the VCO may choose to seek help from the Council for Voluntary Services (CVS) or Rural Partnerships. A summary of the process is provided in Appendix 4. Outline of Asset Transfer Assessment Process.

Aden Country Park Asset Transfer – Stage 1

The Aden Working Group has contacted the local Aberdeenshire Council Community Asset Transfer (CAT) team (comprising of representatives from Property, Finance, Legal, Economic Development, and the Service involved with the asset) to get an “in principal” Stage 1 decision as to whether any of the buildings within Aden Country Park could be made available for asset transfer.

The group has recently received confirmation that the Aden Caravan & Camping Park, Gate Lodges (North & South), Forester's Cottage, Gardener's Cottage, and the Craft Shop could be made available for asset transfer.

It should however be stated that even with this Stage 1 decision for an "in principal" asset transfer of these Aden Country Park properties, it may still take a long time to submit the Stage 2 application due to the significant amount of work required to be done i.e. feasibility study, business plan, financial projections etc.

Asset Ownership/Management Funding

It is also important to note that the decision over which type of asset transfer will have a large implication on the funding streams will available to the new Trust i.e. for some funding bodies (Big Lottery Fund – Growing Community Assets scheme) ownership is essential for funding to be granted. Conversely it may also be advantage and strengthen an application for funding if ownership is retained by Aberdeenshire Council i.e. The Heritage Lottery Fund - Parks for People scheme.

It is also interesting to note that the effectiveness of the asset ownership approach in the Big Lottery Growing Community Assets Evaluation Phase 2 Report states that:

"Among the projects that are complete, it is clear that those that received support overwhelmingly believe that ownership was the best option for them. The reasons given were around security, flexibility, management and the focus it gives the community. The users of services and visitors too, are very positive about the concept of community ownership. Projects' own assessment of the options available to them suggests that there were few suitable alternative ways in which the community could have sought to achieve similar outcomes".

Knowledge & Skills Exchange

In addition it is pertinent to note that lessons learned from the Knowledge & Skills Exchange study visits included that the Almond Valley Heritage Centre is run an independent charitable trust. The museum was established in 1990, with volunteer and community roots that stretch back to the 1970's. The trust receives funding support (£65K per year towards museum, collection, maintenance & volunteers) through a service level agreement with West Lothian Council, but relies on earned income to cover the majority of costs. 21 years on they are just approaching self-sustainability. It has had a four star visitor attraction status for the last 5 years.

It was also stated that the creation of the Almond Valley indoor soft play area was the key development towards their current success. (This could be replicated in Aden)

The Almond Valley board is made up of 12 Trustees. Many of the board are the original people who set up Almond Valley Heritage Centre. The Trust do not have a huge turnover of trustees, they try to maintain a good balance of old and new blood to ensure there is a good knowledge of what the Trust is about.

It is also relevant to mention that the Almond Valley Trust made a conscious decision not to lease out to any third party franchises as they felt that they then had both more management control of quality of produce i.e. café, shop etc as well as being able to earn more money by running all areas of the park themselves.

To establish a new Aden Country Park Trust to take over management and/or ownership of Aden Country Park the following key actions need to be undertaken.

Actions

- Submit application to Area Manager regarding the possibility of the transfer of the asset of Aden Country Park or aspects within to a new Aden Country Park Trust.
- Write a specific Business Case/Business Plan
- Secure the necessary funding

6.1.2 Employ an Aden Manager / Co-ordinator

Reporting to the Board of Trustees the role of a new Aden Manager / Co-ordinator has been identified by both the Aden Working and Development Groups.

Part of the problem in the current management structure is that there is no single person responsible for the entire Park. For successful management this post needs to be in place so that the Park can be managed holistically, in its entirety.

The Aden Manager / Co-ordinator would need to have the overall management and strategic development of the Trust and the Park as a whole. In addition the post holder would also be responsible for visitor facilities, marketing and promotion, education development, public engagement, development of the Friends initiative, events management/co-ordination, and revenue & funding generation.

Actions

- Identify key roles & responsibilities of the Aden Manager / Co-ordinator
- Source and secure funding needed for post

6.1.3 Develop the Friends of Aden Country Park Initiative

Lessons learned from the Knowledge & Skills Exchange trip helped to identify that the development and role of a new Friends of Aden Country Park is crucial to the success of Aden Country Park.

Mugdock Country Park and Almond Valley Heritage Centre both relied heavily on the work done by their respective “Friends” groups for help with both management, marketing, maintenance and the co-ordination and management of numerous events.

The main aim of the “Friends of Aden Country Park” is to give local residents a greater say in what goes on in Aden Country Park and how it is developed.

The intention is that the Friends can potentially work alongside the existing management of the proposed new Aden Trust to preserve, protect and enhance the facilities and environment of Aden Country Park, creating a place that is safe for everyone to enjoy.

Friends can work as volunteers on site, or equally from home in other ways. For a detailed list of possible activities and projects that Friends could potentially be involved with please refer to point 4.4 Friends of Aden Country Park.

Actions

- Promote the opportunity to join and shape the future of Aden through the Friends of Aden Country Park group
- Assist the group to become properly constituted
- Provide assistance and guidance on how the group will operate
- Encourage active participation as volunteers

6.2 Objective Two

Identify development opportunities, revenue generation streams and potential funding sources

The main aim of this objective is to identify areas of Aden Country Park that have the potential to be developed, how they can be developed, the level of investment required, where revenue can be generated, if funding is required, and where potential funding can be sourced to pay for any developments. Full assessment of the implications and impact of any proposed development on the existing “ambience” of Aden Country Park will require full consideration.

This objective will be split into three main sections which include: Buildings & Facilities, Land, and Events.

6.2.1 Aden Country Park Buildings & Facilities

Historic & Listed Buildings

There is a range of historic and listed buildings in Aden Country Park. Listed buildings are assigned to one of three categories according to their relative importance. All listed buildings receive equal legal protection, and protection applies equally to the interior and exterior of all listed buildings regardless of category. The table below illustrates the category of each listed building with Aden Country Park.

Aden Country Park Buildings	Listing Categories
Aberdeenshire Farming Museum, Café & Grieve’s House	Category A
Aden Mansion House	Category B
Gate Lodges (Goldies Lodge & Twin Lodges)	Category C
Walled garden, bothy and potting shed	Category C
North East Folklore Archive / Arc Recording Studio	Category C
Ice House	Category C

Definitions of each listing category are as follows:

- **Category A** - Buildings of national or international importance, either architectural or historic, or fine little-altered examples of some particular period, style or building type.
- **Category B** - Buildings of regional or more than local importance, or major examples of some particular period, style or building type which may have been altered.
- **Category C** - Buildings of local importance, lesser examples of any period, style, or building type, as originally constructed or moderately altered; and simple traditional buildings which group well with others in categories A and B.

In the following section various proposals are outlined which may include altering one or more of the listed buildings in Aden Country Park. It is therefore important to note that a building which is listed does not prevent it changing or developing, but it does mean that consideration has to be given to preserving its particular character. In addition any proposal to demolish, or to alter or extend a listed building in a way which would affect its character, must be granted listed building consent before it can proceed.

Listed building consent must be obtained where proposals intend on altering the character of the listed building. This applies regardless of the category of listing (A, B or C) and to work affecting interior and exterior. The planning authority (in most cases the local authority) decides when any work is likely to affect the character of a listed building.

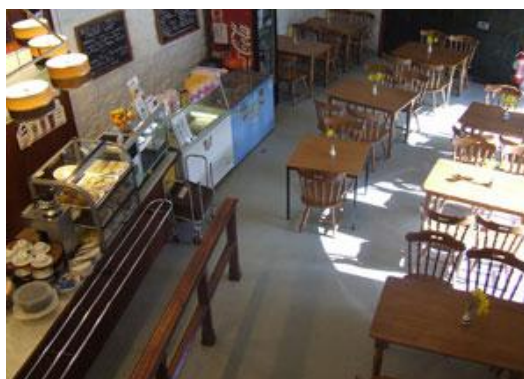
All applications for consent are made through the local authority rather than Historic Scotland (except when a local authority is itself the owner of a listed building and wishes to make alterations – such as in Aden’s case), and it is the planning authority who decides when consent is required.

The proposals may also require other consents such as planning permission or building warrant. Indeed, alterations which may seem minor, such as stone cleaning all or part of the property, alterations or replacement of windows or installation of roof lights may require listed building consent. Not surprisingly, major work such as extensions, structural alterations or partial or total demolition is very likely to require consent.

It is therefore important to note that all of these factors need to be taken into consideration, both in terms of feasibility, timescale and cost, before any of the following proposed developments could be undertaken.

6.2.2 Restaurant / Café & Ice Cream Kiosk

Located in the courtyard area, next to the Aberdeenshire Farming Museum, is the Aden Café/Restaurant. The building is assigned as part of a Category A listed building.



The Café has seating up and downstairs and can serve 70 covers. The Café/Restaurant menu ranges from specialty teas/coffees, fresh baked scones, pastisseries, sandwiches, salads, baked potatoes, paninis, homemade soups, beef olives, lasagna, light lunches, and a great range of ice creams!

In 2010 the Aden Country Park Café/Restaurant gained the prestigious Healthy Living Award and was recognised as a market leader in providing and supporting healthy food options.

The Ice Cream Kiosk situated next to the main car park is part of the lease and is mainly open at weekends during the summer months and at special events such as the annual Pipe Band Contest.

Governance, Management & Staffing

The Estates sections of Aberdeenshire Council Property Service currently manage the lease of the Aden Café/Restaurant and Ice Cream Kiosk. Thistle Catering Services currently leases both the Café/Restaurant and Kiosk on a 2 yearly basis.

Revenue Generation

Currently the lease generates £7,100 per year.

Development Opportunities / Future Sustainability

It is important to note that the public consultation carried out in 2010 identified the Restaurant / Café as both a very popular area in the Park but also the facility most in need of improvement. As a result whichever development opportunity is undertaken, an upgrade or new Restaurant / Café facility would be welcomed by visitors to Aden Country Park.

1. Restaurant / Café run by Aden Trust, Social Enterprise or Franchise

One of the key challenges to making Aden Country Park more self-sustaining is how to attract people to Aden Country Park, and how to capture revenue from visitors when they are there. Charging entry is one method, car parking charges is another, but a proven method of capitalising on visitor numbers is through a Restaurant / Café. A prime example of this model is that the majority of modern Garden Centres all provide a draw/interest with plants, gardening products, Children's Play Area etc but it is through the Gift Shop and Restaurant / Café that the majority of revenue is generated.

For this reason it is vital that as Aden Country Park develops, the current model of governance, management and leasing of the Aden Restaurant / Café is evaluated.

It may be the case that at this point in Aden's development the franchise model for running the Aden Restaurant / Café is the most appropriate one. However if the proposed Aden Trust is developed and all governance is established it may at that time be appropriate for the Aden Trust to take over the governance and management of the Aden Restaurant / Café and therefore increase revenue for the Park. Lease agreements will need to be reviewed.

Similarly should the new Aden Trust be set up it may be appropriate for the Restaurant / café to be run as a Social Enterprise.

One thing is clear; with the current increase in high profile events being offered at Aden Country Park i.e. Halloween, Wild About Aden, Pipe Band Competition, and Vintage Tractor Day, the potential to increase the level of revenue being generated for the franchise running the Restaurant / Café at these events is good.

Revenue Generation

Perhaps an intermediate solution to the governance and management of the Restaurant / Café is that with the increase of events and visitor numbers that a new lease is structured whereby a percentage of takings from the Restaurant / Café is introduced.

Should the Aden Trust or other arrangement be established the responsibility would be transferred and any profits from the Restaurant / Café would be retained within the Park, helping to make the whole Park more sustainable.

Funding Sources

Should the proposed new Aden Trust or Social Enterprise take over the running of the Aden Restaurant / Café there would be need for funding for equipment, stock etc. Funding sources could include:

- Loan (Bank)
- LEADER Funding

Actions

- Carry out feasibility study to evaluate the best management model
- Secure the necessary funding for equipment, stock etc

2. Renovation of Restaurant / Café

Analysis of the Making the Most of Aden Country Park Questionnaire showed that the Restaurant / Café was the 2nd most frequently visited area of Aden, however the questionnaire also revealed that, with a high majority, visitors identified the Restaurant / Café as the facility most in need of improvement, in particular an increase in opening times.

The results from the Aden Questionnaire clearly identify that the current Restaurant / Café provision does not meet visitor expectations. With this in mind, an injection of money into improving/renovating the Aden Restaurant / Café could more closely meet the needs and expectations of visitors to Aden Country Park and Restaurant / Café.

Currently, if people are planning a visit to the Mintlaw area and are looking for somewhere to have a coffee, lunch etc they do not come to the Aden Restaurant / Café, they tend to go to the local Happy Plant Garden Centre. Only if people are in the Park for other reasons i.e. events, Children's Play Area, Farming Museum etc do they then use the services of the Restaurant / Café.

Potential improvements to the Aden Restaurant / Café could include:

- Public Area – upgrade toilets, serving counter, and tables & chairs, along with replacing existing tinted windows and door with clear glass (so to brighten up space).
- Staff Area – upgrade kitchen area i.e. units, shelves, cooker etc
- Reinstall/complete 1st floor above café space for a possible extension to either the café or museum. Alternatively create a conference room, or perhaps a new children's soft play area or "Ceramic Experience" franchise.

Revenue Generation

An investment would be required to improve and renovate the Aden Restaurant / Café. As stated it is clear from the questionnaire findings that there is an expectation for the Aden Restaurant / Cafe to improve. In terms of revenue generation, the investment would help change visitor perceptions, from being a Aden Restaurant / Cafe they use just because it's there, to somewhere that could potentially attract people to the Park, and therefore increase revenue generation.

Funding Sources

Dependent on the governance, management and lease of the Aden Restaurant / Cafe, some potential sources of funding could include:

- Private Investment e.g. current Franchise have shown an interest
- Parks for People - Heritage Lottery

Actions

- Carry out feasibility study/business plan so to evaluate viability
- Secure the necessary funding

3. Relocate Restaurant / Café to Larger Location

In 1995 a Aden Country Park Restaurant Feasibility Study was undertaken by Glasgow Caledonian University in association with Campbell & Co. Design Consultants. The study looked at ascertaining the most appropriate commercial development of a quality Restaurant / Café operation in Aden Country Park. Following detailed competitor research, consumer review and a consideration of contrasting potential construction, it was the opinion of the consultancy team that the Restaurant / Café needed to be moved to a new location.

The feasibility study demonstrated that the Restaurant / Café operation in 1995 lacked quality and was severely limited by its design, and constituted the weakest element in the existing park product.

Although the feasibility study is 16 years old the information is still very relevant today. The issues around the restaurant haven't changed. Thistle Catering who currently lease the restaurant have introduced a new menu, a new coffee machine, healthy food options, and some new crockery to help update the restaurant, they are however still restricted by the size and condition of the restaurant.

There are various options to where the Restaurant / Café could be moved, these include:

- Extension to the rear of the current Restaurant / Café building (possible problems with altering a Category A listed property)
- Move to and expand the Coach House building opposite

Revenue Generation

Again, although an initial investment would be required to relocate the Aden Restaurant / Café to a larger location, it is clear from the feasibility study that the current space is severely limited by its design, and constitutes as the weakest element in the Park. Any money spent improving the available space would certainly go a long way in attracting potential visitors to the Park, and in turn would have the potential of generating a much larger revenue.

Funding Sources

Dependent on the governance, management and lease of the Aden Restaurant / Cafe, some potential sources of funding could include:

- Private Investment e.g. current Franchise have shown an interest
- Parks for People - Heritage Lottery

Actions

- Carry out feasibility study so to evaluate costs involved
- Secure the necessary funding

4. Creation of New Purpose Built Restaurant / Café with Retail Element

Following the detailed competitor research, consumer review and a consideration of contrasting potential construction, the Aden Country Park Restaurant Feasibility Study also stated that it was the opinion of the consultancy team that a new building should be constructed on the site of the current Coach Park.

The Feasibility Study also proposed that the new design would also incorporate a retail element which would replace existing provision and combine retail and catering revenue generating facilities in a purpose built setting.

This concept would certainly avoid any problems that might arise around relocating the Restaurant / Café to another location with Grade A listing status, and in fact may be a cheaper option than converting any existing building.

Revenue Generation

The level of investment in this option may well be high but the returns on investment could equally be high. From the results of both the feasibility study and Aden questionnaire, it is clear that 1. visitors to the Park believe the Restaurant Café is the facility most in need of improvement, and 2. the current space used is severely limited by its design, and constituted the weakest element in the Park. This combined public opinion must not be ignored and should be the basis of fundraising for the development of a new purpose built Restaurant / Café.

Any money spent on a new purpose built Restaurant / Café, with retail arm, would certainly help to both meet the expectations of Park visitors, attract new and recurring visitors, and would have the ability of financially capitalising on the already increasing number of events and visitors to the Park.

Funding Sources

Dependent on the governance, management and lease of the Aden Restaurant / Cafe, some potential sources of funding could include:

- Private Investment e.g. current Franchise have shown an interest
- Parks for People - Heritage Lottery

Actions

- Update feasibility study so to evaluate costs involved
- Secure the necessary funding

5. Private Functions, Children's Parties & Catering at Park Events

Regardless of any future developments to the Restaurant / Café, an increase in revenue generation is still possible in the current location. More needs to be made of the upstairs area of the Café. At the moment this space is only used as an overspill area when all seating downstairs is taken. This space has the potential to be used for private functions, talks, workshops, meetings, and birthday parties (Children's & Adults).

To be successful, marketing and promotion of this space is essential, along with some investment to make the space secure and child-friendly.

Currently the Franchise that lease the Restaurant / Café also have the first choice to cater for events in the Park. A burger van is set up at the larger events e.g. annual Pipe Band Competition. Should a Trust or a Social Enterprise take over the running of the Restaurant / Café, funding would be required to enable continuation of outdoor catering at Park events.

Revenue Generation

In addition to the ideas stated above, additional revenue could also be raised by catering for any events held within the Aden Theatre i.e. Cinema Club, Meetings, Performances, and Talks.

Funding Sources

Dependent on the governance, management and lease of the Aden Restaurant / Cafe, some potential sources of funding could include:

- Private Investment e.g. current Franchise have shown an interest
- Awards for All – Big Lottery

Actions

- Market and promote availability and flexibility of Café space
- Secure the necessary funding for outdoor catering

6.2.3 Craft Shop & Workshop

Located in the courtyard area of Aden Country Park, next to the Book of Deer Project Room, are the Craft Shop (previously leased by Balance Crystals) and Workshop (previously leased by Inner harmony). The Balance Crystals shop in Aden (now relocated to Fraserburgh) was a family run business offering an extensive range of quality crystals, minerals, fossils, jewellery, feng shui, wicca, faeries, books, CDs and locally hand-made greeting cards.



It is also relevant to note that Balance Crystals complemented their physical shop in Aden with an online shop which became a leader in the metaphysical market. It is fair to say that this helped with the seasonality aspect of running the shop at Aden.

Inner Harmony, situated in the Workshop space next to the Balance Crystals shop was previously run by a Holistic Therapist offering reiki, aromatherapy and body massage, reflexology, and body brushing.

Governance, Management & Staffing

The Estates section of Aberdeenshire Council Property Service manages both the lease of the Craft Shop and Workshop. Balance Crystals and Inner Harmony previously leased the Craft and Workshop on a 2 yearly basis.

Revenue Generation

Previously the lease of the Craft Shop generated £1,320 per year, with the Workshop lease raising £300 per year, with a combined yearly total of just £1,620.

Development Opportunities / Future Sustainability

1. Craft Shop run by Trust, Social Enterprise or Franchise

Feedback from the Aden Questionnaire shows that visitors to the Craft Shop are disappointed in that the products sold in that they don't match visitor expectations and perceptions of what a Craft Shop should be. Furthermore comment has been made that a Crystal Shop and Holistic Therapist is not something that fits in well with the surrounding Country Park.

An alternative use of these buildings could perhaps be a Gift / Farm Shop selling Aden Country Park Postcards, Prints, Pens, Pencils, Car Stickers, Rubbers, Mugs etc produce grown in the plant nursery, alongside other Farming and Scottish related products such as books (adult and children's), toys (tractors, farm animals, frisbees etc), food products (jams, chutneys, fudge etc), gifts, possibly even a small amount of confectionary type products.

Revenue Generation

Due to the fact that the current annual lease for the Craft and Workshop is very low (£1620 per annum) a different governance and management structure could be put in place, quite cheaply, by a Trust, Social Enterprise, Friends of Aden, or an alternative Franchise.

Although some funding would be required for fixtures and fittings and stock, there is real revenue generating potential. With the increase in high profile events and visitor numbers, again this area of the Park could be capitalising on events that are free to attend.

However one thing that should be kept in mind is that the Park is predominantly busy during the summer months. That said more events are happening out-with this season and the emphasis could always be changed accordingly to the season i.e. Christmas related goods being sold in the winter, therefore attracting customers back out of season.

Funding Sources

Some potential sources of funding could include:

- Loan (for fixtures, fittings & stock)

Actions

- Review lease amount
- Carry out feasibility study so to evaluate the best management model
- Secure the necessary funding for fixtures, fittings & stock

2. Craft Shop leased to Craft Co-operative

Another possible model for the Craft and Work Shop is to lease these buildings to a Craft Co-operative, a model which would be more fitting with the original concept for the use of the buildings.

As part of a Knowledge & Skills Exchange visit the Aden Working Group visited Mugdock Country Park, outside Glasgow where this model was in operation. The building used in Mugdock was not much bigger than the Aden Craft Shop and the space was leased to the “Mugdock Makers”, a Craft Co-operative of around 30 artists, who took it in turns (1 day a month) to man the shop/gallery space.

Last year it was very encouraging to hear that the “Mugdock Makers” made a profit of £55,000. That said it should be noted that Mugdock Country Park does attract 600,000 visitors every year, as opposed to 211,213 visitors (Appendix 1.) Aden Country Park attracted in 2011.

Revenue Generation

This model seems to fit in better with the ethos of the park, has the potential to be an attraction in its own right, which in turn, could actually pull in more visitors/revenue to Aden Country Park. Once in the Park there is then another opportunity to capitalise on this at the Craft Shop, Restaurant / Café and Farming Museum.

Funding Sources

Dependent on the governance, management and lease of the Aden Restaurant / Cafe, some potential sources of funding could include:

- Arts & Culture funding for Crafts
- Awards for All
- Loan (for fixtures & fittings)

Actions

- Contact local artists and crafters to gauge interest
- Revue lease amount
- Promote as a new visitor attraction

6.2.4 Aberdeenshire Farming Museum

Long famed for high quality Aberdeen-Angus cattle, the North East contains a quarter of Scotland’s arable land and consequently farming is an essential feature of rural life. The award-winning Aberdeenshire Farming Museum at Aden Country Park brings alive the story of this famous farming past in the unique semi-circular Aden Estate home farm.



The Farming Museum excitingly portrays the story of North East Farming in three related interpretive themes which include the Aden Estate Story, Weel Vrocht Grun, and the Horseman’s House.

The Aberdeenshire Farming Museum is located in a Category A listed building, and has been acknowledged as a Recognised Collection of National Significance by the Museums Galleries Scotland (MGS). In addition, the Farming Museum has also been accredited by Museums, Libraries and Archives Council (MLA) for meeting the quality standards of the UK Museum Accreditation Scheme.

Governance, Management & Staffing

The Aberdeenshire Council Cultural / Museum Service of Education, Learning and Leisure manage the Aberdeenshire Farming Museum and employ seasonal staff during the summer season from April to the end of August.

