

WHITE HOUSE: CRAIGMILLAR

BUSINESS PLAN

Final Report

November 2010

Edited for Publication

The logo for Douglas Wheeler Associates is a square with a light green background. The text "Douglas Wheeler Associates" is written in a dark green, serif font, stacked in three lines. A dark green horizontal bar is positioned at the bottom of the square.

**Douglas
Wheeler
Associates**

Douglas Wheeler Associates Ltd

Contents

	Page
1: Introduction	3
2: Regeneration: Context & Fit	6
3: Craigmillar: Existing Facilities Services & Organisations	9
4: Market Research: Online Questionnaire	19
5: Opportunities: Emerging Uses: Project Development Workshop & Market Analysis	26
6: Vision: Preferred Uses: Financial Analysis & Next Steps	32
 APPENDICES	
1: Questionnaire (As previously published)	
2: Project Development Workshop	
3. Smith Scott Mullan Associates Input On Architectural Issues & Toilet Provision	

1. INTRODUCTION

Douglas Wheeler Associates Ltd (DWA) was commissioned in May 2010 by PARC Craigmillar to develop a business plan for the White House building in Craigmillar. The aim is to identify a mix of uses which enables the development of the White House as a community, cultural and commercial hub. 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. 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 Craigmillar.

White House: Historic Features

The White House was designed in 1936 by W Innes Thompson for a Mrs Gair. Roadhouses were popular at the time and were somewhere between a grand hotel and a pub. It is one of three in Edinburgh, the others being the Maybury and the Hillburn. The original drawings show the building as being white rendered above a black base course with black metal windows. The render has an unusual textured or 'cottage' finish, which is still mainly intact today. The main entrance doors were eau de nil green in colour and there was signage on the fin above the main canopy. The main art deco features internally are the entrance hall, with shop front windows at the entrance and a sweeping staircase up one side. This has art deco ballustrading in metal and timber. Throughout the building there is a simple geometric scalloped cornice to all main rooms. The original plan contained a tearoom, public bar, salon bar and skittle alley. The upper floor comprised of a lounge bar and billiard room. There were a few toilets located around the building, with only one of each floor being for ladies. These toilet areas had terrazzo floors and wall panels and cisterns made at the local Niddrie works.

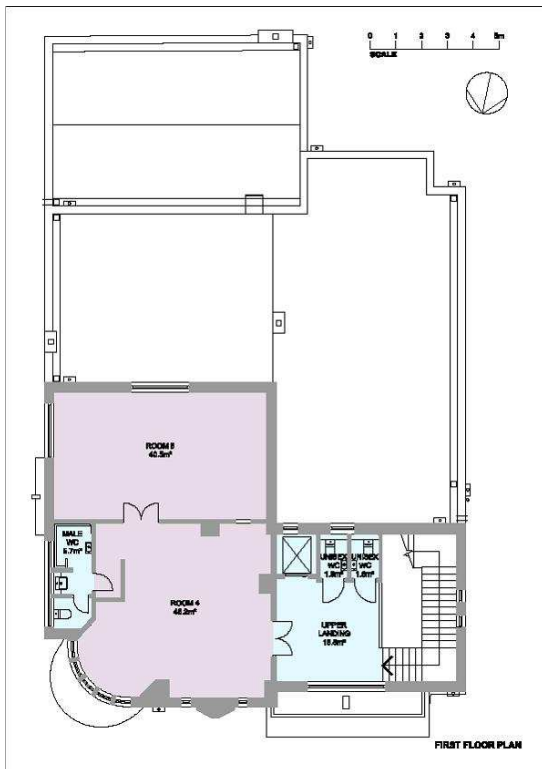
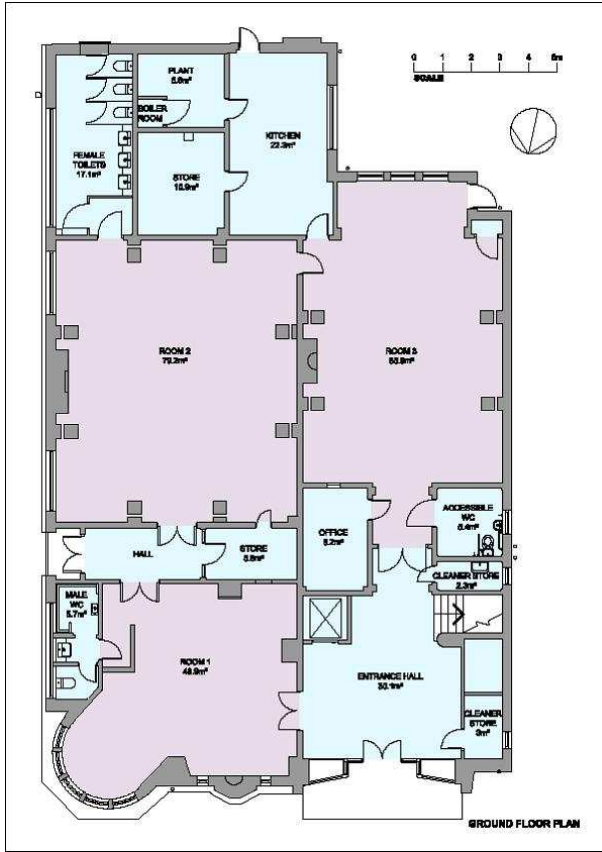
Building Deterioration & Restoration Contract

