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Watson Bird Centre & Celebration: feasibility study



The European Agricultural Fund
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December 2009

To the family it seems entirely fitting that a Watson Bird Centre should be established in the house at Dalry, in the very heart of Galloway, whose wildlife and landscapes provide such inspiration for both naturalist and artist.

Louise Watson, Pam Richardson and Kate Watson (Donald Watson's daughters)

Acknowledgements

Roger Crofts would like to thank the Watson family for their immense encouragement and support, Pip Tabor and Flora McDowall, Southern Upland Partnership for leading on fund raising and administering the study, and Judith Bowles and Steve Green of BowlesGreen for their expert input on the feasibility study as technical consultants. The three consultants would like to thank all of our consultees, well over a 100, who have freely given of their time and made our task enjoyable and stimulating.

This study could not have been undertaken without the financial support of Scottish Government/EU LEADER Programme for Rural Dumfries and Galloway and Scottish Natural Heritage. Their support is gratefully acknowledged.

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EXECUTIVE SUMMARY

This study was undertaken to test the feasibility of establishing a centre in the former family house and other possible ways of celebrating the work of Donald Watson and his son Jeff, and to stimulate interest in birds and landscape, art and literature.

It was undertaken by consultants Judith Bowles, Roger Crofts and Steve Green between October and December 2009. The work involved:

- Extensive consultation with the community and stakeholders
- Reviewing possible development sites (including Barone)
- Identifying and appraising a number of development options
- Business planning for the preferred options

In total sixteen possible development options were identified, as follows:

Developing or Up-grading Barone

- 1 Watson Bird Centre in Barone
- 2 Archive, study centre, offices in Barone
- 3 Combined visitor centre, archive, study centre and offices in Barone
- 4 New build Watson Bird Centre or 'combination' on land at Barone – fit for purpose
- 5 Holiday accommodation for bird watchers

Alternative Locations

- 6 Exhibition and archive at Dalry Library
- 7 Watson Bird Centre at Kelton Mains Farm, Threave
- 8 Permanent exhibition of Watson paintings at Threave
- 9 Watson interpretation at redeveloped Clatteringshaws Forest Visitor Centre
- 10 Watson Bird Centre and Walkers Visitor Centre at Dalry
- 11 New Build Watson Bird Centre at a new location

Other Methods

- 12 Annual Watson birding event
- 13 Watson birdwatching trail
- 14 Oral history, cataloguing, digitising & merchandising
- 15 Linking environmental records to tourism
- 16 Art project

The appraisal process identified the following as projects which were most likely to achieve the study objectives:

- Developing The Watson Bird Centre on the Barone site
- Developing The Watson Bird Celebration, a package of activity consisting of:
 - Oral history, cataloguing, digitising and merchandising
 - Art photography and literature project
 - Raptor science prize
 - Annual Watson birding event
 - Watson bird trail

- Encouraging three complimentary projects
 - Watson interpretation at redeveloped Clatteringshaws
 - Permanent exhibition of Watson paintings at Threave
 - Joint promotion and marketing of 'Galloway for the Birds'.
- Considering a fallback Watson Exhibition at Dalry Library in the event the Barone Site projects do not come about

The study concludes with the following 12 recommendations:

Recommendation 1: The project should have an overall vision to capture the imagination of stakeholders, participants, funders, and all other interests. The vision for the project should be:

“Celebrating the work of Donald and Jeff Watson by linking birds, landscape, arts and community in The Glenkens, and especially St John’s Town of Dalry, to inspire, enthuse and benefit local communities and visitors.”

Recommendation 2: In order to track progress in achieving the vision we have specified a series of primary objectives. We recommend that these are adopted for the next phase. The project should have the following primary objectives:

- Celebrate the outstanding and unique contributions made to bird study, literature and art by father and son: Donald and Jeff Watson;
- Raise the profile of St John’s Town of Dalry as the Bird Town of south west Scotland, as part of the themed towns cluster;
- Develop community pride in the achievements of two famous citizens and inspire others; and
- Increase economic opportunities through nature and arts based visitors and local participation.

Recommendation 3: The Watson Bird Centre, dedicated to celebrate the work of Donald and Jeff Watson and to promote birds, literature, arts and landscape, should be developed at the Barone site in Dalry.

Recommendation 4: Discussions with potential other users for the house at Barone should be held at the earliest opportunity to ascertain whether Barone is feasible for shared use.

Recommendation 5: This report and the outcome of discussions with other users (Recommendation 4) should form the basis of bids for funds to modify Barone and for the development of a new centre on the adjacent land.

Recommendation 6: If, following the decisions with funders, it is decided that the conversion of Barone is not feasible in practice, the adjacent land and land behind Barone house should be secured for the project for study, enjoyment and of access to birds and art works and for the construction of a purpose built Watson Bird Centre in the future.

Recommendation 7: Dumfries and Galloway Council and the new tourism promotion body should take the lead, working with FC, NTS, RSPB, SNH and WWT, to achieve greater coherence and social and economic benefit from the successful development and promotion of birds, landscape, arts and culture in Galloway.

Recommendation 8: The Forestry Commission should design some recognition of Donald’s work and influence into its planned new visitor centre at Clatteringshaws and into its proposed new trails in the Galloway Forest Park.

Recommendation 9: The National Trust for Scotland at Threave should display in a prominent and coherent fashion its extensive collection of Donald Watson's paintings. It should also at Threave and any new facilities at Kelton Mains Farm promote the Watson Bird Centre and the Watson Bird Celebrations.

Recommendation 10: RSPB at Mersehead and other reserves in the area, and WWT at Caerlaverock promote the Watson Bird Centre and the Watson Bird Celebrations.

Recommendation 11: Watson Bird Celebrations, as a series of linked events and activities should be implemented as soon as possible, preferably in 2010, beginning with fund raising for the individual activities.

Recommendation 12: A charitable trust should be established at the earliest possible opportunity focussed on activities to celebrate the work of the Donald and Jeff Watson. The Trustees should represent the key communities of interest. It should have a trading company as a subsidiary.

1 INTRODUCTION

- 1.1 This document describes the findings of a scoping and feasibility study into celebrating the lives and work of Donald and Jeff Watson. The overall vision and objectives for the project are summarised here.

Project Brief

- 1.2 With the agreement of the Watson family, the purpose of the study is to test the feasibility of establishing a centre in the former family house and other possible ways of celebrating the work of Donald Watson and his son Jeff, and to stimulate interest in birds and landscape, art and literature. The feasibility study would ascertain the level of interest in and demand for, and the costs and viability of a centre and other ways of celebrating the Watson's contribution and bringing benefits to Dalry and the wider community of The Glenkens. The study would provide the basis for agreement with the family on whether to take the project forward and to seek funding for those elements for which there was likely to be the greatest benefit and which were likely to be most financially viable.
- 1.3 The feasibility study comprised two elements:
- (1) an assessment of various locational options, including Donald Watson's former home, Barone in St John's Town of Dalry, and
 - (2) an assessment of non-built ways of celebration and stimulation of interest.
- 1.4 This is a novel project linking for the first time in Scotland key leaders in bird art, science and literature with resident communities and visitors to enhance the reputation of the nature of Galloway to strengthen community spirit and civic pride, increase visitors and the desirability of the area as a place to live. It seeks to develop the idea that Dalry should become *The Bird Town* alongside the other themed towns in Dumfries and Galloway.

FORMAL TERMS OF REFERENCE

- 1.5 The terms of reference for the feasibility study were developed by Roger Crofts as the project leader on behalf of the Watson family. Consultations were held with the proposed funders: EU LEADER Dumfries and Galloway and Scottish Natural Heritage Dumfries and Galloway Area, and the Southern Uplands Partnership which agreed to be the commissioning and project delivery agency for the work. The agreed terms of reference are as follows.
- 1.6 Assess the feasibility and financial viability of a Watson Bird Centre in terms of concept, viability and location and the benefits it will bring to the communities and economy of The Glenkens and wider areas of Galloway through natural heritage, health, art, literature, and education. Specifically investigate potential for:
- archive and library for storing and study of Donald and Jeff's extensive collections including web links,
 - exhibition space for Donald's paintings,
 - exhibition space for the work by other bird artists working at the centre and arising from special exhibitions and competitions,
 - offices for use by ornithological and related organisations,
 - meeting rooms for hire/rent for local organisations,
 - research, education and training activities related to birds,

- bird related tourism development including walks,
 - stimulating Scottish Rural Development Plan applications from local farmers for bird watching activities, and
 - residential leisure courses on an ornithological theme using local accommodation and service providers.
- 1.7 Assess the viability of the Watson Bird Centre concept by addressing in detail the following components:
1. Strengthen community spirit & civic pride: investigate development of community pride in past and current local natural heritage expertise, and artistic and literary culture through variety of activities.
 2. Promote a 'learning and skilful' region: assess opportunities for primary and secondary schools to participate in bird and habitat related learning through the Watson Bird Centre and out door activities. Investigate potential for bird study at undergraduate and post graduate. Investigate potential for courses on bird.
 3. Create opportunities to improve health: investigate the development of self-guided bird watching walking trails and car/cycling/walking trails, and the establishment of nature related walking.
 4. Develop a diverse and dynamic business base: assess opportunities for building on the tourism business base through bird related activities and greater use of existing accommodation in collaboration with key local groups.
 5. Develop the capital plan: expert costings (e.g. property purchase and upgrade to meet statutory requirements). Expert assessment of planning (including change of use) and traffic (access and egress at site) issues.
 6. Assessment of potential financial support.
 7. Assess operational viability: expert review of costs of maintenance.
 8. Develop the case for the project to go ahead: thorough assessment of the social, environmental and economic benefits as part of the business case for the capital and operation funding of the project.
 9. Develop key support base for the project: identify key supporters as
 10. Patrons, identify key supporting organisations in Galloway and in the bird world.
 11. Develop governance and management arrangements for the project.
- 1.8 The feasibility study will identify potential for the Centre to supporting the local economy by helping attract year round visitors. It will also establish potential links and cross marketing opportunities with other rural, environmental and arts projects within the Glenkens and more widely across Dumfries & Galloway. The study would identify ways that the Centre would fit with the growing cluster of art and outdoor activity available locally and how it could add value – for example (a) running leisure courses that would use local accommodation/transport/catering providers (b) helping to develop bird themed walks to link the Centre to the excellent path network in the Glenkens (c) developing itineraries for short stay visitors which would encourage use visits to other local attractions.
- 1.9 The study was undertaken by Professor Roger Crofts, who managed the project and undertook the work on element 2, and Judith Bowles and Steve Green of Bowles Green Limited who undertook the work on elements 1 and 3. Information on the backgrounds and credentials of the consultants can be found at:
- www.rogercrofts.net
 - www.bowlesgreen.co.uk (from January 2010)

Donald and Jeff Watson's Contributions

Donald Watson 1918-2005

- 1.10 Donald was the most prolific bird artist of his generation in Britain. His illustrations graced many of the key bird books and ornithological treatises for over 40 years from the late 1940s. He illustrated the *Oxford Book of Birds*, Derek Ratcliffe's seminal work on the *Peregrine Falcon*, Desmond and Maimie Nethersole-Thompson's classics on *Greenshanks* and on *Waders*, and his own masterpiece on the *Hen Harrier*: described as "a classic marriage of bird study and art that stimulated a generation of field ornithologists and bird artists". In all, he illustrated at least 30 books. No one knows how many paintings and sketches Donald created during his lifetime, but it probably numbers many thousands. These grace the walls of galleries and many households throughout Galloway and further afield. And, they are still prized by collectors when they come up for sale.
- 1.11 More than painting, Donald also was a careful observer of birds in the field and in the garden, best reflected in his book on the Hen Harrier. His notebooks testify to his combination of deep knowledge and passion for his subject: birds in their natural landscape surroundings. He was therefore also a campaigner for nature conservation and a severe critic of bad practice, especially on the design, planting and management of commercial forests. Most of his work was undertaken from his longstanding family home at Barone in Main Street, St John's Town of Dalry, Galloway. This was his base for over half a century, with his wife Joan, herself a gifted amateur butterfly naturalist, who 'allowed it all to happen', and their family. There they brought up a family of 3 daughters - Pam, Kate, and Louise, and a son - Jeff.
- 1.12 He captured the imagination of many through his paintings and also through his writing. His two books for the general reader - *A Bird Artist in Scotland* and *One Pair of Eyes* – are a wonderfully evocative combination of inspiring art, acute observation and a kindly spirit. His *crie de Coeur* was "I am always happiest in relating birds to their environment". Writing his obituary, Chris Rollie a family friend, Dalry neighbour and bird expert, said that "Donald's ability to relate wildlife, especially birds, to their landscape was truly magical, with the natural movement and choreography of birds in flight captured in his distinctive and evocative style that so impressed art lovers and experienced ornithologists alike". Chris also said that "surely one of his most enduring legacies is his kindness and attentiveness in stimulating and encouraging the interest of all who, in some way shared his passion for birds and the countryside".
- 1.13 He was both a friend and mentor to his son, Jeff, and imparted an intelligent and penetrating understanding of wildlife to him.

Jeff Watson 1952-2007

- 1.14 Inspired and encouraged by his father, Jeff became, in his all too short life, the world's acknowledged expert on golden eagles and published the definitive book on this magnificent bird *The Golden Eagle*. Fittingly, it is a painting by his father as the Frontispiece and a number of black and white sketches of eagles in their landscape setting that grace Jeff's book alongside the outstanding drawings of Keith Brockie (one of Britain's present day foremost bird and animal artists). Jeff has been described by Des Thompson and John Lister-Kaye, friends and colleagues who penned his obituary, as a man with "tenacity, robustness, patience, single-minded determination, and perhaps most of all contentment with weeks of

solitude". During his last decade, he "had the remarkable distinction of sustaining active, internationally recognised research, while holding down a challenging director role in Scottish Natural Heritage".

- 1.15 Jeff was a modest and humble man as a top scientist and as a colleague; self-deprecation being an endearing but unwarranted characteristic. This meant that whenever he made a comment or articulated an opinion everyone else listened assiduously and took note of what he said; as a result, the discussion took on a new and enlarged dimension. Profound insights into the natural world and into colleagues and friends, and into situations were the order of the day with Jeff. He had the rare gift of being able to bring complex scientific subjects down to earth and enable those less skilled to gain a greater understanding and appreciation. In celebrating the life and work of Dr Jeff Watson, we are recognising a range of vital human characteristics about gaining knowledge of the natural world and communicating it with humility, passion and deep understanding to a wide range of audiences. No greater recognition could be given than, just before he died, he was given the RSPB's rarely awarded Conservation Medal.
- 1.16 The celebration of these two great figures in the bird world, in all of its manifestations, is justified in its own right. The local community of Dalry, and the wider communities of the Glenkens, Galloway, Scotland and internationally, along with the bird and the art worlds should be justifiably proud of their achievements. But this project is more than just a celebration, it seeking to use the inspiration, technical brilliance, writing and wisdom of Donald and Jeff to inspire and stimulate new generations of all ages and persuasions - writers, scientists, artists - to depict and communicate the links between birds, nature, landscape and communities in every conceivable media.
- 1.17 The obituaries of Donald and Jeff published in The Independent are printed as Appendix 1.

The Importance of Dalry and the Glenkens

- 1.18 The long-time home of Donald Watson in Dalry and, in particular, the importance of the Galloway landscapes and the garden at Barone for his work as observer, painter, and writer mean that the natural geographical focus of the project should be in Dalry. This is a point made to us many times during the feasibility study and most particularly at the stakeholders session. The influence of the area on Jeff was substantial, a point he readily acknowledged in many conversations.
- 1.19 More generally, Dalry has the potential to become the *Bird Town*, alongside the Food, Book and Artists towns in the Stewartry. Not only was it home to Donald and Jeff, it is currently home to the secretary of one of the most vigorous sections of the Scottish Ornithological Club, the home of the Regional Director for South West Scotland of RSPB, and the home of an SNH ornithological specialist and BTO bird counter. It is surrounded by significant habitats for migratory and residential birds, most especially moorlands and wetlands. These are recognised internationally through their designation as Special Protection Areas under the EU Directive on the Conservation of Wild Birds and the Ramsar Convention on Wetlands of International Importance.
- 1.20 Already the Red Kite Trail has attracted visitors to the area to see this magnificent bird in flight and to help to feed it at specially designed stations. A small reserve and observation points on the west shore of Loch Ken have been developed by RSPB with the support of local farmers. Further afield on the merse of the northern Solway shore there are three major

bird reserves run respectively by RSPB (Mersehead), the Wildfowl and Wetlands Trust (Caerlaverock) and SNH (Caerlaverock). Even these facilities do not capture all of the potential for bird watching, bird study, bird art and bird writing.

- 1.21 Bringing together the celebration of the contributions of Donald and Jeff Watson and seeking to harness the potential of bird-related scientific, artistic and economic activity to benefit the communities and visitors is therefore easily justified.

Community Support for the Project

- 1.22 The recently elected Dalry Community Council voted unanimously to support the project and wish it well at its meeting on 2 November 2009. Members recalled that Donald and Joan Watson were remembered and well regarded in the local community. Care should be taken not to remove all of the trees from the land at Barone because of their amenity and nature values, and to safeguard the opportunity for developing the land for quiet recreation, informal nature study, garden reclamation and art works, including sculptures. The issue of vehicular access and parking would need to be resolved to the satisfaction of the local council planning and traffic officials. This has been done through discussions between the consultants and council officials.
- 1.23 A list of all of those contacted during this study is given at Appendix 2. Supporting statements from community, business, arts, bird and conservation interests are provided at Appendix 3.

Vision and objectives of the project

- 1.24 In the light of the above background information and our brief we have determined the following vision and objectives for the Watson Bird Centre and Celebration.

1.25 **The vision is:**

Celebrating the work of Donald and Jeff Watson by linking birds, landscape, arts and community in the Glenkens, and especially St John's Town of Dalry, to inspire, enthuse and benefit local communities and visitors.

1.26 **The Objectives are:**

1. Celebrate the outstanding and unique contributions made to bird study, literature and art by father and son: Donald and Jeff Watson;
2. Raise the profile of St John's Town of Dalry as the Bird Town of south west Scotland, as part of the themed towns cluster;
3. Develop community pride in the achievements of two famous citizens and inspire others; and
4. Increase economic opportunities through nature and arts based visitors and local participation.

1.27 **The Subsidiary Objective is:**

1. Contribute to achieving greater coherence and social and economic benefit from the successful development and promotion of birds, landscape, arts and culture with key partners in Galloway: Dumfries and Galloway Council, FC, NTS, RSPB, SNH and WWT.

2 ASSESSMENT OF DEMAND

2.1 Key to this feasibility study is an assessment of demand. Demand for visitor attractions and tourism product comes from the following key segments, and these are considered below in relation to a tourism development in Dalry or the Glenkens:

- Local residents
- Day visitors
- Tourists
- Education sector
- Groups
- Special interest

Local Residents

2.2 Dalry is a small community of approximately 500 people. The surrounding area is Demand for a visitor attraction or project is likely to be limited. However, a number of local residents pointed out the lack of a café in Dalry and suggested that a good café catering for local trade in the town would be well-patronised by local people. In addition, as indicated in section 1, local residents have expressed strong support for the project to be based at Barone in Dalry.

Day Visitors

2.3 Day visitors – people making leisure trips from home, make up a significant proportion of visitors for many visitor attractions. Usually, most of these visitors travel from within one hour's drive, though some will travel further (2-3 hours) to visit an attraction or event they are particularly interested in or which will occupy them for several hours.

2.4 The Dumfries and Galloway region is relatively sparsely populated (in UK terms), with a population density of 60 people per square mile compared to 168 for Scotland as a whole. However, by road it is just over an hour from Carlisle, approximately an hour and a half from the towns of the Ayrshire Coast, 2 hours from Glasgow and Edinburgh¹. The population living within 1 hour's drive is in the region of 150,000.

Tourism

Tourism in Scotland

2.5 In 2005 the method of data collection for the main tourism surveys in the UK changed and so direct comparison with data before this date is not possible. Table 1 shows the trend in annual visits from 2005 to 2008 (the latest year for which figures are available). During this period, the number of UK residents making staying overnight trips to Scotland has fallen by over 2.5m per year, whilst the number of overseas visitors is largely static. This is partly the result of the recession and partly a general shift in tourism flows as new destinations which have developed in recent years (especially in the Far East) have taken market share from the traditional, European, destinations.

Table 1: Tourism in Scotland 2005 – 2008 (Millions of Visits)

	2005	2006	2007	2008
UK residents	14.87	13.28	13.12	12.15
Overseas residents	2.39	2.73	2.79	2.48
Total	17.26	16.01	15.91	14.63

Source: Visit Scotland

¹ RAC route planner

- 2.6 A total of 45m visits were made to visitor attractions in Scotland in 2008. 58% of overseas visitors and 23% of UK visitors made a visit to a museum, gallery or heritage centre and in the region of 9% of UK visitors made a visit to a wildlife related attraction.

Tourism in Dumfries and Galloway

- 2.7 In 2008, a total of 850,000 tourist trips were made to Dumfries and Galloway; of these:
- 790,000 were by UK residents,
 - 60,000 were by overseas residents,
 - of UK visitors, 52% were from Scotland and 45% from England, and
 - a high proportion were making holiday trips (76% of UK residents compared to 68% for Scotland overall).
- 2.8 Efforts are being made to distribute the region's tourism visitors more widely (for example in Nithsdale) but, at present, most of the tourism activity in Dumfries and Galloway takes place along the coast, especially the south coast.

Wildlife Tourism

- 2.9 Wildlife or nature tourism has grown in recent years (Visit Scotland and Wild Scotland²). The Scottish Government and Scottish Natural Heritage have commissioned a study of the economic impact of wildlife tourism in Scotland in 2009 and the results are expected shortly. In the meantime, some useful information is available which demonstrates the scale and nature of demand.
- 2.10 Information from Wild Scotland's annual survey of members points to an increase in demand in 2009 - 61% of Wild Scotland members had a better year than 2008, the highest percentage since the survey began in 2006. Almost sixty percent (59%) felt that they had benefitted from more British people choosing to holiday in the UK as a result of the recession. A significant number also commented on a marked increase in European visitors this year. This may be due to the weak pound or, in part, better marketing and a gradual growth in awareness of Scotland's wildlife tourism offer.
- 2.11 The number of members of nature conservation organisations gives an indication of total market size. The RSPB is the largest dedicated nature conservation organisation in the UK (reflecting the fact that bird watching is the most popular form of wildlife watching) and it has over 1 million members. From this, a total figure of 2 million UK birdwatchers has been estimated³.
- 2.12 Like all niche markets, the wildlife tourism market is characterised by a small number of very dedicated participants (the 'eco-extremes') and increasingly larger numbers of less committed people (the 'eco-awares', who have some knowledge and interest and will respond to wildlife tourism products).
- 2.13 Information from Wild Scotland and analysis of the readership profiles of wildlife magazines substantiate the assumption that there is a large number of people who have significant disposable income and who will respond to wildlife tourism experiences:

² A consortium of businesses engaged in wildlife tourism in Scotland

³ Estimate made by Bowles Green Limited and RSPB Research Team during preparation of an 'Economic Impact Assessment for RSPB Saltholme'

- Commercially operated nature watching opportunities appeal as much to wildlife enthusiasts (54%) as to general tourists (47%), and that a significant number of visitors from overseas are attracted to view Scotland's wildlife (21%)⁴
- Analysis of the readership profiles of popular wildlife magazines shows that their readers are:
 - From higher socio-economic groups
 - In older age groups
 - Interested in gardening, walking and other activities
 - Regular holiday-takers.

