

ST ANDREWS BOTANIC GARDEN

OUTLINE BUSINESS PLAN

BOTANIC GARDEN STEERING GROUP

FRIENDS OF ST ANDREWS BOTANIC GARDEN

MAY 2013

EXECUTIVE SUMMARY

1. St Andrews Botanic Garden (hereafter the Garden) has developed over a 124 year period for science, education, and public outreach. The wide ranging education programmes for all age groups are widely acclaimed and in Scotland are second only to the Royal Botanic Garden Edinburgh.
2. The Garden is owned by the University of St Andrews (hereafter the University) and has been funded and operated by the Fife Council since 1987 with community engagement and support through the Friends of the St Andrews Botanic Garden (hereafter the Friends). At this time, we propose the establishment of a St Andrews Botanic Garden Trust (hereafter the Trust) to manage the Garden in the future.
3. Visit Scotland awarded the Garden a 4 star rating in 2011 and 2012 for its biodiversity, educational expertise, ambience, exciting landscape and its welcoming staff.
4. The area of land occupied by the Garden was referenced as "Protected Open Space" by Fife Council in the St Andrews area Local Plan agreed in 2012.
5. For planning and budgeting purposes this Outline Business Plan is based on a 10 year business planning cycle. Years 1 and 2 are a period of consolidation mainly involving the setting up of a Trust to oversee the operation of the Garden; the appointment of an Executive Director to manage and develop a strategy for the Garden and for the Trust and Executive Director to work together to review the existing operation and to implement a strategy for the longer term viability of the Garden. Outwith the operation of the Garden and education provision the main focus will be fund-raising for future years. It will be essential that there is no reduction in core funding from Fife Council during years 1 and 2 while the initial steps towards sustainability on reduced funding are taken.
6. Years 3 to 5 will involve the development of various parts of the Garden to increase the visitor income and expand the education provision, which in turn will provide a stable financial base for the operation of the Garden in years 6 to 10.
7. The long term aim is to concentrate the public/activity areas and buildings in a cluster around the entrance from the car park and to consider the sale of a 1 hectare (2.5 acre) site for development to create an endowment fund which will contribute to annual income.
8. The Business Plan is based on a reduction in funding from Fife Council, a major community fund-raising effort by the Friends, and co-ordination of around 100 Friends volunteers to support the Trust in its operation and management of the facility throughout the 10 year business cycle.
9. The Business Plan is not without some risks. It will take time for the new Trust to be formed, appoint an Executive Director and become operational. It is essential that in the set up and transition stage that there is the full involvement of Fife Council, the University and the Friends which is characterised by commitment to work in partnership with good communication and co-operation. There are still many significant issues to be worked through which include, for example, the terms of a lease between the University and the Trust and the arrangements and costs for any transfer of any staff from Fife Council to the Trust. Putting in place some form of joint group or committee with appropriate membership will provide the leadership and drive necessary to meet timescales.
10. It will also take time for the work of the new Trust to bear fruit in terms of increased revenue streams and in the meantime there will be a need for capital investment and the financial security to continue to meet the running costs of the Garden and in particular the salaries of Garden staff employed by the Trust. Without the continued support of Fife Council the financial risks will be significant.
11. The most significant risk to all parties concerned would be to do nothing and see an exceptional botanic garden close.

1. Principal Activity

St Andrews Botanic Garden (hereafter the Garden) was founded in 1889 by the University of St Andrews (hereafter the University) and has developed on its present site since 1960. The Garden has been operated by Fife Council under lease from the University since 1987. The Garden adds significantly to the amenity of St Andrews and was granted a Visit Scotland 4* Award in 2011 and 2012. The principal activity of the Garden will be to build upon the existing resource in the provision of an educational and recreational botanic garden facility in St Andrews.

2. Location

The 7.28 hectare Garden is situated within a ten minute walk from the centre of St Andrews. It is on a town bus route. There is vehicular and pedestrian access from The Canongate and additional pedestrian access on the Viaduct Walk.