Operating Costs

Operating costs for the Aberdeenshire Farming Museum (including Hareshowe Farm) for 2010/2011 are £76,000. Following a cut in budget, the estimated operating costs for 2011/2012 are £56,000. For a detailed breakdown of budgets please refer to Appendix 3.

Development Opportunities / Future Sustainability

It is important to note that the public consultation carried out in 2010 also identified the Aberdeenshire Farming Museum as both a very popular area in the Park but also one of the facilities most in need of improvement. As a result whichever development opportunity is undertaken; an upgrade to the Aberdeenshire Farming Museum would be welcomed by visitors to Aden Country Park.

1. Introduction of Admission Charge or Suggested Donation

To make the Aberdeenshire Farming Museum & Hareshowe Farm more sustainable an admission charge or suggested donation could be imposed. However due to the fact that current ownership is the responsibility of Aberdeenshire Council the option of an admission charge is not permitted. If however responsibility for the Farming Museum is passed to a new Aden Trust this would be a viable option.

Until a new governance structure is put in place, it would however still be feasible to introduce a suggested donation charge. If this model is adopted it is vital that it is made clear to visitors where the money will be spent and that visitors are contributing specifically towards supporting the Aberdeenshire Farming Museum and Hareshowe Farm.

Background research shows that charging too high an entry fee/donation can drive potential visitors away. With this in mind a fairly modest amount has been used to demonstrate an estimated income.

The table below illustrates a model that could be adopted for an admission charge or suggested donation for entry to the Aberdeenshire Farming Museum & Hareshowe Farm.

Revenue Generation

Suggested Admission / Donation Charge:

Single Adult	£3.00
Single Student	£2.00
Single OAP Concession	£2.00
Single Child (Ages 6 – 16)	£1.00
School Pupil	£1.00
Child (Ages 0 - 5)	Free
Family of Four – 2 Adults + 2 Children (Ages 6 – 16)	£6.80
Family of Five – 2 Adults + 3 Children (Ages 6 – 16)	£7.20
Family of Six – 2 Adults + 4 Children (Ages 6 – 16)	£7.60

Group Rates (min 10 people) - To benefit from group rates, groups must pre-book

Group Adult Rate	£2.80
Group Student / OAP Concession Rate	£1.80
Group Child (Ages 6 - 16) / School Pupil	£0.80

Using the suggested admission / donation charges with the 2010 visitor figures to the Aberdeenshire Farming Museum (Appendix 2.) of 13,364 it is then possible to calculate an estimated annual revenue generation amount of £29,424. The table below demonstrates how this estimated figure has been reached.

Category	Rate	Visitor Numbers	£ Total
Single Adult	£3.00	7682	£23,046
Single Student	£2.00	20	£40
Single OAP Concession	£2.00	500	£1,000
Single Child (Ages 6 – 16)	£1.00	500	£500
School Pupil	£1.00	100	£100
Child (Ages 0 - 5)	Free	200	£0.00
Family of Four – 2 Adults + 2 Children (Ages 6 – 16)	£6.80	40	£68
Family of Five – 2 Adults + 3 Children (Ages 6 – 16)	£7.20	10	£14.40
Family of Six – 2 Adults + 4 Children (Ages 6 – 16)	£7.60	12	£15.20
Group Adult Rate	£2.80	100	£280
Group Student / OAP Concession Rate	£1.80	200	£360
Group Child (Ages 6 - 16) / School Pupil	£0.80	4000	£4,000
Total		13364	£29,424

A further alternative model that could be adopted is one in which the Highland Folk Museum uses. The museum admission is free but visitors are asked to support the museum by buying a museum guide book (£3.25) when they arrive. Visitors are then also encouraged

that if they have enjoyed their visit, to give a donation when they leave to help develop the Museum.

Potential revenue generation again using the Farming Museum figures of 13,364 from 2010 (Appendix 2.) with a museum guide book charge of £3.25 would raise an estimated total of around £14,000 to £15,000. This of course does not include any further donation received.

Museum guide book estimated money generation: £3.25 x 4455 (estimated) = **£14,478**

Issues arising from the potential introduction of an admission charge or suggested donation include: the production costs of the guide book/leaflet i.e. design and printing, museum staff would need training on operating tills, and there would also be the need for a safe as well as a banking policy.

However revenue generated through admission or suggested donation could be used to cover any costs incurred.

Funding Sources

Some potential sources of funding could include:

- Aberdeenshire Council
- Revenue generated through admission charge or suggested donation

Actions

- Change of governance, management and policy
- Move donation box to more prominent location

2. Introduction of Retail

The introduction of a retailing element within the Farming Museum could improve viability and sustainability. The type of products sold in the museum could relate to the Aberdeenshire Farming Museum, Hareshowe Farm, or Aden Country Park e.g. Aden Country Park Postcards, Prints, Pens, Pencils, Car Stickers, Rubbers, Mugs etc.

Other additional products which could be sold relating to the Aberdeenshire Farming Museum could include Farming and Scottish related products such as books (adult and children's), toys (tractors, farm animals, frisbees etc), food products (jams, chutneys, fudge etc), gifts, possibly even a small amount of confectionary type products.

Revenue Generation

The introduction of retail could well make up the remaining funding required to cover the cost of running the Aberdeenshire Farming Museum and Hareshowe Farm. If we take the £56,000 estimated running cost figure for 2011/2012 to be accurate (Appendix 3.) and that the figure of £29,424 from a suggested donation is accurate, this would leave deficit of £26,576 needed to make the Aberdeenshire Farming Museum and Hareshowe Farm sustainable.

With the development of a marketing & promotion strategy, an increase of events, and an increase in visitor attractions, the figure of £26,576 could be achievable through the introduction of retail in the Farming Museum.

Funding Sources

Some potential sources of funding could include:

- Loan (for fixtures, fittings & stock)
- Revenue generated through admission charge or suggested donation

Actions

- Change of policy
- Carry out feasibility study so to evaluate the best management model
- Secure the necessary funding for fixtures, fittings & stock

3. Asset Transfer

One potential solution to issues around introducing an admission charge, suggested donation or a retail element at the Aberdeenshire Farming Museum would be to transfer the museum to a new independent trust.

The new trust could then take on the responsibility for either asset ownership and management, or just asset management, of the museum and staff, providing an opportunity and flexibility to reduce running costs, increase revenue, and change how the museum currently operates.

There would still be a direct relationship with Aberdeenshire Council in that the Council would retain ownership and management of the museum collection, and the Museum Service would supervise the environmental conditions of the museum building, and provide advice to the trust on the care of the farming collection.

Further research and feasibility would need to be undertaken to evaluate both the positives and negatives to this proposal. For the new independent trust to take on this responsibility it would have to be financially sound, with all staff and running costs identified.

Revenue Generation

With the asset transfer of the Aberdeenshire Farming Museum the introduction of an admission charge, suggested donation or a retail element would increase the possibility of revenue generation.

Funding Sources

Some potential sources of funding could include:

- Revenue generated through admission charge, suggested donation or retail

Actions

- Carry out feasibility study to evaluate the best ownership & management model

4. Employ a Museum Development Curator

The Aden Working Group and specifically the recent Museum Collections Development Officer has identified the need for a Museum Development Curator to be put in place.

Suggested responsibilities include:

- Developing new temporary displays
- Fundraising for developments to enhance museum viability
- Improve museum interpretation displays to be more interactive
- Improve museum education resource
- Input into existing Park events as well as developing new events
- Marketing & promotion, including input to websites, extending series of leaflets etc
- Management of staff and budgets
- Partnership working with park staff and other external bodies
- Establish Educational Partnerships e.g. Rowett Institute, Schools, Universities & Colleges, Scottish Agricultural College, and SEPA

Revenue Generation

There would be no direct generation of revenue from appointing a Museum Development Curator, however once an admission charge or suggested donation is put in place, the work of this post (enhancing the visitor experience) would help to attract higher visitor numbers to the museum, and therefore more money.

Funding Sources

- MGS Recognised Collection Fund
- Esmée Fairbairn Foundation
- Heritage Lottery Fund (HLF)

MGS Recognised Collection of National Significance & Capital Funding

The Aberdeenshire Farming Collection is one of Scotland's Recognised Collections. The Scottish Recognised Collections Scheme identifies, celebrates and supports the nationally significant collections in the country's local museums. The exhibits and the buildings which form this museum are counted among Scotland's Treasures.

The Museums Galleries Scotland (MGS), Recognised Collection of National Significance & Capital Funding scheme has funded both the recent Museum Collections Development Officer post and also granted an award of £42,000 for the renovation of the Aden Theatre.

Recognition funds are intended primarily to:

1. Encourage improvement and development of good practice in the management (all aspects) of recognised collections and
2. Develop and improve awareness of and access to recognised collections.

Other sources of funding which may also be potential supporters of the creation of the Museum Development Curator post include the Esmée Fairbairn Foundation, under the Museums Association collections programme umbrella.

It should be stated that the MGS Recognised Collection, Esmée Fairbairn Foundation, and Heritage Lottery Fund (HLF) funding only consider one off project based posts and do not fund permanent appointments.

Actions

- Identify key roles & responsibilities of the Museum Development Curator
- Source and secure funding needed for post

6.2.5 Aden Theatre

The Aden Theatre is a multi-functional space located inside the Aberdeenshire Farming Museum. The Theatre is a flexible space which has a seating capacity of around 60 people and has the advantage of having a large purpose built screen and audio system facilities.



Development of the theatre space is imminent. In July 2011 Aberdeenshire Council received an award of £42,000 from the Museums Galleries Scotland (MGS) Recognised Collection of National Significance scheme. This money is to be spent on rejuvenating and improving the theatre space with new windows, floor and disabled access door. The aim of the funding is to both improve access to the recognised collection and educational resources, whilst helping to transform the theatre into a "versatile" venue for community activities including star gazing, music and film events.

Governance, Management & Staffing

The management responsibility of the Aden Theatre is with the Aberdeenshire Council Cultural / Museum Service of Education, Learning and Leisure.

Revenue Generation

Following feedback from local groups who had stopped using the theatre space, a review of the theatre hiring cost was carried out. It was identified that the cost of hiring the theatre space was far too expensive. From doing a comparison with other venues, the theatre was not comparable to that of even larger, better equipped venues.

As a result, a new pricing structure has recently been adopted, see table below:

Rate	Standard	Development	Concessionary	Development Concession	Commercial Community classes	Commercial
Cost Per Hour	£7.25	£5.40	£3.60	£2.70	£10.85	£21.70

Now that this new pricing structure is in place and renovation work is soon to be completed, it is hoped that with some marketing and promotion community groups will start using the space again, and revenue will start to be generated.

Development Opportunities / Future Sustainability

It should be stated that the following development opportunities need to take into account that the theatre space is within the Aberdeenshire Farming Museum, and as such, priority for the use of this space within museum opening hours has to be given to the Museum Service.

That said, when the museum is either closed in the evening or for the season, more flexibility can potentially be given to the multifunctional nature of this space. In conjunction the theatre space could be used for activities that not only serve to entertain the public, but also match the aspirations of the Museum Service, through examples such as the “Buchan Bourach” (see 3.12 Education and Learning Context), films, poetry or music relating to farming and the Aberdeenshire farming collection.

1. Multifunctional Venue

Assisted by both the planned improvements to rejuvenate the theatre space, and new hiring structure, the Aden Theatre has the potential to be a great multifunctional space which could host a range of activities which could include:

- Meetings / Seminars / Talks
- Performing Arts
- Children’s Events
- Music Concerts
- Inclement Weather Uses
- Exhibitions

Part of the planned improvement for the theatre also includes improving access with the installation of a purpose built disabled access door. This will certainly aid the flexibility of the theatre space to be used by a range of community groups. Additional suggested improvements which could enhance the use of the theatre space include converting the female toilet next to theatre (in the Aberdeenshire Farming Museum) into a disabled access toilet. This conversion could benefit both the theatre users and users of the Aberdeenshire Farming Museum, acting as a communal toilet for the less able visitors.

Revenue Generation

With appropriate marketing and promotion of the theatre space for the range of possible activities listed, it is hoped that revenue can be generated.

Funding Sources

No funding is required to develop this idea.

Actions

- Promotion of theatre as a multifunctional venue
- Contact festival event organisers to raise awareness of theatre space

2. Aden Film Club - Cinema

The Making the Most of Aden Country Park questionnaire has identified that the introduction of a cinema in the Aden would be well received. With this in mind funding of £1500 has recently been applied for and received through the Area Initiative Grant Scheme. This funding will enable the purchasing of cinema equipment and licences, and enable the development of the Aden Film Club (AFC). Equipment and licences are as follows:

Projector	DVD Player	Sound System	PVSL Licence 1May – 30April	Cinema Licence (Annual)
£750 approx.	£120 approx.	£500 approx.	£97.20	£30.00

The Public Video Screening Licence (PVSL) is an annual licence entitling holders to screen unlimited films throughout the year for one low annual fee to a non-paying audience. The annual licence fee is based on the number of people in the licensed group, i.e. From 1 to 249 it is £97.20. The PVSL permits screenings using DVDs purchased or rented from any legitimate UK outlet.

In addition film and new media is an area of growth for the Aberdeenshire Council Aberdeenshire Arts Development Team. Cultural developments in Aden such as the Film Club could fit well with Arts Development emerging priorities in this area.

Revenue Generation

One way of generating revenue using the above model, which is being adopted by other groups, is the creation of a membership scheme. There are two options in which this could be achieved, these are either an:

1. Aden Film Club Membership

Sign up for an annual membership (perhaps Adults £10, Children £5) which then entitles you to see the rest of this year's programme of films for no extra charge

2. Friends of Aden Country Park Membership

To encourage people to sign up to become a Friend of Aden it was thought that by becoming a Friend you would be entitled to an annual membership (perhaps Adults £10, Children £5) which then entitles you to see the rest of this year's programme of films for no extra charge.

Both options have the potential of being a real community and financial success. It is also hoped that the Friends group would be interested in helping manage the organisation of this activity on a rotational basis.

The annual membership money could be used to help support park/museum development, purchase a popcorn maker, fridge/freezer for drinks & ice cream, or to put towards curtains to soften/enhance sound quality, or perhaps the purchase of foldaway tiered seating.

Other additional ways revenue would be generated would be through the sale of tea/coffee/juice/snacks at the film events.

Funding Sources

- Regional Screen Scotland
- Awards for All
- Banff & Buchan Arts Forum - Programme Support Grants

Actions

- Apply for further equipment funding
- Involve Friends of Aden group
- Promote & target films to specific age groups (kids) & events (Halloween)

3. Civil Wedding Ceremonies

The Aden Theatre has in the past been used for civil wedding ceremonies and with the forthcoming renovations it has even more potential of being used in this way.

A civil wedding ceremony is basically a legally approved marriage ceremony that contains no religious aspects and is conducted by the superintendent registrar or deputy.

A license for the theatre would need to be in place before wedding ceremonies could be carried out.

Following on from the Aden Film Club proposal for purchasing curtains to aid sound quality, this could also soften and make the theatre a more attractive venue for civil ceremonies.

Revenue Generation

Being the venue for the ceremony a charge would be put in place, perhaps based around the recently updated pricing structure.

Funding Sources

- Revenue from the Aden Film Club
- Loan

Actions

- Apply for License
- Promote throughout Council registrars & relevant literature

4. Extension of ARC Recording Studio

The ARC Recording Studio, based in the old laundry building, has in the past had to turn away potential customers due to the restrictive nature/size of the current recording/performance room. The Aden Theatre has the potential of being an extension to the ARC Recording Studio on an ad hoc basis (out with of the museum open hours).

The balcony area, which at the moment is used as a storage area could easily accommodate the recording equipment needed to enable this space to be used as a recording/performing area. Furthermore the balcony area is a secure space for the storage of this expensive equipment, and has the additional advantage of not interrupting the multifunctional nature of the theatre space.

Revenue Generation

The development of this idea opens up a whole new range of potential revenue streams, and users who, up until now, have discounted the Recording Studio due to its limited size.

In addition a recording package could be developed to offer musicians who record at the studio/theatre a chance to hold a concert in the theatre or outdoor courtyard area, where they could have the chance to record a 'live' set.

Following on from both the Aden Film Club proposal and the proposal for the wedding ceremonies, the purchase of curtains to both aid sound quality, soften and make the theatre a more attractive venue, would also lend itself (by reducing echo) to making the theatre a more useable space for recording in.

Funding Sources

The amount of funding required for this development would be relatively low. Cables, and curtains would be the most essential. A further computer/laptop and perhaps speakers would also be useful but not essential.

- Make A Splash
- Awards for All
- Banff & Buchan Arts Forum
- Heritage Lottery Fund (HLF)

Actions

- Apply for further equipment funding (cables, curtains etc)
- Promote the increased capacity of ARC Recording Studio

6.2.6 Hareshowe Farm

Hareshowe is a typical Buchan small farm of the 1890s set in 30 acres of land. If you look at Hareshowe today it looks as if it belongs there – this is not the case. Hareshowe of Ironside originally stood near New Deer.

In 1990 Hareshowe was bought by the local Banff & Buchan District Council, dismantled and then brought to Aden piece by piece, where it was rebuilt. On 3rd May 1991, former owner Miss



Margaret Barron was invited to turn the key in her old back door and thereby officially open the reconstructed farm.

On opening Hareshowe was indeed a working farm where all outdoor activities followed as closely as possible the traditional Buchan farming year. Today Hareshowe Farm is maintained as a living history exhibit set in the 1950's; however the outdoor traditional farming calendar and techniques are limited to crop rotation, a showcase of the past at the annual Vintage Tractor Day, and the leasing out of land for grazing.

Governance, Management & Staffing

The Aberdeenshire Council Cultural / Museum Service of Education, Learning and Leisure currently manage Hareshowe Farm.

Development Opportunities / Future Sustainability

1. Introduction of Admission Charge or Suggested Donation

Prior to the reconstruction of Hareshowe Farm a Development & Management Study for a Working Farm at Aden Country Park was undertaken in 1988. The study was split into two parts – Part 1. Concept & Development carried out by Ian White Associates & Part 2. Financial Appraisal which was undertaken by Piedad (Planning, Economic and Development Consultants).

Although these documents were undertaken back in 1988 much of the content still relates to the current management and running of Hareshowe Farm. It is interesting to note that in the financial appraisal the consultants identify that 1. an admission charge must be imposed to make the Working Farm (Hareshowe) viable 2. additionally enhanced retailing and catering would improve the viability, and that 3. a small surplus needed to be generated for a redevelopment fund.

Revenue Generation

Using the suggested admission / donation charges with the 2010 visitor figures to the Aberdeenshire Farming Museum (Appendix 2.) of 13,364 it is then possible to calculate an estimated annual revenue generation amount of £29,424.

A further alternative model that could be adopted is one in which the Highland Folk Museum uses. The museum admission is free but visitors are asked to support the museum by buying a museum guide book (£3.25) when they arrive. Visitors are then also encouraged that if they have enjoyed their visit, to give a donation when they leave to help develop the Museum.

Potential revenue generation again using the Farming Museum figures of 13,364 from 2010 (Appendix 2.) with a museum guide book charge of £3.25 would raise a total of £43,433. This of course does not include any further donation received.

Museum guide book money generation: £3.25 x 13364 = **£43,433**

Funding Sources

No funding is required for the implementation of this possible development. If there is an unforeseen small amount of funding required, it is suggested that revenue generated through admission or suggested donation is used.

Actions

- Change of governance, management and policy
- Move donation box to prominent location

2. Introduction of Farm Animals

The Making the Most of Aden Country Park questionnaire identified that the new facilities visitors wanted to see introduced at Aden included a new Gift/Souvenir/Farm Shop, Community Gardens/Allotments, Path Improvements, Sculpture Trail, Indoor Children's Play Area, and the Introduction of Animals.

When looking at areas of the Park to house farm animals it makes sense for the animals to be as close as possible to the Farming Museum, Hareshowe Farm, and car parks as possible. The Hareshowe fields are a possible solution. The sizes of the three fields closest to the overspill car park aren't too big to manage and this location would hopefully encourage even more visitors to explore Hareshowe Farm.

After initial conversations with local Rare Breeds Survival Trust (RBST) members it may be possible to work with this charity to help conserve some of the native, traditional rare breed farm livestock from Buchan and surrounding areas.

Benefits to the introduction of animals include:

- Obvious link with Farming Museum & Hareshowe Farm
- Educational aspect – field to fork
- Workshops / Demonstrations – lambing, shearing, spinning, felting, make a jumper in a day, milking, cheese making, oatcakes, cooking with rare breed meat etc
- Sponsor an animal

- Working horse – logging & horse and cart to take visitors around Park

Practicalities of animals include:

- Initial funding to purchase animals
- Fencing – dog proof
- Maintenance – vet & food bills
- Animal husbandry requirements - who is responsible?

Revenue Generation

There are numerous ways in which the introduction of farm animals could generate an income. Some of the most obvious ways are to put a charge on admission, charge for the horse and cart rides, sponsor an animal, pay for a bag of feed, or payment for any of the specific workshops/demonstrations. However it should be stated that the practicalities of owning and looking after animals is expensive, not only in food and maintenance but also in time, and if staff were to be asked to care for the animals, more staff would be required.

Funding Sources

- Rare Breeds Survival Trust (RBST)
- Scottish Natural Heritage

Actions

- Carry out feasibility study & raise funding
- Work with RBST, Doonies Farm & Local farmers (maintenance)

3. Education Activities

Hareshowe Farm could be developed for educational programmes, initially in a very modest way. The Aberdeenshire Council Arts Education team already co-ordinates two weeks of school activity in the main Aberdeenshire Farming Museum buildings which are very well received. Run with the Buchan Heritage Society, the “Buchan Bourach” accommodates up to 40 school pupils on each of the 10 days with funding in previous years coming from Arts Education grants.

In addition it should be stated that opportunities to explore a shared arts/museums education post for the north region, Banff and Buchan areas, that could focus some arts support for Aden Country Park, Duff House, and the Lighthouse Museum, Arts and Museum service could be explored.

Revenue Generation

Although directly educational events and activities like the “Buchan Bourach” do not generate revenue they do have the potential for increasing the frequency of visitors to both the Aberdeenshire Farming Museum and Hareshowe but also to Aden Country Park as a whole. In addition once measures are put in place to try and capitalise on visitors i.e.

through ownership of the Restaurant/Café or Shop, revenue can then be generated through these channels.

Funding Sources

- Aberdeenshire Council Arts Education
- Creative Scotland
- Heritage Lottery
- The Robertson Trust

Actions

- Assess feasibility of workshop space
- Decide on suitable activities
- Explore funding options

6.2.7 North East Folklore Archive (NEFA)

The North East Folklore Archive (NEFA) is an award winning cultural resource for the study and appreciation of the traditions and social history predominantly from the farming and fishing communities of North East Aberdeenshire. Established in 1999, and based in the former laundry building, NEFA is now a long established on-line cultural resource.



The internet archive at www.nefa.net is freely available to the general public and schools alike with content that includes written articles, recorded interviews, biographical notes, photographs and diaries. The archive also features an ever growing collection of sound bites from traditional song and fiddle and pipe tunes.

NEFA was initially supported by the Scottish Arts Council, The Heritage Lottery Fund and the European 5B development scheme.

Awards

The NEFA website has been recognised as an excellent educational resource in the study and appreciation of traditions and social history from:

- Study Sphere Award for Excellence
- Innovative Teaching Concepts
- British History Award

Governance, Management & Staffing

NEFA is administered by Aberdeenshire Council's Arts Development Team (Education, Learning & Leisure Service) and employs a Project Manager on a part-time basis.

Development Opportunities / Future Sustainability

It will be hard for NEFA to become completely self-sustaining but to help with future sustainability it would be expedient for NEFA to work in partnership with other agencies such as Schools (Primary & Secondary), University's including the Elphinstone Institute (Aberdeen University), Arts Development, Museum Service, and possibly the Library Service.