Education

Schools

- 2.14 Education visits are made by all sectors of education, including pre-school, primary and secondary schools, colleges and universities and by lifelong learning groups. Education services run at visitor facilities do not make a profit, but they can be a useful source of low season revenue and contribute to marketing and promotion by raising awareness and stimulating repeat, leisure visits.
- 2.15 The greatest demand for education visits comes from schools making day trips. Most schools make between one and two educational visits per pupil each year. Most trips are made within 1 hour's drive of the school (especially for younger pupils where the length of the school day is a significant limiting factor). There are 23,186 children/young people living in Dumfries and Galloway⁵ (approximately the 1 hour drive time zone), which suggests something between 20,000 and 40,000 educational visits by school-age pupils in the region per year.
- 2.16 Education groups have key needs, as follows:
- Toilets
 - Discounted admission prices
 - Sheltered place to eat packed lunch
 - A secure location to store belongings
 - Safe or enclosed play area (for primary schools)
 - A sheltered place for learning, as appropriate to the site
 - An education officer or expert guide
 - Interactive activities
 - Worksheets and/or fact sheets
 - A video and other materials for pre-visit study
 - A free visit for the teacher in advance for planning
 - Activities and work closely linked to the National Curriculum
 - Pre and post visit materials.
- 2.17 The secondary school in Dalry along with the 3 feeder primary schools serves the town and surrounding area of the upper Glenkens, including the villages of Balmaclellan, Carsphairn and New Galloway. Consultation with the Head Teacher for the combined Dalry schools suggests that the joint Dalry Primary and Secondary schools

⁴ 'Wildlife Tourism in Scotland: How are we Faring?' 2008, Wild Scotland

⁵ Mid 2008 Population Estimates for Scotland, 2009, General Registry Office for Scotland

would definitely make use of an education facility at Barone and the other two feeder primaries at New Galloway and Carsphairn are likely also to use it. A purpose built centre would be preferred with access to the garden. The building should have working space for group activity for children and adults. The Dalry Head Teacher envisages weekly use on Wednesday afternoons during term time for Primary 6 and 7 and Secondary 1 and 2 pupils. Many activities could be pursued which link to curriculum skills development and build on existing activities, including:

- Interviewing older people about the Watson's and other relevant locals
- Developing productions using music, photography, prose and poetry, similar to the 'forgotten voices' projects already underway.

- 2.18 There is also opportunity for children's work parties to help in the clearance and restoration of the garden as part of school activity and potential for out of school volunteer groups. The Castle Douglas Secondary School Head Teacher regards the project as a good idea and is quite keen to get involved, as many pupils from The Glenkens (especially year 5 and upwards). He also considers that the school will use the facility as they would fit with the curriculum, specifically to rural skills courses, and access is easy by minibus.

Further and Higher Education

- 2.19 It might be possible to interest one or two students for project work each year – either on art or on birds from the Glasgow University ornithological centre. Honours level research projects undertaken between third and fourth year could potentially work from the accommodation proposed in Barone, especially for students interested in birds and ecology. Any such individual use would require some system of academic supervision either at a local level in Dalry or from staff from the university having knowledge of the facilities at Dalry. Due to health and safety considerations about lone working there would probably need to have at least two students working on any project.

Groups

- 2.20 Groups (with a general and specialist interest) can make up a significant proportion of total visit numbers for some attractions and often make up 10% or more. They too have special requirements, as follows:
- Discounted admission price
 - Coach drop-off or parking close to entrance
 - Advanced booking
 - Special welcome
 - Toilets
 - Catering.

Special Interests

- 2.21 The birding market is considered above. Donald Watson is a well-known figure for his paintings and books, in Scotland, the UK and internationally and many birders are also aware of Jeff Watson's expertise in Golden Eagle research. These are potential unique selling points for Dalry and for the Region in a large market.

Other

- 2.22 There might be demand for research and survey work; use of an office base is possible by the British Trust for Ornithology Scotland as a base for training volunteers. There is potential for use by independent researchers undertaking field work in the area and for those researching archive material.

- 2.23 The Head of RSPB Scotland has indicated that he will seriously consider the use of the office space when the results of the feasibility study are available. The requirement could be for 3-4 staff on an ongoing basis. There is unlikely to be demand for office space from other organisations except on a casual basis as there is plentiful supply in Dalry and other bird organisations do not have a permanent office space requirement.

Market Assessment

- 2.24 Table 2, below, shows an estimate of the potential market for visits to an attraction or other tourism project at Dalry. A number of assumptions have been made and these are explained in the table.

Table 2: Estimate of Demand for a Development at/near Dalry

Key Market	Estimated Size	Assumptions
Local residents	500	Estimated population of Dalry
Day visitors	148,600	Population of Dumfries & Galloway Region – approximate 1-hour drive time zone
Tourists	646,000	Total holiday visitors (76% of all visitors to Dumfries & Galloway)
Education	20,000-40,000	Estimate of total number of education trips by schools in the region
Groups	Included in day and special interest visitors	
Special interest	2,000,000	Estimated number of UK birdwatchers

3 THE OPTIONS

3.1 The consultants made site visits to Barone, Dalry and to the wider Glenkens area to identify other possible locations; they also undertook consultation with stakeholders and local businesses in order to identify options to achieve the aim and objectives of the study. A list of 16 options was compiled and these were appraised in a workshop of stakeholders and by the consultants, scoring each option against a set of criteria. The options and the appraisal process are described here.

3.2 The options are not necessarily mutually exclusive and it is envisaged that one or more of the other methods could be combined with the development of a centre. Some aspects of the options could be applied to other options, so it was important, at this stage, to retain an open mind when considering the options. The 16 options were:

Developing or Up-grading Barone

- 1 Watson Bird Centre in Barone
- 2 Archive, study centre, offices in Barone
- 3 Combined visitor centre, archive, study centre and offices in Barone
- 4 New build Watson Bird Centre or 'combination' on land at Barone – fit for purpose
- 5 Holiday accommodation for bird watchers

Alternative Locations

- 6 Exhibition and archive at Dalry Library
- 7 Watson Bird Centre at Kelton Mains Farm, Threave
- 8 Permanent exhibition of Watson paintings at Threave
- 9 Watson interpretation at redeveloped Clatteringshaws Forest Visitor Centre
- 10 Watson Bird Centre and Walkers Visitor Centre at Dalry
- 11 New Build Watson Bird Centre at a new location

Other Methods

- 12 Annual Watson birding event
- 13 Watson birdwatching trail
- 14 Oral history, cataloguing, digitising & merchandising
- 15 Linking environmental records to tourism
- 16 Art project

3.3 A number of alternative locations in the Glenkens were discounted at an early stage; these, and the reasons they were discounted are as follows:

- *Dalry Community Centre* – well-used already by community groups, no space for permanent exhibition, issues of security, managing an exhibition, etc
- *Dalry Town Hall* – used already by the community, permanent display would conflict, issues of security, managing opening, management of exhibition, etc
- *Balmaclellan Village Hall* - well-used already by community groups, no space for permanent exhibition, issues of security, managing an exhibition, etc
- *New Galloway Town Hall* - used already by the community, permanent display would conflict, issues of security, managing opening, management of exhibition, etc

- *The Catstrand* – permanent exhibition would not be consistent with Catstrand's operating model
 - *Carsphairn Heritage Centre* – insufficient space
- 3.4 The town and community halls are well-used by their local communities; installing an exhibition and all of the other activities of the project envisaged for researchers, students, artists and the general public would not be consistent with this current use, which is important to the community. In addition, the buildings are not suitable for this purpose – they would need to be converted to provide an appropriate atmosphere and security for the storage and display of paintings and other material. The Catstrand depends on a changing programme of exhibitions to achieve its objectives; a dedicated space for a Watson Celebration would conflict with other activities and there is likely to be significant community and maybe family objection to a location outside of Dalry. There is insufficient space at Carsphairn Heritage Centre.
- 3.5 The 16 options identified are described in summary here, including the key features, advantages, disadvantages and the consultants' comments.

Option 1: Watson Bird Centre in Barone

Description

- 3.6 A visitor centre in Barone would consist of:
- An exhibition of paintings
 - Interpretation of birds in The Glenkens and wider Dumfries and Galloway
 - The conserved studio
 - Visitor information on bird and nature watching in the local area
 - Retail (of information, bird and nature books, local souvenirs and possibly Watson merchandise – see below)
 - A nature trail in land behind the house, which could include features and sculptures
 - Visitor parking provided off-road behind the house

Advantages

- 3.7 The advantages of this option are:
- The resonance of location in the Watson family home
 - Suitability of the entrance hall as a reception area for visitors
 - Retention/conservation of the actual studio
 - Space for archive of relevant materials
 - Sufficient space for a variety of activities with flexibility to expand these over time
 - Creating employment locally
 - Creating volunteering and training opportunities locally
 - Attracting visitors and spending by creating a focus for bird and nature tourism in the Glenkens
 - Generating benefits for Dalry

Disadvantages

- 3.8 The disadvantages and challenges would be:
- Raising the capital funding
 - Achieving long term financial sustainability
 - Finding an operator
 - Unsuitability of some of the existing spaces (rooms) for public use
 - Poor disabled access/ general visitor flow
 - Likely high cost of converting the building for its new uses

Consultants' Comments

- 3.9 Barone was built as a dwelling. The spaces and layout of the building are not well-suited to operation as a public space. Although some homes of famous people do operate successfully as visitor attractions (for example Burns Cottage, Alloway/Doonfoot, Ayrshire, Thomas Carlyle's House, Ecclefechan, Dumfries & Galloway, JM Barrie, Kirriemuir, Angus, NTS Tenement House Glasgow and further afield including the National Trust's Mr. Straw's House in Worksop, Jane Austen in Alton, Hampshire, William Wordsworth in the Lake District, Laurence Sterne in Coxwold, North Yorkshire, and Barbara Hepworth at St Ives), in general dwellings do not work well as visitor attractions. Conversion costs are high, they are difficult to access by people with disabilities, expensive to convert to DDA compliance and other costs can be high – for example creating a controlled environment for the long term storage of documents, security, etc. Most are not, in themselves, profitable; they are operated by trusts which generate revenue from sources additional to admission charges and trading on site.
- 3.10 The layout of Barone would make it difficult to develop a profitable catering operation and to manage different functions (e.g. admissions and retail) together to save costs.

Option 2: Archive, Study Centre, Offices in Barone

Description

- 3.11 The features of this option would be as follows:
- Offices for bird and other conservation organisations
 - An archive consisting of paintings, sketches, transparencies, notebooks, journals and books previously belonging to Donald Watson and possibly material from Jeff Watson and Derek Radcliffe relating to Galloway which has not already passed to other institutions
 - A study space for use by students
 - A centre for raptor research
 - Within this option, it might be possible to conserve the studio for pre-booked visits
 - Off-road parking on land to rear of building

Advantages

- 3.12 The advantages of this option would be as follows:
- Lower risk
 - More suitable use for the spaces in the building
 - Generates benefits for Dalry

Disadvantages

3.13 The chief disadvantages would be:

- Raising the capital funding
- Lower impact than a centre which attracts visitors
- No/few visitors and spending attracted
- High degree of 'displacement', rather than creation of new activity and jobs

Consultants' Comments

3.14 This possible use would be less difficult to achieve than conversion to a visitor centre. Nevertheless, there are a number of challenges. The 'corridors' to the rear of the house provide access to all of the other rooms, which is an advantage. However, doorways would need to be widened to achieve DDA compliance, toilets would need to be up-graded to meet relevant legislation and safety features would be required to meet fire and other regulations.

3.15 It has been suggested that bird conservation organisations might re-locate to Barone. While this would simply displace jobs from nearby places, with no new jobs created, it would create a hub for developing the 'bird town' idea which would not be possible on the outskirts of Crossmichael, for example, where the RSPB South West Scotland regional offices are currently located. In any event, Crossmichael is much nearer to Castle Douglas and has much greater benefit from the employment opportunities in the Castle Douglas area than Dalry, and it is Dumfries & Galloway Council policy to foster opportunities for employment in The Glenkens.

3.16 Demand for meeting space appears to be met currently by public buildings and the Catstrand and to date, we have not identified any excess of demand over current supply; this suggests that increasing meeting space would reduce the revenues and usage of existing spaces.

3.17 Demand for study and research space is likely to be small and time limited and would not provide continuity of use and income. Nevertheless, it is worth further investigation as the idea of locating a number of bird conservation researchers in one place could be advantageous.

Option 3: Combined Visitor Centre, Archive, Study Centre, Offices in Barone

Description

3.18 The features of this option would include all of the features of options 1 and 2 as follows:

- An exhibition of paintings
- Interpretation of birds in The Glenkens and wider Dumfries and Galloway
- The conserved studio
- Visitor information on bird and nature watching in the local area
- Retail (of information, bird and nature books, local souvenirs and possibly Watson merchandise – see below)
- A nature trail in land behind the house, which could include features and sculptures
- Offices for bird and other conservation organisations

- An archive consisting of paintings, sketches, transparencies, notebooks, journals and books previously belonging to Donald Watson and possibly material from Jeff Watson and Derek Radcliffe relating to Galloway which has not already passed to other institutions
- A study space for use by students
- A centre for raptor research
- Within this option, it might be possible to conserve the studio for pre-booked visits
- Off-road parking on land to rear of building

Advantages

3.19 The advantages of this option would be as follows:

- Combines a number of functions
- More revenue sources – balances the risk
- Generates benefits for Dalry

Disadvantages

3.20 The disadvantages would be:

- Raising the capital funding
- Lower impact visitor centre as it would be smaller
- Less office space available than in option 2
- Difficulty of combining the various functions
- Some element of 'displacement', rather than creation of new activity and jobs

Consultants' Comments

3.21 This option has a number of advantages, not least that it combines all of the functions of options 1 and 2, and so has a number of revenue streams. This could reduce financial risks and create a stronger financial base for the project. However, all of these functions need space and the total space available is limited, so it would be necessary to make compromises either in the size of the visitor facility or in the space available for the other functions.

Option 4: New Build Watson Bird Centre on Land at Barone

Description

3.22 This option would be similar to the visitor centre proposed for Barone in 'Option 1', but would be housed in a purpose-designed building located on the plot owned by the Watson family adjacent to Barone. The building could be an exemplar 'green building', giving an additional reason to visit and reducing running costs. It would have the following features:

- An exhibition of paintings
- Interpretation of birds in The Glenkens and wider Dumfries and Galloway
- A re-created studio
- Visitor information on bird and nature watching in The Glenkens
- Retail
- Nature trail in wooded land to the rear, which could include features and sculptures
- A café
- Off-road car parking to rear of building

Advantages

3.23 The advantages of this option would be as follows:

- Spaces and circulation can be designed and built for purpose
- Low running costs could be designed in
- Creating employment locally
- Creating volunteering and training opportunities locally
- Attracting visitors and spending by creating a focus for bird and nature tourism in The Glenkens
- Generating benefits for Dalry
- Creating a café/coffee shop for use by locals as well as visitors in keeping with others in the area

Disadvantages

3.24 The disadvantages would be:

- High capital cost
- Finding the capital funding
- Long term financial sustainability
- Finding an operator
- Obtaining the necessary agreement of interested parties

Consultants' Comments

3.25 If a visitor centre is thought to be the best way forward, then it is most likely to be successful if housed in a building designed for the purpose. There appear to be no significant planning and highways difficulties, though a green building, as proposed is likely to cost more to finance initially than a standard build. Creating a purpose-designed building would enable the project to design in attracting features and cost minimising features which could be critical to financial sustainability. It would also allow for a catering operation which could generate revenue from locals, visitors and from pre-booked groups.

3.26 Education facilities could be built in, and the centre could provide a wider education service than 'Option 1', catering also for schools and lifelong learning. Promoting the catering and education space for functions and meetings could dilute the existing demand and would need to be considered carefully before deciding on their inclusion in the business model.

Option 5: Holiday Accommodation for Birdwatchers

Description

3.27 This option takes a different approach to the visitor market, seeking to attract staying visitors. Key features would be:

- Conversion to residential accommodation for visitors
- Possible retention of the studio, but with material removed or replaced with replicas
- Bird watching and nature holiday packages
- Links to birdwatching sites and trail(s)

Advantages

3.28 The advantages would be:

- Lower financial risk than a visitor centre
- Generates benefits in Dalry
- Generates employment and training opportunities
- Attracts staying visitors to The Glenkens

Disadvantages

3.29 The disadvantages and challenges would be:

- Raising the capital funding
- Direct competition with existing operators in Dalry and other parts of The Glenkens
- Finding an operator
- Market sustainability

Consultants Comments

3.30 Scotland, and Dumfries and Galloway are competing increasingly effectively in the nature tourism market. One way to generate high levels of revenue from relatively low numbers of visitors is through an accommodation offer.

3.31 Whilst this approach would limit the potential market to people who are interested in bird and nature watching, the number of people who would need to be attracted to achieve break even would be significantly fewer than with a visitor attraction. There is existing demand from birdwatching and other nature organisations and potential demand from art and photography groups and from people who have a passing interest and would respond to a package. *Wild Scotland* provides a marketing opportunity for a development of this kind.

3.32 Current providers in Dalry and The Glenkens consider that there is sufficient serviced and self-catering accommodation for the market with some capacity to cater for a higher level of visitors. But, there is a gap in the provision of specially focussed accommodation for bird-related visitors, especially those seeking tailor-made holidays including guiding.

3.33 Staying visitors would generate a high level of economic impact for relatively low social and environmental impacts; however, there could be significant displacement from existing accommodation providers in Dalry and the surrounding area. Consideration could be given to converting half of Barone into visitor accommodation with the other half developed as a visitor centre or for other purposes, for example as social housing.

Option 6: Exhibition and Archive at Dalry Library

Description

3.34 The key features of this relatively low cost option in Dalry are as follows:

- A display of paintings on the internal walls above the library shelving
- The internal environment is fit for conserving paper items
- Housing the Donald Watson book and journal collection

- A small temporary display of diary pages and or sketches
- Locating one or more interpretation panels or other features on land in front of library
- Installing bird feeders on land at rear of library
- Linking into existing local schools activities at the library
- Visitor information on bird and nature watching in the Glenkens

Advantages

3.35 The advantages of this option would be:

- It is a low cost option
- It is also very low risk
- Dumfries and Galloway Customer Services Section (Libraries) would operate the project
- The project would strengthen the library presence in Dalry by increasing the number of visitors to the library
- The library is located across the street from Barone
- Possible volunteering opportunities (for interpretation)
- Possible pre-booked visits for groups

Disadvantages

3.36 The disadvantages and challenges would be:

- Limited opening times (two days a week and closed at weekends)
- Limited opening times would mean a relatively low impact
- Not possible to provide off-road parking for visitors leading to some increase in demand for on street parking on library opening days
- Failure to create a distinctive centre as this option is subsumed into another facility
- Making a durable and cost-effective agreement with Dumfries & Galloway Council

Consultants' Comments

3.37 This option has a number of key strengths, not least that it is low risk as the library is open anyway and developing the option could lead to longer opening hours if demand justifies it – it might be possible to staff additional opening with local volunteers. It would be an effective way of engaging with local people and schools, and the environment is appropriate and safe for the display of the available material.

3.38 The forecourt of the library is currently un-used and looks across the street to Barone, so is an ideal location for interpretive installations. Birdfeeders could be installed on land to the rear that is at present of limited environmental value and this land could become an interesting community or youth environmental project which could also appeal to visitors in conjunction with the paintings and other material. In addition, the ground behind the library could provide event space for relevant summer events.

3.38 This option represents a fall-back in the event that the more ambitious proposals for a centre fail. However, it would be subject to a long term agreement between the Council and the Watson family/trustees.

Option 7: Watson Bird Centre at Kelton Mains Farm, Threave

Description

3.40 Kelton Mains is the car park for visits to Threave Castle, near Castle Douglas. The visitor reception building is currently disused and there are other disused farm buildings. A development here would feature the following:

- An exhibition of paintings
- Interpretation of birds in The Glenkens and wider Dumfries and Galloway
- It could include a re-created studio
- Visitor information
- Retail
- A café
- A trail connecting the NTS bird hides
- It could include developing new wetland habitats

Advantages

3.41 The advantages of this option are as follows:

- Existing visitors to Threave Castle (17,000 per year) and Threave Gardens (56-70,000 per year)
- Well-located in relation to existing visitor flows in the region
- Proximity to good bird watching opportunities
- Potential 'signpost' for visitors to the Glenkens
- Availability of currently disused buildings
- Existing toilets
- Opportunity to create new wetland habitat
- NTS as a 'friendly landowner'

Disadvantages

3.42 The disadvantages of this option would be as follows:

- No direct link to the Watsons
- Distance from Dalry
- No direct benefit to Dalry and The Glenkens
- NTS has recently installed a tenant at the farm on a 5-year lease
- NTS staff locally have intentions to develop Kelton Mains to interpret the Threave Estate
- No history of NTS undertaking joint projects on their land
- NTS financial situation
- Finding an operator
- Finding the capital funding

Consultants' Comments

3.43 Of all of the locations considered in the options, Threave is the best placed to generate a high footfall and to achieve long term financial sustainability; not least because it already has a high 'footfall'. There are also opportunities to improve the management of the farm for nature conservation. In 2009 Osprey nested at a site which could be promoted for

viewing from Kelton Mains land and much of the land is naturally wet and has been drained to make it possible to farm. This land could be managed to become wetter which would make it more attractive to migratory wildfowl and waders in the winter and other birds and animals throughout the year.

- 3.44 The likely response of NTS to this option is not known. NTS does not currently have funds in place for its outline proposals to interpret the Threave estate at Kelton Mains and might be receptive to the idea of a development partner for this part of the estate which has become rather run-down in recent years.
- 3.45 The main disadvantages of this option are that there would be no direct benefit to Dalry and The Glenkens and it would divorce the facility from the Watson Nexus. However, given the market strength, it could prove an effective signpost to Dalry and The Glenkens if combined with one or more of the other options.

Option 8: Permanent Exhibition of Watson Paintings at Threave

Description

- 3.46 This option would consist of re-location of the existing (19) and new (donated by Miss Young) Watson paintings owned by NTS into a room on the ground floor at Threave House and could include some interpretation (as a taster) in the visitor centre/restaurant.

Advantages

- 3.47 The advantages of this option are:
- It is low cost
 - It is low risk
 - The house is a secure, appropriate environment for the display of paintings
 - NTS is an existing operator

Disadvantages

- 3.48 The disadvantages of this option would be as follows:
- Distance from Dalry
 - Relatively low impact – though this could be increased by interpretation and links to trails and other options

Consultants' Comments

- 3.49 This option represents a lower cost and risk approach to a development at Threave, but with correspondingly lower impacts than 'Option 7'. However, it still represents a possible signposting opportunity to Dalry and The Glenkens. This would need to be supported by some facility in The Glenkens and or a trail if it is to encourage visits. The NTS visitor profile is likely to respond to a birdwatching/nature/art offer in The Glenkens.
- 3.50 As a collection of around 40 Watson paintings is in the ownership of the NTS for display at Threave (including several of Threave Castle) this option could be usefully pursued to provide a signpost to The Glenkens rather than an alternative to development(s) in The Glenkens.

Option 9: Watson Interpretation at Redeveloped Clatteringshaws Forest Visitor Centre

Description

- 3.51 Two Donald Watson paintings are currently on display at the visitor centre. Under the new Forestry Commission Tourism Strategy, the visitor centre at Clatteringshaws is to be demolished and a new one built to replace it. This option would involve including interpretation of the work of Donald and Jeff Watson in the new visitor centre.

Advantages

- 3.52 The advantages of this option are:
- It is low cost
 - It is very low risk
 - Interpretation and information in the centre can signpost to Dalry and locations in The Glenkens
 - The Forestry Commission is an existing operator
 - Raising awareness of The Glenkens amongst visitors to the Galloway Forest Park

Disadvantages

- 3.53 The disadvantages are:
- It is relatively low impact
 - The location is not in The Glenkens – though it is located in an area where Donald Watson worked and Hen Harriers are often seen around the loch shore in winter

Consultants' Comments

- 3.54 Historically the views of the Watsons and the Forestry Commission have been at odds. For example, Jeff Watson predicted that two Golden Eagled nest sites would be lost to Galloway if FC planting proposals went ahead and his prediction came about. However, Hen Harriers and other raptors breed and roost on FC land and the Watsons undertook research and painting there. However, from a nature conservation perspective, management of the FC estate in the area has improved significantly in the last two decades and this is a story worth recounting for visitors.
- 3.55 FC is keen to contribute to the commemoration. A presence at Clatteringshaws, the 'forest wildlife centre' could be an important signpost to a project at Dalry or in The Glenkens. FC should be encouraged to include a Watson element in its redeveloped facilities at Clatteringshaws visitor centre and within the Galloway Forest Park.