3. Objectives

The primary objectives are:

- o to welcome and encourage members of the public of all ages to visit the Garden for enjoyment and education about plants, their biology, and cultivation
- o to advance the education and awareness of the public, particularly children, in biodiversity, horticulture, botany and the environment through the provision of classes, workshops, short courses, out-reach programmes, publications, participating opportunities and other media promotion
- o to maintain, display and develop significant collections of named living plants and related objects available to all for reference and study
- o to provide an academic and scientific resource for the University
- o to contribute to botanical networks and research initiatives on plants, their environment, biodiversity and conservation, with particular reference to native flora of Scotland and the specialist living collections of the Garden.

4. Governance and Management

The St Andrews Botanic Garden is owned by the University and the governance and management of the Garden will be overseen by a St Andrews Botanic Garden Trust (hereafter the Trust) and Board Members (Directors). The Trust will be built upon a partnership involving the University (land-owner), Fife Council (major funder), and the Friends of St Andrews Botanic Garden (hereafter the Friends) (community engagement). The Trust will provide strategic leadership and monitor the operation of the garden in the areas of:

- Finance and business planning
- Fundraising
- Commercial and sales activities (including catering)
- Staff
- Marketing and communications
- Educational programmes
- Maintenance and development of plant collections
- Maintenance and use of buildings and garden site
- Public facilities
- Health and safety.

It is proposed that the garden facilities will be leased from the University to the Trust and that partial core funding will be provided by Fife Council. The terms of the lease should be

set to enable the Trust to bid for Lottery and other sources of public funding. The Trust will seek charitable status and will therefore attract rating relief, VAT savings and other benefits which will be reinvested by the Trust in maintaining and developing the garden for the benefit of the wider community.

The operation of the Garden will be led by its Vision, Mission, Purpose and Values.

5. Vision

To be among the best botanic gardens in Scotland in the provision of a living plant collection for research, education, and public understanding of plant diversity and conservation.

6. Mission

To continue to provide and enhance a major public attraction in St Andrews; a botanic garden, internationally recognised for its landscape, created habitats and plant collections, that offers all visitors enjoyment, high quality experience of the natural world, biodiversity, education and conservation awareness which will inspire, stimulate and educate all visitors.

7. Purpose

- o Providing visitors with the very best in botanical experience
- o Education of people of all ages in biodiversity, the environment and conservation, and particularly the world of plants
- o Working with other community organisations to develop facilities
- o Further promoting the garden as a venue for tourism
- o Encouraging everyone to enjoy and get involved in the botanic garden
- o Presenting as wide a range as possible of botanical species
- o Continuing to maintain and develop specific botanical collections
- o Providing an academic and scientific resource for the University
- o Contributing to botanical networks and research initiatives
- o Raising the public awareness of the Garden in St Andrews and beyond.

8. Values

- o The Garden is botanically led and visitor focussed
- o The Garden provides equal access and opportunity to all
- o The Garden focuses on quality, education and sustainability
- o The Garden works in partnership for maximum benefit
- o The Garden values its employees, treats them with respect and applies enthusiasm and energy to its work.

9. Garden Operations

The operational delivery of the work of the Garden will be led by an Executive Director who will manage the various functions of the organisation set out in Section 4 Governance and Management above.

However it is widely recognised that there will be a significant transitional challenge to move the Garden from its current operating model to one that will be financially sustainable in both the short and long term. A key element of this will be to increase visitor numbers and thus public support and engagement.

A detailed survey was undertaken by the Friends in 2010 to capture the views of visitors about their current and future motivation for visiting the Garden. The comprehensive report captures many suggestions and ideas that could be developed to enhance what the garden has

to offer but the key messages are around the desire for a cafe and children's play area. 180 of 299 respondents claimed that they would visit the Garden more if there was a café, and there is strong support from younger visitors for a children's play area that is in keeping with the spirit and mission of the Garden.