1. Oral History Projects

The North East Folklore Archive already has an extensive archive of music, song and oral history, however there are some areas of history which could both be expanded upon and new editions made. Some ideas for future oral history projects include:

- Build on the existing oral history archive capturing memories and recollections of people from the farming & fishing communities from the North East of Scotland.
- Capture the memories and recollections of Margaret Barron the previous owner of Hareshowe Farm.
- Create an oral history archive that captures the thoughts of people who have been influenced by something from the local area e.g. bothy ballads, the Doric language, or on a specific artist (musician or performance/visual artist)

Revenue Generation

Working in partnership, funding will need to be applied for on a project by project basis, which in turn would help to fund the Project Manager's post. It would however not generate money for long-term sustainability of the North East Folklore Archive.

Funding Sources

Some funding bodies that may fund oral history projects include:

- Heritage Lottery Fund
- Esmeé Fairbairn Foundation
- Creative Scotland
- The Robertson Trust
- Aberdeenshire Council (Arts Development)

Actions

- Identify potential oral history projects
- Develop partners for future funding applications
- Identify who would write the funding applications

2. Working with Schools on Social History Projects

Following on from the success of North East Folklore Archive (NEFA), a new section called NEFA Jnr has been specifically created for the study and appreciation of the traditions and social history of Aberdeenshire aimed at younger visitors, particularly the pupils of Aberdeenshire primary schools.

To expand on this recent development, there is a possibility of developing a variety of projects with either one or many schools (Primary & Secondary) from across the Aberdeenshire area on a variety of social history project stemming from the North East Scotland.

Visitor stats to the NEFA website have also indicated that recent additions to the site such as World War anecdotes and the diary of a surgeon's voyage on a Peterhead whaling ship are proving to be of great interest to both schools and the public at large. So much so that BBC Television Scotland plan to do a piece on the whaling diary to be included in a forthcoming TV documentary.

Revenue Generation

Again revenue generation would be through project funding applications which would help to sustain NEFA, and the Project Manager's post, during the duration of the funding project.

Funding Sources

Some funding bodies that may fund oral history projects include:

- Heritage Lottery Fund
- Esmeé Fairbairn Foundation
- Creative Scotland
- The Robertson Trust
- Aberdeenshire Council (Arts Development)

Actions

- Identify potential social history projects
- Develop partners for future funding applications
- Identify who would write the funding applications

6.2.8 ARC Recording Studio

For over 10 years ARC Recording Studio has offered a broad range of services including multi-track digital recording, 5.1 Surround recording and playback, and CD, DVD, mp3 and Real Audio mastering. A combination of analogue EQ warmth of Soundcraft hardware, the editing and mastering accuracy of Pro Tools, and years of experience by the staff, provides a professional standard of service for even the most discerning clients. www.nefa.net/arc



The ARC studio is split into two main areas, performance area and control rooms. The performance area, although small in size, can accommodate a versatile range of acoustically

bright and neutral areas, with a natural ambience ideal for the recording of acoustic instruments and voice.

ARC Studio has also provided workshops for film score creation and production along with giving advice and assistance towards compilation CD design, helping musicians gain experience of production, promotion and marketing.

ARC Recording Studio was initially set up support NEFA and as such was supported by the Scottish Arts Council, The Heritage Lottery Fund and the European 5B development scheme.

Governance, Management & Staffing

The ARC Recording Studio is administered by Aberdeenshire Council's Cultural Services / Arts Development Team and employs a Project Manager on a part-time basis.

It should be noted that the ARC Recording Studio and NEFA are managed as part of Cultural Services Arts Development and Arts Education subservice and currently subject to a wider EL&L review, which may have ongoing resource and staffing implications. Aberdeenshire Council is also working in partnership with Aberdeen City Council on a Strategic Music Partnership research project that will deliver a review of recording facilities usage and needs across the City and Shire that could inform future recording studio developments.

Revenue Generation

Currently ARC Recording Studio is available for hire at a rate of £26 (plus VAT) per hour and is suitable for all ages/music genres. Booking the studio includes a recording engineer, full use of all facilities and one CD copy of the completed work.

Development Opportunities / Future Sustainability

1. Oral History Projects

Tying in with the potential oral history projects of the North East Folklore Archive (see 6.2.6) the ARC Recording Studio is the ideal location where the oral history projects can be recorded. ARC Recording Studio actually started life as the mechanism for recording oral history projects and it wasn't until relatively recently that it became an organisation in its own right.

Some ideas for future oral history projects include:

- Build on the existing oral history archive capturing memories and recollections of people from the farming & fishing communities from the North East of Scotland.
- Capture the memories and recollections of Margaret Barron the previous owner of Hareshowe Farm.
- Create an oral history archive that captures the thoughts of people who have been influenced by something from the local area e.g. bothy ballads, the Doric language, or on a specific artist (musician or performance/visual artist)

Revenue Generation

Working in partnership, funding will need to be applied for on a project by project basis, which in turn would help fund the Project Manager's post. It would however not generate money for the long-term future sustainability of the ARC Recording Studio.

Funding Sources

Some funding bodies that may fund oral history projects include:

- Heritage Lottery Fund
- Esmeé Fairbairn Foundation
- Creative Scotland
- The Robertson Trust
- Aberdeenshire Council (Arts Development)

Actions

- Identify potential oral history projects
- Develop partners for future funding applications
- Identify who would write the funding applications

2. Provide Workshops/Training (Pro Tools/Cubase/Audio Mulch)

Due to the ever increasing technological developments, more people now own or have access to recording equipment and can undertake 'DIY' home recording projects. To keep in line with these developments a potential gap identified is the need to provide workshops to aid musicians and recording technicians who wish to develop the required skills.

Revenue Generation

The type of workshops which could be delivered includes training in Pro Tools, Cubase, and Audio Mulch. Delivery of these training workshops would of course have the potential to generate revenue.

Funding Sources

No real funding would be required for this development; however the cost of the workshops would need to cover the cost of the staff required to deliver them.

- Aberdeenshire Council (Arts Team)

Actions

- Carry out research to gauge interest
- Promote throughout websites, music forums & schools

3. Working more with Schools

Recently one of the teachers from an Aberdeenshire School (Banchory) brought a group of pupils that had formed a band out to ARC Recording Studio to record a mini album. ARC not

only provided an inspiring day but feedback has shown that not only had the pupils had an enjoyable experience but they had learned a lot about the whole digital audio recording process. From the performance, to editing, design of a CD cover, marketing & promotion, and finally the financial side of selling their CD, it is a great example of curriculum for excellence in action.

The sales of the CD proved to be so popular with staff and parents alike that not only did the profit pay off the hire cost of the studio, it also provided enough profit to enable the teacher to either buy more musical instruments for the school, or to provide the same opportunity of studio time for the next band who want to try out recording songs in a professional studio.

Revenue Generation

The model illustrated above not only brought in valuable income for the ARC Recording Studio, but it also provided an income generating stream for the schools music department. Furthermore since recording their mini album the group is to perform at the Woodend Barn in Banchory. An addition to the ARC package could potentially include a gig in either the Aden Theatre or Courtyard.

Funding Sources

No real funding would be required for this development, however if small costs arose some funding sources include:

- Aberdeenshire Council (Arts Team)

Actions

- Carry out research to gauge interest from schools
- Promote throughout school literature, websites, music teachers etc

4. Record a Song in a Day

Another possible ARC Recording Studio development is the idea of “record a song in day” concept/package where anyone can record a song or songs of their choice in a professional recording studio.

Revenue Generation

The idea behind this concept is that some people might not be musically gifted but might enjoy the experience of recording in a professional studio. This model could have the potential of being a gift idea, or perhaps the results of the recording could be the perfect birthday or wedding gift.

Funding Sources

No funding would be required for this development, however if small cost arose some funding sources include:

- Aberdeenshire Council (Arts Team)

Actions

- Promote through various websites

5. Extension of ARC Recording Studio

Following on from 6.2.4 the ARC Recording Studio has in the past had to turn away potential customers due to the restrictive nature/size of the current recording/performance room. The Aden Theatre, in the Farming Museum has the potential of being an extension to the ARC Recording Studio on an ad hoc basis (out of the museum opening hours).

Revenue Generation

The development of this idea opens up a whole new range of potential revenue streams, and users who up until now have ruled the ARC Recording Studio out because of the size restriction.

In addition a recording package could be developed to offer musicians who record at the studio/theatre a chance to hold a concert in the theatre or outdoor courtyard area, where they could have the chance to record a 'live' set.

Following on from both the Aden Film Club proposal and the proposal for the wedding ceremonies, the purchase of curtains to both aid sound quality, soften and make the theatre a more attractive venue, would also lend itself (by reducing echo) to making the theatre a more useable space for recording in.

Funding Sources

The amount of funding required for this development would be relatively low. Cables, and curtains would be the most essential. A further computer/laptop and perhaps speakers would also be useful but not essential.

- Awards for All,
- Banff & Buchan Arts Forum
- Heritage Lottery Fund (HLF)

Actions

- Apply for further equipment funding (cables, curtains etc)
- Promote the increased capacity of ARC Recording Studio

6.2.9 Book of Deer

The Book of Deer Project was founded from the Central Buchan Tourism Group in 1996 by local volunteers. The Book of Deer visitor centre, and hub of activity, is situated in the heart of Aden Country Park, next to Balance Crystal (Craft Shop). The Centre is manned entirely by volunteers and Friends of the Book of Deer.



The Book of Deer is one of Scotland's most important manuscripts. The Book itself is a small Gospel Book, housed in Cambridge University Library. The book was probably written by the monks of the Pictish monastery in Deer, North East Aberdeenshire around 8th to 12th century.

The book contains the illustrated gospels. Very importantly, amid the Latin text and the Celtic illuminations there can be found the oldest pieces of Gaelic writing to have survived from early Medieval Scotland. www.bookofdeer.co.uk

Governance, Management & Staffing

The Estates sections of Aberdeenshire Council Property Service currently manage the lease of the Book of Deer. The building is leased to the Book of Deer group rent free.

Development Opportunities / Future Sustainability

1. Promotion of the Book of Deer

The Book of Deer is of supreme value in the way it provides a unique insight into the early church, culture and society of the North East of Scotland from this period. Not only is it of local importance, but it is equally of national and international significance.

Future developments to the Project Room include improvements to exterior signage, interior layout and design. The concept being the need to encourage more visitors into the Book of Deer Project Room. Once there, to then create an atmospheric, memorable experience.

Revenue Generation

Although currently the Book of Deer group does not pay a lease, it is felt that due to the sheer importance of the Book of Deer and what its presence in the Park does bring, adds to the whole visitor experience. Furthermore once measures are put in place to try and capitalise on visitors i.e. through revenue generation at the Café or Shop then this outweighs the rent free lease.

The current promotion of the Book of Deer is good. The group has their own website and does work in partnership with other bodies i.e. Aberdeen & Cambridge Universities. There would be opportunities for further promotion alongside the wider marketing of the Park.

Funding Sources

- Private Investment

Actions

- Assist with the marketing & promotion of the Book of Deer Project Room

6.2.10 Coach House

Located directly opposite the semi-circular farmstead Aberdeenshire Farming Museum building in the courtyard area is the Coach House.

Built in 1832, the Coach House now serves as the offices for both Landscape and Countryside Ranger Service officers. In addition a toilet block including access for the disabled, along with baby changing facilities is located in the ground floor of the Coach House.



Some Park interpretation, visitor information and event promotion is also located in the central corridor. Looking at the picture above, the space on the ground floor to the left-hand-side is an underutilised storage area for the Ranger Service and hot desk facility.

Governance, Management & Staffing

The Estates sections of Aberdeenshire Council Property Service currently manage repairs and maintenance of the Coach House building which is occupied and utilised by the Ranger Service and Landscape Services as area management and technical staff accommodation.

Development Opportunities / Future Sustainability

1. Location for Park Reception, Hub, Shop or Café

The Knowledge & Skills Exchange study visits also identified to the Aden Working Group that there was a need for Aden Country Park to have a central Park reception / contact point for all enquiries.

Revenue Generation

A further lesson learnt from the study visits was that wherever the central reception was located it was important to also have some retail or catering facilities. At Almond Valley Heritage Centre it was stated that they received a good income from their shop which was located at the entrance/exit of the centre. In addition it was stated that it was important that the shop was located where it was and that it was run by the reception staff.

It was also relevant to mention that the Almond Valley Trust made a conscious decision not to lease out to any third party franchises as they felt that they then had both more

management control of quality of produce i.e. café, shop etc as well as being able to earn more money by running all areas of the park themselves.

Funding Sources

- Landmark Trust
- Rural Housing Funding
- LEADER

Actions

- Carry out feasibility study to identify best use of building
- Identify, apply and raise funding

6.2.11 Grieve's House

Grieve's House is the end cottage along to the left of the Aden Café, directly across from the Book of Deer Project Room.

For many years the Grieve's House building was lived in by different Park Caretakers and is often referred to as the Caretaker's Cottage. In the past five years Aden Park has no longer had the presence of a Caretaker and so the house was used mainly as storage for both the Museum and Landscape Services.



In its current layout the house is split into three bedrooms, with a large kitchen/dining area, decent sized lounge area and downstairs bathroom. The house is in good condition and would only require a new kitchen, floor coverings to make it habitable.

Governance, Management & Staffing

The management of Grieve's House has recently changed from that of the Aberdeenshire Council Museum Service to the Landscape Services section of Transportation & Infrastructure.

Development Opportunities / Future Sustainability

1. Renovation of Grieve's House

There are many different possible uses of Grieve's House but before any of these ideas can come into fruition further work needs to be carried out to help identify the best use of this space.

Revenue Generation

Some possible uses identified for the Grieve's House include:

- Accommodation for Park Caretaker
- Holiday Cottage (Link with Caravan Park)
- Supply teacher Accommodation
- Centre for Research
- Artist in Residence Studio
- Book of Deer Expansion
- Possible location for Restaurant / Café

Each one of these suggestions has possible revenue generation associated with them, the most obvious being either the Holiday Cottage, Supply Teacher Accommodation or new site for the Restaurant / Café. However providing accommodation for a Park Caretaker is also essential to enable activities and events outside of normal working hours to happen. The Caretaker would be tasked with security of the Park and this would include locking up of building after events such as the Aden Film Club.

Funding Sources

- Landmark Trust
- Rural Housing Funding
- Employability Funding
- Enterprise Growth Fund
- Scottish Investment Fund

Actions

- Identify best use
- Identify, apply and raise funding

6.2.12 Forester's Cottage

Forester's Cottage is located to the left-hand-side of the main Aden Country Park driveway, across the road from the dog agility area.

Until fairly recently the cottage was inhabited by one of the Countryside Rangers, however over the last few years it has fallen into disrepair and is now condemned, and as such has been officially judged not safe for people to live in or to use.



Governance, Management & Staffing

The Estates sections of Aberdeenshire Council Property Service currently manage the Forester's Cottage. Due to the state of the building there is currently no income or expenditure related to this building.

Development Opportunities / Future Sustainability

1. Renovation of Forester's Cottage

Similarly to the Grieve's House, there are also many different possible uses of the Forester's Cottage but before any of these ideas can come into fruition a feasibility study needs to be carried out to help identify the best use of this space and the cost to renovate it.

Revenue Generation

Some possible uses identified for the Forester's Cottage include:

- Holiday Cottage (Link with Caravan Park)
- Accommodation for Park Caretaker
- Supply teacher Accommodation
- Centre for Research
- Artist in Residence Studio
- Community Garden/Allotments

Due to the secluded positioning of Forester's Cottage it seems most appropriate to be linked with the Aden Caravan & Camping Park as a rentable Holiday Cottage.

Funding Sources

- Landmark Trust
- Rural Housing Funding
- Employability Funding
- Enterprise Growth Fund
- Scottish Investment Fund

Actions

- Carry out feasibility study to identify best use
- Identify, apply and raise funding

6.2.13 Gate Lodges

In August 2006 there was an architectural study done by Leslie F Hunter for each of the two Aden Gate Lodges - North East (Goldies Lodge) & South West (Twin Lodges).

There are three sketch design proposals providing design options for each Gate Lodge (Appendix 7). The approach taken by the architect was to illustrate a possible re-working within the existing fabric to create a small one bedroom property in



each Gate Lodge (SS1). The second/third designs (SS2 & SS3) illustrate a possible addition to improve space standards, accommodation and hence market value/rental potential, one being traditional the other in a contemporary style. A R Scott have provided the following budgets costs (excluding VAT & design fees).

North East Lodge (Goldies)	SS1	£105,000.00
	SS2	£167,000.00
	SS3	£165,000.00
South West Lodge (Twin)	SS1	£ 87,000.00
	SS2	£135,000.00
	SS3	£133,000.00

The following Points should be noted:

1. The above costs were done in 2006 and will have increased
2. No allowance made for improving landscape around buildings. A sum of £5,000 was suggested for the North East Lodge & £2,000 for the South West Lodge. Again these figures will have increased.
3. Roads Department may require improved access arrangements. £4,000 for the North Lodge and unknown for the South Lodge. Figure will have increased.
4. The QS has assumed reasonable servicing costs but these will require further consideration.
5. In terms of design fees, an allowance of 16% - 18% should be allowed to cover Architects, QS, Structural Engineer and Planning Supervisor services. Again this percentage may have increase.

Governance, Management & Staffing

The Estates sections of Aberdeenshire Council Property Service currently manage the two Gate Lodges. Due to the fact that both lodges are derelict there is currently no lease or revenue generation.

Development Opportunities / Future Sustainability

1. Renovation of Gate Lodges

Similarly to the Grieve's House and Forester's Cottage, there are many different possible uses of the North and South Gate Lodges. Before any of these ideas can come into fruition a feasibility study needs to be carried out to help identify the best use of the buildings.

Revenue Generation

Some possible uses identified for either of the Gate Lodges include:

- Sell on the open market
- Accommodation for Park Caretaker
- Holiday Cottage (Link with Caravan Park)
- Supply teacher Accommodation

- Centre for Research
- Artist in Residence Studio

As stated for other renovation possibilities each of the above suggestions has possible revenue generation associated with them, so a feasibility study would be essential to establish which use would be most appropriate for Aden.

Funding Sources

- Landmark Trust
- Rural Housing Funding
- Employability Funding
- Enterprise Growth Fund
- Scottish Investment Fund
- North East Preservation Trust

Actions

- Carry out feasibility study to identify best use
- Consult with the North East Preservation Trust
- Identify, apply and raise funding

6.2.14 Gardener's Cottage

The Gardener's Cottage is located adjacent to the plant nursery and currently used as a storage area.



Governance, Management & Staffing

The Estates sections of Aberdeenshire Council Property Service currently manage the Gardener's Cottage. There is currently no lease or revenue generation associated with the Gardener's Cottage.

Development Opportunities / Future Sustainability

1. Renovation of Gardner's Cottage

The location of the Gardener's Cottage restricts the development potential. That said it has been identified by the Aden Working Group that due to the close links with the plant nursery, the Gardener's Cottage could make an ideal retail unit for a garden centre or farm shop.

Revenue Generation

An area identified by the working group at the Knowledge and Skills Exchange trip was that Mugdock Country Park had made the decision to lease an area of their Park to the Caulders

Garden Centre Franchise. It was very clear from the visit that the Garden Centre (which had a shop and restaurant) was very popular with visitors and whilst this may have been the reason people had come to the Park, they were also spending time in the other areas in the Park.

It was felt by the group that this could be a welcome addition to the Aden not only from a visitor perspective but also from a revenue generator perspective.

Caulders Garden Centre franchise invested £300K into Mugdock Country Park so it isn't surprising that the lease agreement is long-term, 20 years.

The Gardener's Cottage has also the potential for a medium sized garden to the rear of the cottage. Currently this space is a storage yard for Landscape Services. In addition the adjoining plant nursery could be used to partially stock the proposed garden centre.

Funding Sources

- Private investment from a Garden Centre franchise

Actions

- Carry out feasibility study to identify best use
- Contact Garden Centre franchises to gauge interest

6.2.15 Plant Nursery / Walled Garden

The plant nursery / walled garden are adjacent to the Gardener's Cottage. This well equipped nursery supplies over 300,000 bedding plants for use within communities, and towns and villages throughout Aberdeenshire. A partnership approach is used where the plants are offered to community groups at no cost in return for their commitment to plant, water and maintain the displays, baskets and tubs.



Recent investment includes 2 new double span poly tunnels, watering system and plant transplanting equipment; this was required due increased demand for plants.

Governance, Management & Staffing

Aberdeenshire Council Landscape Services section of Infrastructure Services currently manages the plant nursery / walled garden area.

Development Opportunities / Future Sustainability

1. Move Nursery & Reinstate Walled Garden

One option that could be adopted is the idea of reinstating the original walled garden into its former use. There are various facets to this idea which could have community, heritage and financial benefits, these include:

- A spectacular visitor experience (charge on entry)
- Community garden aspect
- Working garden producing food to be sold on site (Farm Shop)
- Regain some of the heritage of the original Aden Estate
- An area designated for allotments
- Extension to the proposed garden centre concept

Revenue Generation

Several of the concepts suggested above would generate valuable income for Aden Country Park but a feasibility study needs to be undertaken to not only look at potential cost of changing the function of the walled garden but the cost also to moving the plant nursery to a new location. One positive to this however is that if work is undertaken to install a renewable energy option, a degree of movement and disruption would happen so it is important that if either of these developments are to happen that they are timely.

Funding Sources

- Parks for People Heritage Lottery
- The Robertson Trust

Actions

- Carry out feasibility study & identify best use of space

2. Grow & Sell NE Plants

It has been suggested by members of the Aden Working Group that the plant nursery has the potential to grow more plants and sell them to either local garden centres or in the Park itself. In addition, if salad crops and/or soft fruits were grown there may well be an interest by local hotels, restaurants and cafés. This produce could of course also be sold in the Park at a farm shop, garden centre, or Aden café. In addition a selling point for the Aden Restaurant / Café would be to serve food that had been grown on the premises.

The types of plants that could be sold include:

- Salad crops (lettuce, tomatoes etc)
- Soft fruits (strawberries, raspberries, grapes etc)
- Bedding plants (spring/summer/autumn/winter)
- Shrubs (herbaceous)
- Seasonal plants (Pumpkins, Christmas trees)

Revenue Generation

Currently the nursery is primarily only used at a certain point in the year (spring/early summer) and is underutilised for the remaining part of the year. This lends itself to some or all of the above ideas to help with revenue generation.

Aspects to take into consideration when reviewing whether the concept is feasible include heating costs (renewable energy being investigated) staff time, and initial outlay cost of stock/seeds, compost etc.

Funding Sources

- Loan
- Aberdeenshire Council

Actions

- Research whether garden centres would stock locally grown plants
- Research whether restaurants would use locally grown plants e.g. lettuce
- Experiment with selling plants in Aden courtyard/café

3. Renewable Energy Option for Heating Plant Nursery

With rising energy prices and an increasing emphasis on reducing carbon dioxide emissions it is important to look at cost savings as well as revenue generation ideas. There are several different renewable energy options available which could help to reduce the heating costs of the Plant Nursery, Farming Museum, Coach House and all other building within Aden. These options include Biomass, Heat Pumps, Solar Thermal and Wind2Heat. A brief summary of each option is supplied below:

Biomass

Burning wood for heat is becoming increasingly popular, often grant aid is available which reduces the capital costs of conversion to woodfuel or to develop a brand new system. However there are important considerations surrounding the choice of woodfuel which will have a bearing on how successful your project is both in the short and longer term.