Option 10: Watson Bird Centre and Walkers Visitor Centre at Dalry

Description

- 3.56 The development of a visitor centre for walkers in Dalry is being considered by private sector operators. This would consist of a café, a place to find information on walks in the area, a starting point for some walks and possibly retail. Possible locations are:
- On land behind the Town Hall (part owned by the possible developers and part owned by the Council)
 - In buildings and land behind the Southern Upland Way Office (with parking on land behind the Town Hall).

- 3.57 This option would contain the above features, plus most of those proposed for a purpose-designed Watson Bird Centre as described in Option 3.

Advantages

- 3.58 The advantages of this option are:
- It would appeal to a broader market
 - There is existing commercial operator interest, which could bring investment in the capital required and business expertise and resources to the operation
 - It would generate benefits in Dalry
 - It would create employment in Dalry
 - There would be training opportunities

Disadvantages

- 3.59 The disadvantages of developing a visitor centre remain, i.e.:
- The risk factor of running a visitor centre at a relatively remote location
 - Raising capital funding
 - Long term financial sustainability
 - Focus on birds and the Watson connection would be lost or diluted
 - Potential for conflict between different interests

Consultants' Comments

- 3.60 Combining the nature and walking markets could increase the potential market for this option considerably (though there is no reason that walkers could not be targeted in options 1 and 3). Moving the project forward with a private developer would seem to have some financial advantages as any development partner would be expected to contribute a share of the development costs and would have an incentive to operate the centre at a profit. In general, businesses are most effectively run by the private sector than by the voluntary or public sectors.
- 3.61 However, a private sector operator would be restricted in the sources of funding for development and on-going revenue and could be quicker to make cuts or close a centre down in the event that it was not making a profit in the short term. It would also be necessary to find an arrangement which addressed potential state aid issues should public sector support be required for the capital funding, though there are models from elsewhere which could be applied.

Option 11: New Build Watson Bird Centre at New Location

Description

- 3.62 This option would include all of the features from Option 3, but it could be located anywhere in the area (subject to planning permission and availability of land). It would include:
- Setting in an iconic building
 - A strategic location
 - An exhibition of paintings

- Interpretation of birds in The Glenkens and wider Dumfries and Galloway
- A re-created studio
- Visitor information on birds and nature in the area
- Retail
- A nature trail including outdoor features and sculpture
- Catering

Advantages

- 3.63 The advantages of this approach would be
- Its flexibility – i.e. selecting a location best suited to the market
 - The opportunity to make a statement
 - Purpose design and build

Disadvantages

- 3.64 The disadvantages or challenges would be:
- Identifying and securing a suitable location
 - Obtaining planning consent
 - Raising capital funding
 - Long term financial sustainability

Consultants' Comments

- 3.65 This option has a number of strengths, not least the opportunities to select a location (which could be at a place painted by Donald Watson) and the opportunity to create an iconic building which in itself could be an attraction to visitors (and fit with the regional cultural strategy).
- 3.66 However, obtaining planning consent could be a significant challenge. This could be easier in forested land, but this would remove the centre from the heart of The Glenkens. Capital costs are also likely to be high as it would be necessary to acquire land and planning consent, and the cost of design and build of an iconic structure would further increase costs. This option would be particularly difficult to deliver given the likely high cost, land acquisition and planning issues.

Option 12: Annual Watson Birding Event

Description

- 3.67 This option would consist of an annual event that could develop, over time, into Scotland's equivalent of the RSPB's Bird Fair. Held in August at Rutland Water, this event attracts 20,000 visitors over three days. The options are:
- Hold in October to coincide with the return of wintering geese
 - Hold at Kelton Mains, Threave or move around several locations in the Glenkens
 - Linked birding trails and tours
 - Linked events throughout The Glenkens
 - Incorporate annual art and literature competitions
 - Incorporate annual art exhibition of Watson

Advantages

- 3.68 The advantages of this option would be:
- Its relatively limited risk
 - Its lower cost
 - It would be an annual celebration/reminder/profile raiser and could act as a focus for some of the other options proposed below
 - Prizes would expand the reach into the literary and art fields
 - Art exhibition gives opportunities to local wildlife artists

Disadvantages

- 3.69 The disadvantages and challenges would be:
- It would have a temporary, rather than year-round, impact
 - Finding an operator
 - A large organisational effort would be required, including organising the art and literature prizes
 - Finding a suitable location in The Glenkens (Kelton Mains is remote from Dalry)
 - Possible displacement from WWT Caerlaverock and RSPB Mersehead

Consultants' Comments

- 3.70 This option is considerably lower risk than the development and operation of a visitor facility. If it could be developed into a major annual event, it would have a similar impact to a visitor centre in terms of profile, but this would take some years to achieve.
- 3.71 Organisation could be contracted out to a commercial event organiser or could be managed by volunteers – there are high numbers of active birdwatchers in the region who hold the Watson Family in high regard and so are likely to be motivated to work on this option, as might local artists. The exhibition and prizes could be organised by the region's art organisations, literary or bird conservation organisations. Seed funding for events has been obtained elsewhere, but the event would need a robust business plan and would need to become self-funding (through trading, admission, sponsorship, etc) within 3 years as seed funding could not be expected for longer than this.
- 3.72 This option could be combined with most of the other options, including a visitor centre, which could be a focus for the event. Linking to Caerlaverock, Mersehead and other sites could raise the profile of Dumfries and Galloway as a place to visit at a time when visitor numbers are low (it could become an autumnal equivalent of the Spring Fling arts festival).

Option 13: Watson Birdwatching Trail

Description

- 3.73 This option would consist of:
- A trail connecting birdwatching sites throughout The Glenkens
 - Links to bird feeding stations featuring distinctive artist designed bird feeders
 - Hides with interpretation
 - Leaflet and information downloadable from website
 - Could have art interpretation to add interest when birds are absent or few (see opt 16)

Advantages

3.74 The advantages would be:

- It raises the profile of birdwatching opportunities
- It opens birdwatching to a wider market
- It attracts people to The Glenkens, building on an environmental asset
- It disperses people around The Glenkens
- It generates spending by visitors at businesses in The Glenkens
- It builds on the success of the Red Kite Trail
- It creates a revenue stream through sale of the Watson bird feeders

Disadvantages

3.75 The disadvantages of this option would be as follows:

- The need to manage birdwatching sites
- Possible vandalism

Consultants' Comments

3.76 At present, the bird and nature watching opportunities in The Glenkens and indeed in the region are inconsistent in the way they are managed, presented and promoted to visitors. Creating a trail of this kind would be a way of raising the quality of the nature product in the area and of raising its profile through active promotion.

3.77 Since the development of the Red Kite Trail, a number of similar trails have been developed in other parts of Britain as populations of Red Kites have become established. The opportunity to watch these birds will become more commonplace and the Galloway Red Kite Trail will lose some of its attraction as a result, over time. Developing a new trail based on the work of the Watsons and the sites they used is an opportunity to create something that cannot be duplicated elsewhere.

3.78 Bird feeding stations, consisting of a watch point and several of the proposed Watson Bird feeders are a way of linking a wide range of sites (car parks, visitor attractions, accommodation, etc into the trail) with management by the local site owner. New or temporary sites could be added and removed as birds come and go – for example the Threave Ospreys and Hen Harrier winter roost in Galloway Forest Park.

3.79 A trail could join a number of the other options together and would be a good way, for example, to link a visitor centre and bird fair to interpretation at Dalry library and bird feeding stations and watching opportunities throughout The Glenkens. It could also link to the better known bird watching sites in the Region, including Mersehead, Caerlaverock and Wood of Cree. This way it would have greater impact.

3.80 There are many signed walks in The Glenkens area over farmland (e.g. Garroch estate) and through private and state forests (e.g. Forestry Commission Galloway Forest Park), along the Ken River, for example, between Dalry and New Galloway, and onto the surrounding hills, including the Rhinns of Kells. The Southern Upland Way, a well-signed long distance route, crosses the area in a south west-north east direction. The only footpaths and trails devoted to bird watching in the area are the road based Red Kite Trail developed and operated by

RSPB, and the geese and wetland bird watching areas of the RSPB Ken-Dee Marshes Reserve on the west shores of Loch Ken in association with Mains of Duchrie Farm. This has attracted visitors to the area and can be used as a basis for the further development of walking, cycling and car trails for bird watching and for bird artistry. There is potential to develop these on farmland under the provisions of the Scottish Access Code and with the support of farmers who were interviewed during this study. Also, the Forestry Commission is preparing a Watson bird trail in the Galloway Forest Park.

- 3.81 There are opportunities for the development of self-guided packs for bird watching in the area. A number of farmers have indicated their support for this approach and favour using the model for self-guided walks developed by the former FWAG officer (Wendy Fenton). These exist on general form for the Garroch estate and there are opportunities for extending these to other farms where habitat recreation and restoration is an objective of land management, such as wood pasture and small wetlands within the drumlin systems.

Option 14: Oral History Memory, Cataloguing, Digitising and Merchandising

Description

- 3.82 This project combines a number of activities which conserve the memory of Donald and Jeff Watson and would consist of the following:
- Recording a digital audio record of local people's memories of the Watsons
 - Cataloguing and digitising the material currently at Barone (paintings, sketches, transparencies, diaries, journals and books)
 - Merchandising Donald Watson images

Advantages

- 3.83 The advantages are:
- Conserving important artefacts and information from Scotland's most eminent bird artist
 - Understanding the material and providing a resource for future researchers
 - Providing a basis for interpretation in a permanent or temporary exhibition
 - It involves a community project (recording people's memories before they are lost)
 - It creates a unique record of Donald and Jeff Watson's lives
 - It is low cost and should be relatively easy to fund
 - Existing heritage group in Dalry and D&G Museums Service could manage the project
 - Merchandising the images would create a revenue stream

Disadvantages

- 3.84 The disadvantages are:
- It is relatively low impact
 - It is of limited visitor interest

Consultants' Comments

- 3.85 This would be a valuable exercise and one which is likely to receive wide support from residents of Dalry and the regional birding fraternity. There are established standards for oral physical and digital archives. The cataloguing and digitising could be undertaken by a

researcher on a 6 month contract and the sound archive by a local heritage group, both managed by the Council's Museums and Libraries specialists. This could be a training opportunity to create capacity for oral and physical archiving in The Glenkens (obtaining equipment and training volunteers in the collection of material), which could be applied to other projects. Sound collected could be used as ambient sound, along with birdsong in a visitor centre or at relevant events and exhibitions.

3.86 Two approaches to merchandising would be:

- Selling the rights to use the Watson 'brand' to a merchandising company which would then sell licences to produce and stage goods to individual producers
- Keeping this project in-house, which would require buying in some expertise, but save a tier of commission/licence fees.

3.87 It is likely that there will be strong interest from the birding and art sectors and it is not difficult to imagine the application of some of the images created by Donald Watson to a wider range of items, for example tablemats, clothing, diaries, notebooks, other fabric items, etc. It might also be possible to encourage a publisher to re-print the classic books 'A Bird Artist's Scotland' and 'One Pair of Eyes'. This option could prove to be a self-funding or revenue-generating way to celebrate the work of Donald Watson. It could proceed at an early opportunity, but it would require stringent quality control.

Option 15: Linking Environmental Records to Wildlife Tourism

Description

3.88 This project would seek to generate benefits for environmental recording and for tourism by bringing these fields together. It consists of:

- Making the D&G Environmental Records data accessible to visitors (developing new, user friendly software to enable visitors to identify locations and times for nature watching)
- Encouraging visitors to submit records of sightings to the regional record

Advantages

3.89 The advantages of this option are:

- It makes an existing asset more accessible to the public
- It creates a useful resource for trip planning
- It increases the number of environmental records contributed by visitors
- It helps to integrate tourism and nature conservation

Disadvantages

3.90 The disadvantages are:

- Visitor records could be unreliable (the project encourages input by non specialists who might make identification errors)
- Records data is available in kilometre squares; amateurs or casual visitors might have difficulty in locating the relevant habitat within these squares

Consultants' Comments

- 3.91 There have been discussions in other places about using records data to assist visitor trip planning but we are not aware of any that have come to fruition. Countryside agencies, local authorities and others are increasingly using on-line mapping as a means of providing information on where to visit and the public increasingly expect and want to access such data on-line. This could be promoted as a pilot of pioneering project to explore the effectiveness of adding environmental records data to digital mapping as a visitor information tool.
- 3.92 A pilot scheme could also measure any increase in the number of records generated and their quality. Environmental recording is an area which is continually chasing funding and this might prove a useful source of income. A similar scheme under which novices record plant species managed by Plantlife has recently received a grant of £450,000 over four years from the Big Lottery Fund in England.

Option 16: Art Project

Description

- 3.93 This option would consist of offering a competition to local artists to celebrate the lives of Donald and Jeff Watson. The output could consist of public art or performance art, however, it might be most effective if it is focussed on birdwatching sites in The Glenkens, for example an artist's interpretation of particular birds or conservation issues facing particular birds, or designing hides that reflect the local landscape, since this could support Option 13.

Advantages

- 3.94 The advantages are:
- A good fit with the D&G Cultural Strategy
 - Links birdwatching heritage into the public art of D&G region bringing birds to a different market

Disadvantages

- 3.95 The disadvantages are:
- Likely to be limited in impact over time or reach
 - Any installations would need managing
 - An event or performance would only have a one-off impact

Consultants' Comments

- 3.96 The region is developing a reputation for imaginative art in the landscape and this is an opportunity to combine art with an interest in nature to expand the audiences for art and for nature. There are existing organisations which can manage the project and there are a number of talented artists in the region who are likely to submit proposals. This option could be combined with others; it could be combined to greatest effect with the Watson birdwatching Trail.

Options Appraisal

3.97 In total, 17 options were appraised using 20 evaluation criteria. Sixteen of the options were identified and refined by the consultants during work on Element 1 of the study and a 17th – a combination of a new-build visitor centre and using Barone for holiday accommodation - was added during the 'Options Appraisal Workshop'. The appraisal criteria and the relative importance of each were agreed during the 'Options Appraisal Workshop'.

3.98 Appraisal processes of this nature are not 'foolproof', but they do give a good indication of the strength of the options, relative to each other, considered against a basket of criteria. The appraisal criteria were as shown below. Each was assigned a 'weighting' to reflect its relative importance (See Appendix 4 for a detailed explanation of the appraisal criteria and weighting).

Evidence of demand	20
Likely viability	10
Long term sustainability	10
Location (in proximity to Dalry)	10
Benefit to Dalry & The Glenkens	10
Strategic fit	5
Likelihood of securing capital funding	10
Extent to which the option commemorates the Watsons	15
Community support	5
Stakeholder support	5
Economic impacts	3
Access for all	3
Impacts on other visitor projects	2
Social impacts	2
Environmental impacts	2
Clustering potential	1

3.99 Each option was given a score for each criterion by the consultants, based on their professional expertise. Scores were then weighted to reflect the relative importance of the criteria. The rank order and individual scores (which give an indication of the relative positions of the options) for each of the options after appraisal is as follows:

3.100 Given the different nature of the three types of option, they have been clustered by type for analysis. The scores achieved after weighting grouped by type of option are shown here.

Developing or Up-grading Barone

1. Barone as holiday accommodation and new build visitor centre on land at Barone	(687)
2. New build Watson Bird Centre on land at Barone	(624)
3. Holiday accommodation for bird watchers	(581)
4. Watson Bird Centre in Barone	(574)
5. Combined visitor centre, archive, study centre and offices in Barone	(559)
6. Archive, study centre, offices in Barone	(549)

Alternative Locations

1. Exhibition and archive at Dalry Library	(794)
2. Watson interpretation at redeveloped Clatteringshaws	(643)
3. Permanent exhibition of Watson paintings at Threave	(639)

4. Watson Bird Centre and Walkers Visitor Centre at Dalry	(582)
5. Watson Bird Centre at Kelton Mains Farm, Threave	(549)
6. New Build Watson Bird Centre at a new location	(475)

Other Methods

1. Annual Watson birding event	(775)
2. Oral history, cataloguing, digitising & merchandising	(750)
3. Watson birdwatching trail	(710)
4. Art project	(657)
5. Linking environmental records to tourism	(323)

Appraisals Workshop

3.101 In the main, the feeling of the stakeholders who attended the appraisal workshop were similar to the scoring carried out above. Because of the nature of the workshop and the time available, a simplified scoring system was used and so scores are not directly comparable. The chief differences are explained by the keenness of participants to see something take place in Dalry and their belief that Barone has resonance that would contribute to the project. Details of the scoring and comments recorded in the workshop are shown in Appendix 6:

- Options to use Barone scored higher than developing a new-build centre on the plot adjacent to Barone
- Including Watson interpretation at Clatteringshaws and promoting the collection of Watson paintings scored lower than in the above appraisal
- The oral history, digitising and merchandising option scored lower in the workshop than in the above appraisal

Conclusions

3.102 The conclusion of the consultants' analysis was that the following three options for the Barone site could be feasible and should be developed further:

- The Watson Bird Centre, a new, purpose-built visitor centre located on the vacant plot next to Barone, with or without accommodation for visitors in Barone which would be converted for the purpose.
- The Watson Bird Celebration, a 'package' of other activities including oral history, cataloguing, digitising & merchandising, art project, annual Watson birding event, Watson birdwatching trail, which do not require a building, but which will raise the profile of the Watsons and the new centre at Dalry
- Two projects (at Clatteringshaws and Threave) that can be taken forward in parallel, by other organisations.

3.103 The potential for using Barone partly as office and partly as housing has not been fully explored with potential partners at this stage and requires the completion of this feasibility before these possibilities can be ruled in or ruled out. So a second possibility remains at Barone alongside specialist holiday accommodation and this will be explored following completion of this study. It would seek to retain the original studio.

3.104 In addition, in the event that the preferred developments for Barone are not achieved, the following is recommended as a 'fallback' option:

- Exhibition and archive at Dalry Library

3.105 In addition, the following projects should be pursued independently by Forestry Commission Scotland, the National Trust for Scotland and by a partnership of organisations involved in wildlife tourism in the region:

- Watson interpretation at redeveloped Clatteringshaws
- Permanent exhibition of Watson paintings at Threave
- Joint promotion and marketing of 'Galloway for the Birds'.

4 PREFERRED OPTIONS – WATSON BIRD CENTRE AND CELEBRATION

4.1 The preferred options arising from the appraisal outlined above are described in detail here. They are:

- The Watson Bird Centre, a new, purpose-built visitor centre located on the vacant plot next to Barone (a business plan has also been prepared for the original concept of a smallest visitor facility, plus offices and other uses in Barone – called the Barone Option in the remainder of this report).
- The Watson Celebration, a 'package' of other activities which do not require a building, but which will raise the profile of the Watsons and the new centre at Dalry
- Two projects (at Clatteringshaws and Threave) that can be taken forwards in parallel, by other organisations

4.2 In addition, a fall-back option (which is low cost and relatively low impact) has been identified for Dalry in the event that the proposed Watson Bird Centre is not achieved – developing a Watson Experience at Dalry Library. And, also the possibility of attracting a bird organisation to use part of Barone and of attracting a housing trust to use part of Barone cannot be discounted at this stage. More detailed discussions with the two parties will be required.

The Watson Bird Centre

New-build Watson Bird Centre on Land at Barone

4.3 This option would consist of a purpose-designed new building located on the building plot adjacent to Barone. The building itself would be an exemplar nature-friendly and green building built to the top BREAM specification. This would give low running costs and it would provide an additional reason to visit. The front of the building would continue the building line of Main Street, but the rear would extend further onto the plot than Barone. There would be an access off Main Street, adjacent to Barone and a 'grasscrete' (or similar) parking area would be provided behind.

4.4 Initial capacity planning shows that to accommodate 20 – 30,000 visitors, the building would need a total floor space of 223–335m² (which could be on 2 storeys) and space for 13-26 visitor cars. The spaces inside the building would include the following:

- An *orientation area* where arriving visitors can find their bearings and gain an initial understanding of the layout of the building and surrounding area
- An *admissions and retail space* which can be staffed by one person who would manage admissions and retail sales. All visitors would arrive and leave via this space
- An *exhibition area* which would include a combination of gallery space, which would have a permanent exhibition of paintings by Donald Watson (though the actual paintings might change from time to time) and temporary exhibitions of work by other nature artists, plus interpretation which explains the work and achievements of Donald and Jeff Watson, including a reconstruction of Donald Watson's studio. This area would also include information on other places to visit to watch nature in the Glenkens (which would include the Watson Bird Trail and the Red Kite Trail) and the wider region (Mersehead, Wood of Cree, Caerlaverock, Threave, etc)
- An *education/meetings space* used to deliver a programme of educational visits and available for hire by organisations wanting to hold meetings or for private functions

- A *catering area* consisting of a kitchen, serving area and eating area with tables and chairs – ideally this would overlook the garden or an area where bird feeders are located. The catering area would be accessible without paying to enter the exhibition & gallery area, so it can be used by locals too
 - *Male and female toilets and baby changing area*
 - *Office, storage, etc.*
- 4.5 The Watson Archive could be located here, or it might be held at another location (for example, in the regional archive where there are existing storage facilities and archive management expertise). Ambient sound in the exhibition area and in the catering area could consist of excerpts from the proposed oral archive and bird song.
- 4.6 There would also be access for the public into the garden area, including the following:
- A short *nature trail* with one or more hides overlooking bird feeders
 - *Art installations* located along the nature trail to help visitors to see or understand aspects of the natural world
 - *Aspects of the trail aimed at children*, possibly including clues they can find and installations which young children can play on
 - A *sheltered area* (possibly a yurt or tepee) that can be used as a space for relaxing or as an 'outdoor classroom or learning space'.

The Barone Option

- 4.7 This is the original concept for the project – The Watson Bird Centre at Barone. It would include converting the house into a multi-purpose building that includes a small visitor centre, which could incorporate Donald Watson's studio, offices and possibly use of part of the house for a small amount of holiday accommodation.
- 4.8 There are some difficulties with this option – not least that it can be difficult to convert buildings which are designed as dwellings into effective spaces for public use, and the fact that the size and layout of the house means that it will be difficult to provide all of the spaces desired for an effective visitor attraction (for example catering and education space).
- 4.9 The treatment of the garden would be the same for both options, with provision of a nature trail with interpretive features, an outdoor gathering place and some car parking.

The Watson Bird Celebration

- 4.10 The proposed celebration would consist of four, linked projects, as follows:
- Oral history, cataloguing, digitising and merchandising
 - Art photography and literature project
 - Annual Watson birding event
 - Watson bird trail

Oral history, Cataloguing, Digitising & Merchandising

- 4.11 The oral history project would consist of making digital recordings of people of Dalry and people from the birding fraternity describing their memories of Donald and Jeff Watson. The British Museum has established standards for the collection and management of oral

histories and these would provide a standard for the Watson Oral Archive. This project could be managed by a consultant on a contract or by the Council's Museums Service. It would provide a unique opportunity for local people to make a contribution to the Celebration and it would ensure that memories are collected before they are lost. It could also involve pupils from Dalry school as part of their 'Forgotten Voices' programme.