Any new developments will be built using sustainable technology wherever possible. To increase visitor income/numbers and improve the quality of their experience while maintaining the education programmes various alterations will require to be made to the layout of the current Garden site together with the provision of new facilities and new services. The main considerations in this regard are as follows in no particular order of priority:

- Easier access from St Andrews town centre and improved signage
- Increasing staffing of reception (and other areas) during opening hours throughout the year
- Provision of a permanent cafe facility
- Provision of an outdoor children's play area
- Increase number of car park spaces
- Diversify use of "depot" site to generate income streams
- Cultural and other events in the garden
- Formation of a cluster of buildings around the entrance from the car park which will include but not restricted to:-

Reception/Visitor Centre
Cafe and gift shop
Education facilities
Toilets and baby changing facilities
Children's play area
Plant sales area.

The sale of land for development (1 hectare) to provide an endowment fund will be considered.

10. Living Plant Collection

The Garden has significant collections of named living plants and related objects available to all for reference and study. The collections total about 8000 species with world-wide distribution, and they are grown outdoors and indoors according to required habitat, aesthetically landscaped and chosen for scientific interest. About 600 species form a fine collection of mature trees.

The living plant collections have taken decades to collect and come into maturity. They cannot be left unmanaged for periods of time as without expert care and attention they will suffer severe irreparable damage. Restarting or recovering such collections would be very expensive compared to the cost of proper maintenance.

The Conservation Collection includes:

- 169 IUCN Red List species at risk of extinction
- 29 'threatened' garden plant species
- 14 unique to St Andrews (Plant Heritage Conservation of Garden Plants Project)
- 5 genera (plant groups) of international importance
- 29 Champion Trees of Britain and Ireland
- 4 locally threatened 'Target 8' species cultivated for return to wild (PlantNetwork)
- 100 climate change monitoring programme plants in conjunction with Royal Botanic Garden Edinburgh since 2007
- Species collected by Sino-British expedition 1981, led by R J Mitchell, Honorary Curator.

The St Andrews Botanic Garden **Index Seminum** (Seed List) is sent to 491 institutions throughout the world including Russia, USA, New Zealand, Australia, Brazil, Iceland, China, Japan and the

whole of Europe. The list in 2013 has 1136 plant seeds listed and more than 2000 packets of seed are sent out each year (2115 in 2012).

11. **St Andrews Botanic Garden Education Trust**

The Education Trust (a partnership of the University, Fife Council, and the Friends) currently runs a full and varied programme of activities for children and adults. The schools programme is taught by a team of qualified teachers led by the Education Officer. All adult courses, some events and the junior clubs are currently organised and run by volunteers. Tutors for the adult courses are paid a fee at a professional rate.

The numbers attending education activities in 2011/12 were:

Tutor-led activities for school - 1,615 pupils in total from 13 Nursery Schools; 35 Primary Schools; 10 Secondary Schools. Travel subsidies are given to Fife schools to encourage visits from all areas

School self-guided visits - 1,928 pupil visits from three local primary schools.

Adult classes and workshops - 185 adult visits for specific classes and practical workshops

Community events - 1723 people attended 8 events. Community groups e.g. Home-start and retirement groups use the garden regularly

Junior Wildlife Club, Junior Hortus (junior gardening club) and **Easter Club** - 80 children registered in total.

12. **St Andrews - A place to study**

The great majority of the schoolchildren who visit the Garden are enthusiastic about this experience. The aim is to enhance their appreciation and understanding of the natural environment. It is also hoped that the visits may encourage those who will be applying for a place at university to see St Andrews as an attractive place at which to study.

13. **Potential for increasing horticultural training at the Garden**

The Royal Horticultural Society undertook a survey of a sample of British horticultural growers in 2012 and reported that 95% of horticultural growers questioned revealed they are struggling to find enough young British job applicants with sufficiently good skills to fill vacancies. A total of 70% of respondents said they are employing more foreign skilled labour now than they were five years ago.