Heat Pumps

Heat pumps work on the principle of drawing heat out of the ground, out of water or air, and transferring it to a heating system such as radiators or under-floor heating. Heat pumps work in a similar way to refrigerators but in reverse, gathering heat from outside and bringing it in to heat a building. Thus it is possible to gather heat by making already cold air, soil or water even colder, by a few degrees, then concentrating that heat in a system to heat a property to a higher temperature.

Solar Thermal

The Earth receives a constant source of energy from the sun. This naturally occurring energy can be harnessed actively, using modern solar collector technologies to capture energy from the suns radiation to generate heat or power for our day to day uses. Solar is a valuable technology which, when installed, can provide an energy system that runs on free fuel. Solar

Heating technology is generally in the form of either ‘flat plate’ panels or an array of ‘evacuated tubes’. In both systems, a fluid is circulated between the solar collector and thermal store, transferring the heat energy from the collector to a building.

Wind 2 Heat

Wind energy is converted into electrical energy by turning the blades on the turbine. This electrical energy is then fed into storage heaters or a hot water tank and is used to provide heating and hot water. The system set-up is very flexible and the basic design can be modified to suit most building types and uses. The size of the turbine should be selected based on the energy consumption of the building or buildings which energy is to be fed into.

Further information on each option is provided in Appendix 8. Renewable Energy Options

Revenue Generation

The main objective to this idea is to cut costs as opposed to generating income. That said dependent on scale of Solar panels installed it has the potential to generate enough power to be sold back into the national grid, creating a reliable revenue generating model.

Funding Sources

Some possible funding sources include:

- Communities and Renewable Energy Scheme (CARES) Loan Fund
- Big Lottery Scotland's Growing Community Assets scheme
- Scottish Power
- The Robertson Trust
- LEADER
- Total / Shell
- Aberdeenshire Council

Actions

- Carry out feasibility study to identify best renewable energy option

6.2.16 Sawmill

The saw mill facility is located within the grounds of the walled garden. Currently the saw mill is used by the Park staff to produce fencing materials and signs for use in all 4 of Aberdeenshire’s Country Parks from timber grown on site.

Governance, Management & Staffing

Aberdeenshire Council Landscape Services section of Infrastructure Services currently manages and operates the saw mill facility.

Development Opportunities / Future Sustainability

1. Sawmill run by Trust or Social Enterprise

The saw mill is currently only used as and when required, generally during the autumn/winter months, the facility has the potential to be used to make a variety of different wooden products, these include:

- Garden furniture (benches, picnic tables)
- Garden Fencing
- Garden Gates
- Garden Sheds
- Children’s Playhouses
- Pet Houses (dog kennels, bird boxes, chicken coop)
- Signage

Revenue Generation

There is an opportunity for either the Aden Trust or a social enterprise to take advantage of the underused facility to both create a new business that has the potential to be a good revenue generator.

Funding Sources

- Loan

Actions

- Carry out feasibility study to identify best option
- Contact relevant groups to gauge interest

6.2.17 Coach Park

Aden Country Park has one main car park with an additional overflow car park. A further parking area is the coach park. The Coach Park is located across from the Natural History Cabin.

Governance, Management & Staffing

Aberdeenshire Council Landscape Services section of Infrastructure Services currently manages and maintains the Coach Park.



Development Opportunities / Future Sustainability

1. Location of New Purpose Built Restaurant / Café with Retail Element

As stated in 5.2.1 a proposed development for Aden Country Park is the creation of a new purpose built Restaurant / Café. A possible location identified through the Aden Country Park Restaurant Feasibility Study is the existing Coach Park area.

The Feasibility Study also proposed that the new design would also incorporate a retail element which would replace existing provision and combine retail and catering revenue generating facilities in a purpose built setting.

Revenue Generation

The level of investment in this option may well be high but the returns on investment could equally be high. From the results of both the feasibility study and Aden questionnaire, it is clear that 1. visitors to the Park believe the Restaurant Café is the facility most in need of improvement, and 2. the current space used is severely limited by its design, and constituted the weakest element in the Park. This combined public opinion must not be ignored and should be the basis of fundraising for the development of a new purpose built Restaurant / Café.

Any money spent on a new purpose built Restaurant / Café, with retail arm, would certainly help to both, meet the expectations of Park visitors, attract new and reoccurring visitors, and would have the ability of financially capitalising on the already increasing number of events and visitors to the Park.

Funding Sources

Dependent on the governance, management and lease of the Aden Restaurant / Cafe, some potential sources of funding could include:

- Private Investment e.g. current Franchise have shown an interest
- Parks for People - Heritage Lottery

Actions

- Carry out feasibility study
- Secure the necessary funding

2. Location of a New Children's Indoor Soft Play Area

In addition to the proposed development for a new purpose built Restaurant / Café, a new children's indoor soft play area would also be a welcome addition to Aden Country Park. This proposed addition would not only complement the new restaurant / café and shop but also the existing very popular outdoor children's play area located close by.

Revenue Generation

One of the most telling aspects learnt from the study visit to Almond Valley Heritage Centre was that from the 21 years that Almond Valley had been in existence, was that the creation of the indoor soft play area was the key development towards their current success and self-sustainability.

Although it would require substantial investment to develop the indoor soft play area it is clear from not only Almond Valley but other similar attractions in Aberdeenshire that they are always very popular and generate a high level of revenue.

In addition, the Buchan area has a limited amount of indoor soft play facilities and the addition of these facilities would service the local community and the surrounding area, as well as complement existing facilities.

Funding Sources

Dependent on the governance, management etc some potential sources of funding could include:

- Private Investment
- The Robertson Trust
- Loan
- Enterprise Growth Fund
- Scottish Investment Fund
- Parks for People Heritage Lottery

Actions

- Carry out feasibility study
- Secure the necessary funding

6.2.18 Natural History Cabin & Countryside Ranger Service

The Natural History Cabin is located between the overspill car park and the gardener's cottage and plant nursery. The Natural History Cabin is a child friendly space which acts as both a base for various events, as well as an indoor space with interactive activities about Aden and its natural history. This space is only open during events or by appointment with the Buchan Ranger or the Senior Ranger for North Aberdeenshire.



The Ranger Service organises a programme of events to help people make the most of their visit to Aden Country Park and Aberdeenshire's fantastic coast and countryside.

The Ranger Service also offers activities, guided walks and talks to adult and children's groups who want to learn more about their environment.

Environmental education sessions in support of the Curriculum for Excellence are also available. Sessions can be adapted to suit particular projects and can be delivered either at the school, in Aden or any suitable site.

Governance, Management & Staffing

Aberdeenshire Council Ranger Service section of Infrastructure Services currently manages the Natural History Cabin.

Development Opportunities / Future Sustainability

1. Outdoor Environmental Education

Since Aden Country Park is only one site used by the Buchan Ranger for formal and informal education, the Ranger is not always available to run events and open the Natural History Cabin. There could therefore be opportunities for the Friends of Aden Country Park to assist in the running of the Natural History Cabin, as well as some of environmental/ranger events.

In addition there is also an opportunity to develop a new social enterprise to work alongside the Ranger Service, filling the gap, increasing the use of Natural History Cabin and support work of the Ranger Service.

Revenue Generation

At the moment the Ranger Service charges for some events and all school environmental education session. A new enterprise could offer a similar service that complements that of the existing Ranger Service. There are already other organisations in Aberdeenshire that are successfully adopting this model, proving that there is a demand for this type of activity. Examples of the type of service offered include:

- Working with nursery or school groups
- Outdoor Birthday Parties
- Variety of bespoke classes or sessions

Funding Sources

- Scottish Natural Heritage (SNH)
- The Robertson Trust
- LEADER

Actions

- Develop a new social enterprise to deliver outdoor education alongside the Aberdeenshire Council Ranger Service
- Identify, apply and source funding
- Marketing & promotion of service

6.2.19 Caravan & Camping Park

Situated at the entrance of Aden Country Park is the five-star award-winning Aden Caravan & Camping Park.

Facilities on offer in Aden Caravan & Camping Park include: 13 fully serviced seasonal stances; 48 touring stances with electric hook-up; 25 tent/touring stances without electric; Recycling facility on site; Solar panels installed to heat water; Ample toilets fitted with water saving



devices; Baby changing facilities; Ample shower facilities with free hot water; Laundry with free hot water for hand washing; Dish washing facility with free hot water; Dogs welcome with responsible owners; Shop on site; Children's Play area; Calor Gas available for purchase on site; Drive over grey waste disposal point.

Governance, Management & Staffing

Aberdeenshire Council Landscape Services section of Infrastructure Services currently manages and operates the Caravan Park.

Development Opportunities / Future Sustainability

1. Caravan Park run by Trust or Social Enterprise

Aberdeenshire Council is in the process of externalising the operation and management of its caravan parks which includes the Aden Caravan Park.

The council's legal position in relation to its caravan parks portfolio has been clarified and while it may be possible to sell the majority of sites, the most appropriate solution is thought to be to offer them on a long-term lease basis.

Members of Infrastructure Services Committee (ISC) have recently decided that, given the importance of caravan parks to local communities, local organisations and groups will be given first refusal of local parks.

If there is no interest or this is not possible, the next step would be to offer opportunities to private companies.

Revenue Generation

There is an obvious opportunity for a Trust or a community group to take over the management of Aden Caravan & Camping Park which provide an opportunity to earn income from which could potentially be used to reinvest in the site and fund other related community projects.

There have already been several notes of interest from different community groups looking at Aden Caravan & Camping Park as a potential revenue generation. Each group will need to submit a robust business plan/case.

The Aden Caravan & Camping Park has the potential to generate a higher revenue income with the following development:

- More static & touring stances
- Retail opportunity

Funding Sources

- Enterprise Growth Fund
- Scottish Investment Fund

Actions

- Write a specific Business Case/Business Plan
- Secure the necessary funding

6.2.20 Arboretum

An important feature within the landscape of Aden Country Park is the Victorian arboretum (botanical garden of trees) dating from the 1850's when plant collecting was at its height. The Victorian arboretum stretches from the area known as the Lower Garden, within a loop of the River Ugie.



The Victorian arboretum has recently undergone a huge transformation. Starting in 2008 unwanted species have been removed, clearing the way for re-establishing some of the original collection of trees from the 19th century retaining the 'heritage' of the former Aden Estate. New planting of 21st century species has also been added to enhance, modernise and improve the collection of trees.

Work on phase two of the arboretum regeneration project aims to create a new arboretum on a three-hectare site adjacent to the mansion house. Conifer trees have been felled; tree roots removed, ground cultivated, and grass seed sown. In preparation for tree planting, a system of footpaths, picnic and seating areas has also been formed. It is then planned that a collection of broadleaf trees from around the world will then be planted. Work on the new arboretum is planned to be completed by 2012.

Governance, Management & Staffing

Aberdeenshire Council Landscape Services section of Infrastructure Services maintains the Victorian arboretum and is managing and co-ordinating the arboretum regeneration project.

Development Opportunities / Future Sustainability

1. Promotion of New and Victorian Arboretum

The arboretum regeneration project aims to both renovate the existing Victorian arboretum and create a new 21st century equivalent. As a result it is hoped that these developments will help boost tourism and aid scientific research.

Revenue Generation

Although directly arboretums will not generate any income, it is hoped that with appropriate marketing and promotion of the significant importance of both the Victorian and new arboretum will encourage tourists to visit Aden Country Park. Furthermore once measures are put in place to try and capitalise on visitors i.e. through ownership of the Restaurant/Café or Shop then revenue can be generated.

Funding Sources

- Scottish Natural Heritage (SNH)
- The Robertson Trust
- LEADER Funding

Actions

- Marketing & promotion of the New and Victorian Arboretum

2. Creation of Woodland Events e.g. Enchanted Garden

Another way to potentially generate revenue could be through the development of walks, workshops and events in and around both the arboretums and general woodland. Some of this activity could be done in partnership with the Countryside Ranger Service tying in with events such as the International Year of Forests and additional events and workshops based around seasonal events.

Revenue Generation

One event that has proven to be a good revenue generator in other woodlands/castle grounds is the “Enchanted Garden” type event where areas of the Aden woodland and arboretum could be transformed with light and sound technology, and choreographed effects, moods and backdrops, appealing to family members of all ages.

In addition research shows that a host of complementary, themed attractions including storytelling session, fire breathers and jugglers, magicians, and children’s enchanted craft activities could be added to what can be a magical outdoor experience.

To give an idea of the amount of revenue that could be generated ticket prices for the forthcoming Enchanted Castle are provided in table below:

Adult	£10.00 plus booking fee
Concessions	£8.00 plus booking fee
Child (under 16)	£4.00 plus booking fee
Under 5s	Free

Another similar event held in 2008 was the Enchanted Glen in the Glenatnan Estate, Aboyne. This was a weekend event which attracted over 5000 visitors. If the ticket prices were the same we can estimate that ticket sales alone would have generated around £50,000. The 2011 Enchanted Castle at Crathes Castle, Banchory is planned for five evenings and is perhaps in a more accessible location, so one would imagine the revenue generated for this event could perhaps more than double that of the Enchanted Glen event in the Glenatnan Estate.

Furthermore it should be stated that in addition further revenue could also be generated through the provision of food and drink or the sale of goods from the Shop.

Funding Sources

- LEADER Funding
- Event Scotland
- Aberdeenshire Council
- Scottish Enterprise

Actions

- Identify funding sources and apply for funding
- Manage and co-ordinate the event
- Possibly employ an events management company
- Market and promote the event widely

6.2.21 Children's Play Area

One of the most popular areas in Aden Country Park is the children's play area. The play area is aimed at entertaining all ages and is well equipped with swings, adventure play, seesaw and the ever popular zip slide.

It is important to note that the public consultation carried out in 2010 identified the children's play area as both a very popular area in Aden but also a facility in need of improvement.



Governance, Management & Staffing

Aberdeenshire Council Landscape Services section of Infrastructure Services maintains and manages the children's play area.

Development Opportunities / Future Sustainability

1. Improve Children's Play Area Facilities

Although well liked and used by visitors to the Park the public consultation identified that more variation of play facilities would attract more people to the Park, along with more facilities which catered for younger children i.e. baby/toddler swings. In addition play equipment to help disabled and non-disabled children play safely was also identified.

Revenue Generation

Although directly the children's play area will not generate income, an increase and improvement to current facilities will encourage both locals and tourists to visit Aden Country Park. Once measures are put in place to try and capitalise on visitors i.e. through ownership of the Restaurant/Café or Shop, revenue can then be generated.

Funding Sources

- Parks for People Heritage Lottery Fund
- Community Spaces Scotland Big Lottery Fund
- The Robertson Trust
- LEADER Funding

Actions

- Identify funding sources and apply for funding
- Marketing and promotion of facilities

6.2.22 Horse Arena & Bridle Path

There are a range of facilities aimed at animals in Aden Country Park. For equestrian lovers, Aden offers both a horse arena for equestrian practice, dressage, showjumping, events, and competition, as well as a bridle path.

The purpose built horse arena hosts a variety of events and is available for hire, free of charge, to individuals, groups and clubs throughout the year.



Development Opportunities / Future Sustainability

1. Promotion & Charging of Facilities

Although the horse area is currently used around ten times a year for equestrian practice, dressage, showjumping, events, and competitions, the purpose built facility has the capacity to be used on a more frequent basis.

Revenue Generation

With appropriate marketing and promotion the horse arena could host far more events, some of which could be large participant and spectator events. The events could generate money either directly through charging for use of facilities (hire of the horse arena) or non-directly through the money spent in the café, shop, or perhaps by offering overnight accommodation in the Aden Caravan & Camping Site.

In addition the bridleway could also be promoted better, perhaps attracting riders who use the local Formartine & Buchan Way (a 54 mile off-road route linking Dyce with Ellon, Maud, Fraserburgh and Peterhead) which runs through Aden Country Park. Again with promotion of the bridleway this may encourage riders to investigate and stay longer in Aden, perhaps spending money in the café.

Funding Sources

With this in mind not much funding would be required. However any funding required for advertising the facilities would be recouped from the hiring the horse arena.

Actions

- Add information to Aden Country Park website
- Promote facilities in equestrian related directories & magazines

6.2.23 Park Land

Aden Country Park covers around 87 hectares of land of which 40 hectares are of mixed woodland, 18 hectares of land leased for grazing, 14 hectares of open parkland used for picnics and events, 8 hectares of former agricultural land is used as the field system for the Hareshowe Farm and the remaining area comprising of river valley, mill lake, walled nursery, the remains of the mansion house, the Farming Museum and the Caravan and Camping Park.



Development Opportunities / Future Sustainability

As already stated in 6.2.15 there are numerous types of renewable energy technology that could be harnessed in Aden Country Park to save money on heating and electricity and reduce carbon dioxide emissions. In this section we will concentrate on renewable energy options that can be used in the Park to generate revenue.

1. Renewable Energy Options

There are two main renewable energy options which could potentially be used to generate revenue in Aden, these are Hydro and Wind. A brief summary is provided below.

Hydro

Hydro power is one of the oldest, most reliable and most efficient renewable technologies. It converts the energy in falling water from rivers or burns into electrical energy. Some use a dam to store water in reservoirs at the top of the system for periods of low rainfall, but most small schemes are now 'run of river', and divert some of the flow of the river using an intake weir. The weir usually incorporates a trash guard to filter out leaves, twigs and other debris, and may include a fish pass for migratory fish in the river. The weir feeds the diverted water into a 'penstock' which is the pipeline which carries the water downhill. Some schemes on old weirs may use an open channel to divert the water, with the main drop directly over the turbine. The water is directed by the pipeline or channel into the turbine where it strikes a wheel, which turns a generator and produces electricity. The water then returns to the river through a 'tailrace', and the electricity is sent through cables to the national grid or to the building it powers.

Wind

Wind power operates by producing mechanical power from the energy in the wind; this energy is converted into electricity through the use of wind turbines. Wind energy is an extremely useful resource because it is plentiful, renewable, widely distributed and clean.

The power output of a turbine is dependent on the size of the area swept by the blades, therefore there are some necessary factors that need to be considered if wind power is to be fully utilised. For obvious reason the site needs to be windy: and it must be free from obstructions such as buildings and pylons. Another factor that needs to be considered is the migration path of birds; a turbine must be placed so that it will not interfere with local wildlife. In addition wind speeds increase at a rapid rate above the ground; so turbines must be built at a safe height, but still high enough to harness as much of the winds energy as possible.

Further information on each option is provided in Appendix 8. Renewable Energy Options

Udny Community Wind Project

The Udny Community Wind Project is a good local comparative model which demonstrates what could be achieved either in Aden Country Park itself or a site out with the Park. Key points to consider are as follows:

Ownership

- Owned by the entire Udny community

Costs

- CapEx £1.40m + VAT
- Original Finance Plan
 - Grant aid: £500,000 + (Big Lottery, CARES/EST, LEADER)
 - Loan of £0.9M from TRIODOS repaid over 10yrs
- New Finance Plan
 - 100% Loan from TRIODOS Bank (Overdraft facility for VAT)
 - Repay all Capital Grant
 - Loan repaid over 4/10/15 years

Returns

- Yr (1& 2) – uncertain (front end loading)
- Yr (3 –10) £100,000 pa. + to Trust With Feed in Tariff
- Yr (11 –20) £250,000 pa. + to Trust With Feed in Tariff
- **Total: cumulative £4-5m over 20 yrs**

Trust – use of funds

- Priority proposals –as included in grant applications
- Community Action –50%
- Community Organisations –25%
- Good cause out-with the parish –10%
- Youth scholarships –5%
- Environmental action –10%
- Community Health & Wellbeing

Overall aim is to improve the quality of life within parish

Revenue Generation

Both Hydro and Wind have the potential of being income-generating projects which could be developed by the new Aden Trust to feed into the national grid and provide both Aden Country Park and the local community with long term community revenue, as demonstrated with the Udney Community Wind Project.

However it is pertinent to mention at this point that within the evaluation of the Growing Community Assets (GCA) Evaluation Phase 2 Report it states:

“Energy projects are very attractive community investments, providing the opportunity to generate regular funds through the sale of electricity which can be re-invested in other projects. GCA has funded community trusts to purchase land and turbines and to make investments in a number of other renewable energy projects. However, a recent change in the rules for payment of the Feed-in Tariff (FiT) (guaranteed payments made by government for the production of energy from renewable sources) has complicated the position of a number of these projects. Essentially, there is concern that receiving grants and then FiTs payments would contravene state aid rules. The DECC website says that:

The FiTs scheme is intended to replace, not supplement, public grant schemes as the principal means of incentivising small scale, low-carbon electricity generation. Because of this, and to ensure value for money for consumers and compliance with EU law on state aids, it is generally not possible for a generator to benefit from both FiTs and a grant from a public body except in specific circumstances”.

Funding Sources

With this in mind some possible funding sources include:

- Communities and Renewable Energy Scheme (CARES) Loan Fund (FiTs Scheme)
- Big Lottery Scotland's Growing Community Assets scheme
- Scottish Power
- The Robertson Trust
- LEADER
- Total / Shell
- Aberdeenshire Council

Actions

- Identify the most appropriate site for each type of renewable
- Carry out feasibility study on each option
- Source and secure funding needed

2. Introduction of Sculpture Trail/Park

The public consultation carried out in 2010 identified one of the additional facilities people would like to see in Aden Country Park included a sculpture trail/park. The aim of a sculpture trail/park would be to hopefully encourage visitors to look afresh at their

surroundings, to consider the relationship between nature and culture and increase awareness and concern for the environment.

Development Opportunities / Future Sustainability

There are many examples of how sculpture trails or parks can provide a catalyst for attracting people to a park/wood. A good local example is the Tyrebagger Wood in Aberdeen where:

“Sculpture at Tyrebagger now provides a unique local amenity and a cultural destination for visitors to the North East. It also provides an educational resource, allowing schools and colleges first-hand experience of sculptures by artists, many of whom have national or international reputations”.

Artists and creative practitioners could be employed/awarded a grant to not only interpret the rural environment of Aden Country Park and the North East of Scotland to produce sculptures for a trail or park, but they could also work alongside the local community to develop and realise the work of the artists. An equal emphasis on the process and dissemination of ideas to a wider audience could be instigated, introducing artists’ thinking into everyday life and sites active contemporary arts alongside the culture of the rural environment.

These possibilities would benefit from on-site accommodation that creative practitioners could use, which links with the potential development ideas for both Grieve’s House (6.2.10) and/or the Forester’s Cottage (6.2.11) or ARC Recording Studio (6.2.7) where a possible use of the buildings could be for artists in residence.

In addition, existing Aberdeenshire Council Arts Education and Arts Development staff may be able to provide some support and advice for focused development of artist residency creative Scotland bids, events and public art activity, for communities and facilities across the North of Aberdeenshire including Aden Country Park.

Revenue Generation

Although directly the development of a sculpture trail/park will not generate income, the development of this type of new attraction would encourage schools, colleagues, locals and tourists to visit Aden Country Park. Once measures are put in place to try and capitalise on visitors i.e. through ownership of the Restaurant/Café or Shop, revenue can then be generated through these channels.

Funding Sources

- Creative Scotland
- The Robertson Trust
- Parks for People Heritage Lottery Fund
- Community Spaces Scotland Big Lottery Fund
- Scottish Natural Heritage (SNH)
- LEADER Funding

Actions

- Work in partnership with Aberdeenshire Arts Team
- Identify funding sources and apply for funding
- Marketing and promotion of a new sculpture trail/park

3. Develop Allotments & Community Gardens

The public consultation carried out also identified that one of the additional facilities people would like to see developed in Aden Country Park included allotments and community gardens.

An allotment is a piece of land subdivided into many smaller plots, made available for individuals to garden and grow vegetables, fruits and flowers. In allotment gardens, the plots are cultivated individually as opposed to a community garden where the entire area is tended collectively by a group of people.

