



The Glendale Trust

Business Plan

Heritage and Cultural Centre for Glendale

Aim

The aim is that The Glendale Trust will develop a permanent '**Heritage and Cultural Centre for Glendale**'. The Centre will serve as an educational and social resource to showcase the rich history of Glendale and its people.

Background

The Glendale Trust hosted a temporary heritage exhibition at Borrodale School from the 17-29th August 2009, which was an unqualified success and had an extremely positive impact on the community of Glendale.

This Exhibition was pulled together at very short notice but despite the limited time available the Trust was able to access a considerable amount of material pertaining to the history of Glendale and its people, indeed we continued to gather material over the course of the exhibition.

More than 700 individual items were exhibited and post the exhibition we have continued to collect additional material.

The Exhibition covered a wide range of subjects for example the issue of land reform and the relevance of Glendale to the struggle for crofters' rights through the land league, the activities of the Glendale Martyrs and the evidence given to the Napier Commission in Glendale.

We were also able to showcase important crofting records that go back to the beginning of the 19th Century. There was a significant display on the war dead of Glendale from both world wars as well as artefacts from that time.

Education was also covered with a significant display on Borrodale School.

The Exhibition proved to be popular with locals and visitors alike, with a steady stream of people visiting the school over the two-week period.

The response from the local community was staggering, with many individuals spending a considerable amount of time at the exhibition, many of whom have made multiple visits.

The Exhibition received a considerable amount of press coverage and was the subject of a Scottish Parliamentary motion supported by MSPs from a number of parties. The Parliamentary motion stated:

“That the Parliament congratulates the Glendale Trust for mounting a heritage exhibition, displayed in Borrodale school, on the life of Glendale people in the last 200 years; commends the content of the show donated by many whose families and work have enhanced the life of this corner of the Isle of Skye; recalls the important part played by Glendale folk in the crofters’ struggles of the 1880s and its unique place in the establishment of the people’s right to live on their own land, and welcomes the growing support to retain Borrodale school as a heritage centre for the area.”

We were particularly delighted to welcome a group of pupils who came to visit from Dunvegan primary school to look over the exhibits, to watch some film archive we have from the 1920s and 1930s as well as to hear the tales of our older generations who were able to inform them of times gone by in Glendale.

As well as the main exhibition we have also put on special events such as a talk by local historian George Macpherson and a film night, which was attended by more than sixty people.

What we put together is a very important historical record, albeit one we can build on, of life in Glendale and a resource that has much educational merit.

Proposal-A permanent Heritage and Cultural Centre for Glendale

Building on the success of the 2009 exhibition we believe there is sufficient demand for us to develop the initiative from 2009 and mount a permanent centre covering the themes of heritage and culture.

What makes Glendale unique is its contribution not just to the history of the people here but through the efforts of The Glendale Martyrs the issue of land reform in Scotland and the first community land buy-out in 1908 with the establishment of the locally owned Glendale Estate.

There are many aspects of Glendale’s history that need to be showcased.

The examples of the martyr and the first publically owned land are perhaps what make Glendale unique to history but we would also like to explore the evolution of people in Glendale that we know goes back to Druid times, the influence of the Vikings in Glendale as well as the impact of the clearances on the communities here. There is much to research, catalogue and showcase through a heritage centre. Most importantly it must tell the story of the people of Glendale from the beginnings of settlement here right up to the current day.

Local community give their support

The Glendale Trust hosted a public meeting in Glendale on the 9th December 2009 to present the case for a heritage and Cultural centre to the community. Over 70 residents of Glendale attended this meeting, a fantastic turnout from the community. At the end of the meeting the audience were asked whether they were for or against the proposal to host a permanent facility in the mothballed Borrodale School. The meeting voted unanimously in favour of the plan.

Local MSPs give their support

Five Highland list MSPs have written to give their full support to our campaign, Rob Gibson, Rhoda Grant, Peter Peacock, David Stewart and Dave Thomson.

Local businesses give their support

The largest employer in Glendale is The Three Chimneys Restaurant, employing 34 staff all year round rising to 40 staff members over the summer period. Shirley Spear, owner of The Three Chimneys in her letter of support said: "I have always known that the history of Glendale is the area's hidden, unexploited golden asset with huge potential which would benefit the local economy greatly. We should be so much more proud of the history. Now, I would just like to see things recorded for posterity as so many of the old characters who were still alive when we first moved here are sadly, now gone." The number of customers at The Three Chimneys is approximately 11,500 per year. Shirley stated: "We always give our residents lots of information about where to go and what to do while they are here. I am certain everyone will be interested in the new centre."

Borreraig Park Museum, which already houses a large collection of local artefacts, welcomes the aims of the Glendale Trust and looks forward to the opportunity of working with the proposed heritage centre to the benefit of the area as a whole, both for the local community and visitors alike.