Last year, the Education Trust and Fife Council employees jointly ran a pilot of the course leading to the Certificate of Practical Horticulture accredited by the Royal Edinburgh Botanic Garden. Five candidates completed the course. The course is being repeated at the Garden this summer and will accept increased recruitment, including through the local job centres. Sponsorship will be offered to some candidates from the local Rotary clubs.

There is considerable potential for the Garden to expand this provision, to seek sponsorship more widely and to give local young people the opportunity to acquire skills in horticulture.

The Royal Horticultural Society (RHS) is proud to call the Garden a partner garden in Scotland and wish to show further support as they believe the garden is an asset to the local community as well as the wider Scottish public and horticulture. The RHS has indicated their intent to:

- Use the Garden as a host venue for delivering continued professional development to teachers thus increasing profile and knowledge of the Garden
- Host joint events and open days at the Garden to promote education and school gardening
- Promote the educational activities run by the Garden
- Collaborate on workshops with an emphasis on adult and community learning in horticulture.

14. Current use of the Garden by the University

There are numerous points of contact with the botanic garden by the School of Biology at the University. The School uses the living collection as a basis for practicals in first, second and third year, and there have been a number of Senior Honours projects based at the Garden. The School of Biology is a participant in the Education Trust, which provides an outreach to thousands of school children across Fife, from pre-school to senior school, and there have been a number of Biology majors who have worked with the Education Trust, gaining valuable teaching experience.

The Garden has been an important field site for PhD projects and other research. Moreover, with a living collection containing over 8,000 plant species, the Garden represents an invaluable resource for independent exploration of plant biodiversity for staff and students with the potential for a wide range of research subjects.

The Garden also houses the University herbarium and botanical library. The herbarium has historic collections (Gatty, Corstorphine, Crapper and SBEC), currently being assessed by a professional archivist, that date back to the early 19th century. Herbarium material was provided for the Botany: 'Cultivating Collections' Exhibition (16 March – 12 May 2013) at St Andrews Museum, mounted by postgraduate Museum and Gallery Studies students at the University. The botanical library is a rich source of information about plant classification and Horticulture.

15. Staffing

The requirement for staffing will vary throughout the year although the main change will occur during the summer and winter seasons/opening hours.

Currently	April to September	10.00 am to 7.00 pm	October to
	March	10.00 am to 4.00 pm	

The Garden will have permanent full-time and part-time staff but there will be significant reliance on continued support from a wide range of volunteers to supplement the permanent staff. Volunteers will be required in not only tending the garden areas but also in the reception, visitor centre, cafe and plant sales areas, and as at present, supporting the education programme.

At present volunteers offer guided tours of the garden on two afternoons each week in the summer. The team of 15 volunteers undergo training in all aspects of leading groups.

Volunteers from the Friends organise the displays in the Gatehouse; arrange plant sales; cultivate the herb garden; organise an annual Open Day; contribute to the routine cultivation of the garden; and organise and distribute the local seed exchange to members.

A total of 48 additional volunteers, including a number of student helpers recruited through the Student Voluntary Service, help with the education activities and junior clubs. Induction sessions are given and volunteers offered places on some adult courses to increase their knowledge, understanding and practical skills.

