

**WHITE HOUSE CRAIGMILLAR: BUSINESS PLAN
EXECUTIVE SUMMARY**

The Business Plan for the White House identifies a mix of uses which will transform the prominent building into a ‘high street hub’, anchored by a popular cafe and accommodating activities that help develop local economic and community sustainability. The Business Plan informs PARC on the overall viability, delivery and long term management options and recommended implementation strategy for the White House. The White House, a former pub, is located off Niddrie Mains Road, is a surviving example of an Art Deco roadhouse, is Grade B-listed by Historic Scotland and is currently on the Buildings at Risk Register Scotland.

White House: Background & Restoration Contract

The White House was acquired by PARC in 2007. Before the restoration works began in 2010 the entire fabric of the building was waterlogged, most of the roofs were falling in and the basement was flooded. None of the original doors or windows remained and the fireplaces had all been stripped out. It is clear that had the restoration works not commenced, it is unlikely the building would have remained standing for much longer. The restoration works which are funded by the Town Centre Regeneration Fund and Historic Scotland are well underway and due to be completed at the end of December 2010.

Town Centre Masterplan

The approved Town Centre Master Plan for Craigmillar aims to revitalise the high street, creating a new heart for Craigmillar with substantial commercial, retail and residential investment being promoted by PARC.

Vision & Driving Principles

A vision for the mix of uses that could be accommodated in the restored White House has been identified based on the conclusions from the consultations, regeneration fit, assessment of existing local services and facilities, on-line questionnaire, project development workshop and local market analysis. The analysis and evidence is summarised in Chapters 2 to 5. The vision is highlighted below:

The White House will be an outward looking ‘high street hub’ anchored by a popular cafe and accommodating activities that help develop local economic and community sustainability in Craigmillar. This is where you find time and the opportunity to connect with local people, resources and information. The White House is where you can keep learning by promoting local history, future plans and new skills.

The White House will host functions, events and activities such as providing the latest on saving energy.

The White House will bring people together and increase the range of services available in Craigmillar town centre. The White House will NOT be a general ‘community centre’.

High Street Hub: Main Components

The main components and target markets for the White House high street hub are as follows:

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| 1. Craigmillar ‘Past Present & Future Stop’: Multi Purpose Space | Families with an interest in Craigmillar. Focus is also on educational activities away from the classroom and offer could include curriculum materials, image bank and area tours. Target nursery, primary and early secondary school groups with curriculum links into the primary/secondary/FE sectors. |
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| 2. Cafe | Families, local business people, visitors and East Neighbourhood Office staff (350). Quality fitted unit with internal and external seating with an experienced operator offering good service and local produce. |
| 3.Events & Functions | Wide range of events including: <ul style="list-style-type: none"> • Anniversary celebrations • Birthday Parties • Family gatherings or other occasions • Corporate events |
| 4. High Street Hub | Space with 'hotdesk' workspaces and facilities to include heating, lighting and cleaning. Targeting community/third sector organisations who want a 'high street' presence |
| 5. Community Hub: Group meeting space and pods. Using low height partitions to create more private spaces | Group & 1-1 Meetings |

Early Inaugural Event

The restoration works are due to be completed at the end of December 2010 and it will be vital that the White House is seen to be 'open for business' early in 2011. Initial discussions have confirmed that an inaugural event at the White House could be an exhibition of **Craigmillar: Past Present & Future/Craigmillar Time Line**. The exhibition would run from late February/early March 2011 and could be open weekdays or several days a week and some evenings /weekends. A Project Plan has been prepared.

Delivering the White House as a High Street Hub: Effective Partnership

PARC will need to drive forward the adaptive reuse of the White House as a 'high street hub' and be **genuinely enthusiastic about working with public, private and third sector partners** in Craigmillar and elsewhere to realise the vision. PARC and its partners will need to use supporting skills, expertise and resources of partners to help secure delivery of particular components. A joined-up approach will be essential, with the need to build more mutual trust and ensure effective co-ordination focussed on delivering the White House as a successful high street hub.

Ownership & Management

PARC will retain ownership and should manage the White House to retain control of the project in the short term. This will ensure that the preferred components are pursued and the **mixed use high street hub concept is not diluted**.

Business Plan Principles

The preferred mix of components and uses are summarised above and Chapter 6 includes assumptions on revenue streams, outline cash flow analyses and long term management. The scale and constraints of the Grade 'B' listed building, the innovative mixed use nature of the preferred mix of uses and the aim to involve a wide range of community partners and the difficult funding climate make this a challenging project to deliver. Ongoing work will be needed to continue to convince partners and stakeholders that the project is viable and deliverable.

The preferred mix of uses meets the **six important principles** that will drive the White House project forward namely:

- **Restoring an Art Deco roadhouse that is Grade B-listed** by Historic Scotland and is currently on the Buildings at Risk Register Scotland while ensuring that the integrity of the internal spaces are retained with public access secured

- Promoting an innovative **mix of uses and components** that are **self supporting** without revenue grant support and sustainable in the long term
- Identifying a **number of different sources of income** so that the project can cope with changes in market demand over time and so **manage risk**
- Promoting what is a **unique asset in Craigmillar town centre as an exciting high street hub** that will be a transformational project in repositioning the town centre as an outward looking quality place for local people and visitors
- Ensuring that the White House is home to a **strong programme of community activity** that will appeal to children, young people, families, older people and local businesses
- Ensuring an **excellent fit with the Town Centre Masterplan and wider regeneration policy and initiatives** in Craigmillar

Recommendations & Next Steps

The key immediate next steps are:

1. PARC Board to formally accept the mix of uses and recommendations of the Business Plan. *December 2010.*
2. PARC Board to invite SSCI/Craigmillar Community Arts/ Craigmillar Community Archive to arrange an inaugural exhibition and PARC to arrange a launch event at the White House and agree suitable budgets. *December 2010.*
3. PARC Board to accept the legislative implications, short term gap between revenue/expenditure and risks of pursuing the recommendations of the Business Plan and the possibilities of securing alternative funding for the fit out. *December 2010.*
4. PARC to draw up a brief and tender notice to specialist café/bistro operators with a specific requirement to fit out and manage on a long lease at a guaranteed rental and invite proposals. *January 2011.*
5. PARC to formally invite community organisations who could benefit from a high street location and who are committed to the high street hub concept to submit outline proposals to enable negotiations on securing space in the White House to progress quickly. PARC to arrange for organisations to see inside the building once the restoration contract is completed. *January/February 2011.*