- 4.12 Barone contains a large collection of material used and created by Donald Watson. The consultants believe that this material, which relates to the professional and personal life of Scotland's foremost bird artist, is of national significance. As such, it is important that it is recorded before it is damaged, divided or lost in any way. This element would involve cataloguing all of the material, so that it can be used by researchers.
- 4.13 Digitising the sketches and diaries (and possibly the books and journals if these are not already digitised elsewhere and copyright law permits it) would ensure that the material is saved and available for research without damaging it through excessive use.
- 4.14 Merchandising the Donald Watson images could generate a revenue stream. Licence agreements could be sold to manufacturers to create a variety of goods bearing the images. It would be necessary to agree some standards at the outset, to ensure that use of the images is appropriate.

Art Photography and Literature Project

- 4.15 This option would consist of offering a competition to local artists to celebrate the lives of Donald and Jeff Watson on the general themes of birds, art and landscapes. The output could consist of public art or performance art, however, it might be most effective if it is focussed on birdwatching sites in the Glenkens, for example an artist's interpretation of particular birds or conservation issues facing particular birds, or designing hides that reflect the local landscape, which would support a Watson Bird Trail. Also there would be competitions aimed at school children and amateur artists. The results would be displayed at an annual event and they would be available for purchase if the artists wished.
- 4.16 Complementary literary competitions (prose and poetry) on the broad theme of birds, nature and landscape and conservation could also be mounted. A photographic competition could also be held on the same theme, particularly bearing in mind that Jeff Watson was a gifted photographer.

Award for scientific paper on raptors

- 4.17 A competition resulting in the award of the **Watson Raptor Science Prize** is proposed. This would be run periodically, not more than every 2 years and not less than every 5 years. The prize would be for the best paper published in an international peer reviewed journal on any aspect of raptor science. The precise terms would vary from time to time. The award would be determined by a panel of judges drawn from the ornithological science world. It would be complementary to the Scottish Raptor Studies Group Watson Lifetime Achievement Prize. This proposal has the support of the academic ornithological community. Funds for the prize would be sought from a variety of sources and some funds are already available for this purpose from the Watson family.

Annual Watson Birding Event

- 4.18 This option would consist of an annual event that could develop, over time, into Scotland's equivalent of the RSPB's Bird Fair. Held in August at Rutland Water, this event attracts 20,000 visitors over three days and generates a surplus of almost £200,000. The event could be held at a relatively quiet time in the Glenkens, avoiding the summer, when the Rutland event takes place and possibly to coincide with an event in the birding calendar – for example the return of the winter migrant geese in October.
- 4.19 The event would have a number of elements, including the following:
- A programme of lectures, films, presentations and other events
 - A programme of guided birdwatching experiences
 - An annual prize for bird art
 - An exhibition of Donald Watson paintings and other nature art
 - An annual prize for bird literature
 - A periodic prize for raptor scientific work
- 4.20 The main base for the event could be in Dalry, with events held in the Town Hall, Community Centre and the School, but linked events could take place at other locations throughout The Glenkens, including Catstrand. Organisation could be by locally-based bird organisations and The Glenkens Community and Arts Trust

Watson Birdwatching Trail

- 4.21 This option would consist of a trail connecting birdwatching sites throughout The Glenkens. It would be an effective way of encouraging visits to locations and to businesses trading in the area. The key features of the trail would be:
- Places where Donald Watson painted
 - Links to bird feeding stations featuring distinctive artist designed bird feeders, which could be located at existing attractions and other managed sites, where the land owners would manage the feeders in return for a link to the trail
 - Hides (ideally artist-designed) with interpretation
 - Leaflet and information downloadable from a website which promotes the trail and possibly with webcams
 - Could have art interpretation to add interest for visitors who follow the trail when birds are absent or few

Parallel Developments Elsewhere

Watson Interpretation at Redeveloped Clatteringshaws

- 4.22 The Forestry Commission has recently developed a tourism strategy for the Galloway Forest Park. A key objective of the strategy is to support commercial sector and other tourism operators in the region by promoting the attractions of the Forest Park as additional things to do whilst visiting the region. In delivering the project, FC plans to demolish the existing visitor centre building at Clatteringshaws and replace it with a purpose-designed visitor centre.

- 4.23 This option involves including interpretation of the work and achievements of Donald and Jeff Watson as one of the stories to be told inside the visitor centre. Outside, the location of the proposed Watson bird feeders would link Clatteringshaws into the proposed Watson Bird Trail in The Glenkens and thus encourage visitors to visit Dalry and other sites in The Glenkens. The cost of this option would be low or nil, since FC is gathering the resources to re-develop the site and management of the interpretation will be undertaken by existing FC staff.

Permanent Exhibition of Watson Paintings at Threave

- 4.24 The National Trust for Scotland at Threave already has a room on the upper floor of the house which has 19 Donald Watson paintings on display. A further 20 or so paintings have recently been left to the NTS by Miss Young.
- 4.25 Under this option, the two collections would be combined and the display moved to a more accessible and larger room on the ground floor of the house or in the Threave visitor centre or in the Threave countryside centre or at the revamped Kelton Mains access point to the bird hides and Threave Castle. In addition, information located in the room would encourage visitors to also make a trip up into The Glenkens to visit the places where Donald Watson worked. The cost of this option would be borne by the NTS.

The Fallback Option for Dalry

Exhibition and Archive at Dalry Library – The Fallback Option

- 4.26 This option would be a fall-back in the event that one of the Barone site options fails. It would provide a small-scale (limited space is available), limited-access (the library is currently open 2 days per week) presence for a Watson celebration at low cost, which is its most attractive strength. It would have more impact if it could be opened more often during the tourist season, possibly by working with volunteers in Dalry.
- 4.27 Inside the library, paintings by Donald Watson could be displayed around the walls, above the bookshelves, where they would be secure. The collection of journals and nature books from Barone could be housed here and made available to the public on a reference basis.
- 4.28 Some elements of the archive could be displayed in the library under supervision – for example diary pages could be displayed with the appropriate day open. The library service staff would manage the elements of the collection housed in the library and would incorporate the Watson material into its existing outreach work with local schools.
- 4.29 Outside of the building, to increase access at times when the library is closed and to increase impact, there would be an interpretation panel in the surfaced area to the front. This would identify Barone as the Watson family home and explain a little about the work and achievements of Donald and Jeff Watson. To the rear, there would be bird feeders. In addition the land to the rear would be managed to attract birds and could be used for occasional events organised by existing countryside management organisations.
- 4.30 This option would be managed by the Council using its library and museums expertise and could be achieved at very low cost, with limited capital investment required and management by existing staff.

5 BUSINESS PLANNING

5.1 This section of the report contains outline business planning for the two Barone site options and for the Watson Celebration proposal. For each, we include the following:

- Estimated use
- Capital/development costs
- Operating costs
- Summary of impacts
- Risks
- Consultants' comments

Estimated Use

5.2 There is no entirely reliable method for estimating the likely number of visitors to a new visitor attraction. Two methods are widely used and both of these are considered here in respect of a Watson Bird Centre in Dalry – considering the performance of comparable attractions and the market penetration method.

Comparable Attractions

5.3 Comparing the proposed development with similar, existing attractions elsewhere is possible, but it is fraught with difficulty, not least because the demand and supply conditions and the wider factors that affect them vary widely across the country. In order to minimise this risk, we have considered other attractions in and around The Glenkens.

5.4 Visit Scotland collects information on annual visits to visitor attractions. It has records for 50 attractions in Dumfries and Galloway. Many of these are nature-based or heritage or art-orientated attractions. Table 3 shows visitor numbers at attractions in and around The Glenkens in 2008.

Table 3: Visits to Attractions in the Glenkens in 2008

Attraction	Visits
Cream o' Galloway	68,132
Threave Gardens	55,706
Clatteringshaws Visitor Centre	46,657
Mill on the Fleet	26,099
Threave Castle	11,799
Castle Douglas Art Gallery	9,647
Carsphairn Heritage Centre	1,197

Source: Visit Scotland

5.5 The average number of visits for these attractions is approximately 31,000. It would be reasonable to discount Cream o' Galloway and Threave Gardens (since these attractions are located close to the main flow of visitors through the region) and Carsphairn Heritage Centre (since this is a low key operation in an area of low tourist numbers) which gives an average number of 23,500 visits per year. The comparison method suggests that annual visit numbers could be somewhere between 23,500 and 31,000 for an attraction in the Glenkens area. However, location clearly has a significant impact and so this analysis should be treated with caution.

Market Penetration Method

- 5.6 This method estimates visit numbers by applying a market penetration rate to the potential market. Actual penetration rates achieved vary considerably from attraction to attraction, but in the main, for well designed and marketed attractions which provide an interesting experience for visitors, they tend to be between 1% and 3% for day visits (from residents living within one hour's drive) and for tourists (staying within one hour's drive).
- 5.7 This method projects a range of visits between 14,500 and 37,500 per year, or an average of 26,000 visits per year. Table 4 shows how this estimate has been calculated and the assumptions made are described below.

Table 4: Estimate of Demand for a Visitor Attraction at/near Dalry

Key Market	Estimated Market Size	Low Penetration Rate	High Penetration Rate
Local residents	500	600	1,200
Day visitors	148,600	1,486	2,800
Tourists	646,000	6,460	12,300
Education	20,000-40,000	300	600
Groups	c5% of total visits	600	1,100
Special interest	2,000,000	5,000	10,000
Total		14,446	28,000

- 5.8 The assumptions for the penetration model estimate are as follows:
- Use by local residents is estimated at 10% visiting once a month (low) and 10% visiting twice a month – use of café only
 - 1% (low) and 2% (high) penetration rates are used for local residents estimated to be living within 1 hour's drive
 - 1% (low) and 2% (high) penetration rates are used for holiday tourists staying in Dumfries and Galloway
 - 1% (low) and 2% (high) penetration rates are used for an estimated 30,000 education visits made by schools within 1 hour's drive
 - Groups are estimated at approximately 5% of the total number of visits
 - 0.25% (low) and 0.5% (high) penetration rates have been applied to the estimated number of birdwatchers in the UK

Conclusions

A New-Build Visitor Attraction on land at Barone

- 5.9 It would appear realistic to assume that a purpose-built, good quality, well marketed Watson Bird Centre at Dalry could attract in the region of 20,000 visits per year. This conclusion relies heavily on the provision of an interesting experience for visitors and on effective marketing both to tourists visiting Dumfries and Galloway and to the birdwatching market, where Donald Watson in particular is a well-known figure. The consultants believe that this is a realistic proposition, especially if the supporting Watson Celebration projects are developed to further raise awareness and reasons to visit the area. This kind of development would be positioned in the same scale as Clatteringshaws and Mill on the Fleet.

- 5.10 As a basis for business planning, the following visitor number /profile projections have been used. These are believed to be realistic based on the above analysis, although we recognise that significant effort will need to be out into marketing to achieve visit numbers in the medium to high scale:

Table 5: Projected Annual Visits for Business Planning (New Build Attraction)

Key Market	Low Projection	Medium Projection	High Projection
Local residents	500	600	900
Day visitors	1,500	2,250	3,000
Tourists	6,000	9,875	13,250
Education	300	375	570
Groups	700	1,000	1,280
Special interest	6,000	6,000	6,000
Total	15,000	20,000	25,000

Visitor Facilities Incorporated into Barone

- 5.11 A visitor experience incorporated into a combined visitor experience and office development in Barone itself would not be as attractive to visitors and its capacity (inside the building) would be limited. The layout of the building and the spaces available mean that it will be more difficult to deliver an interesting experience for visitors but it would also be impossible to provide an efficient catering operation and retailing opportunities would also be limited. All of these factors would have a knock-on effect of the ability to fund marketing and promotion. A visitor attraction of this nature would be positioned in the Threave Castle, Castle Douglas Art Gallery scale.
- 5.12 A range of visit numbers have been selected for business planning this option based on lower penetration levels to reflect the lower 'pulling power' of such an attraction; these are shown in Table 6.

Table 6: Projected Annual Visits for Business Planning (New Build Attraction)

Key Market	Low Projection	Medium Projection	High Projection
Day visitors	740	1,500	2,200
Tourists	3,230	4,850	6,464
Education	150	300	450
Groups	300	430	550
Special interest	2,000	2,000	2,000
Total	6,420	9,080	11,664

Capital/Development Costs

New Build Option

- 5.13 There is an established method (capacity planning) for estimating the amount of space required for visitor attractions based on the projected number of annual visits. This uses experience at existing attractions to estimate a number of peak day visits and from that the number of people likely to be on site at the busiest time on the busiest day. A notional 'design day' capacity is then estimated at 75% of this 'peak, at one time' figure. A capacity plan for 20,000, 25,000 and 30,000 visitors is shown in Table 7.

Table 7: Capacity Plan

Annual Visits	100%	15,000	20,000	25,000
Peak Month Visits	17%	2550	3400	4250
Peak Week Visits	4%	600	800	1000
Peak Day	0.80%	120	160	200
Design day	80%	96	128	160
Length of stay	1 hour	1 hour	1 hour	1 hour
Freeze capacity	30%	29	38	48
Exhibition	2 m ² /person	58 m ²	77m ²	96m ²
Admissions, reception & retail	Estimate	24 m ²	24 m ²	24 m ²
Catering	1.5 m ² for 20/30 people plus kitchen area	45 m ²	65 m ²	65 m ²
Office and storage	Estimate	32 m ²	32 m ²	32 m ²
Meetings & education	30 people	50 m ²	50 m ²	50 m ²
Toilets	Estimate	24 m ²	24 m ²	24m ²
Total space required		233 m ²	272 m ²	291 m ²
Visitor parking spaces	1/3 people	10	13	16
Parking area	16 m ² /space	160 m ²	205 m ²	256 m ²

5.14 An estimate for the cost of construction was obtained from McGowan Miller Partnership, chartered surveyors and quantity surveyors of Dumfries. They advise that the cost of a new building on the site, built to a high BREEM specification (i.e. a high environmental quality to minimise running costs) would be £2,400 per m². The costs below also include estimates for the following:

- New access to the site as required by the Highways Authority
- External works including car park and access paths
- Drainage (including SUDS system for rainwater capture)
- Landscaping and development of a nature trail in the garden
- Fees and statutory costs
- Contingency

5.15 The cost of the land is estimated at £85,000 and the detailed estimates of construction cost received from McGowan Miller are shown in Appendix 5. The total costs of the new-build option are summarised here. The consultants believe these are high estimates for cost made deliberately at this stage as they are made without the benefit of detailed design and costing:

- 15,000 visits - £ 1,007,100
- 20,000 visits - £ 1,065,700
- 25,000 visits - £ 1,114,900

Barone Option

- 5.16 The estimated value of Barone is £260,000. McGowan Miller were also asked to make an estimate for the cost of refurbishing Barone to a condition and standard for use as a combined visitor centre and offices, with part of the house possibly used as visitor accommodation. Their costs are based on a home condition survey which was undertaken by Allied Surveyors (Castle Douglas Office). Their estimate includes the same access, external and preliminary costs and is also included in Appendix 4. The estimated capital cost of this option (including purchase of the building) is £961,000. Some initial sketch plan concepts which show how the developments might look like are included in Appendix 7. These are purely illustrative at this stage and do not show all of the access and parking requirement.

Revenue and Operating Costs

- 5.17 In order to understand the likely revenue and operating costs of the two build options, two financial models have been produced. These are supplied as Excel files so that they can be amended as the project progresses and as estimates are further refined. They, and the assumptions made within the models, are included in Appendix 5. They are summarised here. The financial assumptions made are based on the consultants' experience of operational performance at other visitor attractions, although they will require refinement as the project develops.

New Build Option

- 5.18 The low, medium and low projections are summarised in tables 8, 9 and 10. It is clear that a high number of visitors will need to be attracted in order to achieve financial sustainability for this option – between 20,000 and 25,000 per year. Marketing would need to be funded from projected surpluses as well as re-vamping of the exhibition in order to maintain interest and stimulate visits.
- 5.19 A relatively small under-performance would result in very different annual financial out turns and so this option must be recognised as high risk (financially) but, of course, would have a high impact. It would be possible to minimise the risk by capitalising the initial negative cash flow (i.e. raising sufficient funds in the first instance to cover the cost of development and the first few years of trading deficit).
- 5.20 With such capitalisation, the project could succeed with a levelled-off annual number of visits just over 20,000 – say 21-22,000. Without capitalisation, a minimum of 25,000 visitors would be necessary. This would be a very high risk strategy since there is little margin for error, especially during the early operating years.

Barone Option

- 5.21 The Barone option operates at an entirely different level, but it is equally 'risky'. The project would benefit, in a similar way to the new build option, from capitalisation of the initial loss-making years to reduce the risk. It is clear from the modelling that this option would need to attract over 10,000 annual visits to succeed.
- 5.22 The financial model for this option relies heavily on volunteers. The consultation for this study showed that there are people in Dalry who would be prepared to volunteer for such a project, but this approach would need to be 'acid tested' if a development project is to be based on this model.

Tables Summarising the Financial Model for the New Build Option

Table 8: New Build Option Financial Operation Summary – Low Visit Projection

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Admission income	£0	£54,301	£69,815	£85,330	£77,573	£78,736	£79,900	£81,063	£82,227	£83,390	£84,554
Functions income	£0	£1,750	£2,625	£3,500	£4,375	£4,375	£4,375	£4,375	£4,375	£4,375	£4,375
Rental income	£0	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800
Total Revenue	£0	£58,851	£75,240	£91,630	£84,748	£85,911	£87,075	£88,238	£89,402	£90,565	£91,729
Staff costs	£9,265	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835
Operating costs	£10,167	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500
Total Costs	£19,432	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335
Year Out turn	-£19,432	-£63,484	-£47,095	-£30,705	-£37,588	-£36,424	-£35,260	-£34,097	-£32,933	-£31,770	-£30,606
Cumulative Out turn	-£19,432	-£82,916	-£130,011	-£160,716	-£198,303	-£234,727	-£269,988	-£304,084	-£337,018	-£368,787	-£399,393

Table 9: New Build Option Financial Operation Summary – Medium Visit Projection

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Admission income	£0	£72,401	£93,087	£113,773	£103,430	£104,981	£106,533	£108,084	£109,636	£111,187	£112,739
Functions income	£0	£1,750	£2,625	£3,500	£4,375	£4,375	£4,375	£4,375	£4,375	£4,375	£4,375
Rental income	£0	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800
Total Revenue	£0	£76,951	£98,512	£120,073	£110,605	£112,156	£113,708	£115,259	£116,811	£118,362	£119,914
Staff costs	£9,265	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835
Operating costs	£10,167	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500
Total Costs	£19,432	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335
Year Out turn	-£19,432	-£45,384	-£23,823	-£2,262	-£11,730	-£10,179	-£8,627	-£7,076	-£5,524	-£3,973	-£2,421
Cumulative Out turn	-£19,432	-£64,816	-£88,639	-£90,901	-£102,631	-£112,809	-£121,436	-£128,512	-£134,036	-£138,009	-£140,430

Table 10: New Build Option Financial Operation Summary – High Visit Projection

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Admission income	£0	£90,501	£116,359	£142,216	£129,288	£131,227	£133,166	£135,105	£137,045	£138,984	£140,923
Functions income	£0	£1,750	£2,625	£3,500	£4,375	£4,375	£4,375	£4,375	£4,375	£4,375	£4,375
Rental income	£0	£95,051	£121,784	£148,516	£136,463	£138,402	£140,341	£142,280	£144,220	£146,159	£148,098
Total Revenue	£0	£76,951	£98,512	£120,073	£110,605	£112,156	£113,708	£115,259	£116,811	£118,362	£119,914
Staff costs	£9,265	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835
Operating costs	£10,167	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500
Total Costs	£19,432	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335
Year Out turn	-£19,432	-£27,284	-£551	£26,181	£14,128	£16,067	£18,006	£19,945	£21,885	£23,824	£25,763
Cumulative Out turn	-£19,432	-£46,715	-£47,267	-£21,085	-£6,958	£9,109	£27,115	£47,060	£68,945	£92,769	£118,533

Tables Summarising the Financial Model for the Barone Option

Table 11: Barone Option Financial Operation Summary – Low Visit Projection

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Admission income	£0	£15,722	£20,214	£24,706	£22,460	£22,797	£23,134	£23,471	£23,808	£24,145	£24,482
Functions income	£0	£375	£375	£750	£750	£750	£1,125	£1,125	£1,125	£1,125	£1,500
Rental income	£0	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800
Total Revenue	£0	£18,897	£20,314	£24,806	£22,560	£22,897	£23,234	£23,571	£23,908	£24,245	£24,582
Staff costs	£3,633	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615
Operating costs	£10,167	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500
Total Costs	£19,432	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335
Year Out turn	-£19,432	-£45,384	-£23,823	-£2,262	-£11,730	-£10,179	-£8,627	-£7,076	-£5,524	-£3,973	-£2,421
Cumulative Out turn	-£19,432	-£64,816	-£88,639	-£90,901	-£102,631	-£112,809	-£121,436	-£128,512	-£134,036	-£138,009	-£140,430

Table 12: Barone Option Financial Operation Summary – Medium Visit Projection

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Admission income	£0	£22,236	£28,590	£34,943	£31,766	£32,243	£32,719	£33,196	£33,672	£34,149	£34,625
Functions income	£0	£375	£375	£750	£750	£750	£1,125	£1,125	£1,125	£1,125	£1,500
Rental income	£0	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800
Total Revenue	£0	£25,411	£31,765	£38,493	£35,316	£35,793	£36,644	£37,121	£37,597	£38,074	£38,925
Staff costs	£3,633	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615
Operating costs	£4,083	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£16,500
Total Costs	£7,717	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,115
Year Out turn	-£7,717	-£17,204	-£10,850	-£4,122	-£7,299	-£6,822	-£5,971	-£5,494	-£5,018	-£4,541	-£3,190
Cumulative Out turn	-£7,717	-£24,920	-£35,770	-£39,892	-£47,191	-£54,013	-£59,984	-£65,478	-£70,496	-£75,037	-£78,226

Table 13: Barone Option Financial Operation Summary – High Visit Projection

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Admission income	£0	£28,565	£36,726	£44,887	£40,807	£41,419	£42,031	£42,643	£43,255	£43,867	£44,479
Functions income	£0	£375	£375	£750	£750	£750	£1,125	£1,125	£1,125	£1,125	£1,500
Rental income	£0	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800
Total Revenue	£0	£31,740	£39,901	£48,437	£44,357	£44,969	£45,956	£46,568	£47,180	£47,792	£48,779
Staff costs	£3,633	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615
Operating costs	£4,083	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£16,500
Total Costs	£7,717	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,115
Year Out turn	-£7,717	-£10,875	-£2,714	£5,822	£1,742	£2,354	£3,341	£3,953	£4,565	£5,177	£6,664
Cumulative Out turn	-£7,717	-£18,592	-£21,306	-£15,484	-£13,743	-£11,389	-£8,048	-£4,096	£469	£5,646	£12,310

Summary of Impacts

- 5.23 In addition to the direct impacts of operating the centre: £48,000 (for the potentially viable Barone option), and £176,000 (for the new build option) of annual expenditure by the centre and the creations of 1 - 4 FTE jobs, additional benefits would be created as follows:
- 15,000-20,000 visitors attracted to Dalry each year. A proportion of these visitors will also spend in the local economy (chiefly on food and drink and incidental purchases). This is estimated at £7,500 – 10,000 per year (average £5 spent by 10% of visitors);
 - A proportion of the visitors to the Watson Bird Centre and its associated attractions. This is estimated at 2,000 – 6,000 additional visitors (the birdwatching specialists, who would not otherwise come). The average spend per visitor, per trip is £ 137.90, so the value of additional visitors attracted by the Watson Bird Centre can be estimated at £274,000 - £827,400 per year, supporting between 6 and 17 FTE jobs (assuming £48,000 of tourism spending supports one FTE and not including indirect economic impacts).
- 5.24 Additional, non financial benefits would be as follows:
- Creating an additional reason to visit The Glenkens (creating critical mass)
 - Creation of a new community space in Dalry (café)
 - Increasing awareness and understanding of birds and their conservation
 - Entusing and inspiring people to become involved in birdwatching, conservation and art.