Permanent exhibition and themed exhibitions

Whilst we envisage that much of our material will be show cased in a permanent exhibition, we also wish to have space to rotate some material that can be used to create themed events, something that will be important in encouraging the community as well as visitors to return. There should be something new on a regular basis.

This would also allow us space to put on exhibitions in conjunction with third party organisations such as Dualchas or other museums that may wish to use our space to cover themes of interest to the community.

We would also intend to host educational workshops both for school children and for adult learners. We see lifelong learning as an important aspect that the centre should encourage and offers continuity to the history of Borrodale School as a seat of learning. We anticipate hosting a variety of these events on a regular basis.

Resource centre for education and research

We recognise the growing importance both of cultural tourism and the desire for many local people to research their own family past as well as understanding the history of their own locality. The Heritage Centre will act as a resource for research work, either genealogy based or the history of Glendale and will develop a research base of local material to allow this to develop. There will be a modest charge to use these facilities.

Cultural Centre

As well as an exhibition space showing the heritage of Glendale we are part of a living community that is shaped by our history and we wish to recognise this and celebrate our culture by creating a space that can be used to explore these themes. This will cover all the creative arts including graphic artists, music and poetry. We will showcase local artists with gallery space being available.

Cultural evenings where we can show films, host musical evenings and poetry readings as well as present guest speakers will be important events.

The study and promotion of archaeological research is a theme we wish to develop with many important historical sites contained within Glendale.

Gaelic Culture

The Gaelic culture will play an important aspect of our centre and we will seek to work with the Gaelic community to make sure the language is an important part of our activities. Gaelic language is an important part of the history and identity of Glendale and we will actively promote understanding and use of the language through holding Gaelic classes and other events to secure the status of the language and ensure its long-term future. This will strengthen learning and usage of the language in the community and help to deliver the national plan for Gaelic.

Library

We will buy and collect books that have significance to our culture and heritage. It is our aim to develop a library of English and Gaelic books.

Cafe and Shop

We will establish an integrated cafe and shop that will be focussed on offering local produce. The shop will focus on local gifts and books. The cafe will also provide Internet access to users of the cultural and heritage centre.

Workshop space

The development of local arts and crafts is something the heritage and cultural centre will encourage through the provision for workshop space. Whilst the workshops will provide a facility for local arts and crafts we will also develop this as an educational resource through the holding of workshops for school groups and adult learners.

Opening hours

It is envisaged that the heritage and cultural centre would be open on a daily basis (except Sunday) throughout the tourist season from Easter until the end of October from 10:00-17:00 and in the November to Easter period open between 12:00-15:00. Staffing will be a combination of two full-time and one part-time member of staff and volunteers of The Glendale Trust. As the centre develops it is assumed that employment opportunities would develop further.

Focal point for tourism and locals

With Skye seeking to develop itself as an all year round tourist destination the Heritage and Cultural Centre will provide a focal point for tourists in the Glendale area and will promote all the local attractions. The centre will be an attractive destination and provide a high quality visitor attraction on an all year basis and will be an important centre offering shelter and food in the Glendale area. Whilst Glendale is a historic crofting area, tourism provides a valued level of income for the community today, which this venture can only enhance.

Glendale is today an important tourist destination with a number of established tourist attractions, such as The Glendale Toy Museum, which attracts around 6000 paying customers per annum and Borreraig Park Museum attracting a similar number as well as the Colbost black house. The Heritage Centre would complement the established attractions in Glendale. Other attractions include the Neist Point lighthouse.

We would see the centre providing tourist information to visitors to Glendale and we would work with tourist agencies to promote Glendale as an important cultural and historical destination. Glendale today suffers from a lack of public services and the centre will provide a venue for these facilities for both local people and tourists.

As part of this initiative we would promote the development of a heritage trail throughout Glendale. This would link all the tourist amenities together and promote Glendale as a place to come to. This could include The Three Chimneys, Colbost Museum, Ravenpress Gallery, Skye Silver, Borreraig Park Museum, Glendale Hall, Glendale Mill, Toy Museum, Heritage Centre and Neist point to name but a few.

Successful marketing of the Glendale area as a popular tourist destination would invariably lead to an increase in tourism, creating wealth through a flourishing local economy.

Creating Jobs

The establishment of The Heritage and Cultural Centre will create the opportunity for meaningful and rewarding employment in Glendale, a fragile community on the Island of Skye. We envisage two full-time posts, a heritage and cultural centre manager and a museum curator as well as a part-time assistant. Financial and administration support will also have to be made available.

Our longer-term aim is to create opportunities for further jobs that can be self-funded as the Heritage and Cultural Centre develops. The cafe, shop and workshops will all present opportunities for creating additional jobs in Glendale.

The creation of high quality well paid jobs is important in sustaining Glendale as a community that can offer employment opportunities, with many of those in employment today facing the need to commute for work to Portree and beyond.

Location

Our preferred location is Borrodale School that has been mothballed since October 2007. The Highland Council have been approached with a view to leasing the buildings to the trust. This business plan is not dependent on securing the school buildings and if this is not possible then the Trust will have to examine other opportunities for premises in Glendale.