Development Opportunities / Future Sustainability

Developing either allotments or a community garden within Aden Country Park would not only have a positive impact on the local community but it would also help to reduce food miles as more food could be grown and potentially sold locally.

Revenue Generation

The development of allotments in Aden Country Park would generate revenue through a lease agreement with either individual's directly or alternatively through an allotment association.

In addition food, plants and flowers grown within the Park could also be sold in the Park in a farm shop type of set-up, adding to the potential revenue generation from allotments and community gardens.

Funding Sources

Some possible funding sources include:

- Community Spaces Scotland - Big Lottery Fund
- Climate Challenge Fund
- Scottish Natural Heritage (SNH)
- Parks for People - Heritage Lottery Fund
- LEADER Funding

Actions

- Identify the demand for allotments or a community garden
- Identify what areas of Aden Country Park is most suitable for either allotments or a community garden
- Identify funding sources and apply for funding

- Marketing and promotion of a allotments / community garden initiative

6.2.24 Events

Aden Country Park currently hosts a limited amount and range of event. Aden has however the potential to host a wide variety of indoor and outdoor events. Assisted by both the planned improvements to rejuvenate the theatre space, and new hiring structure, the Aden Theatre has the potential to be a great multifunctional indoor space which could host a range of activities which could include:



- Meetings / Seminars / Talks
- Performing Arts
- Children’s Events
- Music Concerts
- Inclement Weather Uses
- Exhibitions

Aden Country Park also has a large amount of Park land that can be utilised to host a variety of events. Some examples include:

- Music Concerts / Festivals
- Outdoor Education
- Corporate Events
- Performing Arts
- Enchanted Garden (Light & Sound Show)
- Running Events (Fun Runs)
- Craft Fair
- Farmers’ market
- Highland Games

Other seasonal themed events could include:

- Easter Egg Hunt
- Halloween Event
- Bonfire Night
- Christmas Fair

Development Opportunities / Future Sustainability

1. Corporate Events

It was identified at the study visits that corporate events can generate a large revenue source for country parks.

Revenue Generation

There are two options available for the delivery of corporate events, these are:

- Purchase equipment and deliver events in-house
- Work with external event delivery partners (Events management Companies) to deliver the events

A mixture of both of the above options is probably the preferred model. In either case a brochure showcasing the available team building courses and corporate activity days needs to be developed.

The Friends of Aden Country Park could assist with the delivery of some of these events.

Funding Sources

Some possible funding sources include:

- LEADER
- Awards for All
- Loan

Actions

- Establish event delivery partners (Events Management Companies)
- Develop a variety of activity days / team building packages
- Fundraise to purchase events equipment
- Promote activities to large organisations

2. All Other Events

All other events at Aden Country Park could be either free or charged entry events, dependent on the type of event. In the last two years Aden has played host to many free well attended events. It is encouraging to see that if events are developed, people attend.

Revenue Generation

At the moment any free events in Aden only generate revenue through the car parking charges. If the proposed developments to the change of governance structures to the restaurant / café and shop go ahead this will greatly benefit the amount of revenue generated at free events.

For other events held in Aden Country Park organised by external people it is essential that a hire cost, dependent on size and scale of the event needs to be introduced. At the moment no money is generated.

Finally events charging an admission charge will also create revenue generation.

The Friends of Aden Country Park could assist with both the event organisation, delivery, marketing and manning of events to both reduce costs and maximize on income.

An events strategy and marketing and promotion post is also essential for both the co-ordination of an event, the friends, and successful promotion of the event held in Aden Country Park.

Funding Sources

Some possible funding sources include:

- LEADER
- Awards for All
- Total
- Shell
- Event Scotland

Actions

- Employ an Aden Manager / Co-ordinator
- Develop an events strategy
- Develop events delivery partners

3. External Event Opportunities

In addition to organising events that use the facilities in Aden Country Park, there are a range of event opportunities that could use external local facilities e.g. the neighboring Pitfour Estate and the Formartine & Buchan Way (a 54 mile off-road route linking Dyce with Ellon, Maud, Fraserburgh and Peterhead, which runs through Aden Country Park).

Revenue Generation

Due to the location of both the neighboring Pitfour Estate and the Formartine & Buchan Way, cycling or running events could be organised to use these local facilities, either starting or ending in Aden Country Park. These types of events could attract large numbers of visitors and therefore generate revenue through either the café or shop or through the car parking charges.

Additional forms of income could also be generated by organising entertainment for the event goers e.g. organising a farmers market where money can be generated by charging stallholders, or offering a fun fair or an ice-cream van a pitch and either charge them or take a percentage of takings.

Funding Sources

Some possible funding sources include:

- LEADER
- Awards for All
- Total
- Shell
- Event Scotland
- Aberdeenshire Council

Actions

- Employ an Aden Manager / Co-ordinator
- Work with external partners to develop events
- Market & promote events

6.3 Objective Three

Identify ways in which to promote Aden Country Park most effectively

Some of the main issues relating to the marketing and promotion of Aden are the same as the management of the park i.e. for successful marketing, promotion, and management of the Park this must be done holistically.

From studying the results of the Aden questionnaire (carried out in 2010) the vast majority of people who either visited Aden or filled in the questionnaire online were from the local Buchan area. These results reflect the marketing and promotion penetration in 2010 i.e. It seems that the passing tourist market does not visit Aden Country Park at this point in time.

In June 2011 the Aden Development Worker developed a new Aden Country Park website (www.adencountrypark.org.uk) which now acts as the main focal point for marketing and promotion of all facilities, services, news, and events happening within Aden Country Park.

Analysis of visitor numbers to the Aden website are encouraging, with 7,072 visits (76.00% New Visitors, 24.00% Returning Visitors) from 13th June 2011 to 29th March 2012. It is also interesting to note that the breakdown of the location of visitors (generalised into Cities) to the website are as follows: Aberdeen – 1,425 (20.15%), Glasgow – 1,090 (15.41%), Edinburgh – 1,088 (15.38%), London - 652 (7.52%), and Belfast - 131 (1.85%). This indicates that Aden is starting to reach areas out with the local Buchan, Aberdeen and Aberdeenshire areas.

Further audience development work needs to be carried out to help promote the new Aden Country Park website. A web linkage campaign needs to be carried out to increase the reciprocal links to and from the Aden Country Park website, with the result of more people finding the Aden website and then deciding to visit Aden Country Park.

It is also important to see how well Aden Country Park is fairing in comparison to other similar visitor attractions in the Aberdeenshire area. It is pleasing to note that both the Country Park and Museum comparison is encouraging. For further details please refer to:

- Appendix 1. Aberdeenshire Country Parks
- Appendix 2. Aberdeenshire Museums

Key Marketing Opportunities

There are a range of potential audiences interested in the services and facilities offered at Aden Country Park. Some of the key marketing opportunities are:

- The local Buchan community
- The local Aberdeenshire area
- Aberdeen day trippers
- Passing tourists (predominantly from Scotland & the UK)
- Holiday makers (Caravan & Camping Park)
- Group Visits (Nurseries, Schools, Colleges, Universities, Coach Parties)
- People interested in the services (Recording Studio, Shop, Café)

In addition, it is also pertinent to mention that through the evaluation of the Growing Community Assets Evaluation Phase 2 Report it has also been identified that:

“The community-owned aspect of tourism projects can be just as popular with visitors as with residents. Visitors like the concept to the extent that it can have an impact on their decisions on what to visit. It fits well with the ideas of sustainable communities and green tourism”.

In conclusion, tourism projects such as Aden can not only potentially improve its tourism appeal in traditional methods, but the fact that the Park is owned by the community can itself be the reason why tourist might choose to visit, in the knowledge that they know they are supporting the asset and local community.

Development Opportunities / Future Sustainability

1. Employ an Aden Manager / Co-ordinator

In 6.1.2 it has already been stated that in conjunction with the proposed new governance structure it has been identified by the Aden Working and Development Groups that an Aden Manager / Co-ordinator needs to be put in place.

Revenue Generation

To enable any of the aims, objectives, and priorities identified in the Aden Country Park Development Plan to be progressed this post is seen to be crucial for both the development of the Aden Trust, writing of funding applications, development of the Friends of Aden group, marketing and promotion, and events management.

In addition, the role of the Aden Manager / Co-ordinator will also include the development of various strategies; including a marketing & promotion, audience development, and events strategy.

The post of an Aden Manager / Co-ordinator will therefore help to generate future revenue through events, improvements to current buildings and facilities, as well as the development of new events, services and facilities, which will ultimately aid the regeneration, increased participation, and financial sustainability of Aden Country Park.

Funding Sources

Some possible funding sources include:

- LEADER
- Community Planning Partnership
- Aberdeenshire Council
- Growing Community Assets - Big Lottery Fund

Actions

- Identify key roles & responsibilities of post
- Source and secure funding needed
- Develop a marketing & promotion strategy
- Develop an audience development strategy
- Develop an events strategy
- Maintain & update Aden Country Park website
- Develop Aden Country Park Social Networking websites
- Expand on series of Park leaflets
- Create newsletters for website, schools, newspapers
- Raise funding for Park development including new Park signage

2. Development of Friends of Aden Country Park

In 6.1.3 and 4.4 it has already been identified that the Friends of Aden Country Park have a crucial part to play in the future of Aden Country Park. This is perhaps especially true in the role that the group can play in helping with the marketing and promotion of all services, facilities, and especially events.

Key events and marketing roles the Aden group could deliver include:

- Helping to organise community events, activities, and performances
- Assisting with the marketing & promotion of events i.e. updating websites, distributing flyers and posters, writing press releases etc
- Helping with the of manning of events, collecting ticket sales, directing visitors etc
- Carrying out visitor surveys

Revenue Generation

The Friends of Aden Country Park would work closely with the Aden Manager / Co-ordinator to promote all facilities, services, and events. The results of this work would be shown in an increase in current levels of revenue generation.

Funding Sources

Some possible funding sources include:

- Funding raised from events and the Aden Film Club
- LEADER

Actions

- Promote the opportunity to join and shape the future of Aden through the Friends of Aden Country Park group
- Assist the group to become properly constituted
- Provide assistance and guidance on how the group will operate

7. Actions

The actions detailed in the Action Plan are marked as Very High, High, Medium or Low priorities. In general those actions marked as a 'Very High' **priority** will provide the initial focus in terms of delivering the Aden Country Park Development Plan over one to two years, whilst actions marked as 'High' priority will become a focus for two to three years. Those marked as a 'medium' priority will become a focus over the three or four years. Those actions marked as 'Low' priority actions will become a focus in year five, and are also more likely to continue beyond the lifespan of this plan.

Potential funding sources are also identified alongside the actions, although this is not intended to be an exhaustive list. More details of funding sources can be found in Appendix 9. Funding Opportunities

8. Monitoring & Review

Every plan needs to be regularly reviewed and monitored. Given that Aden Country Park is at such a critical juncture this is particularly the case for this Development Plan. It is essential to recognise that the plan, and in particular its objectives and actions, will require to be reviewed regularly, initially on a yearly basis, and that as a result the document will change during its five year lifetime.

The actions set out in this plan are the key indicators of its progress. Actions will be monitored on an annual basis. Progress will be reported back to the Aden Development Group using a simple percentage ratio to estimate the extent to which very high, high and medium priority actions have been completed.

9. Action Plan

Objective	Area of Development	Action	Priority	Timescale	Income Generation	Funding Required	Investment Level	
To identify the best model to improve governance and management	Governance & Management	Establish new Aden Country Park Trust Submit application to Area Manager Write a specific Business Case/Plan Secure the necessary funding	Option 1. Asset Ownership	High	Short	Yes	Yes	High
			Option 2. Asset Management	High	Short	Yes	Yes	Medium
		Employ an Aden Manager / Co-ordinator Identify key roles & source funding		Very High/High	Short	Yes	Yes	Medium
		Development of the Friends of Aden Country Park Promote the opportunity to join the Friends group Assist the group to become properly constituted Provide assistance and guidance on how group will operate		High	Short	Yes	Yes	Low
To identify development opportunities, revenue generation streams and potential funding sources	Restaurant / Café & Ice Cream Kiosk	Restaurant / Café run by Aden Trust, Social Enterprise or Franchise Carry out feasibility study & raise funding		High/Medium	Medium	Yes	Yes	Medium
		Renovate Restaurant / Café Carry out feasibility study & raise funding		High/Medium	Short	Yes	Yes	Medium
		Relocate Restaurant / Café to Larger Location Carry out feasibility study & raise funding		Medium	Medium	Yes	Yes	High
		Creation of New Restaurant / Café with Retail / Shop Element Carry out feasibility study & raise funding		High/Medium	Medium	Yes	Yes	Very High
		Private Functions, Children's Parties, Catering at Park Events Marketing & Promotion & Purchase of Equipment		High	Medium	Yes	Yes	Low/Medium
	Craft Shop & Work Shop	Craft & Work Shop run by Aden Trust, Social Enterprise or Franchise Revue lease amount Carry out feasibility study to evaluate management model Secure the necessary funding for fixtures, fittings & stock		High/Medium	Short	Yes	Yes	Low/Medium
		Craft Shop leased to Craft Co-operative Contact local artists and crafters to gauge interest Revue lease amount		Medium/High	Medium/Short	Yes	Yes	Low

	Promote as a new visitor attraction					
Aberdeenshire Farming Museum	Introduction of Admission Charge or Suggested Donation Change of governance, management & policy Move donation box to prominent location	Medium/High	Short	Yes	No	None
	Introduction of Retail Change of governance, management & policy Secure the necessary funding for fixtures, fittings & stock	High	Short/Long	Yes	Yes	Low/Medium
	Employ a Museum Development Curator Identify key roles & source funding	Medium/High	Short/Medium	Yes	Yes	Medium
Aden Theatre	Multifunctional Venue Promotion of theatre as a multifunction venue Raise awareness of theatre to event organisers/festivals	High/Medium	Short	Yes	No	None
	Aden Film Club - Cinema Apply for further equipment funding Involve Friends of Aden group Promote & target films to specific age groups & events	High/Very High	Short	Yes	Yes	Low
	Civil Ceremonies Apply for License	Medium/High	Short	Yes	Yes	Low
	Extension of ARC Recording Studio Apply for further equipment funding Promote the increased capacity of ARC Recording Studio	High/Medium	Short/Long	Yes	Yes	Low/Medium
Hareshowe Farm	Introduction of Admission Charge or Suggested Donation Change of governance, management & policy Move donation box to prominent location	High/Very High	Short	Yes	No	None
	Introduction of Farm Animals Carry out feasibility study & raise funding Work with RBST, Doonies Farm & Local farmers	Medium/High	Medium	Yes	Yes	Medium
	Education Activities Assess feasibility of workshop space Decide on suitable activities Explore funding options	Medium/High	Medium	Yes	Yes	Medium

North East Folklore Archive (NEFA)	Oral History Projects Identify potential oral history projects Develop partners for future funding applications Identify who would write the funding applications	Medium/High	Long	No	Yes	Medium
	Working with Schools on Social History of NE Scotland Projects Identify potential social history projects Develop partners for future funding applications Identify who would write the funding applications	High	Short	No	Yes	Medium
ARC Recording Studio	Oral History Projects Identify potential oral history projects Develop partners for future funding applications Identify who would write the funding applications	Medium/High	Medium/Long	No	Yes	Medium
	Provide Training Workshops Carry out research to gauge interest Promote throughout websites, music forums & schools	Medium/High	Medium/Long	Yes	Yes	Low
	Working more with Schools Carry out research to gauge interest from schools Promote throughout school literature, websites, teachers	High	Short/Medium	Yes	No	Low
	Record a Song in a Day Promote through various websites	Low	Medium/Short	Yes	No	Low
	Extension of ARC Recording Studio Apply for further equipment funding Promote the increased capacity of Arc Recording Studio	Medium/Low	Long/Medium	Yes	Yes	Low/Medium
	Book of Deer	Promotion of the Book of Deer Project Room Assist with the marketing & promotion of Book of Deer	Medium	Medium	Yes	Yes
Coach House	Location for Park Reception, Hub, Shop or Café Carry out feasibility study to identify best use of building Identify, apply and raise funding	Medium/High	Medium/Short	Yes	Yes	Medium/High
Grieve's House	Renovation of Grieve's House Carry out feasibility study to identify best use of building	Very High/High	Short	Yes	Yes	Low/Medium

	Identify, apply and raise funding					
Forester's Cottage	Renovation of Forester's Cottage Carry out feasibility study to identify best use of building Identify, apply and raise funding	High/Very High	Short/Medium	Yes	Yes	High
Gate Lodges	Renovation of Gate Lodges Carry out feasibility study to identify best use of building Identify, apply and raise funding	High/Very High	Medium/Short	Yes	Yes	Very High
Gardener's Cottage	Renovation of Gardener's Cottage Carry out feasibility study to identify best use Contact Garden Centre franchises to gauge interest	High	Medium/Short	Yes	Yes	Very High
Plant Nursery / Walled Garden	Move Nursery & Reinstat e Walled Garden Carry out feasibility study & identify best use of space	Medium	Medium	Yes	Yes	High
	Grow & Sell NE Plants/Crops Research whether garden centres would stock local plants Research whether restaurants would use local plants Experiment with selling plants in Aden courtyard/café	High	Short/Medium	Yes	Yes	Low/Medium
	Renewable Energy Options for Heating Plant Nursery Carry out feasibility study to identify best option	High/Very High	Medium/Short	No	Yes	Medium/High
Sawmill	Sawmill run by Aden Trust or Social Enterprise Carry out feasibility study to identify best option Contact relevant groups to gauge interest	Medium	Medium/Short	Yes	Yes	Low/Medium
Coach Park	Location for New Restaurant / Café with Retail / Shop Element Carry out feasibility study Identify, apply and raise funding	Very High	Short/Medium	Yes	Yes	Very High
	Location for New Children's Indoor Soft Play Area Carry out feasibility study Identify, apply and raise funding	High	Medium/Short	Yes	Yes	Very High
Natural	Outdoor Environmental Education	High	Medium/Short	Yes	Yes	Medium

History Cabin & Ranger Service	Develop a new social enterprise for outdoor education Identify, apply and raise funding Marketing & promotion of service					
Caravan & Camping Park	Caravan Park run by Aden Trust or Social Enterprise Carry out feasibility study Write a specific Business Case/Business Plan Secure the necessary funding	Very High/High	Short	Yes	Yes	Medium
Arboretum	Promotion of New & Victorian Arboretum Marketing & promotion of new & Victorian Arboretum	Medium/High	Short	Yes	Yes	Low
	Creation of Woodland Events e.g. Enchanted Garden Identify, apply and raise funding Mange and co-ordinate event Possibly employ events management company Market and promote event	Medium/High	Medium	Yes	Yes	High
Children's Play Area	Improve Children's Play Area Facilities Identify, apply and raise funding Marketing & promotion of new facilities	Medium	Medium	Yes	Yes	Medium
Horse Arena & Bridle Path	Promotion & Charging of Facilities Add information to Aden Country Park website Marketing & promotion of facilities	Medium	Medium	Yes	No	None
Park Land	Renewable Energy Options Carry out feasibility study to identify best option Identify, apply and raise funding	Very High	Short/Medium	Yes	Yes	Very High
	Introduction of Sculpture Trail / Park Work in partnership with Aberdeenshire Arts Team Identify, apply and raise funding Marketing & promotion of new sculpture trail / park	Medium	Medium	Yes	Yes	Medium
	Develop Allotments / Community Garden Identify the demand for Allotments/Community Garden Identify areas in Aden for Allotments/Community Garden	Medium	Medium	Yes	Yes	Medium

		Identify, apply and raise funding					
Events	Corporate Events Establish event delivery partners (Events Management) Develop a variety of activity days/team building packs Fundraise to purchase events equipment Promote activities to large organisations		High/Very High	Short	Yes	Yes	Low
		All Other Events Employ an Aden Manager / Co-ordinator Develop an events strategy Develop events delivery partners	High/Very High	Short	Yes	Yes	Medium
		External Event Opportunities - F&B Way and Pitfour Estate Employ an Aden Manager / Co-ordinator Work with external partners to develop events Market & promote events	High/Very High	Short	Yes	Yes	Medium
To identify ways in which to promote Aden Country Park effectively	Marketing & Promotion	Employ an Aden Manager / Co-ordinator Identify key roles & responsibilities of post Source and secure funding needed Develop a marketing & promotion strategy Develop an audience development strategy Develop an events strategy Maintain & update Aden Country Park website Develop Aden Country Park Social Networking websites Expand on series of Park leaflets Create newsletters for website, schools, newspapers Raise funding for Park developments	High	Short	Yes	Yes	Medium
		Development of the Friends of Aden Country Park Promote the opportunity to join the Friends group Assist the group to become properly constituted Provide assistance & guidance to group	High/Very High	Medium/Short	Yes	Yes	Low

10. Prioritisation

Objective	Area of Development	Council Services / Partners	Council Services / Partners Objectives	Priorities
To identify the best model to improve governance and management	Governance & Management	All Services, Friends of Aden, Buchan Area Committee, Development Group & Working Group	Continued management & development of Aden Country Park e.g. facilities, features, buildings etc. All partners need to engage with the process of change. View any planning issues proactively, develop links with the business community, and seize any opportunities for planning gain post MACBI project. Review parking policy & explore other management structures, exploring a co-ordinator type post for the Park as a whole.	Top Priority
To identify development opportunities, revenue generation streams and potential funding sources	Restaurant / Café & Ice Cream Kiosk	Property Service & Tenant	Lease extended for 1 year with an opportunity to review lease terms after that. Refurbishment planned budget secured. New Biomass heating system to be introduced. Friends interested in long term development of the café facility	Top Priority
	Craft Shop & Work Shop	Property, Landscape Services & Tenant	Develop as a Craft Shop. Input into future use and improvement (heating). Essential that an "appropriate to the Park surroundings" tenant is found. Consider if this is the correct location for shop e.g. Coach House option. Refurbishment required. New Biomass heating system to be introduced. Friends of Aden very interested in running shop with a mix of retail/craft/toys/Park essentials.	Top Priority
	Aberdeenshire Farming Museum	Cultural (Museum), Property & Landscape Services	Continue school visits & Buchan Heritage fortnight. New exhibitions e.g. ROC. Introduction of Farming Activity, Turra Coo, Activity Carts. Renovation planned of toilets, entrance door/window - budget is identified. New Biomass heating system to be introduced. Friends of Aden & volunteers interested in assisting in Museum	
	Aden Theatre	Cultural (Museum), Property & Landscape Services	Theatre to be refurbished (heating, floor, toilets etc). New Biomass heating system to be introduced. Need to make better use of space e.g. training, events etc. Friends of Aden interested in using for events and activities	

Hareshowe Farm	Cultural (Museum), Property & Landscape Services	Continued use of rotation of fields (2) rest of fields are let. Friends would like to develop rare breeds presence within this space (traditional breeds etc) with volunteer/Friends of Aden input. New Biomass heating system to be introduced.	
North East Folklore Archive (NEFA)	Cultural (Arts), Property & Landscape Services	NEFA to continue working with individuals, organisations, schools etc. Possibility of new projects. Landscape Services propose to improve surrounding landscaping. New Biomass heating system to be introduced.	
ARC Recording Studio	Cultural (Arts), Property & Landscape Services	SMP recording studio audit is underway across city and shire and a pilot action research project to provide on-line recording services for young people is progressing. Landscape Services propose to improve surrounding landscaping. New Biomass heating system to be introduced.	
Book of Deer	Property & Landscape Services & Tenant	Book of Deer intend upgrading the Project room and making it more attractive to visitors. Also looking to expand their presence in the Park. New Biomass heating system to be introduced.	
Coach House	Property & Landscape Services	Additional hot desking for council staff. Renovation of toilets is planned, budget is identified. Ground floor is a potential site for shop. New Biomass heating system to be introduced.	
Grieve's House	Property & Landscape Services	Staff accommodation - presence in the Park - caretaker duties would be attached. New Biomass heating system to be introduced.	
Forester's Cottage	Property, Landscape & Ranger Services	Rangers garage, van parked there. Letting option if building renovated to be considered. Possible use of garden as a community garden.	