Risks

- 5.25 The chief risks associated with this development proposal are failure to attract the capital funding to finance the development and failing to cover the operating costs of the centre once open. Both are very real. It will take determination and persistence to bring together the capital funding required. In addition, a small reduction in visit numbers or visitor spending would have a significant impact on revenue and 'profitability'.
- 5.26 A downturn in tourism demand or education trips or interest in nature would all have negative impacts. However, this project has advantages over a purely commercial project in that there is potential to link with a wider celebration and with the potential of a charitable trust.

Watson Celebration

- 5.27 The proposed Watson Celebration consists of a programme of five projects. These will generate a range of benefits in their own right. In addition, they will attract visitors to the Watson Bird Centre. The five projects are:
- Oral history, cataloguing, digitising and merchandising
 - Art project
 - Annual Watson birding event
 - Watson bird trail
 - Watson Raptor Science Prize

Oral Archive, Cataloguing, Digitising and Merchandising

- 5.28 The five elements of this project have different audiences, as follows:
- *Oral history* – local residents would create the oral history and the school could be involved in collecting/producing it
 - *Cataloguing* – the catalogued material would be available for researchers working on art and conservation
 - *Digitising* – the digitised material would also be available for research, which would avoid the need to handle original material. The digitised images of Donald Watson's art would form the basis for merchandising
 - *Merchandising* – merchandise would reach a wide audience throughout the UK and possibly overseas
 - Raptor Science Prize – specialist scientific group and expert bird interest groups such as the Scottish Raptor Study Group

Estimated Use

- 5.29 The oral history project would be promoted to the local community. Donald Watson was well-known, respected and popular and it is likely that many members of the community would want to contribute their personal memories. It is likely to be an effective community project. Realistic targets for community engagement would be:
- 100 individuals contributing to the digital archive
 - 200 people attending community/public events to launch the archive

- 5.30 It is not possible to estimate the likely number of users of the archive and merchandise at this stage.

Capital/Development Costs

Oral History

- 5.31 This project could be delivered by a local community organisation – the Glenkens Community and Arts Trust or the Dalry Heritage Group are both possibilities, as could be a new Trust which could be established to commemorate Donald and Jeff Watson and manage the assets. The costs of such a community project are estimated as follows:
- Recording equipment (suggest an Edirol RO9 Professional recorder and two Lavalier lapel microphones wired into a single jack) - £700
 - Easy to use sound editing software can be downloaded from the internet for free at <http://audacity.sourceforge.net/> and free transcribing software can be downloaded from <http://www.nch.com.au/scribe/>. A foot pedal is necessary to use the latter -£100
 - Making the oral history available could be done by adding it to an appropriate website, either one created by any new Trust, one of the existing community organisations or the Council Museums Service - £2,000
 - Some training would be required for the individuals who are going to create the archive, especially in designing and conducting interviews, using the edit software and legal aspects (including copyright release procedures). This could be provided by £170-£200 per day by a suitably experienced consultant (Simon Danby 01434 382626 or Ken Howarth of Heritage Recording Services 01492 584113 are possibilities). 5-6 days would be sufficient to establish the project - £850 to £1,200

Cataloguing

- 5.32 Cataloguing the existing material would be done by a contractor/researcher under the management of Dumfries and Galloway Museums Service. It is estimated that the work would take in the region of 6 months and that the cost would be in the region of £10-15,000. It is felt that an application for a grant from the Heritage Lottery Fund for this amount would probably succeed. Cataloguing would also identify any at risk items and help to develop a conservation plan for the material.

Operating Costs

- 5.33 The cost of making a digital record of the available material is difficult to estimate. Images of diary pages and of photographic transparencies would cost in the region of 50p each. Paintings would need to be photographed using a high quality digital camera and then colour corrected at considerably higher cost per item. There are also probably some complicated copyright issues which are beyond the scope of the current study, but would need to be resolved if the images are to be made available to the public or used for merchandising. Also it will be necessary to take a view on whether or not the collection of journals and books should or could be digitised.
- 5.34 An initial cost estimate to digitise 365 pages in each of 50 diaries, 2,000 photographic transparencies and 1,000 sketches can be made in the region of £11,000.

Merchandising

- 5.35 It would be advisable to obtain the services of a specialist in merchandising to take a view on the best way forward for developing and marketing items which bear or use Donald Watson images. The normal procedure for this is to secure legal copyright over any images/items and then to licence manufacturers or other companies to use specific images on specific items - producing and selling them. Licence holders would then pay a percentage of their profit on all items sold to the holder of the copyright.
- 5.36 A number of companies specialise in producing such 'branded' material, but their likely interest in Donald Watson has not yet been tested. An alternative approach is for a Trust or other appointee of the family to manage the process. In this case, it would also be necessary to take the advice of a suitably qualified consultant. A sum of £5000 should be budgeted for this as a minimum. Though in the first instance, it might be possible to gauge likely interest by informally consulting merchandising businesses.
- 5.37 Until specialist advice is obtained and the views of possible buyers of licences have been tested, it is not realistic to estimate the likely revenue and costs of establishing and managing a merchandising operation.

Summary of Impacts

- 5.38 The impacts of the oral archive, cataloguing and digitising the material would be of national importance for Scotland in that they record and preserve the work and people's memories of the country's foremost bird artist and two men who have had a significant impact on bird conservation in the UK and overseas. This is essentially priceless.

- 5.39 Digitising the material would open up a wide range of opportunities for accessing and using it. How this is done will need careful consideration. It might be appropriate to seek the advice of a heritage specialist who has experience of managing such heritage. A number of such organisations are members of 'Interpret Scotland'⁶ and 'The Association for Heritage Interpretation'⁷.
- 5.40 The impacts of merchandising would be to generate revenue for the copyright holders and to increase the number of people who see or become aware of Donald Watson's work. This would have some impact on promotion of the other development options.

Risks

- 5.42 The chief risk with not proceeding is that the material currently in the house could deteriorate or be dispersed or lost, it would not be available for use by researchers in the future and people's memories of Donald and Jeff Watson would be forgotten and lost to history.
- 5.43 There is little risk in the proposal to merchandising so long as appropriate advice is sought and appropriate management is put in place to control and licences granted. The financial risk is in the upfront legal costs, which would have to be funded before any revenue is forthcoming from the sale of licences and bringing items to the market.

Watson Celebration: Art Project

Estimated Use

- 5.44 The number of people engaging with an art project would depend on the nature of the project. During this study, it was possible to engage with art organisations in the region and to secure their interest in organising and funding a commission for an artist to celebrate the lives and achievements of Donald and Jeff Watson, but not on developing a brief for the work. Ideally, the commission would follow the recent local tradition of placing art installations in the landscape at a location appropriate to Donald and Jeff and their work. In this case, it could be seen by large numbers of people.

Costs

- 5.45 The project could be managed by Dumfries and Galloway Arts Association and funded through arts grant funding schemes. The organisation has managed a number of such commissions and it would be necessary to work with it to develop an appropriate brief and budget. Other than time, there would be no cost to the initiative. A commission budget in the region of £20 - £50,000 would attract the interest of a number of contemporary artists experienced in the field of outdoor installations.

Summary of Impacts

- 5.46 If a significant installation results from the work, very large numbers of people could see it. It would become part of a number of reasons to visit the Glenkens area. As such, and because the nature of the project is still as yet unknown, it is not possible to quantify the impacts at this stage.

⁶ www.interpretscotland.org.uk

⁷ www.ahi.org.uk

Risks

- 5.47 The chief risk is in failing to secure funds for the commission. However, we believe that a suitable creative brief could be created (asking contemporary artists to interpret the work of a well known artist and conservationists within the landscape that inspired them) that will appeal to potential funders.

Annual Birding Event

- 5.48 The 'model' for this project of the RSPB's Rutland Birdfair. This attracts over 20,000 visits and over 300 trade exhibitors and generates significant revenue for the RSPB and partners. It now has a permanent event office and full time organising team, though it continues to rely heavily on volunteers for management of the event itself. A Watson Birdfair would be different to the Rutland Fair in that it would incorporate art, literature and science:
- A programme of lectures, films, presentations and other events
 - A programme of guided birdwatching experiences
 - An annual prize for bird art
 - An exhibition of Donald Watson paintings and other nature art
 - An annual prize for bird literature
 - A periodic prize for raptor scientific work.

Estimated Use

- 5.49 As there is no existing bird fair in the north of England or Scotland, it is thought that the Watson Fair would attract significant numbers of visitors. A north of England bird fair ran successfully at Drurridge Bay Country Park in Northumberland for several years during the 1990s. This was discontinued because of changes in staffing at the country park/local authority and is missed by birdwatchers based in the north of England and the Scottish Borders.
- 5.50 Projections for visit numbers are made in the financial model which is summarised below and shown in full in Appendix 6. They begin at 2,500 in the first year and rise to 10,000 in the fifth year, where they remain. This is half of the number of visits to the Rutland Bird Fair.

Capital/Development Costs

- 5.51 There are no up-front capital costs, but there will be a cash flow issue to address in the first few years. It would be very helpful if the initial year or two could be supported by some 'seed corn' or 'bank roll' funding from the local authority or tourist board. Such funding is often provided to new events that can demonstrate that they will attract additional visitors and revenue to a region, which is certainly the case here.

Operating Costs

- 5.52 As with the visitor centre options, a financial model has been developed for this event. This is an outline model which would require further development if the event is to go ahead. It assumes that an event organiser will manage planning and delivery working with volunteers. A ten year projection for revenue and costs is shown in Table 14, below.

Table 14: Financial Projection for Watson Bird Fair

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<i>Revenue</i>										
Ticket revenue	£25,000	£50,000	£75,000	£85,000	£95,000	£100,000	£100,000	£100,000	£100,000	£100,000
Exhibitor revenue	£10,000	£12,000	£17,500	£20,000	£27,000	£30,000	£33,000	£36,000	£36,000	£36,000
Concession revenue	£2,500	£5,000	£7,500	£8,500	£9,500	£12,500	£12,500	£12,500	£12,500	£12,500
Ad revenue	£2,500	£5,000	£7,500	£8,500	£9,500	£10,000	£10,000	£10,000	£10,000	£10,000
Sponsor revenue	£3,000	£4,500	£6,000	£7,500	£7,000	£8,500	£7,500	£8,500	£7,500	£8,500
Total revenue	£43,000	£76,500	£113,500	£129,500	£148,000	£161,000	£163,000	£167,000	£166,000	£167,000
<i>Costs</i>										
Venue hire	£1,000	£2,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000
Marquee hire	£0	£0	£5,000	£5,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000
Equipment hire	£5,000	£7,500	£8,000	£9,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000
Power			£1,000	£1,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000
Publicity	£20,000	£15,000	£15,000	£15,000	£15,000	£10,000	£10,000	£10,000	£10,000	£10,000
Ticketing	£500	£600	£875	£1,000	£1,350	£1,500	£1,650	£1,800	£1,800	£1,800
Event organiser	£8,600	£15,300	£22,700	£25,900	£29,600	£32,200	£32,600	£33,400	£33,200	£33,400
Insurance	£3,225	£5,738	£8,513	£9,713	£11,100	£12,075	£12,225	£12,525	£12,450	£12,525
Security	£2,150	£3,825	£5,675	£6,475	£7,400	£8,050	£8,150	£8,350	£8,300	£8,350
Prize costs	£2,000	£3,000	£4,000	£5,000	£4,000	£5,000	£4,000	£5,000	£4,000	£5,000
Total costs	£42,475	£52,963	£75,763	£83,088	£95,450	£95,825	£95,625	£98,075	£96,750	£98,075
Out Turn	£525	£23,538	£37,738	£46,413	£52,550	£65,175	£67,375	£68,925	£69,250	£68,925

Summary of Impacts

- 5.53 The estimated economic impact of this event is shown in Table 15. This assumes visit numbers as projected in the financial model with 90% day visitors (spending £20 each) and 10% staying visitors (spending £60 each). In addition 2 people are expected per exhibitor (spending £100). In reality spending is likely to be higher as people will buy equipment and other items at the event, but this spending has been discounted as it will leave the region.

Table 15: Summary of Economic Impact of Watson Bird Fair

Year	Visitors	Day	Staying	Exhibitors	Spending	Budget	Impact
1	2500	2250	250	100	£70,000	£43,000	£113,000
2	5000	4500	500	120	£132,000	£76,500	208,500
3	7500	6750	750	140	£194,000	£113,500	307,500
4	8500	7650	850	160	£220,000	£129,500	349,500
5	9500	8550	950	180	£246,000	£148,000	394,000
6	10000	9000	1000	100	£260,000	£161,000	421,000
7	10000	9000	1000	220	£262,000	£163,000	425,000
8	10000	9000	1000	240	£264,000	£167,000	431,000
9	10000	9000	1000	250	£264,000	£166,000	430,000
10	10000	9000	1000	240	£264,000	£167,000	431,000

- 5.54 The fair would generate in the region of £250,000 of direct spending by visitors a year when it reaches its projected, 'levelled-out' visitor number. The event budget can be added to this amount as it will all be spent within the region, to give a levelled out economic impact to the region of over £400,000 per year.
- 5.55 Holding the event in Dumfries and Galloway would raise awareness of the region as a destination for birdwatching and encourage birdwatchers to make trips there. If the proposal to hold the event in The Glenkens is followed, the event will have significant economic impacts of businesses in the area.

Risks

- 5.56 There are financial risks to this event, in particular failing to attract sufficient visits and exhibitors to generate the required revenue funding. However, the model is based on the Rutland Bird Fair, which is a proven success. Weather is also a risk factor which could reduce visit numbers.

Watson Celebration: Birdwatching Trail

Estimated Use

- 5.57 No data was available on the number of people using the Red Kite Trail and information from similar trails is poor, though it is known that the Mid Wales Red Kite Trail was attracting 750,000 day visits and 250,000 staying visits per year in the late 1990's.
- 5.58 Bird trails appeal most to novice birdwatchers and to people who have an interest in nature, but are not especially serious about it. This is because they take people to places where they are more likely to see birds than if they tried to see them without help. As a result, a Watson Bird Trail around the Glenkens would be more likely to encourage visitors who are already in the region to visit the Glenkens than it would to attract significant numbers of new visitors into the region.

- 5.59 It would be reasonable to estimate that 0.5% of existing tourists in Dumfries and Galloway could be attracted to follow the trail – 4,250 per year.

Capital/Development Costs

- 5.60 The capital costs of the trail would depend on exactly how many watching points were included and the amount of work required to provide safe and comfortable watching facilities at each point. A costing exercise for a similar project in North Yorkshire (to create a chain of wildlife watch points) had an average cost per point of £4,750 based on £1,000 for an interpretation panel, £750 for seating and £3,000 for access improvements and waymarking. Assuming ten watch points around the Glenkens, a budget in the region of £50,000 would be required, plus a sum for publicity. This assumes no requirement for highways signage, but a downloadable map which leads visitors to the watching points and feeding stations located at managed sites.

Operating Costs

- 5.61 On-going costs are low. Feeding stations would be maintained by the relevant landowner (visitor attractions, accommodation providers, etc). A small annual amount would be required for publicity – producing and distributing a leaflet and maintaining a website, plus some promotion in regional tourism literature and at accommodation outlets and other attractions in the region. The watch points would require maintenance. This could be undertaken by existing ranger services, perhaps with a contribution to costs from a new Trust, or it could be done by a Trust, possibly working with Community Councils.

Summary of Impacts

- 5.62 The impact on the Glenkens would be additional spending by visitors attracted into the area. 4,250 visitors per year spending £20 each would generate an additional £85,000 for local businesses, mostly in food and drink, and incidental spending.

Risks

- 5.63 This is a relatively low risk project, which could fail if it is not able to attract visitors to use it or if managers fail to maintain the quality of watching points and feeding stations.

Watson Raptor Science Prize

- 5.64 A competition resulting in the award of the **Watson Raptor Science Prize** is proposed. This would be run periodically, not more than every 2 years and not less than every 5 years. The prize would be for the best paper published in an international peer reviewed journal on any aspect of raptor science. The precise terms would vary from time to time. The award would be determined by a panel of judges drawn from the ornithological science world. It would be complementary to the Scottish Raptor Studies Group Watson Lifetime Achievement Prize. This proposal has the support of the academic ornithological community. Funds for the prize would be sought from a variety of sources and some funds are already available for this purpose from the Watson family.

Operating costs

- 5.65 Costs for paying out of pocket expenses for the reviewing panel should be less than £1,000. The prize money should be no more than £1,000 as the work will have already been undertaken and there will be no extra costs. A public lecture based on the winning essay would be presented as part of the proposed Bird fair.

6 ISSUES IN MOVING FORWARD

6.1 This section of the report covers three issues for consideration before moving forward, as follows:

- Fit with the policy framework
- Financing the project
- Risks
- Governance

Links to the Strategic Framework

6.2 Further study will assess in more detail the links with relevant national and local government and agency plans and how synergies can be developed, however an initial review suggests the following:

Dumfries & Galloway Regional Economic Strategy (2008)

The project would contribute to Theme 3: links to 'Natural Place' branding.

Dumfries & Galloway Community Plan

The project would help existing businesses enter new markets and may encourage development of new businesses.

Dumfries & Galloway Single Outcome Plan

The project would help to achieve: an innovative and sustainable rural economy and a region where people live more healthy and active lives.

Dumfries & Galloway Corporate Plan 2007-11

The project would contribute to:

- 3.2 Healthier - Promoting and expanding leisure and sport activity
- 3.5 Greener – Promoting appreciation of the environment.

Dumfries & Galloway Tourism Strategy for Growth 2007-9,

The project would support Objective 2:

To maximise our natural resourced in an integrated and sustainable way by encouraging leisure businesses and the wider community to work together to package products, to encourage businesses to take advantage of nature based resources, to build on existing successes and maximise our natural assets and, to develop the profile of the area as a rural cultural centre.

Developing regional Destination Development Organisation (DDO)

The project would support nature tourism in the region

Financing the Project

6.3 During the feasibility study, a routine assessment was undertaken on potential funding sources for implementation of both built and non-built elements of the Watson Bird Centre & Celebration. No discussions were held with potential funders, as this was premature until the options analysis was complete and firm financial costs for capital and operational aspects derived.

Capital Funding

- 6.4 The estimated funding requirements are as follows:
- Cost of conversion of Barone into an all purpose facility: £0.7m
 - Cost of developing a new centre on land adjacent to Barone: £0.98m
- 6.5 As the buildings and land are currently privately owned by the Watson family, transfer to a community-based trust will be necessary. The family have indicated that they are willing to agree a transfer of Barone and the land behind the house at an agreed independent valuation. They have also indicated that they would be willing to transfer ownership of the land to the side of the house, which already has outline planning permission for a single dwelling house, to a trust for 10% below an independent valuation.
- 6.6 For the Barone option there is one possibility which will need to be driven to conclusion. Part of the house could be converted back to housing in an agreement with The Pamela Young Housing Trust. An informal estimate of the costs to make good the house ready for such use (based on an assessment of the Surveyor's Report) is £50,000⁸.
- 6.7 Given the demonstrated special and economic benefits to the community of Dalry and the wider Glenkens area of developing the built component of the project, the principle funding source is considered the Scottish Rural Development Programme (SRDP). Within the overall theme of *Improving Rural Community Services*, the component programmes on the *Development/Creation of Micro-Enterprises* and on *Community Services and Facilities* are most relevant to the built facilities provision. Up to 90% of the costs can be covered by grant support. A key requirement is the establishment of a community-based body. This point is covered in the Governance section. Other sources of funding will also be considered as part of the package of bids for support.

Operating Funding

- 6.8 There are a number of components in considering operating funding.

The Building

- 6.9 For the building, we have estimated likely revenue streams from merchandising, café and space rental. These are estimated in section 5 and detailed in Appendix 5. An important point is whether a permanent tenant can be found to support the operating costs along side other revenue streams. Finding a commercial tenant in keeping with the role of the centre is another possibility. The obvious candidate is RSPB which has expressed willingness to discuss the possible relocation of its office from Crossmichael to Dalry once the feasibility study is completed. This option will be pursued. It has the benefit of giving all year round occupation, a regular income stream, a prestigious organisation with a large membership and active in the broadly the same sphere as the Watson project working from the centre.
- 6.10 Support will need to be sought from a variety of sources in order to bridge any gap in the operating costs and, ideally, to build up reserves to support the operation in the longer term. In addition, costs could be reduced through the involvement of volunteers, who could fulfil a variety of functions.

⁸ Sharnberry Construction & Conservation Ltd, York

Events Package

- 6.11 The approach to finding of annual events and less frequent activities is to build up reserves in the form of endowment to ensure the longevity of the events. Already a sum has been identified for the events themselves but not to be used for running costs. This will provide a good basis to fund raise from charitable and private trusts, as well as from individuals including those living in the area, those who knew Donald and Jeff, and those within the bird and art worlds who have an interested in making the Celebration package work. In addition, financial support from Scottish Natural Heritage on a package of Watson Celebration events will be made on the general theme of 'people and community engagement'.

Implementation

- 6.12 In order to take the project forward following the completion of the feasibility study, it is recommended that a trust be established (see section on governance, below), that funds for a project implementation officer are sought from EU LEADER Programme for Rural Dumfries and Galloway to work with the lead consultant (who will continue to make a pro bono contribution).
- 6.13 The Celebration package has already secured some funds; it is proposed that it is taken forward at the earliest opportunity. A Donald Watson retrospective exhibition is planned at The Catstrand, New Galloway in March 2010 and this will provide an opportunity to formally launch the fund raising for the Celebration package and for the built facility.

Assessment of Risks

- 6.14 The following risks were identified at the outset of the feasibility study. These have been assessed and the outcomes are indicated.
- *Risk of lack of participation by business and community groups:* this was assessed by consultation with community groups, voluntary organisations, community councils, business associations and individual businesses. The level of support for the Watson Bird Centre and Celebration was very high in all cases. Quotations of support are given in detail as Appendix 3. The Centre and the Celebration competitions and events will be widely promoted. The events will be organised at times and in venues most likely to encourage participation by The Glenkens communities.
 - *Sale of Watson house (potentially the best base for the centre) before feasibility work complete:* The Watson house at Barone, Main Street, Dalry was assessed for suitability alongside other facilities in The Glenkens and further afield. The assessment has demonstrated the potential for conversion of Barone and also for building a purpose-built facility on the adjacent land. These assets are owned by the Watson family. The family has indicated that it will not seek to dispose of the house and land until they have reviewed the findings of this feasibility study. The family has also indicated its willingness to agree an off-market sale of the house at a valuation agreed between the parties. The Watson family has also agreed to sell the adjacent plot of land for 10% below the independent valuation.
 - *Failure to attract support from bird bodies:* discussions been held with the heads of RSPB South West Scotland and RSPB Scotland and they are entirely supportive of the project. Discussions are ongoing with the Scottish Ornithological Club (SOC) to ensure maximum synergy with the SOC facilities at Aberlady in East Lothian. The Scottish Wildlife Trust (SWT), Wildfowl and Wetlands Trust (WWT) and the National Trust for Scotland have all

been approached and have expressed a willingness to work in collaboration with the Watson facilities and events to raise the profile of bird interest in the area and to develop joint activities. None of these organisations are likely to directly use the centre as they all have facilities of their own but they all see the centre has having a positive benefit to the area and to their work.

- *Resistance from existing facilities in The Glenkens:* discussions have been held with all relevant owners and managers of facilities to identify mutuality and potential for partnerships, including co-location. There is strong support for the bird centre facility as other businesses see it promoting the area and bringing in additional business.
- *Potential resistance from the local community:* A stakeholder meeting was held in Dalry Town Hall with representatives from the local community, business community, arts and museums and heritage groups. The lead consultant attended a Community Council meeting in Dalry and has been in contact with the other three Community Councils in The Glenkens. Articles have been published in the Glenkens Gazette and the Galloway News requesting input from all those interested. A news item was broadcast by BBC Radio South West. The Dalry Community Council is strongly in favour of the facility and particularly considers that Barone should be the centre. Many informal discussions have been held with Dalry residents and all are strongly in favour of the project being brought to fruition. The only concerns raised have been about parking on the street near Barone (this is addressed in the appraisal and has benefited from discussions with the roads and transport and planning sections of Dumfries and Galloway Council).
- *Lack of financial support for the capital and operating costs:* this is the most critical risk as without funding for conversion or new build the Centre concept cannot be realised, and without funds for establishing and running the events etc they will not happen. Potential sources of funding for capital and operating costs have been identified but no formal approaches have been made as this requires this feasibility report as the basic case for funders providing support.