Situating the museum at the school locates the museum at an important position in Glendale presenting easy access to other tourist attractions such as Neist Point lighthouse and The Glendale Toy Museum amongst others.

Leasing the building from Highland Council is our preferred option, as it would retain ownership of the buildings in the hands of the council whilst sustaining the use of the building for educational and cultural use within Glendale. We would be prepared to consider outright purchase on behalf of the community. Any purchase consideration is not currently taken into consideration in our funding model.

Funding requirements

It is our intention that in order to encourage as wide an access as possible that entrance to the exhibition will be free although donations will be welcomed. We would make a charge to use the research facilities as well as where appropriate levy a charge for cultural events. It is also assumed that the cafe/book shop would be profitable.

Funding would be required to lease accommodation, to establish and fit-out the heritage and cultural centre as well as for the funding of the employment of two full-time personnel.

Appendix

Income and Expense account

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| Income from cafe | 31200 | 32760 | 34398 | 36118 | 37924 |
| Income from shop | 12480 | 13104 | 13759 | 14447 | 15170 |
| Ticket sales events | 1800 | 1890 | 1985 | 2084 | 2188 |
| Donations/fees | 3000 | 3150 | 3308 | 3473 | 3647 |
| Turnover | 48480 | 50904 | 53449 | 56122 | 58928 |
| Cost of Sales | 21216 | 22277 | 23391 | 24560 | 25788 |
| Gross Profit | 27264 | 28627 | 30059 | 31561 | 33140 |
| <i>Gross Profit Margin (%)</i> | <i>56.2</i> | <i>56.2</i> | <i>56.2</i> | <i>56.2</i> | <i>56.2</i> |
| Employment expenses | 50000 | 51500 | 53045 | 54636 | 56275 |
| Advertising and promotion | 1500 | 1500 | 1500 | 1500 | 1500 |
| Depreciation | 8000 | 8625 | 9250 | 9875 | 2500 |
| Telephone | 1000 | 1030 | 1061 | 1093 | 1126 |
| Heating | 6000 | 6600 | 7260 | 7986 | 8785 |
| Insurance | 750 | 788 | 827 | 868 | 912 |
| Professional fees | 1500 | 1500 | 1500 | 1500 | 1500 |
| Miscellaneous expenses | 1000 | 1000 | 1000 | 1000 | 1000 |
| Total operating expenses | 69750 | 72543 | 75443 | 78458 | 73597 |
| Operating Loss | -42486 | -43915 | -45384 | -46897 | -40458 |
| % inc turnover | | 5.00 | 5.00 | 5.00 | 5.00 |
| % inc gross profits | | 5.00 | 5.00 | 5.00 | 5.00 |
| % inc operating expenses | | 4.00 | 4.00 | 4.00 | -6.20 |

Cash Flow Statement

| | Year 1 | year 2 | year 3 | year 4 | year 5 |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| Operating loss | -42486 | -43915 | -45384 | -46897 | -40458 |
| Depreciation | 8000 | 8625 | 9250 | 9875 | 2500 |
| Provisions | 0 | 0 | 0 | 0 | 0 |
| Working Capital | -5000 | -500 | -500 | -500 | -500 |
| Operating Cash | -39486 | -35790 | -36634 | -37522 | -38458 |
| Capital Expenditure | 32000 | 2500 | 2500 | 2500 | 2500 |
| Funding requirement | -71486 | -38290 | -39134 | -40022 | -40958 |
| Total funding five years | 229890 | | | | |

Notes to financial assumptions

Operating Assumptions

Cafe

20 paying customers per day paying £5.00 each over 312 days. Rising per year at 5% per annum.
Cafe income £31,200 in first year. Cost of goods sold £12,480 resulting in 60% gross margin

Shop

8 paying customers per day paying £5.00 each over 312 days. Rising at 5% per annum. Shop income
£12,480 in first year, cost of goods sold £8,736 resulting in 30% gross margin

Events/Donations & Fees

One event per month. 30 paying customers at an average ticket price of £5 each. Event income in
first year £1800, rising at 5% per annum. 100% gross margin. Donations and fees £3000 in first year
rising at 5% per annum. 100% gross margin

Capital expenditure for heritage centre

Display boards
£244 each for 3 panels.
Need 10- i.e. £2400

Display cabinets
£2,000

IT equipment inc projector/PC's, screen etc. TV/DVD player
£8,000

Books for reference
Genealogy data etc

£1000

Furniture

Tables, chairs etc

£5000

Sub-total £18,400

Contingency reserve £1,600

Decoration of school £2000

Total £22,000

Capital expenditure for cafe/shop

Furniture £10,000

Total capital expenditure year one £32,000

Additional spending per year post year one £2,500.

Depreciation, straight line 25% per annum

Working capital year one £5000 to kit out shop.

Rising at £500 per year beyond this

The Glendale Trust

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www.theglendaletrust.org