Gate Lodges	Property & Landscape Services	North East Preservation Society have shown an interest in renovating Lodges. Variety of uses	
Gardener's Cottage	Property & Landscape Services	Development planned. Various options for use including for the Friends of Aden group	
Plant Nursery / Walled Garden	Property & Landscape Services	Retained for increased production unit and training facility. New Biomass heating system to be introduced.	
Sawmill	Property & Landscape Services	Retained for future development as depot and staff facilities	
Coach Park	Landscape Services	No immediate plans for change. Possible location of new restaurant, indoor children's play area, shop etc	
Natural History Cabin & Ranger Service	Property & Ranger Service	Ranger use but could be shared with Friends of Aden group for activities and events	
Caravan & Camping Park	Property & Landscape Services & Buchan Development Partnership (BDP)	Lease to Social Enterprise - Buchan Development Partnership (BDP)	
Arboretum	Landscape Services	Continue improvement, development and promotion of both the Victorian and new arboretum.	
Children's Play Area	Landscape Services	Continue development and improvement.	
Horse Arena & Bridle Path	Landscape Services	Continue development and improvement.	

Park Land	Landscape, Property & Cultural (Museum & Arts)	Renewable energy. Biomass Feasibility Study completed - budget for biomass to be allocated. New heating system to be introduced throughout park i.e. plant nursery, museum, recording studio, coach house etc	Top Priority	
	Landscape Services, Friends of Aden & Local Community	Green Waste. Allotments & Community Gardens. Friends Involvement in helping maintain and develop park land		
Events	Ranger, Landscape, Cultural (Museum & Arts), Community Learning & Development (CLD), Friends of Aden & External Organisers	Ranger Service to put on events, also linking with current events e.g. Wild About Aden. They will continue to lead activities with schools and other groups and will work with partners on joint events. Friends look to further develop existing events. Co-ordinator required to organise & promote current and future events.	Top Priority	
To identify ways in which to promote Aden Country Park effectively	Marketing & Promotion	Ranger, Landscape, Cultural (Museum & Arts), Friends of Aden & Buchan Development Partnership (BDP)	All partners using various websites to promote activities, facilities, services, & events. BDP developing new website for Caravan & Camping Park. Landscape Services developing new signage and information boards throughout the Park. Question over who will carry out marketing & promotion i.e. write press releases, keep Aden website updated, develop main Aden leaflet, tree trail leaflet etc	Top Priority

11. Sources of Funding

Area of Development	Action	Investment Level	Potential Source of Funding	
Governance & Management	Establish new Aden Country Park Trust	Option 1. Asset Ownership	High	Growing Community Assets Big Lottery Fund, Aberdeenshire Council
		Option 2. Asset Management	Medium	Aberdeenshire Council, Parks for People Heritage Lottery Funding
	Employ an Aden Manager / Co-ordinator	Medium	LEADER, Community Planning, Aberdeenshire Council	
	Development of the Friends of Aden Country Park	Low	Funding raised from events and the Aden Film Club, LEADER	
Restaurant / Café & Ice Cream Kiosk	Restaurant / Café run by Aden Trust, Social Enterprise or Franchise	Medium	Loan (for equipment/stock), LEADER	
	Renovate Restaurant / Café	Medium	Private Investment, Parks for People Heritage Lottery	
	Relocate Restaurant / Café to Larger Location	High	Private Investment, Parks for People Heritage Lottery	
	Creation of New Restaurant / Café with Retail / Shop Element	Very High	Private Investment, Parks for People Heritage Lottery	
	Private Functions, Children's Parties, Catering at Park Events	Low/Medium	Private Investment, Award for All	
Craft Shop & Work Shop	Craft & Work Shop run by Aden Trust, Social Enterprise or Franchise	Low/Medium	Loan (for fixtures & stock)	
	Craft Shop leased to Craft Co-operative	Low	Arts & Culture funding for Crafts, Awards for All	
Aberdeenshire Farming Museum	Introduction of Admission Charge or Suggested Donation	None	None	
	Introduction of Retail	Low/Medium	Loan (for stock), Funding from Admission / Donations	
	Employ a Museum Development Curator	Medium	MGS Recognised Collection Fund, Esmee Fairburn Foundation	
Aden Theatre	Multifunctional Venue	None	Enterprise Growth Fund	
	Aden Film Club - Cinema	Low	Creative Scotland, Regional Screen Scotland, Awards for All, Banff & Buchan Arts Forum, Make a Splash	
	Civil Ceremonies	Low	Revenue from the Aden Film Club, Loan	
	Extension of ARC Recording Studio	Low/Medium	Make a Splash, Heritage Lottery Fund, Awards for All, Banff & Buchan Arts Forum	
Hareshowe Farm	Introduction of Admission Charge or Suggested Donation	None	None	
	Introduction of Farm Animals	Medium	RBST, The Robertson Trust, Scottish Natural Heritage	

	Education Activities	Medium	Aberdeenshire Council Arts Education, Creative Scotland, Heritage Lottery, The Robertson Trust
North East Folklore Archive (NEFA)	Oral History Projects	Medium	Heritage Lottery Fund, Esmee Fairburn Foundation, Creative Scotland, The Robertson Trust
	Working with Schools on Social History of NE Scotland Projects	Medium	Heritage Lottery Fund, Esmee Fairburn Foundation, Creative Scotland, The Robertson Trust
ARC Recording Studio	Oral History Projects	Medium	Heritage Lottery Fund, Esmee Fairburn Foundation, Creative Scotland, The Robertson Trust
	Provide Training Workshops	Low	Aberdeenshire Council (Arts Team)
	Working more with Schools	Low	Aberdeenshire Council (Arts Team)
	Record a Song in a Day	Low	Aberdeenshire Council (Arts Team)
	Extension of ARC Recording Studio	Low/Medium	Heritage Lottery Fund, Awards for All, Banff & Buchan Arts Forum
Book of Deer	Promotion of the Book of Deer Project Room	Low	Private Investment
Coach House	Location for Park Reception, Hub, Shop or Café	Medium/High	Landmark Trust, Rural Housing Funding, LEADER
Grieve's House	Renovation of Grieve's House	Low/Medium	Landmark Trust, Rural Housing, Employability Funding, Enterprise Growth, Scottish Investment Fund
Forester's Cottage	Renovation of Forester's Cottage	High	Landmark Trust, Rural Housing, Employability Funding, Enterprise Growth, Scottish Investment Fund
Gate Lodges	Renovation of Gate Lodges	Very High	Landmark Trust, Rural Housing, Employability Funding, Enterprise Growth, Scottish Investment Fund, North East Preservation Trust
Gardener's Cottage	Renovation of Gardener's Cottage	Very High	Private investment from a Garden Centre franchise
Plant Nursery / Walled Garden	Move Nursery & Reinstall Walled Garden	High	Parks for People Heritage Lottery, The Robertson Trust
	Grow & Sell NE Plants/Crops	Low/Medium	Loan (for stock), Aberdeenshire Council Landscape Services
	Renewable Energy Options for Heating Plant Nursery	Medium/High	Communities & Renewable Energy Scheme Loan Fund, Scottish Power

Sawmill	Sawmill run by Aden Trust or Social Enterprise	Low/Medium	Loan, LEADER, Award for All, Enterprise Growth Fund, Scottish Investment Fund
Coach Park	Location for New Restaurant / Café with Retail / Shop Element	Very High	Private Investment, Parks for People Heritage Lottery
	Location for New Children's Indoor Soft Play Area	Very High	Private Investment, Robertson Trust, Loan, Enterprise Growth Fund, Scottish Investment, Parks for People
Natural History Cabin & Ranger Service	Outdoor Environmental Education	Medium	Scottish Natural Heritage (SNH), The Robertson Trust, LEADER
Caravan & Camping Park	Caravan Park run by Aden Trust or Social Enterprise	Medium	Enterprise Growth Fund, Scottish Investment Fund
Arboretum	Promotion of New & Victorian Arboretum	Low	Scottish Natural Heritage (SNH), The Robertson Trust, LEADER
	Creation of Woodland Events e.g. Enchanted Garden	High	LEADER Funding, Event Scotland, Aberdeenshire Council, Scottish Enterprise
Children's Play Area	Improve Children's Play Area Facilities	Medium	Parks for People Heritage Lottery, Community Spaces Scotland - Big Lottery, Robertson Trust, LEADER
Horse Arena & Bridle Path	Promotion & Charging of Facilities	None	None
Park Land	Renewable Energy Options	Very High	Communities & Renewable Energy Scheme Loan Fund, Scottish Power, Robertson Trust, Total, Shell
	Introduction of Sculpture Trail / Park	Medium	Creative Scotland, Robertson Trust, Parks for People Heritage Lottery, Community Spaces Scotland Big Lottery, Scottish Natural Heritage
	Develop Allotments / Community Garden	Medium	Community Spaces Scotland Big Lottery, Scottish Natural Heritage (SNH), Parks for People Heritage Lottery, LEADER Funding
Events	Corporate Events	Low	LEADER, Awards for All, Loan
	All Other Events	Medium	LEADER, Awards for All, Total, Shell, Event Scotland, Aberdeenshire Council
	External Event Opportunities - F&B Way and Pitfour Estate	Medium	LEADER, Awards for All, Total, Shell, Event Scotland, Aberdeenshire Council

Marketing & Promotion	Employ an Aden Manager / Co-ordinator	Medium	LEADER, Community Planning Partnership, Aberdeenshire Council
	Development of the Friends of Aden Country Park	Low	Funding raised from events and the Aden Film Club, LEADER

Appendix 1. Country Park Visitor Numbers

Aden Country Park Visitors														
Month	2005	Quarter Tot	2006	Quarter Tot	2007	Quarter Tot	2008	Quarter Tot	2009	Quarter Tot	2010	Quarter Tot	2011	Quarter Tot
January	7210		7,123		9,021		6,547		8,992		3,937	Est due to EF	7,213	
February	7261		7,190		8,269		9,354		7,891		7,358	Est due to EF	9,189	
March	11280	25,750	8,128	22,442	12,560	29,850	10,854	26,755	12,403	29,286	10,975	22,270	17,248	33,650
April	14,202		15,910		16,233		15,123		20,262		16,659		28,957	
May	15,194		15,661		18,707		20,179		22,141		39,363		21,989	
June	18,534	47,930	24,816	56,387	20,682	55,622	20,787	56,090	22,595	64,998	21,280	77,302	22,870	73,816
July	26550		26,749		18,627		22,016		19,850		22,746		28,384	
August	19869		17,530		18,259		19,520		20,397		21,238		26,410	
September	13734	60,154	15,808	60,087	14,499	51,386	14,483	56,019	16,307	56,554	13,683	57,667	19,029	73,822
October	11360		11,632		12,758		11,504		11,965		11,338		17,795	
November	6794		6,314		5,766		7,830		6,640		6,330		11,853	
December	4963	23,117	5,450	23,395	5,750	24,275	6,112	25,446	5,770	24,375	3,085	20,752	8,995	38,643
Year Total		156,950		162,311		161,133		164,310		175,213		177,992		219,932
Balmedie Country Park														
Month	2005	Quarter Tot	2006	Quarter Tot	2007	Quarter Tot	2008	Quarter Tot	2009	Quarter Tot	2010	Quarter Tot	2011	Quarter Tot
January	9200		15,514		14,940		13,242		14,758		6,723		7,862	
February	9921		13,306		13,971		16,931		12,813		12,106		12,813	
March	15430	34,551	10,736	39,555	16,250	45,161	17,750	47,923	18,938	46,509	16,003	34,832	16,742	37,418
April	20819		24,269		27,466		21,910		22,336		19,501		26,014	
May	20246		22,323		19,629		29,603		25,706		22,717		19,555	
June	25763	66,829	24,291	70,883	18,838	65,933	22,989	74,502	22,650	70,691	24,794	67,011	24,579	70,149
July	30605		38,758		23,933		31,405		27,491		17,542		26,584	
August	24816		22,093		26,963		27,094		26,016		23,603		21,389	
September	17754	73,174	19,606	80,457	19,370	70,266	19,866	78,365	18,963	72,470	14,406	55,552	17,835	65,808
October	15286		15,523		18,957		15,603		14,582		11,686		13,971	
November	11469		13,504		12,042		13,197		13,526		8,979		12,226	
December	11011	37,766	13,280	42,307	14,125	45,123	11,805	40,605	9,539	37,648	5,046	25,712	10,490	36,686
Year Total		212,321		233,202		226,482		241,395		227,318		183,107		210,061

Haddo Country Park														
Month	2005	Quarter Tot	2006	Quarter Tot	2007	Quarter Tot	2008	Quarter Tot	2009	Quarter Tot	2010	Quarter Tot	2011	Quarter Tot
January	13021		13,386		13,806		13,258		11,936		6,723		11,894	
February	11290		11,344		11,911		16,397		9,370		11,091		11,157	
March	19824	44,134	13,318	38,048	16,968	42,685	15,949	45,603	16,947	38,253	15,117	32,931	17,342	40,394
April	22,624		21,984		29,827		13,574		22,950		19,973	Est due to EF	29,301	
May	20,672		18,403		22,163		21,264		19,184		20,337	Est due to EF	19,029	
June	23,482	66,778	21,587	61,974	18,864	70,854	18,576	53,414	17,936	60,070	31,942	72,252	17,619	65,949
July	23514		28,547		24,835		22,061		25,020		29,923			
August	24384		25,389		27,558		23,347		26,360		21,642			
September	19795	67,693	21,578	75,514	20,720	73,114	18,365	63,773	19,204	70,584	15,651	67,216		0
October	17789		14,010		18,614		15,418		13,776		16,691			
November	14893		14,704		15,533		14,298		16,477		12,054			
December	13552	46,234	13,197	41,910	12,707	46,854	11,424	41,139	7,750	38,003	4,314	33,059		0
Year Total		224,838		217,447		233,508		203,930		206,910		205,459		106,342
Houghton Country Park														
Month	2005	Quarter Tot	2006	Quarter Tot	2007	Quarter Tot	2008	Quarter Tot	2009	Quarter Tot	2010	Quarter Tot	2011	Quarter Tot
January	6464		6,781		7,120		6,854		6,582		3,417		4,893	
February	5984		5,994		6,293		7,482		6,221		5,848		6,966	
March	10000	22,448	5,398	18,173	10,651	24,064	10,720	25,056	10,723	23,526	9,373	18,638	4,528	16,387
April	14,202		18,003		18,717		13,978		19,990		15,280	Est due to EF	19,414	
May	15,194		15,562		18,262		22,381		22,749		18,829	Est due to EF	6,902	
June	18,534	47,930	21,283	54,848	17,523	54,503	18,000	54,358	19,949	62,688	19,058	53,168	17,094	43,411
July	26,550		31,450		24,208		29,885		30,850		28,589	Est due to EF	24,704	
August	20,618		19,408		24,528		24,371		25,581		22,901	Est due to EF	18,125	
September	15,370	62,538	13,907	64,765	15,427	64,163	15,005	69,261	16,053	72,484	15,056	66,546	12,022	54,851
October	10,058		11,200		12,362		11,075		11,546		10,877		10,416	
November	5,539		6,250		5,914		6,822		6,329		5,946		6,099	
December	5,462	21,059	6,150	23,600	6,224	24,499	6,307	24,205	6,227	24,101	5,325	22,147	5,872	22,387
Year Total		153,974		161,386		167,229		172,880		182,800		160,498		137,037
1st Qtr Totals	2005	126884	2006	118217	2007	141760	2008	145338	2009	137574	2010	108672	2011	132696
2nd Qtr Totals	2005	229466	2006	244093	2007	246912	2008	238365	2009	258448	2010	269734	2011	265317
3rd Qtr Totals	2005	263558	2006	280823	2007	258928	2008	267418	2009	272092	2010	246981	2011	194,481
4th Qtr Totals	2005	128,176	2006	131,213	2007	140,752	2008	131,395	2009	124,128	2010	101,670	2011	88,998
Running Total		748084		774346		788352		782515		792242		727057		681,492

Appendix 2. Aberdeenshire Farming Museum Visitor Numbers

Aberdeenshire Farming Museum													Totals
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
1985	Closed	Closed	156	657	884	3038	3929	3574	1825	890	44	Closed	14997
1986	Closed	Closed	684	1305	2793	5107	6114	5818	2711	1225	176	Closed	25933
1987	Closed	Closed	151	2729	7308	10888	10974	11492	5540	1578	246	110	51016
1988	Closed	Closed	578	4038	6095	10200	12046	9266	6119	1841	372	128	50683
1989	Closed	Closed	1482	4237	8030	12543	13768	12324	6367	2103	177	Closed	61031
1990	52	135	623	5981	7823	9526	14067	10570	5067	1353	138	Closed	55283
1991	Closed	Closed	1588	4139	6788	4078	4343	3913	2659	565	38	Closed	*28111
1992	Closed	Closed	92	1087	1897	2860	4544	4095	2179	592	209	Closed	17555
1993	Closed	Closed	48	981	2397	2741	4076	3558	2353	566	130	Closed	16850
1994	Closed	Closed	58	1320	1824	2468	3271	2890	1995	485	17	Closed	14328
1995	Closed	Closed	149	1638	3199	4461	6973	6602	2169	1451	82	Closed	*26724
1996	Closed	Closed	393	2772	3284	4417	6458	6024	2882	990	120	Closed	27340
1997	Closed	Closed	811	2154	2613	3525	5352	5010	2050	993	85	Closed	22593
1998	Closed	Closed	197	1057	3272	2684	4233	4662	2147	796	136	Closed	19184
1999	Closed	Closed	154	2001	2928	3416	4609	3934	1885	849	26	Closed	19802
2000	Closed	Closed	0	261	2251	2703	3501	3022	1564	1201	0	Closed	*14503
2001	Closed	Closed	28	1332	2762	2401	3244	2878	1206	1076	0	Closed	14927
2002	Closed	Closed	373	1498	2101	2364	2765	2758	2032	745	0	Closed	14636
2003	Closed	Closed	0	1905	1868	2143	3338	3290	1824	1025	0	Closed	15393
2004	Closed	Closed	0	1529	2362	2539	3188	2825	1887	1006	45	Closed	15381
2005	Closed	Closed	452	1209	2140	2563	3030	2499	1641	1157	Closed	Closed	14691
2006	Closed	Closed	Closed	1849	1673	2791	3909	2687	2161	1101	Closed	Closed	16171
2007	Closed	Closed	81	2244	2247	2738	2852	3028	1809	1139	Closed	Closed	16138
2008	Closed	Closed	450	0	2444	2472	2991	2712	1740	1065	Closed	Closed	13874
2009	Closed	Closed	Closed	1650	2085	2646	3149	3022	1792	683	Closed	Closed	15027
2010	Closed	Closed	Closed	1611	1918	2521	3044	2499	1628	143	Closed	Closed	13364
2011	Closed	Closed	Closed	2781	2063	2850	6636	3239	* 511	Closed	Closed	Closed	18080

*Admission charges introduced in Farming Museum in 1991 then removed in 1995. *Car parking charges were introduced in the year 2000.

*Figures for September 2011 only represent being open on the 1st & 2nd September and the Vintage Tractor Day (Museum only) on 25th September

Aberdeenshire Council Museums – Visitor Numbers 2010

Buchan Area	Jan	Feb	March	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Total
Arbuthnot Museum P'Head	Closed	Closed	Closed	322	340	320	552	3244	394	377	190	128	5867
Aberdeenshire Museums Service	42	50	36	54	51	52	77	27	206	260	1296	32	2183
Aberdeenshire Farming Museum	Closed	Closed	Closed	1611	1918	2521	3044	2499	1628	143	Closed	Closed	13364
Hareshowe Farm	Closed	Closed	Closed	1518	1893	1953	2823	2138	2793	Closed	Closed	Closed	13118
Maud Railway Museum	Closed	Closed	Closed	Closed	Closed	Closed	101	192	165	136	Closed	Closed	594
Total	42	50	36	3505	4202	4846	6597	8100	5186	916	1486	160	35126

Banff & Buchan	Jan	Feb	March	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Banff Museum	Closed	Closed	Closed	Closed	286	260	470	487	224	101	40	3	1871
Sandhaven Meal Mill	Closed	Closed	Closed	Closed	Closed	32	36	50	32	Closed	Closed	Closed	150
Fordyce Joiners Workshop	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	0	0	0	0	286	292	506	537	256	101	40	3	2021

Kincardine & Mearns	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Total
Tolbooth Museum (Stonehaven)	Closed	Closed	Closed	1160	1275	1088	1809	1916	1469	Closed	Closed	Closed	8717
Total	0	0	0	1160	1275	1088	1809	1916	1469	0	0	0	8717

Marr	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Total
Brander Museum Huntly	14	80	55	53	33	70	148	135	161	89	50	3	891
Banchory Museum	110	309	258	244	251	310	442	451	294	222	116	52	3059
Total	124	389	313	297	284	380	590	586	455	311	166	55	3950

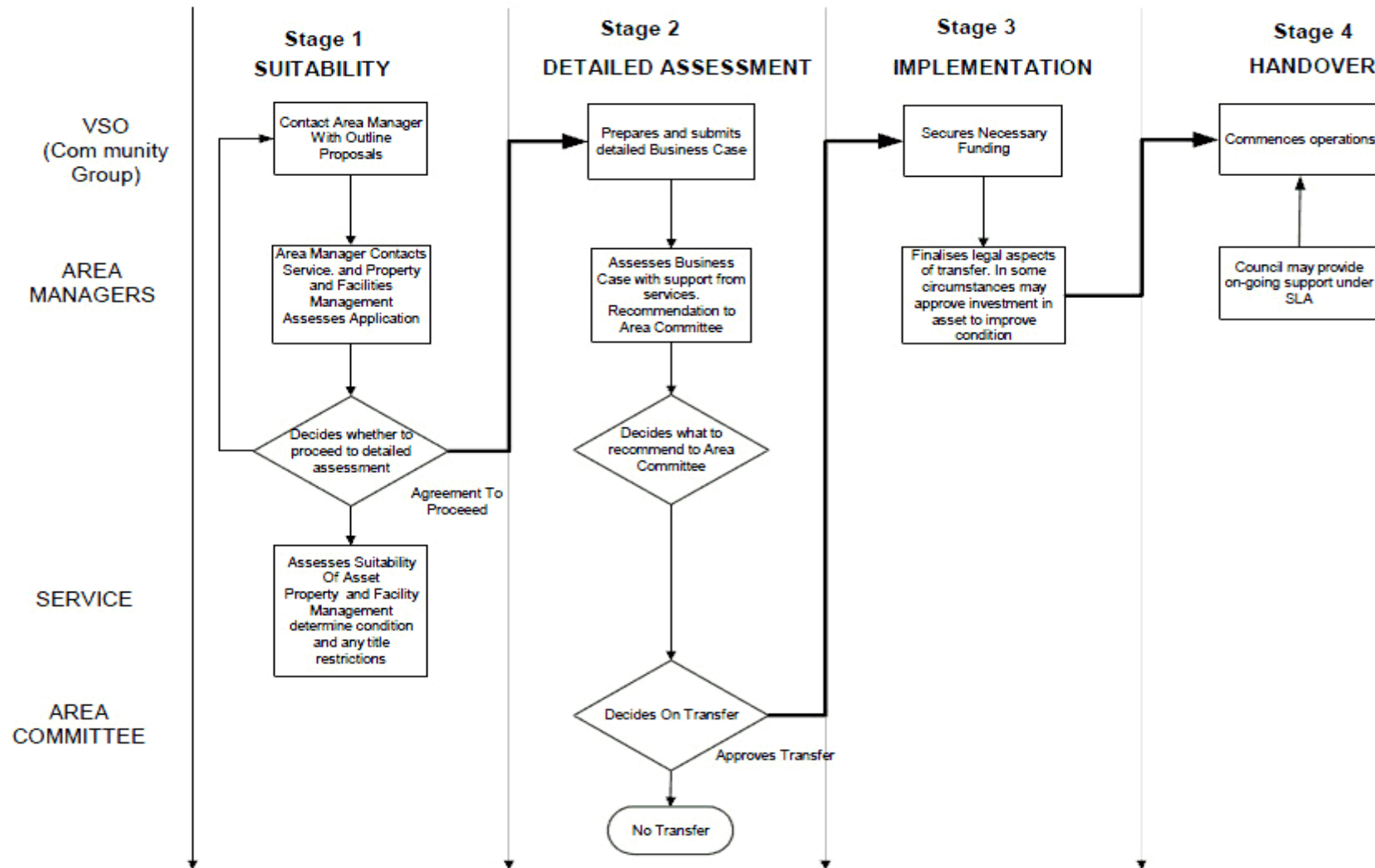
Garioch	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Total
Garlogie Power Mill	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	150	Closed	Closed	150
Carnegie Museum Inverurie	70	115	118	121	50	57	183	160	74	107	74	34	1163
Total	70	115	118	121	50	57	183	160	74	257	74	34	1313

