



The Glendale Trust

Business Plan

Pilot project 2010

Heritage and Cultural Centre for Glendale

Aim

The aim is that The Glendale Trust will develop a '**Heritage and Cultural Centre for Glendale**' on a pilot basis for 2010. 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 pilot project in 2010 between 20th May-30th September 2010 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.

Folklorist Margaret Bennett gives support

The renowned folklorist Margaret Bennett, who was brought up on the Isle of Skye is supporting our efforts, saying "It would be superb to see it up and running. Congratulations on getting such an imaginative and fitting package together."

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. It would be our intention to always have a member of staff who is a Gaelic speaker available to speak with visitors.

Cafe

We will establish a cafe that will be focussed on offering local produce.

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 20th May until the end of September from 10:00-17:00 Staffing will be a combination of two part-time staff for the heritage centre and two part-time members of staff for the cafe together with volunteers of The Glendale Trust.

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

Our longer-term aim is to create opportunities for further jobs that can be self-funded as the Heritage and Cultural Centre develops.

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.

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.

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 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 staff.

We have made the following assumptions. If we open from 20th May until the end of September, we will be open for 150 trading days. We have assumed four part-time staff working an average of 5 hours per day at an all in cost of £8 per hour with additional volunteer labour on top.

We have assumed the cafe will attract on average 30 paying customers per day generating income of £29,250. We have assumed a gross margin of 60% leaving income of £17,550 pre labour expenses.

We have assumed we will put on two cultural events with a ticket price of £5 and 30 paying customers per event, generating £300.

As we are not charging admission but accepting donations we have assumed donations of £2000.

The full breakdown of income and expenditure is as follows:

	Pilot
Income from cafe	29250
Ticket sales events	300
Donations/fees	2000
Turnover	31550
Cost of Sales	11700
Gross Profit	19850
<i>Gross Profit Margin (%)</i>	<i>62.9</i>
Employment expenses	24000
Advertising and promotion	750
Telephone	500
Heating	2000
Insurance	500
Professional fees	1000
Miscellaneous expenses	1000
Total operating expenses	29750
Operating Loss	-9900

As can be seen, on these assumptions we would require funding of around £10,000 for the operating costs of the pilot project.

Capital Expenditure

It would be our intention that any capital expenditure on equipment for the pilot project would be used in any future permanent facility and that for the pilot project we would seek to keep capital expenditure costs to the minimum.

We would require funding of £14,000 broken down as follows:

Display boards £2000
IT equipment £2000
Furniture £5000
Kitchen equipment £5000

Total Funding requirement

Taking the operating costs net of income of £10,000 and capital expenditure of £14,000 we would require total funding for a pilot project of £24,000.

The Glendale Trust
20th March 2010

Registered charity N^o. SC038741 Company N^o. SC327627
www.theglendaletrust.org