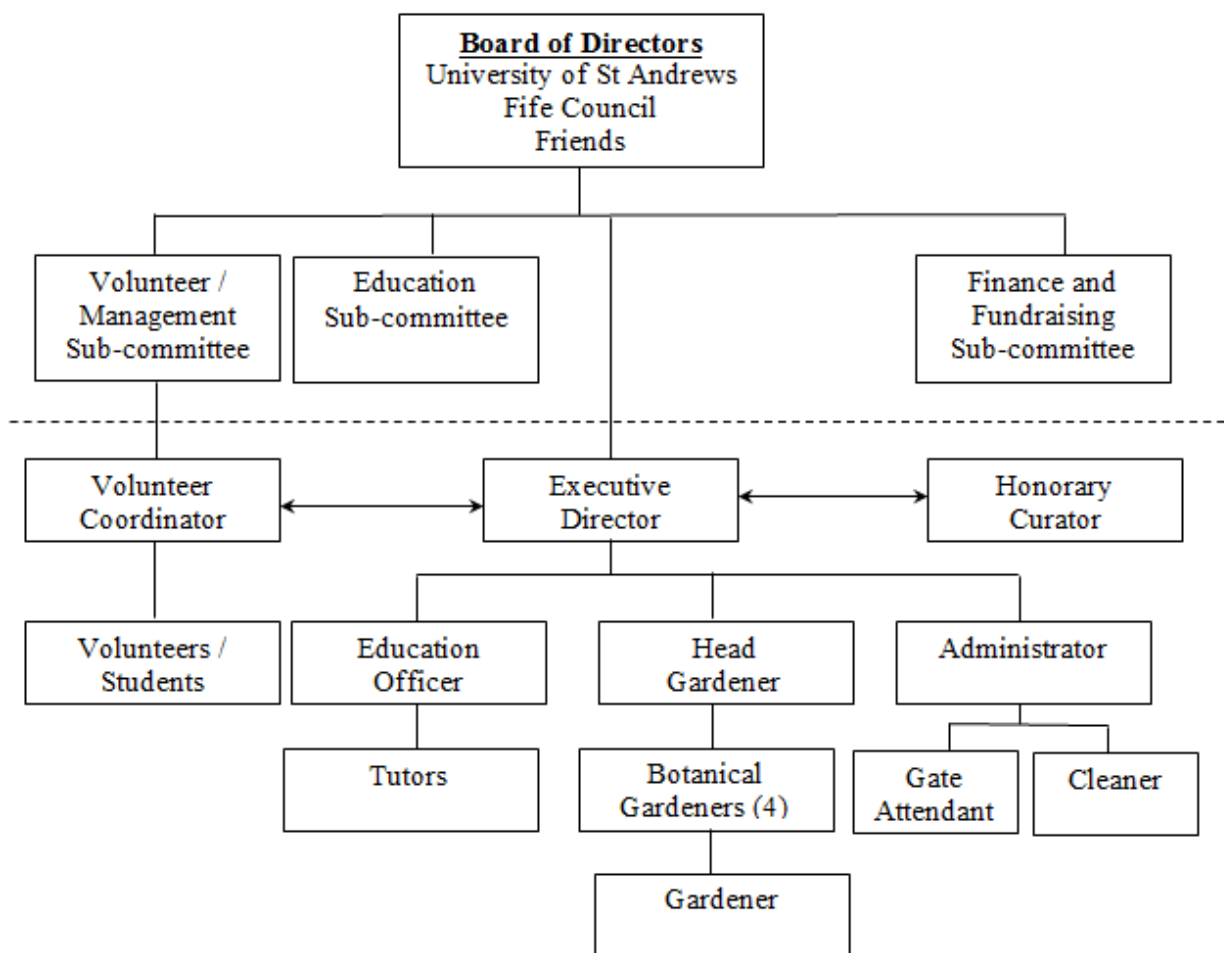
Training will be given to all volunteers.

It is envisaged that a Volunteer Co-ordinator will support the Executive Director in managing and co-ordinating the volunteer effort required.

The role of the Honorary Curator will be to provide expert advice and strategic direction to the Executive Director in relation to the maintenance, display and development of the significant collections of named living plants and related objects.