Appendix 3. Asset Transfer Process

	Stage 1 – Suitability
6 weeks	<p>The VCO will not be encouraged to undertake substantial and expensive feasibility or business planning work until an “in principal” decision has been taken by the Council that the asset could be made available for transfer. The first stage in the process results in a decision on whether to proceed to the more detailed assessment at Stage 2. The first stage allows the VCO to submit its proposals in outline.</p> <p>VCOs should submit their initial application to the Area Manager for their area. If more than one group is interested in acquiring an asset the final decision will be based on which proposal provides the greatest benefits to the local community.</p> <p>On receipt of the application the Area Manager will notify the appropriate service and Property and Facilities Management that an application has been received for the asset. The service should then decide whether the asset is a suitable candidate for transfer. If so Property and Facilities Management should carry out a review of the asset to determine its condition and to establish whether there are any legal/title restrictions against disposal.</p> <p>At this point the Council may consider investment in the asset to ensure that the building is fit for purpose once transferred. However preference will be given to VCOs that can lever in external investment.</p> <p>The Area Manager will also review the information provided in support of the application and the structure and history of the VCO. An assessment will be made on the suitability of the asset for transfer, the strength of the outline proposals and the standing of the VCO (i.e. its constitution, how long it has been operating, its aims and objectives, its management and staffing). The outcome will either be a decision to reject the request or proceed to a detailed assessment stage.</p> <p>If an application is made by a VCO that is not formally constituted but would otherwise be strong enough to proceed to the assessment stage, the VCO will be advised to seek help to set up a formal constitution. Once formally constituted the VCO will be encouraged to resubmit its application.</p> <p>If an application is made by a formally constituted group and the asset is suitable for transfer but the outline proposals have not been sufficiently developed, the VCO will be advised to develop its proposals further and to resubmit them once they are more robust.</p>
	Stage 2 – Detailed Assessment
14 – 24 weeks	<p>At this stage the community group will be offered the opportunity to submit a detailed business plan for the asset including proposals for taking it over and running it.</p> <p>The Area Manager will assess the detailed proposals with the support of appropriate officers from across the Council.</p> <p>The second stage results in a recommendation on whether or not to transfer. The second</p>

	<p>stage recommendation will be based on a thorough assessment of the business plan and will follow detailed discussions with the VCO covering such issues as:-</p> <ol style="list-style-type: none"> 1. Sources of funding – a wide range of funding sources may be open to the group. 2. Type of transfer (e.g. sale at market value, lease, disposal at less than market value). 3. Potential benefits for community and Council 4. Risks to the Council and ways of mitigating them. <p>If a service is to be transferred with the asset issues such as TUPE, equalities etc will also need to be discussed together with consideration of how the service will be provided and managed (e.g. under a service level agreement or commercial contract), procedures for non-compliance etc.</p> <p>A decision on whether any transfer will proceed will usually be made by the Area Committee. In certain cases the matter may have to be referred to the Policy and Resources Committee. In these cases the Area Committee will make a recommendation to P&R on the action to take. If an asset is to be transferred at less than the best that can reasonably be obtained permission may also be required from Scottish Ministers.</p>
	Stage 3 Implementation
4 – 8 weeks	<p>During this stage the VCO will work to secure the necessary funding. Council officers will also work with the VCO to finalise legal aspects of the transfer and to advise on issues such as insurance, etc.</p> <p>Once funding is in place the asset will be transferred to the VCO</p>
	Stage 4 Handover
	<p>At this stage the VCO will commence operations. On-going support may be required from Council officers. This can be provided under an SLA.</p>

Appendix 4. Outline of Asset Transfer Assessment Process



Appendix 5. Aberdeenshire Farming Museum & Hareshowe Farm Budgets

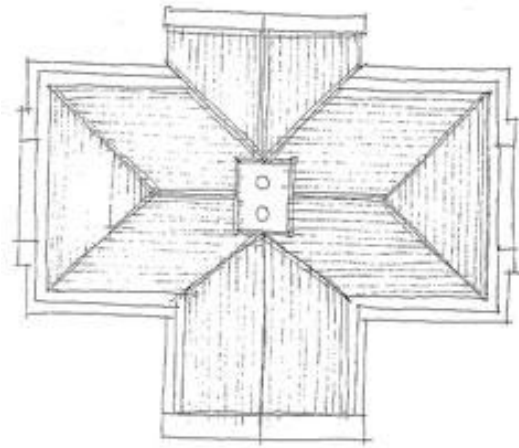
Farming Museum & Hareshowe Farm	2010/2011 Figures (Actual)	2011/2012 Budget (Estimated)
Staff Costs		
Salaries & Wages	£68,000	£55,000
Superannuation	£10,000	£5,000
National Insurance	£5,000	£3,000
Premises Costs		
Rents, Rates & Insurances	0	£1,000
Heating & Lighting	£1,000	0
Administration Costs		
Printing, Stationery, Postages & Advertising	0	£1,000
Telephone Costs	£1,000	£2,000
Supplies & Services		
Furniture & Equipment	£1,000	£1,000
Purchase of Materials	£1,000	0
Gross Expenditure	£87,000	£68,000
Income		
Fees and Charges	£1,000	0
Other Income	£10,000	£12,000
Net Expenditure	£76,000	£56,000

Appendix 6. Aden Country Park Budgets 2010/2011

Service/Facility & Associated Budgets	Income	Expenditure	Total Expenditure
Car Parking	£4,840.42	£2,729.68	
Café/Restaurant	£7,100	£0	
Balance Crystals (Craft Shop)	£1,320	£0	
Inner Harmony (Work Shop)	£300	£0	
Book of Deer Project (Heritage Centre)	£0	£0	
Hareshowe Fields (2.81 hectares subsidy)	£645.15 £583.80	£0	
Twin Lodges Field	£895.20	£0	
2 Fields on LHS of Driveway	£3,289.53	£0	
Aberdeenshire Farming Museum & Hareshowe Farm		£76,740	
Landscape Services		£256,773.14	
NEFA / Arc Studio	£1,872	£22,138	
Caravan Park	£75,816	£86,447	
Grand Total	£96,662.10	£444,828.12	£348,166.02

Appendix 7. Gate Lodges - Design Proposals

North East (Goldies Lodge) SS1



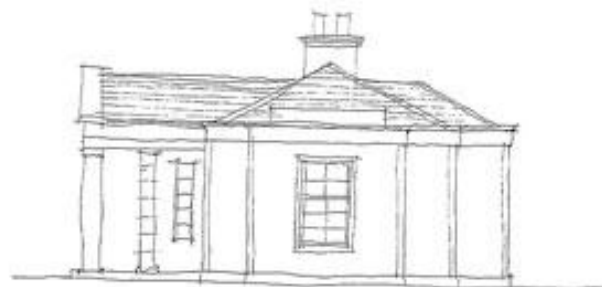
Roof Plan



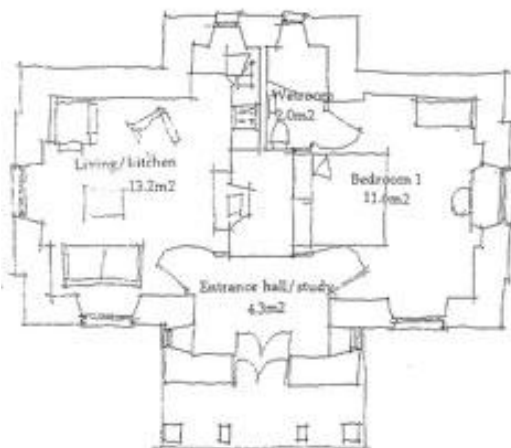
West Elevation



South Elevation



North Elevation

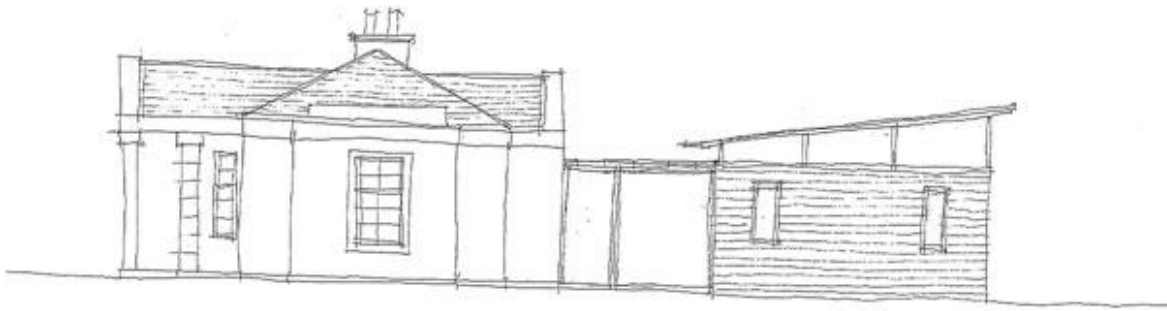


Ground Level

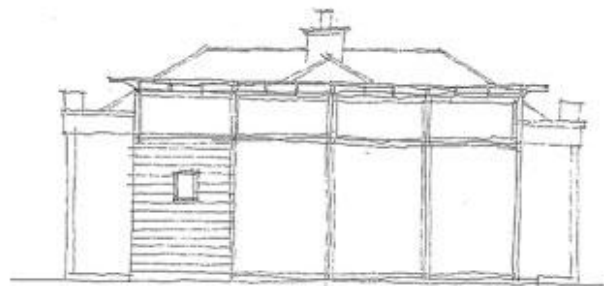


East Elevation

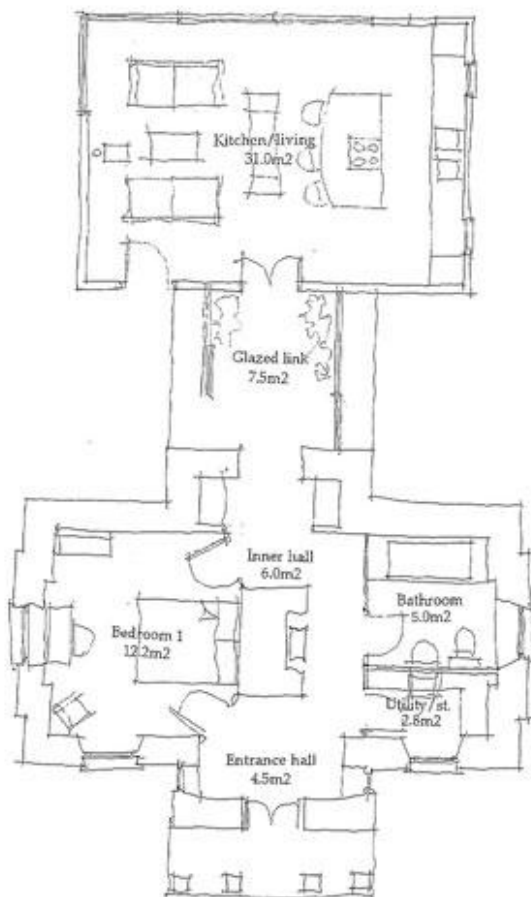
North East (Goldies Lodge) SS2



North Elevation



West Elevation

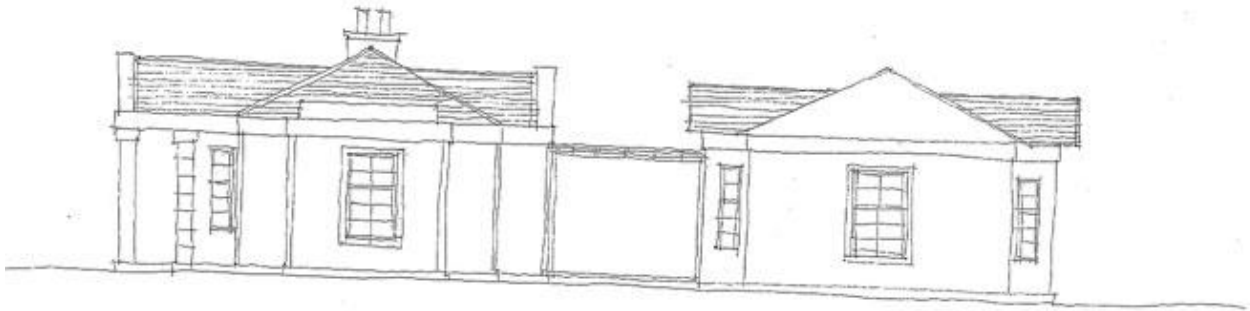


Ground Level.

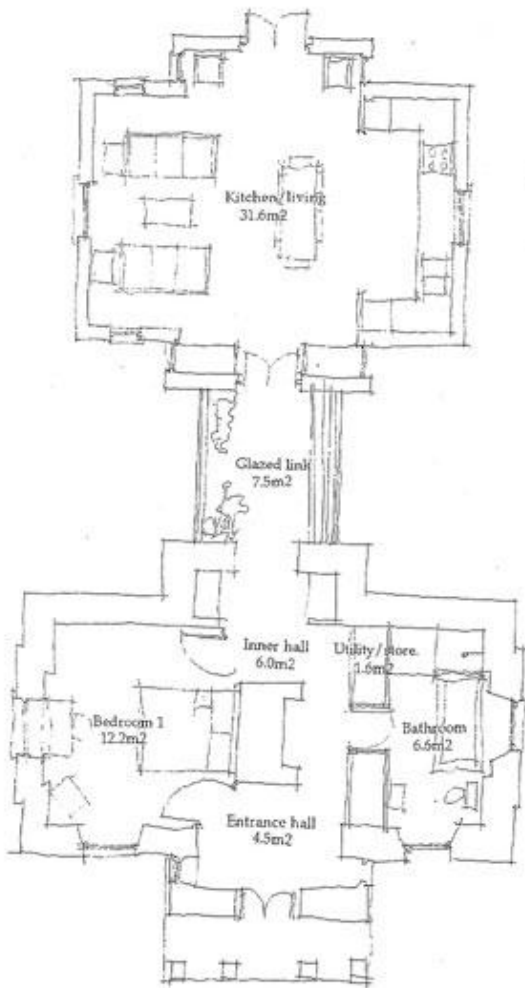


East Elevation

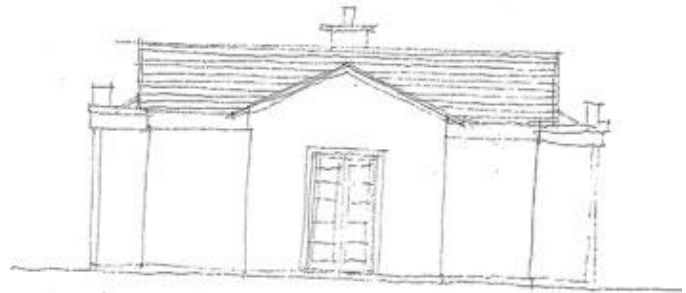
North East (Goldies Lodge) SS3



North Elevation



Ground Level



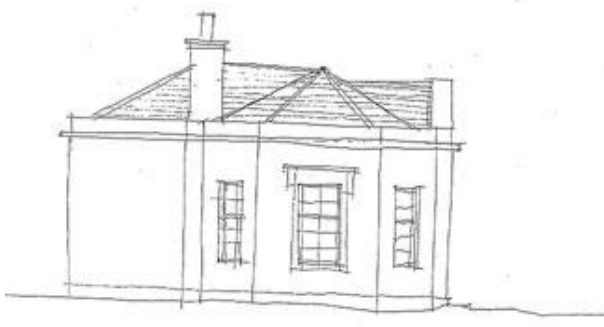
West Elevation



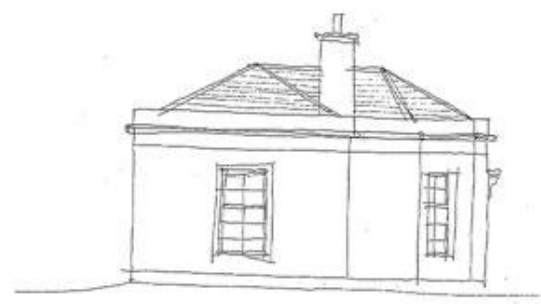
East Elevation

Unit 7, New
Clarendon Avenue
Dorset

South West (Twin Lodges) SS1



West Elevation



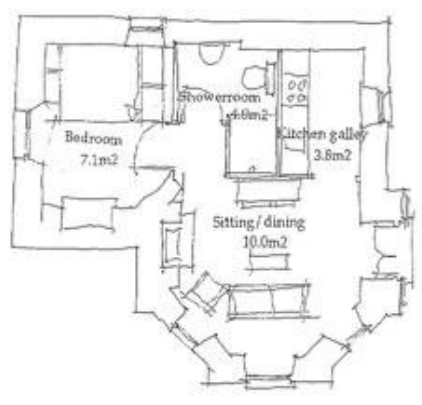
North Elevation



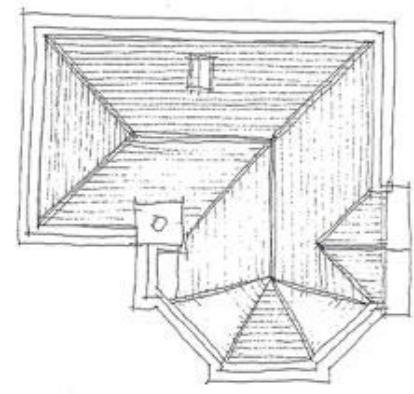
South Elevation



East Elevation

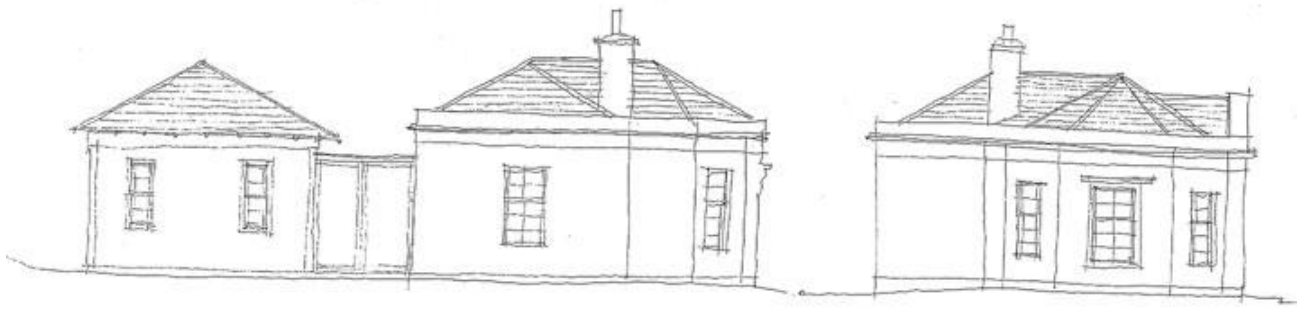


Ground Level



Roof Plan

South West (Twin Lodges) SS2



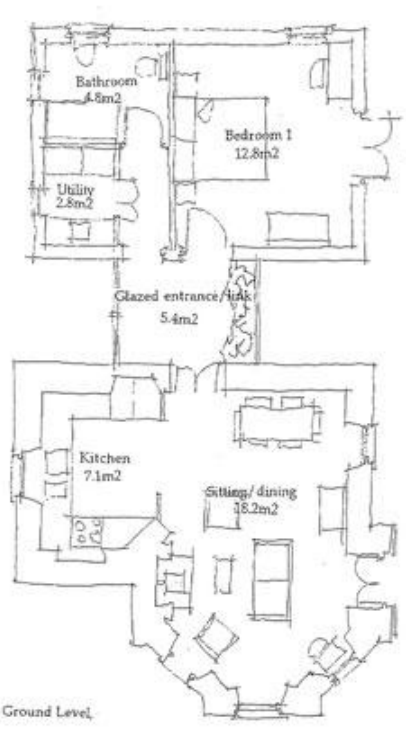
North Elevation

West Elevation

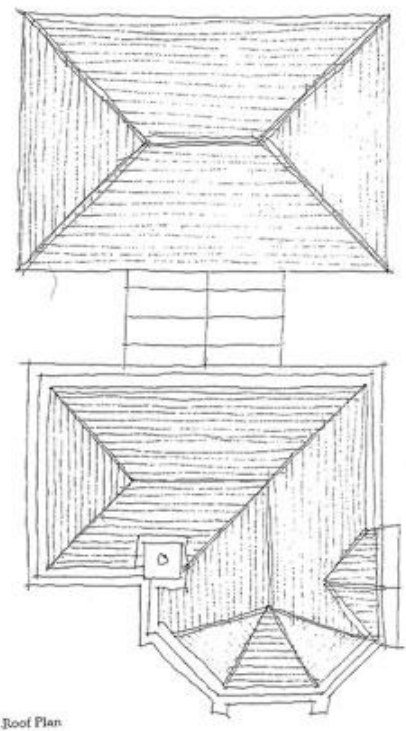


South Elevation

East Elevation

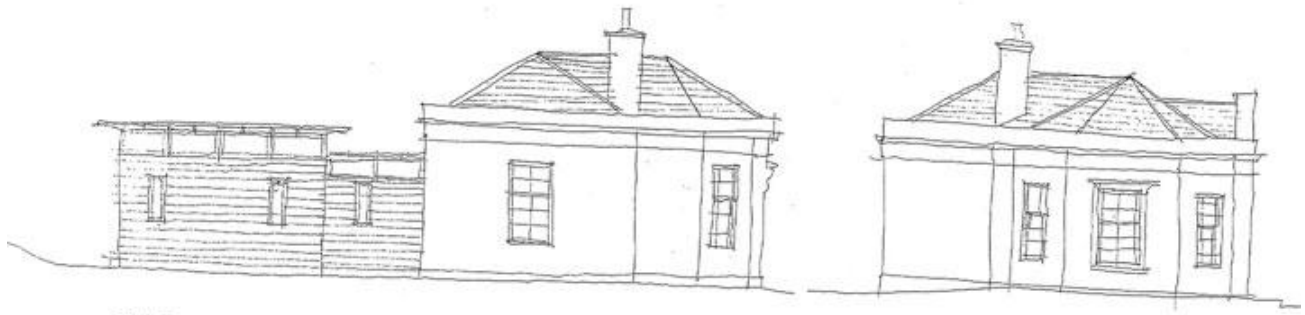


Ground Level



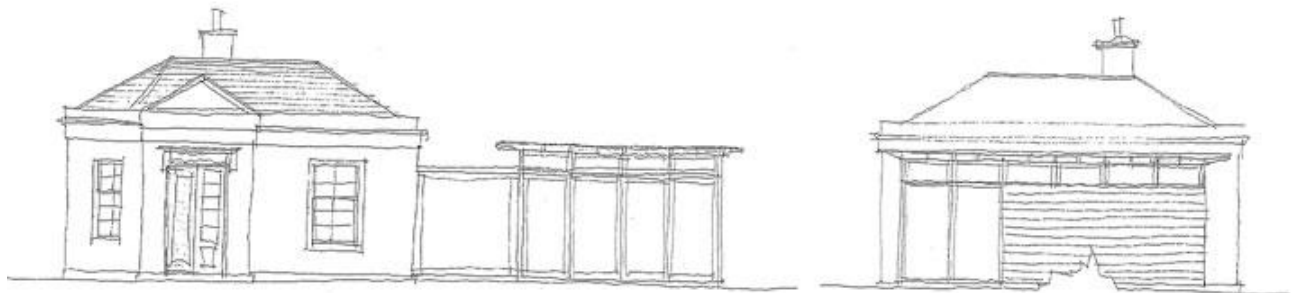
Roof Plan

South West (Twin Lodges) SS3



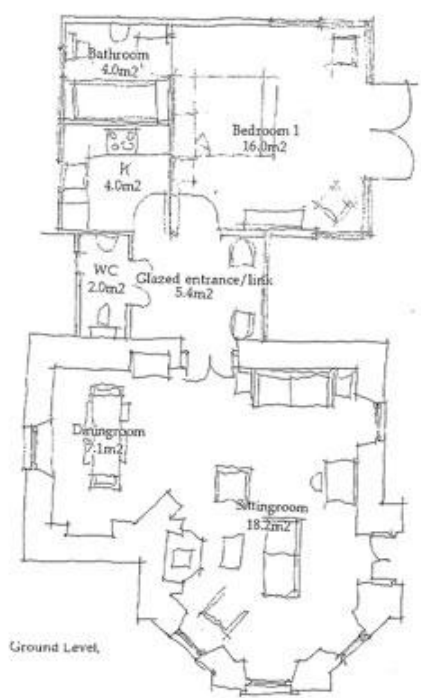
North Elevation

West Elevation

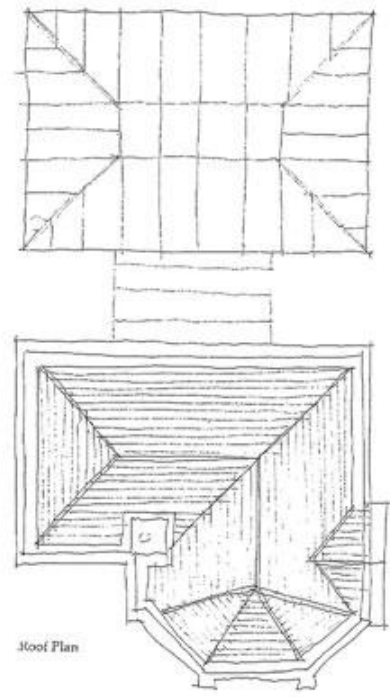


South Elevation

East Elevation



Ground Level



Roof Plan

Appendix 8. Renewable Energy Options

There are several different renewable energy options available which could help to reduce the heating costs of the Plant Nursery. These include Biomass, Heat Pumps, and Solar Thermal. A brief summary of each option is supplied below:

Biomass

Burning wood for heat is becoming an increasingly attractive option with rising prices and an increasing emphasis on reducing carbon dioxide emissions. Often grant aid is available which reduces the capital costs of conversion to woodfuel or to develop a brand new system. However there are important considerations surrounding the choice of woodfuel which will have a bearing on how successful your project is both in the short and longer term.

Building type

Does the building you're involved with have a wet heating system in place already? If not then installing a new woodfuel system will have to include installing a whole new heat distribution system consisting more commonly of either underfloor heating or radiators. How easy will that be to do in the building concerned?

Does the building have space for woodfuel storage? Chip systems for example will require a place to put a woodchip store like an underground or "in the ground" bunker or a hopper that allows easy loading. Pellets will need a place to put a purpose built pellet store and logs will need to be kept dry so with any system above approximately 10kW, fuel storage is going to be an important consideration.

Fuel supply

How close is the nearest fuel supplier? If you're considering woodchip you should ideally be within 30km of your supplier to make it cost effective. Do you know whether the supplier can produce chip to G50 (internationally recognised) standard? If not the inconsistency in chip size is likely to cause you problems with fuel feed blockages and boiler down time. Woodpellets are generally a much more consistent fuel but are more expensive. Additionally they are more fragile than chip and if mistreated can break up and turn to dust. If the system is large enough to warrant a blown delivery (pellets transported and delivered by blower lorries) how close can the lorry get to your store as the longer distance the pellets are blown the more likely they are to break up? Distances below 15m are ideal. If you're considering logs have they been stored and dried (seasoned) sufficiently? Have you seen where they are being stored and is it outside open to the elements or under cover? Will the logs be the right size for your boiler or will you have to cut or split them down further?

Time and capacity available

All woodfuel systems these days offer a degree of convenience. But the level depends both on the fuel chosen and the sophistication of the system chosen. In general terms pellet systems offer the most convenience and log systems the least. A log based system therefore will require some manual input from your committee. Even if the fuel is dry, split and well presented to meet the

Some examples of uses

- Castlehill Heritage Centre, Castletown (log based system)
- Timespan Heritage Centre Helmsdale (woodchip system)
- Fountain Road Hall, Golspie (woodpellet system)

Heat Pumps

Heat pumps work on the principle of drawing heat out of the ground, out of water or air, and transferring it to a heating system such as radiators or under-floor heating. Heat pumps work in a similar way to refrigerators but in reverse, gathering heat from outside and bringing it in to heat a building. Thus it is possible to gather heat by making already cold air, soil or water even colder, by a few degrees, then concentrating that heat in a system to heat a property to a higher temperature.

Heat pumps require electrical power to operate. The ratio of the quantity of electrical power they require to operate to the quantity of heat they supply to a building is termed the Coefficient of Performance (COP). A heat pump with a COP of 3 would provide 3kWh of heat for every 1kWh of electrical power consumed.

Most common uses

Heat pumps are commonly used to provide heating and/or hot water to buildings. Heat pumps work more effectively in well-insulated buildings which have a heating system that distributes heat at a low temperature. Under-floor heating distributes heat at a relatively low temperature (30-50 degrees). Conventional radiator systems use a higher temperature (50-55 degrees). In order to deliver heat at a high temperature a heat pump would require using more electrical power which in turn reduces the COP.

Solar Thermal

The Earth receives a constant source of energy from the sun. This naturally occurring energy can be harnessed actively, using modern solar collector technologies to capture energy from the sun's radiation to generate heat or power for our day to day uses. Solar is a valuable technology which, when installed, can provide an energy system that runs on free fuel. Solar Heating technology is generally in the form of either 'flat plate' panels or an array of 'evacuated tubes'. In both systems, a fluid is circulated between the solar collector and thermal store, transferring the heat energy from the collector to its destination use in your building.

Most common uses

- Replacing traditional electric immersion systems to provide domestic hot water for a community facility.
- Pre-heating swimming pool water in leisure centres using larger solar collector systems.
- The contribution of hot water/air to an existing heating system in a community building.

Wind 2 Heat

Wind energy is converted into electrical energy by turning the blades on the turbine. This electrical energy is then fed into storage heaters or a hot water tank and is used to provide heating and hot water. The system set-up is very flexible and the basic design can be modified to suit most building types and uses.

The size of the turbine should be selected based on the energy consumption of the building or buildings which energy is to be fed into. As the energy output from the turbine is proportional to the amount of wind energy captured which is proportional to the swept rotor area. The greater the area the larger the amount of wind captured.

Most common uses

The most common use is to provide heating and hot water for community buildings. The system is low maintenance and is suitable for a wide range of building types and building uses. The main constraining factor is a suitable site for the turbine.

Site and area suitability

The following is a general guide to choosing the appropriate site for a wind turbine. Professional advice should be sought before applying for planning permission for the wind turbine

- Site should be 50-250m from the community building where the electricity is to be used and whenever possible away from neighbouring properties.
- The turbine should be situated in a good open aspect site away from trees or buildings – specifically in the prevailing wind direction (normally from the South West in the UK).
- Tall buildings, hills or trees close by in the path of wind can cause turbulence and decrease the production of a turbine.
- The site should be accessible and suitable for the installation of a foundation.
- It is best if the heating system within the building which the turbine will supply energy to incorporates an element of energy storage, this can either be a large hot water tank or electric storage heaters

Hydro

Hydro power is one of the oldest, most reliable and most efficient renewable technologies. It converts the energy in falling water from rivers or burns into electrical energy. Some use a dam to store water in reservoirs at the top of the system for periods of low rainfall, but most small schemes are now 'run of river', and divert some of the flow of the river using an intake weir. The weir usually incorporates a trash guard to filter out leaves, twigs and other debris, and may include a fish pass for migratory fish in the river. The weir feeds the diverted water into a 'penstock' which is the pipeline which carries the water downhill. Some schemes on old weirs may use an open channel to divert the water, with the main drop directly over the turbine. The water is directed by the pipeline or channel into the turbine where it strikes a wheel, which turns a generator and produces electricity. The water then returns to the river through a 'tailrace', and the electricity is sent through cables to the national grid or to the building it powers.

Most common uses

Community hydro schemes fall into three broad categories;

- Off-grid applications to provide power for remote communities not connected to the national grid, such as the hydro schemes on Eigg and Knoydart
- Off-grid or grid-connected schemes providing electricity and/or heat to a community building, such as the one being developed by the Abernethy Trust at Ardgour

- Income-generating projects developed by a community group to feed into the national grid to provide them with long term community revenue, like the scheme being developed by the Catrine Community Trust in Ayrshire

Wind

Wind power is an indirect form of solar power due to the fact that the land, sea and atmosphere all heat up at different rates because of solar radiation. This causes differences in air pressure, therefore resulting winds are created.

Wind power operates by producing mechanical power from the energy in the wind; this energy is converted into electricity through the use of wind turbines. The most common method to get energy from the wind is by setting up a wind farm: although domestic turbines are available and can be used to provide small amounts of electricity to individual dwellings.

Wind energy is an extremely useful resource because it is plentiful, renewable, widely distributed and clean.

The process of converting wind energy into electricity is relatively simple:

- A turbine will generally consist of 3 blades that rotate 10-30 times/minute
- The wind forces the blades to rotate
- As the blades rotate a shaft inside the turbine, which is connected to a generator, will spin therefore producing electricity.

As with all renewable energy sources there are advantages and disadvantages.

The advantages are:

- An infinite source of energy
- Produces no chemical emissions
- The ground surrounding the turbine can still be used for agricultural purposes i.e. grazing sheep
- If the turbine is taken down there will be no environmental damage or residue left behind.

The disadvantages are:

- Concerns that the turbine will ruin the look of the landscape
- Wind farms require a lot of space to produce the same amount of electricity as other methods such as coal-fire powered stations
- Can be costly to maintain
- Flicker effect
- Planning considerations

The power output of a turbine is dependent on the size of the area swept by the blades, therefore there are some necessary factors that need to be considered if wind power is to be fully utilised. For obvious reason the site needs to be windy: and it must be free from obstructions such as

buildings and pylons. Another factor that needs to be considered is the migration path of birds; a turbine must be placed so that it will not interfere with local wildlife.

Wind speeds increase at a rapid rate above the ground; so turbines must be built at a safe height, but still high enough to harness as much of the winds energy as possible.

Appendix 9. Funding Opportunities

Throughout the Aden Country Park Development Plan there is reference to various potential funding opportunities, listed below is some further background information on each funding stream.

1. Community Spaces Scotland (Big Lottery Fund)

http://www.biglotteryfund.org.uk/prog_community_spaces_scotland

Community Spaces Scotland will support communities to become more involved in, and to take responsibility for, their local environment, communal spaces and places.

Through Community Spaces Scotland we will focus on bringing communities together to enjoy better communal spaces and places. We will do this by providing funding for communities to improve the appearance, functionality, accessibility, effectiveness and sustainability of local spaces and places (including buildings). We hope this will help communities become stronger and more resilient.

What type of projects will we fund?

Community spaces can mean projects involving meeting spaces, recreation areas or community green spaces. Examples include providing facilities for community activity through the development and improvement of:

- local parks
- community paths and gardens
- play parks
- allotments and community growing spaces
- community centres
- village halls.

Your project must aim to achieve all of these three outcomes

1. Communities come together to make better use of local spaces and places
2. Communities come together to improve their environment
3. Communities come together to get healthier and be more active

Available Funding

We expect most grants we make in Community Spaces Scotland to be for £100,000 or less, but will accept applications for between £10,000 and £250,000. We can fund projects for up to two years and can meet up to 95 per cent of your project costs.

Who can apply?

We are targeting our funding at communities with the greatest level of need based upon the Scottish Government's Scottish Index of Multiple Deprivation.

Our online postcode eligibility checker will confirm whether your project is located within a target area which we have identified as being eligible for this funding programme.

While we cannot fund local authorities as lead applicants under this programme we welcome a partnership approach between eligible groups and local authorities.

How to apply

The standard application process for the Community Spaces Scotland programme has two stages:

- Stage one – For organisations that have an idea for a project which needs development. Tell us about your project idea, and we will make a decision based on this as to whether you should progress to stage two.
- Stage two – Organisations whose stage one application has gained approval will be given a stage two application form. This is much more detailed and you will have eight months to draft it and develop your project.

Deadline

The Trustees meet 6 times a year usually in May, July, September, November, January and March. We do not have deadlines for applications as we prefer you to submit them when you are ready.

Development funding

If you think your project plan requires further development, you can apply to us for development funding.

The purpose of development funding is to strengthen your capital project and ensure the best fit between what you want to do and what we want to invest in. We can fund a range of development activities to a total of between £500 and £15,000 to help you strengthen your stage two application. This includes work to:

- develop your project's outcomes
- increase your ability to deliver these outcomes
- help you assess the viability of your project

Development funding can cover costs such as architect and other building professional fees, survey and valuation costs, planning and legal fees. We cannot fund any costs incurred or spending committed before you accept our development grant offer. You should only apply for costs that will help you get ready for submitting your stage two application. Development funding is only available to develop capital projects.

2. Climate Challenge Fund (CCF)

<http://ccf.keepsotlandbeautiful.org>

Climate Challenge Fund grants are primarily designed to help communities reduce their carbon emissions however action should also lead to other community benefits as well as a sustainable legacy.

The projects funded will be expected to be ambitious in their work to reduce carbon emissions over the lifetime of the Climate Challenge Fund and with the reductions continuing in the future as part of a strong legacy of your community's activities. Applications should also aim to strengthen local

economies, improve community cohesion and other social objectives alongside making significant carbon emissions reductions.

Available Funding

Up to £150,000 per year (Communities can apply to the CCF more than once. Some communities find it helpful to be able to initially apply for a smaller amount of funding to allow them to develop the capacity to submit a more ambitious application).

Deadline

The fund is open and future Grant Panels will take place in May, July and September of 2012. You are currently able to submit an Expression of Interest for these future funding rounds and we will respond to your submission within four weeks.

All applicants must submit an Expression of Interest Form. It is important that you submit your Expression of Interest early enough to allow the development of your full application before the deadline for applications.

3. Growing Community Assets (Big Lottery Fund)

http://www.biglotteryfund.org.uk/prog_growing_community_assets?fromsearch=-uk

As part of Investing in Communities, Growing Community Assets is about communities having more control and influence over their own future through ownership of physical assets. These are usually physical assets, such as land, buildings or equipment, but may also include other types of asset such as energy.

Growing Community Assets will focus strongly on tackling need. We want to fund projects that tackle needs in your area. We will expect you to show how you have identified those needs by consulting with people in the community and how your project is the best approach for the community to address these needs.

Outcomes

We have identified four outcomes, or long-term changes, that we want to achieve through Growing Community Assets. Our focus is on supporting communities to take on ownership and long-term management of local assets to address local needs or inequality.

Projects applying to GCA must aim to achieve all of these four outcomes:

- Communities work together to own and develop local assets.
- Communities are sustainable and improve their economic, environmental and social future through the ownership and development of local assets
- Communities develop skills and knowledge through the ownership and development of local assets.
- Communities overcome disadvantage and inequality through the ownership and development of local assets.

You must also remember to consider equalities, empowerment and the environment in the design and delivery of your project when applying through this investment area.

Available Funding

Minimum / maximum grants - £10,000 - £1 million

Who can apply for a grant?

A range of organisations can apply including voluntary and community organisations, local authorities and community councils, social enterprises and private companies (provided our grants do not contribute to the profits they distribute). We cannot fund individuals or sole traders.

Deadline

Application open on 30th June 2010 and close on 30th June 2015

4. The Robertson Trust

<http://www.therobertsontrust.org.uk>

The Robertson Trust is an independent Scottish grant-making Trust which exists to provide financial support to charities. In practice, this enables the Trustees to donate to a wide range of charitable objectives where the work takes place in, or has an impact on, Scotland.

Priority Areas

The Trust has four priority areas which are:

Health

This category includes activities which promote health, as well as those which seek to prevent or treat sickness and disease. Examples include projects which work with children who are at risk of misusing drugs or alcohol or are affected by parental substance misuse, and with people recovering from addictions to assist them to rebuild their lives.

Care

This category is broadly defined. Examples include palliative care, care for older people, people with disabilities, people with mental health issues, people who are homeless and offenders and their families. Support is given to charities working at both local and national level. The category includes sports and arts projects which have a specifically therapeutic purpose.

Education & Training

This category includes support for community-based education activities, capital projects at Universities and F.E. Colleges and provision for people with special educational needs. The Trust is particularly interested in supporting projects, which increase access and opportunity, develop recognised Centres of Excellence and contribute to the growth of the Scottish economy.

Community Arts & Sport

This category is primarily aimed at encouraging young people to participate in artistic and sporting activities within their local community. Projects should demonstrate that they provide access and opportunity and/or support emerging talent. The Trust is particularly interested in supporting activities which increase the use of existing facilities; however, capital projects which seek to widen opportunity, access and participation, as well as improve provision, will also be considered.

While these priority areas account for approx. two-thirds of the Trust's expenditure each year, applications will be considered from most other areas of charitable activity, including:

- work with children, young people and families
- preservation of the environment
- the strengthening of local communities
- the development of culture, heritage and science
- animal welfare
- the saving of lives

Overall priority will be given to those projects and posts which relate to direct service delivery.

Types of Donation

The Robertson Trust currently disburses around £9 million per year in donations. There are no minimum or maximum donations, but the following information should be noted. Donations are classified according to four main types, to which different guidelines apply.

Small Donations comprise revenue donations of up to £5,000 and capital donations of up to £10,000. The application process is designed to be straight-forward and this is an ideal starting point for charities who have done little fundraising before or those with one-off funding appeals.

Main Donations comprise revenue donations in excess of £5,000 and capital donations of between £10,000 and £100,000. Revenue grants rarely exceed £15,000 a year and may be for core or project funding for a maximum initial period of 3 years. Capital donations will be for a maximum of 10% of the total project cost.

Major Capital Donations comprise capital donations in excess of £100,000, for which the overall project costs will normally be in excess of £1 million. Major capital donations will contribute specifically to one of the Trust's priority areas other than where an exceptional case is made. Applications will be considered three times a year, in January, May and September, to allow the Trustees to compare the merits of different applications. Organisations considering applying for a major donation are advised to contact the Trust beforehand for an informal discussion on eligibility, process and timing.

Development Donations: A list of current special development areas can be found in the Development section of the website

Assessment Process

The Trustees meet every two months usually in May, July, September, November, January and March. The Trust does not publish deadlines for each meeting and you are advised to submit your application when it is ready.

The next deadline for submitting applications is 15th December, with the Trustees meeting on the 31st January.

The Assessment Team tries to process applications as soon as possible and in most circumstances you should not have to wait more than three months. You may be contacted by a member of the Assessment Team for more information or to arrange a visit.

5. Parks for People (Heritage Lottery Fund)

<http://www.hlf.org.uk/HowtoApply/programmes/Pages/parksforpeople.aspx>

budget : £250,000 to £5million

Parks for People offers grants for projects that regenerate public parks of national, regional or local heritage value.

The definition of a park for this programme is as follows:

- an existing designed urban or rural green space, the main purpose of which is for informal recreation and enjoyment. It includes parks, gardens, squares, walks and promenades.

Programme priorities

For us to consider your park for funding you must show us:

- the community values the park as part of their heritage;
- the parks meets local social, economic and environmental needs; and
- the park management actively involves local people.

Your project must deliver all the following five outcomes:

- increasing the range of audiences;
- conserving and improving the heritage value;
- increasing the range of volunteers involved;
- improving skills and knowledge through learning and training; and
- improving management and maintenance.

Application process

We assess all applications in two rounds. There are two closing dates for applications. You can submit a first-round or second-round application at either date.

- 31 August for a decision in December
- 28 February for a decision in June

6. Investing in Ideas (Big Lottery Fund)

http://www.biglotteryfund.org.uk/prog_investing_ideas

Big Lottery Fund in Scotland wants to provide groups with an opportunity to spend time and money developing ideas that have a clear public benefit. We have £1 million to invest in the development of new ideas in 2010-11.

So, would you like to start up a new activity for older people in your area? You can find out if people would back it and make it viable. Investing in Ideas could help you carry out a survey and see if there is support for your idea.

Or maybe you want to design and test improved ways of working that will bring real improvements to communities and the lives of people most in need? Investing in Ideas could pay for you to investigate the work of others to inform the development of your idea. It could also support you to pilot your idea to find out if it would work.

Investing in Ideas awards grants of £500 to £10,000 to test and develop ideas that could eventually become fully-fledged projects or lead to improved service delivery. Investing in Ideas could pay for the things that can turn your basic idea into a well-planned project including:

- market research
- feasibility studies
- business planning
- training for your committee
- exchange visits in the UK to see how other projects work
- community consultation
- professional advice
- technical reports and scheme design studies

To achieve our aim we want to fund the development of ideas that meet one or more of the following outcomes:

- People have better chances in life – for example, by trying out new activities, volunteering, learning new skills or playing a more active role in their community.
- Communities are safer, stronger and more able to work together to tackle inequalities – for example, by enabling different communities or younger and older people to tackle common issues together.
- People have better and more sustainable services and environments – for example, by improving community spaces or increasing recycling.
- People and communities are healthier – for example, by enabling more people to take part in activities that improve their health and well-being, or encouraging healthy eating.

Our outcomes are the differences we want our funding to make. We will consider how well your idea meets our outcomes during our assessment. You must show how your idea meets at least one of them to be considered for a grant.

7. LEADER in Rural Aberdeenshire

<http://www.aberdeenshireleader.org>

LEADER is an integral element within the Scotland Rural Development Programme 2007-2013 which is a major £1.6 billion programme of support for rural Scotland up to 2013. The SRDP and LEADER are funded by the Scottish Government and the European Commission.

LEADER will be delivered across rural Scotland by Local Action Groups from 2008.

LEADER is an innovative rural development programme which aims to improve the quality of life and economic prosperity in rural communities through locally driven rural development initiatives and projects.

LEADER in Rural Aberdeenshire will focus on two key themes namely:

- Revitalising Communities
- Progressive Rural Economy

LEADER funds in approved projects will require to be matched by a combination of public and private sector funds. Participants in the programme will require to identify match funding which may come from a variety of sources, for example, public agencies and private contributions.