- 6.15 All of the risk factors identified in the brief have been fully addressed and there are no overriding obstacles at this stage to the project from these sources. The additional risk factor of financial support for the capital and operating can only be fully addressed when formal bids are made to funding bodies and to other sources.

Governance

- 6.16 To take the project forward needs some form of organisation. Adding the project to an existing organisation would be administratively simple but no organisations in the local area that are sufficiently sizeable to take on the additional role have been identified and those in existence would be swamped by these new responsibilities. The alternative is to set up a new organisation with the sole purpose of developing and running the Watson Bird Centre and Celebration events and activities. A charitable trust is the most obvious vehicle provided there is opportunity to undertake commercial activities in support of the trust's purpose. The preferred option is to establish a Watson Bird Centre and Celebration Trust as a Scottish registered charity with a trading arm in support of the charity's purpose.
- 6.17 The purposes of the trust should be along the following lines:
- To celebrate the work of Donald Watson and Jeff Watson in all appropriate ways
 - To stimulate and encourage interest in and support for the study, understanding, appreciation, and enjoyment of birds, landscapes and conservation in all types of media in keeping with the work of Donald and Jeff Watson.

- 6.18 The composition of the trust should reflect the key stakeholders in the project and the need for a viable operation which meets charity specifications. The key stakeholders are the Watson family, the local community, the bird interests, the arts interests, and business, legal and charitable experience. In addition, it would be beneficial to have an independent chair. Six trustees in total should be sufficient to oversee the activities of the trust. The trust should be established at the earliest opportunity after the completion of the feasibility study to allow the project to become reality. The family is in the best position to take the lead, perhaps with the assistance of the current project leader, in identifying suitable candidates and instructing experts to draw up the memorandum and articles of association of the trust.
- 6.19 Consideration should be given to the appointment of Patrons in addition to those already appointed (the Duke of Buccleuch and Dame Barbara Kelly). A Patrons group or supporters group should be established as a means to gain financial support and personal commitment to the project.

7 CONCLUSIONS AND RECOMMENDATIONS

- 7.1 There is a great deal of interest and enthusiasm in developing facilities and events for celebrating the work of Donald and Jeff Watson. The business case is sound, and the funding of capital and operating challenging but feasible. We conclude that the project should be continued to provide some long lasting celebration of their work and engagement of others.

Vision and objectives

- 7.2 **Recommendation 1:** The project should have an overall vision to capture the imagination of stakeholders, participants, funders, and all other interests. The vision for the project should be:

“Celebrating the work of Donald and Jeff Watson by linking birds, landscape, arts and community in the Glenkens, and especially St John’s Town of Dalry, to inspire, enthuse and benefit local communities and visitors.”

- 7.3 **Recommendation 2:** In order to track progress in achieving the vision we have specified a series of primary objectives. We recommend that these are adopted for the next phase. The project should have the following primary objectives:

- Celebrate the outstanding and unique contributions made to bird study, literature and art by father and son: Donald and Jeff Watson;
- Raise the profile of St John’s Town of Dalry as the bird town of south west Scotland, as part of the themed towns cluster;
- Develop community pride in the achievements of two famous citizens and inspire others; and
- Increase economic opportunities through nature and arts based visitors and local participation.

The Watson Bird Centre

- 7.4 We have reviewed a large range of possibilities for buildings and events to recognise the contributions of Donald and Jeff Watson and to deliver benefits to Dalry, the wider Glenkens area and further afield. We conclude that any built facilities – **The Watson Bird Centre** - should be in Dalry as facilities further afield would result in divorcing facilities from the Watsons, that existing facilities in The Glenkens are either unsuitable or being used already for other purposes, and to add a Watson dimension would not give sufficient recognition to their contribution compared with a dedicated facility in Dalry. The costs of a number of options are detailed in the report. The outcome depends on potential other users of Barone house and the reaction of funders. The new build facility has advantages in terms of being built for the purpose and can comprise the range of facilities needed, whereas conversion of the house is more challenging from the design and funding aspects, but has the greatest possible synergy with Donald and Jeff, including the existence of the studio where Donald did most of his painting.
- 7.5 **Recommendation 3:** The Watson Bird Centre, dedicated to celebrate the work of Donald and Jeff Watson and to promote birds, literature, arts and landscape, should be developed at the Barone site in Dalry.

- 7.6 **Recommendation 4:** Discussions with potential other users for the house at Barone should be held at the earliest opportunity to ascertain whether Barone is feasible for shared use.
- 7.7 **Recommendation 5:** This report and the outcome of discussions with other users (Recommendation 3) should form the basis of bids for funds to modify Barone and for the development of a new centre on the adjacent land.
- 7.8 **Recommendation 6:** If, following the decisions with funders, it is decided that the conversion of Barone is not feasible in practice, the adjacent land and land behind Barone house should be secured for the project for study, enjoyment and of access to birds and art works and for the construction of a purpose built Watson Bird Centre in the future.

Promoting Bird Related Activity in Galloway

- 7.9 There are many other related bird facilities in Dumfries and Galloway. At present, they all operate independently as they are owned and operated by different organisations. This fragmented approach misses a major opportunity to promote the natural wonders of the area and enhance visitor numbers and benefits to communities and businesses. It is therefore important that a more coordinated effort is made. This is best done by the major organisations working effectively together with leadership from the Dumfries and Galloway Council and the new tourism organisation for the south west of Scotland.
- 7.10 **Recommendation 7:** Dumfries and Galloway Council and the new tourism promotion body should take the lead, working with FC, NTS, RSPB, SNH and WWT, to achieve greater coherence and social and economic benefit from the successful development and promotion of birds, landscape, arts and culture in Galloway.
- 7.11 In addition, we recommend that other bird-related facilities give some recognition to the Watsons in appropriate ways. Specifically we make the following recommendations.
- 7.12 **Recommendation 8:** The Forestry Commission should design some recognition of Donald's work and influence into its planned new visitor centre at Clatteringshaws and into its proposed new trails in the Galloway Forest Park.
- 7.13 **Recommendation 9:** The National Trust for Scotland at Threave should display in a prominent and coherent fashion its extensive collection of Donald Watson's paintings. It should also at Threave and any new facilities at Kelton Mains Farm promote the Watson Bird Centre and the Watson Bird Celebrations.
- 7.14 **Recommendation 10:** RSPB at Mersehead and other reserves in the area, and WWT at Caerlaverock promote the Watson Bird Centre and the Watson Bird Celebrations.

Watson Bird Celebrations

- 7.15 We have reviewed a wide range of potential ways of celebrating the contribution of Donald and Jeff Watson. Overall, we consider that a built facility will have a more lasting effect and bring greater benefits to the area. However, complementary to the Centre we conclude that a package of activities and events should be promoted. We term these the **Watson Bird Celebrations**. Archives should be developed comprising: the books, manuscripts and dairies of Donald, Jeff's Galloway material, and if at all possible the archival material relating to Galloway of Donald's great friend and collaborator Derek Radcliffe. Recordings of

impressions and memories of Donald and Jeff should be gathered. Annual competitions in arts and writing should be held and the winners form part of an annual bird festival. The festival should be developed as an annual event, modelled on the successful festival at Rutland Water. A periodic scientific prize of raptors should be awarded. Commercial elements to the celebrations – reproductions and other quality memorabilia - should be produced and sold.

- 7.16 **Recommendation 11:** Watson Bird Celebrations, as a series of linked events and activities should be implemented as soon as possible, preferably in 2010, beginning with fund raising for the individual activities.
- 7.17 Together, the Watson Bird Centre and the Watson Bird Celebrations will do justice to these two renowned individuals and bring great benefits to the area: community pride, business activity, visitor interest and appreciation, and new knowledge and understanding of the importance of birds and landscapes, and of telling the story of birds through all modes of art and literature.

Governance

- 7.18 An organisation to take forward the recommendations in this report and to drive the project to fruition is essential. The Southern Uplands Partnership, which fronted this feasibility study, has indicated that it does not have the capacity to undertake this task. There are no other organisations in Dalry or The Glenkens that have the capacity to take the project forward. We conclude therefore that a new independent charitable trust dedicated to achieving the vision is established.
- 7.19 **Recommendation 12:** A charitable trust should be established at the earliest possible opportunity focused on activities to celebrate the work of the Donald and Jeff Watson. The Trustees should represent the key communities of interest. It should have a trading company as a subsidiary.
- 7.20 The terms of the trust should be along the following lines:
1. to celebrate the work of Donald Watson and Jeff Watson in all appropriate ways, and
 2. to stimulate and encourage interest in and support for the study, understanding, appreciation, and enjoyment of birds, landscapes and conservation in all types of media in keeping with the work of Donald and Jeff Watson.

APPENDIX 1: OBITUARIES

Donald Watson

Meticulous ornithologist and acclaimed wildlife artist with a spacious, vibrant style

The Independent Tuesday, 29 November 2005

Donald Watson, writer and artist: born Cranleigh, Surrey 28 June 1918; married 1950 Joane Moore (died 2004; one son, three daughters); died Dumfries 7 November 2005.

Donald Watson was one of Britain's foremost wildlife artists, who wrote important books including the classic monograph *The Hen Harrier* (1977) which detailed the biology and changing status of one of Britain's most threatened birds.

His delightful paintings of birds in Galloway and other upland districts attracted great acclaim, as did his evocative treatments of waders and wildfowl. Experienced field ornithologists marvelled at Donald Watson's ability to capture the essence of birds as part of the wild landscape. He wrote beautifully, too, and married his artistic and literary talents in books such as *Birds of Moor and Mountains* (1972), the autobiographical *A Bird Artist in Scotland* (1988) and *One Pair of Eyes* (1994).

The bird most associated with Watson was the hen harrier, one of the most striking of birds, yet persecuted in parts of Britain because of its tendency to take red grouse. He meticulously studied and recorded the breeding, hunting and roosting behaviour of the hen harrier; his monograph on the bird is now viewed as a classic combination of original bird study and art.

In the 1950s, widespread afforestation in Galloway brought a reduction in game preservation there, and with it the return of the hen harrier and golden eagle. However, as the forests matured, the resulting loss of important wildlife caused Watson to collaborate with his great friend Dr Derek Ratcliffe, of the Nature Conservancy, to press for the kinds of improvements in forestry practice which are now more common throughout the Scottish uplands.

Before he was five years old, when he could not even write their names, Donald Watson began to draw birds, copying some of the early pictures by Archibald Thorburn. In 1930, aged 12, Donald met Thorburn, who he later described as "smallish and with white hair and a neat white beard". Donald Watson spent his teens in Edinburgh, where he attended Edinburgh Academy from 1932 to 1937. During this period he spent many hours in the Royal Scottish Museum on Chambers Street, where his imagination was fired by the specimens donated by Eagle Clarke, a pioneer of migration studies.

In 1934, W.B. Alexander, possibly the only professional ornithologist in Britain not working in a museum, gave a brilliant lecture at Oxford on the Heligoland Bird Observatory. This stimulated Watson into helping plan and build the "Heligoland Trap", a device used for catching and ringing birds on the Isle of May, off the Fife coast. A year earlier, he had made his first visit there, where he met Dr Evelyn Baxter and Miss Leonora Rintoul, the authors of the celebrated two-volume book *The Birds of Scotland* (1953). More than 50 years later, a second edition of the book, *Birds in Scotland* (1986), was published, with Watson's magical painting of a black-throated diver brood under the watchful eye of a soaring golden eagle gracing the cover.

In Edinburgh, Watson came under the influence of George Waterston, one of the founding fathers of Scottish ornithology, who enrolled him in the Midlothian Ornithologists' Club, which developed into the Scottish Ornithologists' Club in 1936. A year later, he won a scholarship to St John's College,

Oxford, and graduated with an honours degree in Modern History in 1940. His Second World War service began in the Royal Army Medical Corps, but he soon transferred to the Royal Artillery as a second lieutenant and subsequently was promoted to captain. Following various postings at home, he sailed in 1944 from the Clyde to India to join the 6th Medium Regiment in Bihar, from where his regiment moved east to take part in the autumn offensive in Arakan, Burma. Throughout his time in the Army, Watson continued to paint.

Watson returned home to Edinburgh in April 1946, where George Waterston introduced him to the Rev J.M. McWilliam and Arthur Duncan, two highly regarded ornithologists in Scotland. He wrote later that "by great good luck 'the Minister' was a sucker for bird paintings and did not need a masterpiece to make him burst into superlatives". Duncan invited the young artist to stay with him at Tynron in Dumfriesshire, where he began life as a professional artist. Inspired by his favourite bird artists, such as Joseph Crawhall, Allen W. Seaby, Eric Ennion and, of course, Thorburn, Watson came to be regarded as their equals. Although skilled in many methods, Watson settled largely on gouache, or watercolour used rather like oil paint, developing a spacious, vibrant style which began to characterise his work.

In April 1949, the Edinburgh art dealer Ronnie Wheatley gave Watson a one-man exhibition of over 100 of his pictures, which was critically acclaimed; others followed in London, Glasgow, Newcastle, Oxford, Dumfries and elsewhere. He also exhibited at the Royal Scottish Academy, the Water Colour Society, the Glasgow Institute and at the Royal Institute.

In 1962 he began a long series of bird illustrations for the Oxford Book of British Birds, which involved him painting a total of 96 colour plates, one every week for two years. He illustrated over 30 other books, perhaps most notably those in the Poyser series, where he collaborated with his friends Desmond and Maimie Nethersole-Thompson on Greenshanks (1979) and Waders (1986) and with Ratcliffe on The Peregrine Falcon (1980).

Donald Watson was a founder member of the Society of Wildlife Artists and was President of the Scottish Ornithologists' Club, 1969-72. He was local bird recorder in Galloway for some 30 years, where he was the "clearing house" for bird information.

Des Thompson

Jeff Watson

Ornithologist known worldwide as an authority on the golden eagle

The Independent Thursday, 4 October 2007

Jeff Watson, zoologist and conservationist: born Dumfries 24 December 1952; staff, Nature Conservancy Council (later Scottish Natural Heritage) 1981-2007, Director of Operations (North Scotland) 1997-2007; married 1983 Vanessa Hallhead (one son); died Balblair, Highland 19 September 2007.

Jeff Watson was one of Britain's leading ornithologists, known the world over as an authority on that most majestic of birds, the golden eagle. He pioneered methods of studying this shy and elusive bird which have influenced its conservation worldwide. His book *The Golden Eagle*, published in 1997, is regarded as a classic, and was recently translated into Japanese. Watson was delighted when, in 2004, the golden eagle was declared to be Scotland's national bird. Shortly before his death, he was awarded the rarely bestowed RSPB Conservation Medal in recognition of his work.

He was born in 1952 in Dumfries, but soon afterwards his family moved to St John's Town of Dalry, Galloway. Jeff was educated first at the village primary school, and then at Edinburgh Academy. His interest in wildlife, particularly birds of prey, was fostered by his father, Donald Watson, a well-known bird artist and author of an acclaimed book, *The Hen Harrier* (1977). Walking the hills of Galloway and the Borders with his father, Jeff Watson became familiar with most of Britain's birds of prey, and the experience kindled his lifelong passion for eagles.

Watson graduated in Zoology at Aberdeen University in 1974. He spent the next four years in the Seychelles, studying the Seychelles kestrel, an endemic and endangered bird, for which he was awarded a doctorate by Aberdeen University in 1977. He stayed on to produce conservation plans for other local birds. In particular, Watson worked out a way of "translocating" the threatened magpie robin to safe refuges. The technique was novel then, but it has since been much used by conservation bodies, especially in island countries.

Returning to the UK in 1978, Watson worked as development officer for the Scottish Wildlife Trust for a while, before landing his dream job, a specialist on golden eagles with the then Nature Conservancy Council (now Scottish Natural Heritage). His main task was to provide scientific information to underpin a conservation policy for the eagle. He set about it, characteristically, by devoting as much time as possible to studying the bird in the field. He worked out a method of survey based on straight-line "transects" across eagle country, on which he noted down all forms of potential eagle food – dead sheep and deer, and live mountain hares, rabbits and grouse.

Physical fitness and patience, as well as a good eye for spotting birds and nests, was necessary. Fortunately, with his large, rugged frame and long legs, Watson was a tireless walker. For five years, with the help of a growing band of supporters and his wife, Vanessa, he tramped the Highlands from his base in a camper-van, covering hundreds of miles of eagle territory. It is said that he got through two pairs of boots every year.

The mass of detailed data thus obtained enabled Watson to come to some striking conclusions about Scottish golden eagles. First, the greatest density of breeding birds was related to the amount of carrion on the ground. But, surprisingly, the birds bred successfully only where there was also plenty of live food in the spring. This discovery effectively cracked open the mystery of why so many of Scotland's eagles were failing to raise young.

Noticing that eagle feathers were often easy to find near nest sites, Watson suggested a then experimental way of identifying individual birds without disturbing them. Feathers contain distinctive DNA, and so individual birds can be "fingerprinted" using molecular analysis. So far, almost half of Britain's population of golden eagles has been labeled in this way, allowing the progress of particular birds to be monitored.

Watson also pioneered the idea of distinctive eagle "regions" based on land-use, in which the birds modify their behaviour to cope with particular local circumstances. He recognised nine such regions, including grouse moor, deer ranges, sheep walks and forested areas. All contained breeding eagles, but each required a different approach to conservation.

His work provided a science-based framework for eagle conservation which has attracted attention wherever eagles fly, from central Asia to North America. Watson maintained a correspondence with eagle workers across the world. He kept a particularly keen eye on the reintroduction programme in Ireland, for which surplus eagle chicks were donated from eyries which Watson had watched for many years.

His work, followed by his *The Golden Eagle*, made Jeff Watson something of an ornithological celebrity. However, he was personally modest, and genuinely embarrassed by praise, though encouraging to up-and-coming ornithologists. For him, the real stars were the eagles. He was a gifted photographer, producing images of birds in their natural landscape setting that are reminiscent of the paintings of his father.

In 1997, Watson was promoted to Director of Operations and Strategy in Scottish Natural Heritage's northern region, with overall responsibility for the conservation of the country's Special Protection Areas. He organised and oversaw scientific programmes to monitor habitats and landforms, as well as an overhaul of Scotland's network of National Nature Reserves. He helped to set up Scotland's second national park, in the Cairngorms, and advised the Scottish Executive on the Nature Conservation (Scotland) Act of 2004, which brought conservation in Scotland in line with EU standards of wildlife protection. He also represented the UK as a council member of Eurosite, and was a trustee of the Biodiversity Network.

Jeff Watson contributed to a number of television documentaries, including one on the wildlife of the Seychelles, filmed in 1983, and more recently others on eagles and owls. He lived for many years at Balblair on the Black Isle of Cromarty.

Peter Marren

APPENDIX 2: LIST OF CONTACTS

A list of all of those individuals with whom contact was made during the feasibility study.

Watson Family

Louise Watson, daughter of Donald
Pam Richardson, daughter of Donald
Kate Watson, daughter of Donald
Vanessa Halhead, daughter-in-law and widow of Jeff
Ronan Watson, son of Jeff
John Richardson, Donald Watson son-in-law

Patrons

Duke of Buccleuch, Drumlanrig Castle
Dame Barbara Kelly, Barncleuch, Irongay

Dalry Community

Cathy Agnew, community activist/Catstrand/LEADER LAG Chair
Rev Dr David Bartholomew, Glenkens Parishes
Gerald Bell, Dalry Community Council
Andrew Bielinski SNH and Dalry Community Council
PC Bryan Bruton, neighbourhood police Dalry
Sue Drummond, Dalry Community Council
James Edgar, Dalry Heritage Group
J Fenner, Dalry community
Elizabeth and Jim Gourlay, Dalry community
Maggie Kaye, Dalry Community Council
Mike Kaye, Dalry Heritage Group and Glenkens Business Association
Kate Kirkpatrick, housekeeper
Hilda MacAdam, Chair Person, Dalry Heritage Group
Sarah MacAdam, Dalry Community Centre
Angus Mackay, chair Dalry Community Council
Jean Maltman, Dalry Heritage Group & Dalry community
John Maxwell, chair The Pamela Young Housing Trust
Andrew Mellor, Dalry Community Council
Kathy Peach, Dalry Community Centre
Mark Stoves, Dalry Community Council
Mrs Webster, Dalry community
Pat Woodley, Dalry Community Council

Other Glenkens Communities

Joan Berkley, New Galloway Community
Chris Bird, Balmaclellan Community Council
Roland Chaplain, Balmaclellan
Frances Godfrey, Balmaclellan
June Hay, Balmaclellan
Joan Hunter-Blair, Volunteer, Carsphairn Heritage Museum

Katherine Ignatieff, daughter of Arthur Duncan friend and mentor of Donald
M Strong, Strong Bridges Ltd, owner of land at Troquhain Plantation, Balmaclellan

Key Government Organisations

Dean Clapworthy, Development Control, Dumfries & Galloway Council
David Devereaux, Stewartry Museums Curator, Dumfries & Galloway Council
Tony Fitzpatrick, Dumfries and Galloway Council Economic Development
Helen Friedrichsen, Dumfries and Galloway Council Economic Regeneration
Janice Goldie, Cultural Services Manager, Dumfries & Galloway Council
Margaret Hamblin, Area Manager, Libraries, Dumfries & Galloway Council
Nicola Hill, Rural Dumfries and Galloway LEADER project officer
Keith Kirk, D&C Council Stewartry Ranger
Flora McDowall, Southern Uplands Partnership
Chris Miles, SNH Area Manager Dumfries and Galloway
Kevin Morrison, Highways Officer, Dumfries & Galloway First
Tabitha Mudliar, Marketing Manager, Visit Scotland (Dumfries & Galloway)
Keith Muir, Forest Park Development Officer, Forestry Commission for Scotland
Lyn Nield, Area Libraries Manager, Dumfries & Galloway Council
Mike Russell, Development Manager, Cultural Services, Dumfries & Galloway Council
Rob Souter, Forest District Manager, Forestry Commission for Scotland
Pip Tabor, Director Southern Uplands Partnership
Louise Vickers, Scottish Enterprise

Educational and Scientific Interests

Ian Bainbridge, SNH ecologist
Susan Bielinski, peripatetic art teacher Galloway
Anne Campbell, Dumfries and Galloway Education Service
Professor Ted Cowan, historian
Dalry School students Primary 6 and 7 and Secondary 1 and 2
Professor Bob Furness, Glasgow University scientist
Ian Proudfoot, Head Teacher Castle Douglas High School
Dr Bryan Nelson, ornithological scientist and teacher of Jeff
Professor Ian Newton, scientist
Fraser Simpson, Head Teacher Dalry and Glenkens Schools
Professor Des Thompson, SNH ecologist

Farming and land Interests

Richard Agnew, Glenlee Park
Donald Biggar, Haugh of Urr
Andrew Campbell, Castle Douglas
Richard Cunningham, Craig Farm
Wendy Fenton, ex FWAG Adviser agri-environment consultant
Martin Roper-Caldbeck, landowner

Bird and Nature Interests

Keith Brockie, bird and animal artist
Andy Clements, British Trust for Ornithology CEO

Roy Dennis, ornithologist
Stuart Housden, head of RSPB Scotland
Joan Howie, Secretary Galloway group Scottish Ornithologists Club
Sheila Innes, NTS Property manager Threave
David Jardine, Scottish Ornithologists Club
Simon Milne, SWT CEO
Karl Munday, NTS Head Countryside Ranger South West Scotland
Mark Pollitt, Wildlife Data Records Manager, Environmental Resource Observatory
Caroline Pridham, Birdlife International fund raiser
Gordon Riddle, ornithologist Scottish Raptor Study Group
Patrick Stirling-Aird, Scottish Raptor Study Group
Chris Rollie, RSPB, SOC and Dalry community
Graeme Smith, SWT Galloway Members Group
Mary-Ann Smyth, environmental
Martin Spray, Wildfowl and Wetlands Trust CEO
Dr Marion Thomson, Heather Trust
Chris Wernham, British Trust for Ornithology Scottish Director
Anne-Marie Boyko, Registrar NTS

Business Interests

Andrew Case, business and Dalry community
Martin Close, Douglas Books, Castle Douglas
Larry and Moira Jones, shop proprietors Dalry
Vimal Khosla, entrepreneur
Gill Khosla, entrepreneur
Chris Meadows, Manager, Clachan Inn, Dalry
Matthew Newton, shop proprietor Dalry
Rachel Thompson, Director Catstrand New Galloway
Mark Trueman, businessman Dalry
Florence and Andrew Ruddock, Proprietors, Dalry Post Office
Mike Kaye, Glenkens Business Association
Godfrey Smith, Clogmaker, Balmaclellan

Political Representatives

Peter Duncan, D&G Councillor
Alex Fergusson, MSP Presiding Officer Scottish Parliament
George Prentice, D&G Councillor
Alistair Morgan, MSP South Scotland
Michael Russell, MSP South Scotland Cabinet Secretary for Education

Media

Stuart Gillespie, Galloway News
Willie Johnstone, BBC SW
Robin Wyllie, BBC SW

Arts

Roger Blamire, picture framer and gallery co-owner

Jill Blamire and Ms Blamire, McGill Duncan Gallery Castle Douglas

Rosemary Gasgoyne, Artist & Dalry Resident

Jan Hogarth, Dumfries & Galloway Arts Association

Christine Rhodes, Arts Group Dalry

David Steele, Mill on the Fleet Gatehouse

Colin Tennant, Arts & Crafts Development Officer, Dumfries & Galloway Council

Alan Thomson, D&G Arts Association

APPENDIX 3: SUPPORTING COMMENTS AND STATEMENTS FROM KEY STAKEHOLDERS

The Watson family

In his book *A Bird Artist in Scotland*, Donald writes that in spring 1951, just a few weeks before the birth of their first child, he and Joan were searching for a place to live. "There was a house on the market at Dalry in the Glenkens and the owner, a rather eccentric doctor, who was emigrating to Australia, was becoming desperate to sell. The house was much too big and rambling but at the back it had an irresistible garden, a slope with a grove of aspens and a mass of daffodils, and an outlook to the Rhinns of Kells, a range of mountains with the most beautiful profile in southern Scotland. Selfishly, I also had my eyes on the doctor's bedroom with a north light for a studio."