16. Structure

The proposed governance and staffing structure is as follows:



Note – Directors would be appointed as follows:

University	2
Fife Council	2
Friends	2
Independent	5

17. Staff Costs

Staff Costs	Salary	NI @ 13.8%	Pension @ 5%	Training Other	Nett Total	No.	Gross Total
Exec Director	30,000 to 35,000	4,830	1,750	200	41,580c	1	41,580
Head Botanical Gardener	22,995	3,173	1,150	200	27,518	1	27,518
Botanic Gardener	20,142	2,780	1,007	100	24,029	4	96,116
Gardener	18,340	2,531	917	100	21,888	1	21,888
Education Officer	25,716	3,549	1,286	200	30,751	1	30,751
Administrator	16,087	2,220	804	200	19,311	1	19,311
Gate Attendant (Seasonal)	8,291	1,144	0	0	9,435	1	9,435
Occasional Tutors	£17per/hr						9,000
Cleaner (part time)						1	6,700
Honorary Curator						1	0
TOTAL							262,299

Say £262,000

* Note – The Honorary Curator has historically been paid £4,410 and it may be necessary at some point in the future for this post to be remunerated.

18. Financial Information

18.1 Financial Planning

Fife Council will continue to provide core funding for the Garden but the funding is anticipated to reduce in due course by £50,000 per year from £300,000 to £150,000 over a three year period.

It is recognised at the outset that the tapering down of Fife Council funding from Year 3 will be a significant challenge, and there are a variety of sources being considered to meet that challenge. Once the Trust is established the focus will be twofold. Firstly, to continue to secure the revenue targets through fundraising and critically examining running costs. Secondly, seeking additional funds through grants from charitable trusts and donations or sponsorships from individuals and businesses towards capital projects which can in turn provide a source of commercial/revenue income.

One source of direct fund-raising is through the Friends (founded in 1981), which has circa 1500 members who generate funds towards projects in the garden and provide extensive volunteer support. Over the past four years they have contributed £187,000 for projects. In February 2013 the Friends established a Fundraising Sub Committee. The Sub Committee's immediate priority has been to establish the level of financial support that can be anticipated from the membership of Friends and supporters to assist in the critical initial years of transition.

All Friends received a letter seeking support either in pledges or financial support over a three year period or in one off donations. As at 16 May 2013 the current level of support is in the order of £144,000. This is made up of pledges over the three year period of £90,500 and single pledges and donations of £53,500. Many of those making one-off donations have indicated a willingness to make further donations or follow-up pledges. Thus, there is both clear evidence of a significant level of support for the Garden and further support can be confidently anticipated once the Trust is established.

Pledged income to date can be profiled as:

	Annual Pledges	Single Pledges and Donations	Total
Year1	£35,500	£53,500	£89,000
Year2	£35,500		£35,500
Year3	£19,500		£19,500

Another source of funding is through charitable trusts and foundations. There is a track record of obtaining funding through such sources. Specifically the Education Trust has sustained itself on such resources since its inception in 2005. A list of potential charitable sources would include the following:

- Crown Estates Commissioner's Coastal Community Fund
- The Gannochy Trust
- RussellTrust
- Fleming Trust
- The Heritage Lottery Fund
- Salvesen Trust
- Swire Trust
- Scottish Natural Heritage.

In addition to fundraising, opportunities for developing a higher profile commercial income stream will be vigorously explored. Specific ideas for doing this can be derived from the several consultancy reports generated in 2011-2012 and include the possibility of a café, expanded plant sales and horticultural services, etc. It is anticipated that such activities will be developed on site in a manner commensurate with the on-going development of the Garden as a community, educational, and scientific resource.

The Trust will also need to secure some form of start-up funding or endowment fund to underpin the financial operation, working capital and cash flow of the Garden. Consideration will be given to achieving this through the sale of part of the site but this will take time to consider and realise. Some form of immediate start-up funding will therefore be required. Ideally this would be in the form of an interest free loan from, for example, Fife Council and/or the University.

Year 1

The initial plan over the first 12 months of operation of the Trust will be to:

- establish the staff structure proposed
- secure start-up funding
- prepare detailed financial strategy, plans and identify potential efficiency savings
- develop commercial strategy for use of site
- continue and further develop educational programmes; continue to provide travel subsidies for schools in less privileged areas
- identify relevant funding sources and prepare bids
- increase awareness of the facility through marketing and signage
- Increase awareness of research potential of the Garden.

Year 2

To prepare a master plan for the whole site including creating a cluster of buildings adjacent to the car park and main entrance to provide a focal point and improve efficiency of operations and activities and to consider sale of the Depot site for development.

Years 3 - 5

To operate the Garden in accordance with the Mission Statement and purpose on a "not for profit" basis with any surplus funds being re-invested in the facility as required.

18.2 Sources of Income

Years 1-2

Fife Council	£300,000
Visitor income	£15,000
Friends of the Garden contribution	£10,000
Education income	£23,000
Education fundraising	£15,000
TOTAL	£363,000

Note - Education Income

a) From 3 members of Education Trust	
Fife Council	£8,000
University	£5,000
Friends	£2,500
b) From balance of fees received less costs	£7,500
TOTAL	£23,000

Year 3

Fife Council	£250,000
Visitor income	£20,000
Friends of the Garden contribution	£10,000
Education income	£23,000
Education fundraising	£15,000
Garden fundraising	£5,000
Endowment fund	£20,000
Efficiencies	£20,000
TOTAL	£363,000

Year 4

Fife Council	£200,000
Visitor income	£30,000
Friends of the Garden contribution	£10,000
Education income	£23,000
Education fundraising	£15,000
Garden fundraising	£25,000
Endowment fund	£20,000
Efficiencies	£40,000
TOTAL	£363,000

Year 5

Fife Council	£150,000
Visitor income	£40,000
Friends of the Garden contribution	£10,000
Education income	£23,000
Education fundraising	£15,000
Garden fundraising	£40,000
Endowment fund	£25,000
Efficiencies	<u>£60,000</u>
TOTAL	£363,000

Note – Efficiencies mean both savings on operational expenditures and generation of increased revenue streams.

18.3 Annual Expenditure

In view of the fact that the finally agreed strategy and development of Garden will be very much dependent on the constitution and membership of the new Trust and the appointment of a new Executive Director, the projection of expenditure over say a 10 year period is subject to adaptation as it is implemented. However as stated in section 18.1 it is proposed that years 1-3 of the new operation will be very much about consolidation and consideration until the Trust and Executive Director have had time to properly plan for the future. Therefore the proposed expenditure budget which follows reflects this philosophy being based on the costs of running the existing operation plus some adjustments to reflect some anticipated changes required to both improve the promotion of the Garden and to affect some savings in annual expenditure.

18.4 Proposed Outline budget - Years 1-5

1. Advertising and marketing	10,000
2. Bank and finance costs	1,000
3. Cleaning costs	250
4. Computer costs	750
5. Consultants fees	1,500
6. Depreciation	1,000
7. Horticultural materials	12,000
8. Insurance	1,500
9. Miscellaneous - refuse collection, clothing, testing etc.	5,000
10. Postage	500
11. Printing and stationery	2,000
12. Professional fees	2,000
13. Rates	0
14. Rent	1
15. Repairs and renewals	2,000
16. Salaries, NI and Pensions	262,000
17. Subscriptions	1,000
18. Telephone costs	1,500
19. Training	1,000
20. Travel costs	1,000
21. Utilities - water, gas and electricity	50,000
22. Vehicle and plant hire	5,000
23. Contingency	2,000

Total Net Budget

£363,001

Notes

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|-------------------------------------|---|
| 1. Rates | In view of continued Fife Council funding for the garden it is assumed that full rates relief would be allowed. |
| 2. Rent | It is assumed that the terms and conditions of the current lease between the University and Fife Council would apply. |
| 3. Insurance | It is assumed that Employer's Liability and Public Liability Insurance would be required under the terms of the lease. |
| 4. Utilities | The Garden staff confident that the current heating bill can be reduced by 10% without a serious detriment to the collections. Further reductions are possible. |
| 5. Building repairs and maintenance | If building repairs and maintenance costs are to be met by the Trust then an appropriate figure will need to be included. |
| 4. Cleaning Costs | The salary for the part-time cleaner is included in salaries. This item includes only for materials used. |

19. Marketing & Promotion

There is no doubt that the marketing and promotion effort requires to be increased significantly to increase both the footfall and the public awareness. Currently the marketing and promotion spend is in the region of £2,000 per year.