Donald and Joan bought Barone, and remained there for the rest of their lives. The room with its north light became Donald's studio, and the birds and landscapes of Galloway became his subjects. Jeff's love for and knowledge of the natural world were also seeded there. To the family it seems entirely fitting that a Watson Bird Centre should be established in the house at Dalry, in the very heart of Galloway, whose wildlife and landscapes provide such inspiration for both naturalist and artist.

The Watson family: Louise Watson, Pam Richardson, Kate Watson and Vanessa Halhead

Patrons

It is such a good small project. I think it would be wonderful to do something of this sort. The Duke of Buccleuch KBE DL

I had no hesitation in offering support of the Watson Bird Centre project. I believe that it is exactly the sort of imaginative scheme needed in rural Galloway. It has the potential to bring economic, social and cultural opportunities to the Glenkens and put the area firmly on the map as a quality destination for locals and visitors alike. Dame Barbara Kelly CBE DL

Community interests

Dalry Community Council voted unanimously to support the project and wish it well

"This is a wonderful idea and I hope it will happen" longstanding Dalry resident and Heritage Society member

"This project is what Dalry needs and I do hope that it will go ahead" Kate Kirkpatrick, family carer and caretaker of Barone

"I am happy to support this idea" Councillor George Prentice

"I am very supportive of this project, will give it a fair and will do what I can to help" Councillor Peter Duncan

The project looks extremely interesting" Chris Bird, Chairman, Balmaclellan Community Council

Bird interests

Donald Watson was one of the most influential wildlife artists of the 20th century, stimulating younger generations to artistically portray birds in their natural habitats. In this way, and through his books, he brought the beautiful Galloway countryside and its wildlife to international audiences.

He was the local bird recorder for some 40 years and his home became a place of pilgrimage for widespread bird and art lovers for many years. There, his son Jeff grew up and developed his own great interest in birds, becoming a world expert in golden eagles and the Seychelles kestrel, and a Director of Scottish Natural Heritage, before his recent untimely death. I think the idea of creating the Watson Centre, to both celebrate the lives of Donald and Jeff, and to educate and stimulate future generations in the beauty and importance of the environment, is an excellent one. It could also help to provide a welcome local community focus for the study of wildlife art and enjoyment of the countryside.

Chris Rollie, RSPB Area Manager, Dumfries & Galloway

"I like the ideas on birds, art, and landscapes, and the scientific prize and will quite actively consider the prospect of us using the centre for offices" Stuart Housden Head of RSPB Scotland

"WWT would be supportive of this proposal. It is an important area for birds, and a project that would increase the promotion of the area for birds and wildlife in general would be a positive contribution. I think that the linking to and connecting other interests in Dumfries & Galloway would be a further positive step." Martin Spray Chief Executive Wildfowl and Wetlands Trust

"I feel totally supportive of the idea of a bird centre in their memory. I wish you every success in this worthwhile venture" Professor Ian Newton OBE FRS FRSE international authority on raptors

"I was at school with Jeff and was strongly influenced to develop an interest in bird watching by Donald when I was at school, so I have extremely positive feelings towards the proposal you outline." Robert Furness, Professor of Seabird and Fishing Interactions, Ecology and Evolutionary Biology, University of Glasgow

"It would be great to see such a set up Roy Dennis bird reintroduction expert (osprey and sea eagle) and Trustee of the Fair Isle Bird Observatory

"I am happy to help you in any way that I can on the Watson project." Caroline Pridham, Programme Development Manager, Birdlife International

Art interests

Your project regarding the Watson house in Dalry sounds fascinating and I would be happy to help if I can Keith Brockie wild life artist, raptor study group recorder, illustrator of Jeff Watson's book *The Golden Eagle* and colleague of Donald and Jeff

"I see the attraction of bird-related exhibitions in the Glenkens" David Steele Mill on the Fleet Gatehouse

"Dalry would be a good centre and the possibilities are tremendous" Roger Blamire joint owner of McGill Duncan Gallery, castle Douglas and latterly framer of Donald's pictures

"This is a fabulous project. It has all of the elements that would make it viable and sustainable" Alan Thompson Dumfries and Galloway Arts Association

"This is perhaps an opportunity to do more for this artist. I would be very happy to add images and we could certainly do a piece to promote an exhibition or to call for works for the exhibition." David Steel host of 'artists' footsteps' website and owner of Mill on the Fleet Gatehouse

Government officials

“This is a splendid idea which would add significantly to the network of attractions which we and our partners are seeking to develop in support of sustainable economic growth in areas around the Galloway Forest Park. I am also mindful of the respective legacies of Donald and Jeff to ornithology and would welcome the centre as a tribute to them.” Rob Soutar, Forestry Commission, Forest District Manger Galloway

“Birds and arts means an interesting cross over” Chris Miles SNH Area Manager D&G

“A great idea in the right place” Keith Kirk Dumfries and Galloway Ranger

APPENDIX 4 Detail of Appraisal Process

Basic Score

Option Numbers	1	2	3	4	5	5a	6	7	8	9	10	11	12	13	14	15	16
Appraisal Criteria	1	2	3	4	5	5a	6	7	8	9	10	11	12	13	14	15	16
Evidence of demand	3	4	5	4	3	6	3	10	7	7	4	5	9	7	9	1	7
Long term sustainability	3	5	3	4	6	6	10	8	10	10	5	5	7	7	5	2	5
Location (in proximity to Dalry)	10	10	10	10	10	10	10	0	0	4	10	5	9	7	7	7	7
Benefit Dalry & Glenkens	10	10	10	10	10	10	10	2	1	2	10	5	10	10	10	1	10
Strategic fit	1	2	2	1	1	1	3	2	4	5	1	1	3	3	5	3	7
Likelihood of securing capital funding	3	3	3	3	3	3	8	3	9	9	2	1	7	7	10	6	7
Extent to which the option commemorates the Watsons	10	6	7	9	6	9	9	9	9	5	8	9	9	8	7	2	6
Community support	10	10	10	10	10	10	7	0	3	3	5	0	7	7	10	2	6
Stakeholder support	1	1	1	1	1	1	8	3	10	10	1	1	4	4	10	4	6
Economic impacts	4	2	3	5	4	6	1	5	2	2	4	4	6	4	1	1	2
Access for all	1	1	1	9	4	9	9	9	6	9	8	9	9	9	9	9	9
Impacts on other existing visitor projects	7	0	7	7	6	7	4	6	5	5	7	7	7	7	2	7	7
Social impacts	2	2	6	6	2	6	5	2	2	2	3	3	5	3	10	2	2
Environmental impacts	2	2	2	2	2	2	2	7	2	2	2	2	2	2	2	4	2
Clustering potential	7	7	7	7	7	7	7	7	7	7	7	7	7	7	2	2	7
Total Basic Score	74	65	77	88	75	93	96	73	77	82	77	64	101	92	99	53	90

Weighting

The following weights were applied to the basic scores to reflect the relative significance of each criterion in relation to each other.

Evidence of demand	10
Long term (financial) sustainability	20
Location proximity to Dalry)	10
Benefit to Dalry and the Glenkens	10
Strategic fit	5
Likelihood of securing capital funding	10
Extent to which option commemorates the Watsons	15
Community support	5
Stakeholder support	5
Economic impacts	3
Access for all	3
Impacts on other existing visitor projects	2
Social impacts	2
Environmental impacts	1
Clustering potential	1

Weighted Scores

Option Numbers	1	2	3	4	5	5a	6	7	8	9	10	11	12	13	14	15	16
Evidence of demand	30	40	50	40	30	60	30	100	70	70	40	50	90	70	90	10	70
Long term sustainability	60	100	60	80	120	120	200	160	200	200	100	100	140	140	100	40	100
Location (in proximity to Dalry)	100	100	100	100	100	100	100	0	0	40	100	50	90	70	70	70	70
Benefit Dalry & Glenkens	100	100	100	100	100	100	100	20	10	20	100	50	100	100	100	10	100
Strategic fit	5	10	10	5	5	5	15	10	20	25	5	5	15	15	25	15	35
Likelihood of securing capital funding	30	30	30	30	30	30	80	30	90	90	20	10	70	70	100	60	70
Extent to which the options commemorates the Watsons	150	90	105	135	90	135	135	135	135	75	120	135	135	120	105	30	90
Community support	50	50	50	50	50	50	35	0	15	15	25	0	35	35	50	10	30
Stakeholder support	5	5	5	5	5	5	40	15	50	50	5	5	20	20	50	20	30
Economic impacts	12	6	9	15	12	18	3	15	6	6	12	12	18	12	3	3	6
Access for all	3	3	3	27	12	27	27	27	18	27	24	27	27	27	27	27	27
Impacts on other existing visitor projects	14	0	14	14	12	14	8	12	10	10	14	14	14	14	4	14	14
Social impacts	4	4	12	12	4	12	10	4	4	4	6	6	10	6	20	4	4
Environmental impacts	4	4	4	4	4	4	4	14	4	4	4	4	4	4	4	8	4
Clustering potential	7	7	7	7	7	7	7	7	7	7	7	7	7	7	2	2	7
Total Weighted Score	574	549	559	624	581	687	794	549	639	643	582	475	775	710	750	323	657

Appraisal Criteria Explained

Evidence of Demand

High score – there is evidence of demand from strong and/or multiple markets

Low score – there is little evidence of demand

Long Term Sustainability

High score – the option appears likely to be financially sustainable in the long term

Low score – the option is unlikely to be financially sustainable in the long term, or would incur significant cost in becoming so

Location (in proximity to Dalry)

High score – located in Dalry

Low score – located some distance from Dalry

Benefit to Dalry & Glenkens

High score – project brings financial and other benefits to Dalry

Low score – project brings no or few financial and other benefits to Dalry

Strategic Fit

High score – Project fits well with existing strategies

Low score – No fit with current strategies

Likelihood of Securing Capital Funding

High score – the option appears to meet the funding criteria of potential funders

Low score – the option does not appear to meet funders criteria or there do not appear to be potential funders

Extent to which the Option Commemorates the Watsons

High score – the option gives a high profile to the work of Donald and Jeff Watson

Low score – the option gives a low profile to the work of Donald and Jeff Watson

Community Support

High score – there is evidence of strong support from people in Dalry

Low score – there is no evidence of support from local people, or they are against the option

Stakeholder Support

High score – there is evidence of strong support from stakeholders and businesses

Low score – there is no evidence of support from stakeholders and businesses

Economic Impacts

High score – the project will generate significant economic impacts

Low score – the project will not generate economic impacts

Access for All

High score – the project will be accessible to all

Low score – there are access issues which will be difficult to address

Impacts on Other Visitor Projects

High score – the project would compliment and support other visitor projects in the region

Low score – the project would conflict with or detract from other visitor projects in the region

Social Impacts

High score – the project will generate social benefits for the local community

Low score – there will be few social benefits for the local community

Environmental Impacts

High score – the project will deliver environmental benefits to the Glenkens or more generally

Low score – the project will not generate environmental benefits

Clustering Potential

High score – the project would fit into a cluster or could be the focus for business clustering

Low score – there are no obvious cluster benefits

Appraisal Workshop

Participants

Roger Crofts	Rachel Thompson
Steve Green	Caroline Pridham
Judith Bowles	Gordon Hill
Flora McDowell	Mike Kaye
David Devereaux	Maggie Kaye
Mary-Ann Smyth	Bryan Nelson
Chris Miles	Joan Howie
Richard Cunningham	Jean Maltman
Kathy Agnew	Andrew Case
Barbara Kelly	

Appraisal Scores

Developing or Up-grading Barone

1. Watson Bird Centre in Barone	(562)
2. Combined visitor centre, archive, study centre and offices in Barone	(445)
3. New build Watson Bird Centre on land at Barone	(328)
4. Archive, study centre, offices in Barone	(302)
5. Holiday accommodation for bird watchers	(300)

Barone as holiday accommodation and new build visitor centre on land at Barone (Not scored⁹)

Alternative Locations

1. Watson Bird Centre and Walkers Visitor Centre at Dalry	(190)
2. Exhibition and archive at Dalry Library	(150)
3. Watson Bird Centre at Kelton Mains Farm, Threave	(146)
4. New Build Watson Bird Centre at a new location	(136)
5. Permanent exhibition of Watson paintings at Threave	(111)
6. Watson interpretation at redeveloped Clatteringshaws	(53)

Other Methods

1. Annual Watson birding event	(377)
2. Watson birdwatching trail	(336)
3. Art project	(233)
4. Oral history, cataloguing, digitising & merchandising	(203)
5. Linking environmental records to tourism	(157)

⁹ The idea of combining Options 2 and 3 was proposed during the appraisal workshop and was therefore not tested by stakeholders

Other Comments

During Discussion

How will you estimate visitor figures?

Is risk there to sustain the place?

The key thing is what is the use of the 'thing'?

We should have a clear idea of the vision.

Commemorative and also to stimulate the younger generation to interest and action.

Celebration of the achievements of the Watsons we have to be clear about what they have achieved that is so exceptional.

What have they achieved that is unique and of national significance.

Someone who painted thousands of pictures and hardly any left in the house and someone who illustrates published bird books for forty years – powerful influence and there are the classic Poyser books – father and son have worked on same and different publications. These have reached out to other people and affected them. It is a resounding sense of achievement and we want people to achieve and this will be passed on to the students and young people of the village.

Inspiration.

Are you wanting to make a museum of this?

Agrees that the centre is Donald Watson's art and a celebration of this every year should take place.

In some respects that is going to be the most difficult bit because of the culture of people and we are really bad at recognising the achievement of it. We need to get people to be very proud right at the beginning.

It is difficult for the ordinary people to achieve – unique selling point is the Watsons what does it mean to the Dutch visitor?

Split the criteria to make more relevance – take community support to the top range of criteria. The benefits to Dalry – added to major criteria.

Want to attract more visitors and will be happy if we can achieve this through the Watson commemoration.

Clustering to bring those from Threave to come and see whatever is here.

Tourist authority only concentrates on the coast.

Make this the bird town to complete the picture of all the other towns with accolades.

The key thing is to link with the red kite trail within the Glenkens.

Authenticity is where they lived and created.

Unique selling point no one can take away is that he lived here.

Very important that this is recorded now as it is before it is lost or broken up

Really really important that it is at Barone – echoed by others murmuring

The art and environment – would prefer to see in new build.

New build must be in Dalry.

The house isn't practical.

Who is it you are catering for?

Offices and residence – new build on the other plot.

Unanimous that Barone and Dalry is essential.

Who are you trying to attract?

With a new build what would happen to the old one?

Can we have the two options?

Income for rent could provide money for other facilities.

Studio is it outside?

The studio is maybe interesting – how much of the art is available to be shown?

The family have a large collection between them and NTS Threave have a number.

Rutland Water Birdfair established 20 years ago with almost no funds. Volunteers help and it is a weekend event and draws in about 200,000 visitors over the weekend.

RSPB Vane Farm had an environmental fair for a few years but it got too big so they had to stop it. All these options can be combined.

Do the family have any income from the collection?

Cctv camera option – good attraction if we have something similar.

Environmental records aren't up to date.

There is a record and there are things that already exist and that's just one. We must make the most of the opportunities not put something in then try to fill it.

Dalry has a number of interesting historical facets – is it sensible to try to put all the treasures under one roof.

Appraisal Criteria

Rank order of importance

- Evidence of demand
- Likely viability
- Long term sustainability
- Location (in proximity to Dalry)
- Benefit Dalry & The Glenkens
- Difficulty level
- Project manager
- Strategic fit
- Extent to which the options commemorates the Watsons
- Likelihood of securing capital funding
- Stakeholder support
- Economic impacts
- Access for all
- Impacts on other existing visitor projects
- Impacts on proposed visitor projects
- Social impacts
- Environmental impacts
- Purpose
- Clustering potential
- Authenticity

Vision

- Celebrate
- Commemorate
- Enthuse/influence future generations
- Celebrate achievements
- Challenge
- Inspire
- Evidence – project – inspiration – art
- Thousands of paintings – wide distribution
- Published widely for forty years
- Captured imagination

APPENDIX 5: FINANCIAL DETAILS

Building Refurbishment and Construction Cost Estimates

New Build Option

	230m ²	270m ²	290m ²
Proposed new build, 2 storey purpose designed centre to high BREEAM specification @ £2,400/m ²	£599,200	£652,800	£698,400
New road access to Main Street, as per Roads Department requirements	£24,000	£24,000	£24,000
General external works, grasscrete parking areas, DDA parking area, access, footpaths etc.	£100,000	£100,000	£100,000
Drainage; foul, surface water and SUDS system	£45,000	£45,000	£45,000
Services/Statutory Authorities	£12,000	£12,000	£12,000
Landscaping and nature trail allowance	£30,000	£30,000	£30,000
	£810,200	£863,800	£909,400
Preliminaries/General Conditions	£81,000	£86,000	£90,000
	£891,200	£949,800	£999,000
Contingencies	£30,900	£30,900	£30,900
Option One (New Build) Budget Cost Total	£922,100	£980,700	£1,029,900

Note: The above figures are exclusive of abnormal foundations, loose furniture, loose floor finishes, equipment and fittings, Professional fees, Building Warrant and Planning fees and VAT.

McGowan Miller Partnership
Chartered Surveyors
Amended by Bowles Green Limited
9th December, 2009

Barone Option

Proposed refurbishment and upgrading of existing detached one and half storey building with single storey rear extensions. Substantial upgrading and alterations required to form proposed centre.

Assumed net internal area abstracted from Allied Surveyors report 09/10/09, 275 m2, less external walling allowance (say)	250 m2 x £1,600.00	£	400,000.00
New road access to Main Street (car parking access) as per Road Departments requirements		£	24,000.00
General external works, grasscrete parking areas, DDA parking area, upgrade existing access, footpaths etc.		£	90,000.00
Upgrade existing drainage systems, foul, surface water		£	25,000.00
Services/Statutory Authorities, alterations		£	6,000.00
Landscaping and nature trail allowance		£	<u>30,000.00</u>
		£	575,000.00
Preliminaries/General Conditions		£	<u>86,250.00</u>
		£	661,250.00
Contingencies		£	<u>39,750.00</u>
Option Two (Refurbishment of Existing Building)		£	701,000.00
Budget Cost Total			<u><u>701,000.00</u></u>

Note: The above figures are exclusive of loose furniture, loose floor finishes, equipment and fittings, Professional fees, Building Warrant and Planning fees and VAT.