In year one the website would be updated and new leaflets produced and distributed to selected outlets in North East Fife to increase general awareness.

Further investigation to be made regarding partnering with other organisations to reduce costs but also to widen the reach into other tourist areas. Consideration might be given to a discounted joint ticketing initiative with other major attractions such as, for example, the British Golf Museum, The St Andrews Preservation Trust Museum and St Andrews Aquarium.

The following are a number of ideas, proposed developments and initiatives (not in any order of priority) which will be considered as part of the increased marketing and promotion of the Garden.

19.1 Promotion and Marketing Ideas to increase Visitor Income/Numbers

- i) Advertise at bus station, on local open top bus tour and rail station
- ii) Promotion board at Westport/Lade Braes from car park for pedestrians
- iii) Provide a package deal of guided walk and refreshments
- iv) Targeted adverts for both the garden and garden events in Courier Gardening Section
- v) Promote garden at Farmers Market, Dundee Flower Show and Gardening Scotland
- vi) Distribute leaflets to hotels and B&B establishments and restaurants
- vii) Optimise traffic to the website
- viii) Start a weekly blog
- ix) Promote the garden as a venue for weddings, social events, seminars etc

19.2 Improvements, New Facilities and Events to Increase Visitor Income/Numbers

There are extensive activities and amenities at the Garden that have been provided and operated by the Friends, including the Gatehouse shop, plant sales, and open days. These have all been effective at enhancing visitor numbers and visitor experience. We propose to take such activities to another level to effect a step change in awareness of the Garden with a corresponding increase in visitor numbers and with new or expanded revenue streams. Some capital investment will be needed to achieve improvements and create new facilities that will attract visitors to the garden and generate income. Start-up funding and/or a postponement in the reduction in the Fife Council funding would be required to make some of the following happen which would then accelerate income generation.

- i) Improve entranceway from The Canongate - signage, planting
- ii) Welcome sign, planters and improved map at inner entrance by Reception

- iii) Year round reception and access to sales through the Gatehouse
- iv) Improved access and signage from town centre via the viaduct walk and consistent opening times
- v) Indoor child-friendly Cafe (run by Friends/Community)
- vi) Play area outside cafe (based on Westonbirt Arboretum, natural play area)
- vii) Baby changing facilities
- viii) Quality gift shop or farm food shop (in conjunction with existing outlets in St Andrews)
- ix) Plant sales and garden centre (one stop shop)
- x) Tree top trail (similar to Landmark Centre, Carrbridge) to run along perimeter in line with the burn.
- xi) Trim trail and outdoor gym
- xii) Green Gym Days (public involved in gardening activities for exercise)
- xii) Demonstration garden (seasonal interest) in central area, close to cafe
- xiv) Cultural events - Stanza, Art, Music Festivals
- xv) Craft Fayre
- xvi) Food Fayre
- xvii) Birthday parties
- xviii) Indoor soft play area with a botanical theme linked to café
- xix) Explore potential benefits of internet access through the University of St Andrews (duct already laid, so added costs are nominal)
- xx) Butterflies etc. in the Glasshouses
- xxi) Single event days, for example
 - Seed and plant swops
 - Specialist nursery plant sales fair
- xxii) Series of short weekly demonstrations "How to"
 - Sow seed
 - Prepare a plot
 - Take cuttings
- xxiii) Convert one of the proposed unheated glasshouses into a static demonstration area for practical classes.
- xxiv) Walks for children - engage with local nurseries and crèches
- xxv) Provide increased facilities for those with a disability, including giving further consideration to a sensory garden