McGowan Miller Partnership
Chartered Surveyors

9th December, 2009

Financial Models:

Financial Model for New Build Option

Attraction Visit Numbers	Level Projection	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<i>Low Projection</i>												
Local residents	500		350	450	550	500	508	515	523	530	538	545
Day visitors	1500		1050	1350	1650	1500	1523	1545	1568	1590	1613	1635
Tourists	6000		4200	5400	6600	6000	6090	6180	6270	6360	6450	6540
Education	300		210	270	330	300	305	309	314	318	323	327
Groups	700		490	630	770	700	711	721	732	742	753	763
Special interest	6000		4200	5400	6600	6000	6090	6180	6270	6360	6450	6540
Total	15000		10500	13500	16500	15000	15225	15450	15675	15900	16125	16350
<i>Medium Projection</i>												
Local residents	500		350	450	550	500	508	515	523	530	538	545
Day visitors	2250		1575	2025	2475	2250	2284	2318	2351	2385	2419	2453
Tourists	9875		6913	8888	10863	9875	10023	10171	10319	10468	10616	10764
Education	375		263	338	413	375	381	386	392	398	403	409
Groups	1000		700	900	1100	1000	1015	1030	1045	1060	1075	1090
Special interest	6000		4200	5400	6600	6000	6090	6180	6270	6360	6450	6540
Total	20000		14000	18000	22000	20000	20300	20600	20900	21200	21500	21800
<i>High Projection</i>												
Local residents	900		630	810	990	900	914	927	941	954	968	981
Day visitors	3000		2100	2700	3300	3000	3045	3090	3135	3180	3225	3270
Tourists	13250		9275	11925	14575	13250	13449	13648	13846	14045	14244	14443
Education	570		399	513	627	570	579	587	596	604	613	621
Groups	1280		896	1152	1408	1280	1299	1318	1338	1357	1376	1395
Special interest	6000		4200	5400	6600	6000	6090	6180	6270	6360	6450	6540
Total	25000		17500	22500	27500	25000	25375	25750	26125	26500	26875	27250
<i>Growth Profile</i>												
			70%	90%	110%	100%	101.50%	103%	104.50%	106%	107.50%	109%

*Watson Bird Centre and Celebration: Scoping and Feasibility Study
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<i>Low Projection Admission Profile</i>											
Total Adult Attraction Visits	35%	3675	4725	5775	5250	5329	5408	5486	5565	5644	5723
Total Adult Group Visits	20%	2100	2700	3300	3000	3045	3090	3135	3180	3225	3270
Total Concessions	24%	2520	3240	3960	3600	3654	3708	3762	3816	3870	3924
Total Child Attraction Visits	21%	2205	2835	3465	3150	3197	3245	3292	3339	3386	3434
<i>Medium Projection Admission Profile</i>											
Total Adult Attraction Visits	35%	4900	6300	7700	7000	7105	7210	7315	7420	7525	7630
Total Adult Group Visits	20%	2800	3600	4400	4000	4060	4120	4180	4240	4300	4360
Total Concessions	24%	3360	4320	5280	4800	4872	4944	5016	5088	5160	5232
Total Child Attraction Visits	21%	2940	3780	4620	4200	4263	4326	4389	4452	4515	4578
<i>High Projection Admission Profile</i>											
Total Adult Attraction Visits	35%	6125	7875	9625	8750	8881	9013	9144	9275	9406	9538
Total Adult Group Visits	20%	3500	4500	5500	5000	5075	5150	5225	5300	5375	5450
Total Concessions	24%	4200	5400	6600	6000	6090	6180	6270	6360	6450	6540
Total Child Attraction Visits	21%	3675	4725	5775	5250	5329	5408	5486	5565	5644	5723
VISITOR ATTRACTION INCOME											
<i>Visitor Attraction Income Estimate</i>											
Adult Admission	£4	£4	£4	£4	£4	£4	£4	£4	£4	£4	£4
Adult Group Admission	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40
Concession Admission	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40	£3.40
Child Admission	£2.80	£2.80	£2.80	£2.80	£2.80	£2.80	£2.80	£2.80	£2.80	£2.80	£2.80
Average Retail Spend	£1.75	£1.75	£1.75	£1.75	£1.75	£1.75	£1.75	£1.75	£1.75	£1.75	£1.75
Average Catering Spend	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50
Retail Nett Profitability	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Catering Profitability	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%

*Watson Bird Centre and Celebration: Scoping and Feasibility Study
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<i>Low Income Projection</i>												
Adult Admission Income			£14,700	£18,900	£23,100	£21,000	£21,315	£21,630	£21,945	£22,260	£22,575	£22,890
Adult Group Admission Income			£7,140	£9,180	£11,220	£10,200	£10,353	£10,506	£10,659	£10,812	£10,965	£11,118
Concession Admission Income			£8,568	£11,016	£13,464	£12,240	£12,424	£12,607	£12,791	£12,974	£13,158	£13,342
Child Admission Income			£6,174	£7,938	£9,702	£8,820	£8,952	£9,085	£9,217	£9,349	£9,482	£9,614
Retail Profit			£8,269	£10,631	£12,994	£11,813	£11,990	£12,167	£12,344	£12,521	£12,698	£12,876
Catering Profit			£9,450	£12,150	£14,850	£13,500	£13,703	£13,905	£14,108	£14,310	£14,513	£14,715
Total Attraction Income			£54,301	£69,815	£85,330	£77,573	£78,736	£79,900	£81,063	£82,227	£83,390	£84,554
<i>Medium Income Projection</i>												
Adult Admission Income			£19,600	£25,200	£30,800	£28,000	£28,420	£28,840	£29,260	£29,680	£30,100	£30,520
Adult Group Admission Income			£9,520	£12,240	£14,960	£13,600	£13,804	£14,008	£14,212	£14,416	£14,620	£14,824
Concession Admission Income			£11,424	£14,688	£17,952	£16,320	£16,565	£16,810	£17,054	£17,299	£17,544	£17,789
Child Admission Income			£8,232	£10,584	£12,936	£11,760	£11,936	£12,113	£12,289	£12,466	£12,642	£12,818
Retail Profit			£11,025	£14,175	£17,325	£15,750	£15,986	£16,223	£16,459	£16,695	£16,931	£17,168
Catering Profit			£12,600	£16,200	£19,800	£18,000	£18,270	£18,540	£18,810	£19,080	£19,350	£19,620
Total Admission Income			£72,401	£93,087	£113,773	£103,430	£104,981	£106,533	£108,084	£109,636	£111,187	£112,739
<i>High Income Projection</i>												
Adult Admission Income			£24,500	£31,500	£38,500	£35,000	£35,525	£36,050	£36,575	£37,100	£37,625	£38,150
Adult Group Admission Income			£11,900	£15,300	£18,700	£17,000	£17,255	£17,510	£17,765	£18,020	£18,275	£18,530
Concession Admission Income			£14,280	£18,360	£22,440	£20,400	£20,706	£21,012	£21,318	£21,624	£21,930	£22,236
Child Admission Income			£10,290	£13,230	£16,170	£14,700	£14,921	£15,141	£15,362	£15,582	£15,803	£16,023
Retail Profit			£13,781	£17,719	£21,656	£19,688	£19,983	£20,278	£20,573	£20,869	£21,164	£21,459
Catering Profit			£15,750	£20,250	£24,750	£22,500	£22,838	£23,175	£23,513	£23,850	£24,188	£24,525
Total Admission Income			£90,501	£116,359	£142,216	£129,288	£131,227	£133,166	£135,105	£137,045	£138,984	£140,923
<i>Functions</i>												
Number			10	15	20	25	25	25	25	25	25	25
Average Rental per function	£75		£75	£75	£75	£75	£75	£75	£75	£75	£75	£75
Average catering profit per function	£100		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100
			£1,750	£2,625	£3,500	£4,375	£4,375	£4,375	£4,375	£4,375	£4,375	£4,375

*Watson Bird Centre and Celebration: Scoping and Feasibility Study
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<i>Office Rental</i>												
Space rented	28m ²		28	28	28	28	28	28	28	28	28	28
Rent per m ²	£100		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100
Total rental Income			£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800
<i>COSTS</i>												
<i>Salaries</i>												
Manager	£30,000	£5,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000
Operations assistants	£16,000	£667	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000
Catering supervisor	£15,000	£2,500	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000
Catering assistants (2)	£8,000	£333	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000
Handyman/grounds maintenance	£5,000		£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000
Cleaner	£2,500		£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500
Holiday cover	£5,000		£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000
Salaries total		£8,500	£81,500	£81,500	£81,500	£81,500	£81,500	£81,500	£81,500	£81,500	£81,500	£81,500
NI	9%	£765	£7,335	£7,335	£7,335	£7,335	£7,335	£7,335	£7,335	£7,335	£7,335	£7,335
Total staff cost		£9,265	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835	£88,835
<i>Running Costs</i>												
Rates	£10,000	£1,667	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000
Water	£1,000	£167	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Electricity	£1,000	£167	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Garden costs	£1,000	£0	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Equipment Purchases	£1,000	£0	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Equipment Maintenance	£500	£0	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500
Communications	£500	£83	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500
Consumables	£1,000	£167	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Marketing	£15,000	£7,500	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000
Miscellaneous	£2,500	£417	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500
Recruitment		£2,500	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total running costs		£10,167	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500	£33,500

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Total Costs		£19,432	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335	£122,335
OUT TURN													
Low visit projection: year		-£19,432	-£63,484	-£47,095	-£30,705	-£37,588	-£36,424	-£35,260	-£34,097	-£32,933	-£31,770	-£30,606	-£30,606
cumulative		-£19,432	-£82,916	-£130,011	-£160,716	-£198,303	-£234,727	-£269,988	-£304,084	-£337,018	-£368,787	-£399,393	-£399,393
Medium visit projection: year		-£19,432	-£45,384	-£23,823	-£2,262	-£11,730	-£10,179	-£8,627	-£7,076	-£5,524	-£3,973	-£2,421	-£2,421
Cumulative		-£19,432	-£64,816	-£88,639	-£90,901	-£102,631	-£112,809	-£121,436	-£128,512	-£134,036	-£138,009	-£140,430	-£140,430
High visit projection: year		-£19,432	-£27,284	-£551	£26,181	£14,128	£16,067	£18,006	£19,945	£21,885	£23,824	£25,763	£25,763
Cumulative		-£19,432	-£46,715	-£47,267	-£21,085	-£6,958	£9,109	£27,115	£47,060	£68,945	£92,769	£118,533	£118,533

Financial Model for Barone Option

VISITOR ATTRACTION ADMISSIONS												
<i>Attraction Visit Numbers</i>	<i>Level Projection</i>	<i>Year 0</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>	<i>Year 6</i>	<i>Year 7</i>	<i>Year 8</i>	<i>Year 9</i>	<i>Year 10</i>
<i>Low Projection</i>												
Local residents	0	0	0	0	0	0	0	0	0	0	0	0
Day visitors	740	518	666	814	740	751	762	773	784	796	807	
Tourists	3230	2261	2907	3553	3230	3278	3327	3375	3424	3472	3521	
Education	150	105	135	165	150	152	155	157	159	161	164	
Groups	300	210	270	330	300	305	309	314	318	323	327	
Special interest	2000	1400	1800	2200	2000	2030	2060	2090	2120	2150	2180	
Total	6420	4494	5778	7062	6420	6516.3	6612.6	6708.9	6805.2	6901.5	6997.8	
<i>Medium Projection</i>												
Local residents	0	0	0	0	0	0	0	0	0	0	0	0
Day visitors	1500	1050	1350	1650	1500	1523	1545	1568	1590	1613	1635	
Tourists	4850	3395	4365	5335	4850	4923	4996	5068	5141	5214	5287	
Education	300	210	270	330	300	305	309	314	318	323	327	
Groups	430	301	387	473	430	436	443	449	456	462	469	
Special interest	2000	1400	1800	2200	2000	2030	2060	2090	2120	2150	2180	
Total	9080	6356	8172	9988	9080	9216.2	9352.4	9488.6	9624.8	9761	9897.2	
<i>High Projection</i>												
Local residents	0	0	0	0	0	0	0	0	0	0	0	0
Day visitors	2200	1540	1980	2420	2200	2233	2266	2299	2332	2365	2398	
Tourists	6464	4525	5818	7110	6464	6561	6658	6755	6852	6949	7046	
Education	450	315	405	495	450	457	464	470	477	484	491	
Groups	550	385	495	605	550	558	567	575	583	591	600	
Special interest	2000	1400	1800	2200	2000	2030	2060	2090	2120	2150	2180	
Total	11664	8164.8	10497.6	12830.4	11664	11839	12013.92	12188.88	12363.84	12538.8	12713.76	
<i>Growth Profile</i>												
			70%	90%	110%	100%	101.50%	103%	104.50%	106%	107.50%	109%

<i>Low Projection Admission Profile</i>												
Total Adult Attraction Visits	35%	1573	2022	2472	2247	2281	2314	2348	2382	2416	2449	
Total Adult Group Visits	20%	899	1156	1412	1284	1303	1323	1342	1361	1380	1400	
Total Concessions	24%	1079	1387	1695	1541	1564	1587	1610	1633	1656	1679	
Total Child Attraction Visits	21%	944	1213	1483	1348	1368	1389	1409	1429	1449	1470	
<i>Medium Projection Admission Profile</i>												
Total Adult Attraction Visits	35%	2225	2860	3496	3178	3226	3273	3321	3369	3416	3464	
Total Adult Group Visits	20%	1271	1634	1998	1816	1843	1870	1898	1925	1952	1979	
Total Concessions	24%	1525	1961	2397	2179	2212	2245	2277	2310	2343	2375	
Total Child Attraction Visits	21%	1335	1716	2097	1907	1935	1964	1993	2021	2050	2078	
<i>High Projection Admission Profile</i>												
Total Adult Attraction Visits	35%	2858	3674	4491	4082	4144	4205	4266	4327	4389	4450	
Total Adult Group Visits	20%	1633	2100	2566	2333	2368	2403	2438	2473	2508	2543	
Total Concessions	24%	1960	2519	3079	2799	2841	2883	2925	2967	3009	3051	
Total Child Attraction Visits	21%	1715	2204	2694	2449	2486	2523	2560	2596	2633	2670	
VISITOR ATTRACTION INCOME												
<i>Visitor Attraction Income Estimate</i>												
Adult Admission	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	
Adult Group Admission	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	
Concession Admission	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	£2.98	
Child Admission	£2.45	£2.45	£2.45	£2.45	£2.45	£2.45	£2.45	£2.45	£2.45	£2.45	£2.45	
Average Retail Spend	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	
Average Catering Spend	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
Retail Nett Profitability	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	
Catering Profitability	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	
<i>Low Income Projection</i>												

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Adult Admission Income			£5,505	£7,078	£8,651	£7,865	£7,982	£8,100	£8,218	£8,336	£8,454	£8,572
Adult Group Admission Income			£2,674	£3,438	£4,202	£3,820	£3,877	£3,934	£3,992	£4,049	£4,106	£4,164
Concession Admission Income			£3,209	£4,125	£5,042	£4,584	£4,653	£4,721	£4,790	£4,859	£4,928	£4,996
Child Admission Income			£2,312	£2,973	£3,633	£3,303	£3,353	£3,402	£3,452	£3,501	£3,551	£3,600
Retail Profit			£2,022	£2,600	£3,178	£2,889	£2,932	£2,976	£3,019	£3,062	£3,106	£3,149
Catering Profit			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Attraction Income			£15,722	£20,214	£24,706	£22,460	£22,797	£23,134	£23,471	£23,808	£24,145	£24,482
<i>Medium Income Projection</i>												
Adult Admission Income			£7,786	£10,011	£12,235	£11,123	£11,290	£11,457	£11,624	£11,790	£11,957	£12,124
Adult Group Admission Income			£3,782	£4,862	£5,943	£5,403	£5,484	£5,565	£5,646	£5,727	£5,808	£5,889
Concession Admission Income			£4,538	£5,835	£7,131	£6,483	£6,580	£6,678	£6,775	£6,872	£6,969	£7,067
Child Admission Income			£3,270	£4,204	£5,139	£4,672	£4,742	£4,812	£4,882	£4,952	£5,022	£5,092
Retail Profit			£2,860	£3,677	£4,495	£4,086	£4,147	£4,209	£4,270	£4,331	£4,392	£4,454
Catering Profit			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Admission Income			£22,236	£28,590	£34,943	£31,766	£32,243	£32,719	£33,196	£33,672	£34,149	£34,625
<i>High Income Projection</i>												
Adult Admission Income			£10,002	£12,860	£15,717	£14,288	£14,503	£14,717	£14,931	£15,146	£15,360	£15,574
Adult Group Admission Income			£4,858	£6,246	£7,634	£6,940	£7,044	£7,148	£7,252	£7,356	£7,461	£7,565
Concession Admission Income			£5,830	£7,495	£9,161	£8,328	£8,453	£8,578	£8,703	£8,828	£8,953	£9,078
Child Admission Income			£4,201	£5,401	£6,601	£6,001	£6,091	£6,181	£6,271	£6,361	£6,451	£6,541
Retail Profit			£3,674	£4,724	£5,774	£5,249	£5,328	£5,406	£5,485	£5,564	£5,642	£5,721
Catering Profit			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Admission Income			£28,565	£36,726	£44,887	£40,807	£41,419	£42,031	£42,643	£43,255	£43,867	£44,479
OTHER INCOME												
<i>Functions</i>												
Number			5	5	10	10	10	15	15	15	15	20
Average Rental per function	£75		£75	£75	£75	£75	£75	£75	£75	£75	£75	£75
Average catering profit per function	£0		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total functions income			£375	£375	£750	£750	£750	£1,125	£1,125	£1,125	£1,125	£1,500
<i>Office Rental</i>												

*Watson Bird Centre and Celebration: Scoping and Feasibility Study
Consultants' Report: December 2009*

Space rented	28m ²		28	28	28	28	28	28	28	28	28	28
Rent per m ²	£100		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100
Total rental Income			£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800	£2,800
<i>COSTS</i>												
<i>Salaries</i>												
Manager	£20,000	£3,333	£20,000	£20,000	£20,000	£20,000	£20,000	£20,000	£20,000	£20,000	£20,000	£20,000
Operations assistant	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Catering supervisor	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Catering assistants (2)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Handyman/grounds maintenance	£0		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Cleaner	£2,500		£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500
Holiday cover	£1,000		£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Salaries total		£3,333	£23,500	£23,500	£23,500	£23,500	£23,500	£23,500	£23,500	£23,500	£23,500	£23,500
NI	9%	£300	£2,115	£2,115	£2,115	£2,115	£2,115	£2,115	£2,115	£2,115	£2,115	£2,115
Total staff cost		£3,633	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615	£25,615
<i>Running Costs</i>												
Rates	£5,000	£833	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000
Water	£1,000	£167	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Electricity	£1,500	£250	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,000
Garden costs	£1,000	£0	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Equipment Purchases	£1,000	£0	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Equipment Maintenance	£500	£0	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500
Communications	£500	£83	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500
Consumables	£500	£83	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500
Marketing	£5,000	£2,500	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000
Miscellaneous	£1,000	£167	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
Recruitment		£2,500	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total running costs		£4,083	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£17,000	£16,500
Total Costs		£7,717	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,615	£42,115
<i>OUT TURN</i>												

*Watson Bird Centre and Celebration: Scoping and Feasibility Study
Consultants' Report: December 2009*

Low visit projection year		-£7,717	-£23,718	-£19,226	-£14,359	-£16,605	-£16,268	-£15,556	-£15,219	-£14,882	-£14,545	-£13,333
Low visit projection cumulative		-£7,717	-£31,434	-£50,660	-£65,019	-£81,623	-£97,891	-£113,447	-£128,666	-£143,548	-£158,093	-£171,426
Medium visit projection year		-£7,717	-£17,204	-£10,850	-£4,122	-£7,299	-£6,822	-£5,971	-£5,494	-£5,018	-£4,541	-£3,190
Medium visit projection cumulative		-£7,717	-£24,920	-£35,770	-£39,892	-£47,191	-£54,013	-£59,984	-£65,478	-£70,496	-£75,037	-£78,226
High visit projection year		-£7,717	-£10,875	-£2,714	£5,822	£1,742	£2,354	£3,341	£3,953	£4,565	£5,177	£6,664
High visit projection cumulative		-£7,717	-£18,592	-£21,306	-£15,484	-£13,743	-£11,389	-£8,048	-£4,096	£469	£5,646	£12,310

Financial Model Assumptions

1. Year 0 is the year before opening. Subsequent years begin from the day of opening.
2. The estimates for number of visits by different market segments are based on the visitor number projections described in Section 6 of the report.
3. The annual change in visitor numbers is based on a projected 'growth profile'. This is based on experience of the growth curve at other new attractions. In this case it consists of three years of strong growth followed by a fallback to the projected (levelled off) projection shown in Section 6. This is followed by slow growth as the attraction becomes established. In reality, this curve will be affected by a range of external factors.
4. The profile of different admission cost categories is based on similar profiles at other attractions.
5. The discounted admission prices for groups, concessions and children are based on actual differentials between these prices at other attractions.
6. The admission price is based on the consultants' estimate of what is a reasonable price for the attraction concept envisaged.
7. Retail spend is based on actual retail spend from other attractions. Our estimate for the Barone Option is a consultants' estimate taking account of a reduced retail facility.
8. Catering spend is based on average spend at other attractions.
9. Retail profitability is based on performance at other attraction shops; the reduced profitability for the Barone Option takes account of less space and supervision which reduces the opportunity to stock high value products.
10. Catering profitability is based on actual performance from other attractions.
11. Functions revenue is a consultants' estimate of the likely number of private and corporate functions that could be attracted each year.
12. Functions catering profit is a consultants' estimate, based on their experience of other attraction catering operations.
13. Rental value is based on an analysis of available office space rental values in the region.
14. The manager post for the New Build Option assumes the individual will have experience of attraction operations, marketing and retail and will take responsibility for these functions.
15. The manager for the Barone Option will have less experience and hours are likely to be less given the nature of the attraction.
16. The New Build option assumes two part-time operation assistants, so that a minimum two people are on site at all times.
17. The Barone Option assumes that the operations assistant posts will be filled by volunteers.
18. The handyman/grounds management for the New Build Option is a part time post and would fulfil a weekly/monthly/annual maintenance regime as well as dealing with unforeseen problems/breakages, etc.
19. In the Barone Option, the handyman/grounds maintenance role is fulfilled by volunteers and from the miscellaneous budget line.
20. Staff and office occupants would be responsible for general tidying and cleaning of their own work areas and toilets. The cleaner cost shown is based on 2 x 4 hour cleans per week.
21. Holiday cover is an estimate for 4 weeks casual cover for the staff in each option.
22. National Insurance is estimated at 9%.
23. Rates assume a charities discount from the local authority.
24. Water and electricity costs are based on payments at other attractions.
25. Garden costs assume maintenance and replacement of nature trail installations to maintain on-going interest.
26. Equipment purchases in a consultants' estimate.
27. Communications assumes a contract including web access, telephone and fax.
28. Consumables include stationery, additional office equipment, etc.

29. Marketing is to cover all such activity. The budget would need to be increased for higher visit projections.
30. Recruitment costs are estimated.
31. Year 0 costs are calculated as follows
 - a. Manager – 2 months of annual salary
 - b. Operations assistants – 2 weeks of annual salary
 - c. Catering supervisor – 1 month of annual salary
 - d. Catering assistants – one week of annual salary
 - e. Rates, water and electricity – 2 months of annual cost
 - f. Communications and consumables – 2 months of annual estimate
 - g. Recruitment – consultants' estimate

APPENDIX 6: WATSON BIRD FAIR FINANCIAL MODEL

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Visits	2,500	5,000	7,500	8,500	9,500	10,000	10,000	10,000	10,000	10,000
Exhibitors	50	60	70	80	90	100	110	120	120	120
Visitor Tickets	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10
Exhibitor Fees	£200	£200	£250	£250	£300	£300	£300	£300	£300	£300
Catering spend	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00
Catering concession	20%	20%	20%	20%	20%	25%	25%	25%	25%	25%
Advertising	£2,500	£5,000	£7,500	£8,500	£9,500	£10,000	£10,000	£10,000	£10,000	£10,000
Sponsorship (prizes)	£2,000	£3,000	£4,000	£5,000	£4,000	£5,000	£4,000	£5,000	£4,000	£5,000
Sponsorship (lectures)	£1,000	£1,500	£2,000	£2,500	£3,000	£3,500	£3,500	£3,500	£3,500	£3,500
Revenue										
Ticket revenue	£25,000	£50,000	£75,000	£85,000	£95,000	£100,000	£100,000	£100,000	£100,000	£100,000
Exhibitor revenue	£10,000	£12,000	£17,500	£20,000	£27,000	£30,000	£33,000	£36,000	£36,000	£36,000
Concession revenue	£2,500	£5,000	£7,500	£8,500	£9,500	£12,500	£12,500	£12,500	£12,500	£12,500
Ad revenue	£2,500	£5,000	£7,500	£8,500	£9,500	£10,000	£10,000	£10,000	£10,000	£10,000
Sponsor revenue	£3,000	£4,500	£6,000	£7,500	£7,000	£8,500	£7,500	£8,500	£7,500	£8,500
Total revenue	£43,000	£76,500	£113,500	£129,500	£148,000	£161,000	£163,000	£167,000	£166,000	£167,000
Costs										
Venue hire	£1,000	£2,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000
Marquee hire	£0	£0	£5,000	£5,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000
Equipment hire	£5,000	£7,500	£8,000	£9,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000
Power			£1,000	£1,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000
Publicity	£20,000	£15,000	£15,000	£15,000	£15,000	£10,000	£10,000	£10,000	£10,000	£10,000
Ticketing	£500	£600	£875	£1,000	£1,350	£1,500	£1,650	£1,800	£1,800	£1,800
Event organiser	£8,600	£15,300	£22,700	£25,900	£29,600	£32,200	£32,600	£33,400	£33,200	£33,400
Insurance	£3,225	£5,738	£8,513	£9,713	£11,100	£12,075	£12,225	£12,525	£12,450	£12,525
Security	£2,150	£3,825	£5,675	£6,475	£7,400	£8,050	£8,150	£8,350	£8,300	£8,350
Prize costs	£2,000	£3,000	£4,000	£5,000	£4,000	£5,000	£4,000	£5,000	£4,000	£5,000
Total costs	£42,475	£52,963	£75,763	£83,088	£95,450	£95,825	£95,625	£98,075	£96,750	£98,075

APPENDIX 7: LAYOUT CONCEPTS