The White House became vacant around 2000 and suffered two fires whilst it was unoccupied. The most recent of these, caused severe smoke and water damage throughout the building and left the skittle alley in such a dangerous condition that it had to be demolished by PARC Craigmillar Ltd who acquired the building in 2007. Before works began 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. There were the remains of some of the bars but these were in extremely poor condition. Had works on the restoration not commenced in 2010 then it is unlikely the building would have remained standing for much longer.

In 2007 Smith Scott Mullan Associates were commissioned to undertake a conservation report on the building to recommend works to restore it. This was used to apply for grant funding from Historic Scotland. The White House was successful in attracting funding from the Scottish Government Town Centre Regeneration Fund and match funding from Historic Scotland to restore the built structure. The restoration works are well underway and due to be completed at the end of December 2010. The priority was to make the building wind and water tight with a new roof, undertaking rot works, pumping out and tanking the basement and then restoring the exterior and interior. Part of the works has involved improving accessibility and toilet provision within the building. This has resulted in the formation of a lift between the two floors and reconfiguration of the original toilet areas to create an accessible wc and more female toilets. The building is being repainted, new metal windows installed and the cornice and original doors internally reinstated. Throughout the works the balance has been to keep as much of the original building as possible whilst making it more compliant with current standards.

The ground floor (See Figure 1.1: Plans) will retain three main rooms, an office, store, small kitchen area, plant room and toilets. The upper floor will have two room and toilet facilities. Externally there will be shrub beds on two sides around an asphalt area containing four parking spaces, one for disabled use. The footprint of the old skittle alley will be paved. The existing mobile phone mast located in the yard, still has some of its lease to run and will remain in situ at present.

Figure 1.1: White House: Ground Floor and Upper Floor Plans



Business Plan: Brief

The Brief is to develop a business plan for the White House that will identify a mix of uses which enables the development of the building as a community, cultural and commercial hub, leading in time to a self sustaining enterprise. The Brief makes it clear that the Business Plan should be robust and realistic and based on sound market research, community and potential users and other stakeholders’ requirements and set within the emerging regeneration context. In particular, the Business Plan should address the following issues and identify:

- The cultural and commercial proposition;
- The key non negotiables in terms of the architectural integrity of the building; [linked to capital funding and regulatory issues], community, business plan objectives;
- User profile for the building and its component uses, understood over time;
- Potential occupier profile and potential partners;
- Management structure for the building, roles and responsibilities;
- Funding and income strategies and cost management;
- Marketing and promotion;
- Resourcing and risk management

The key output of the commission is a costed business plan that informs PARC on overall viability, delivery and long term management options and recommended implementation strategy for the White House.

DWA Approach

DWA undertook seven tasks over an extended ten week programme to prepare the Business Plan and these are illustrated in Table 1.2.

Figure 1.2: DWA Tasks

PROGRAMME		Week	1	2	3	4	5	6	7	8	9	10
1	Commissioning Meeting											
2	Establish the Regeneration Fit											
3	Map Existing Facilities: Services & Proposals: Supply Side											
4	Original Market Research: Community & User Aspirations: Demand											
5	Project Development Workshop											
6	Confirming Vision: Market Justification For Revenue Streams											
7	Prospectus & Outline Business Plan: Final Report											

Business Plan: Structure

The White House Business Plan is presented in the following five sections:

- Regeneration: Context & Fit
- Craigmillar: Existing Facilities Services & Organisations;
- Market Research: Online Questionnaire;
- Opportunities: Emerging Uses: Project Development Workshop & Market Analysis
- Vision: Preferred Uses: Financial Analysis & Next Steps

2. REGENERATION: CONTEXT & FIT

This chapter summarises how the emerging White House project fits with national, City of Edinburgh and local economic regeneration policy initiatives. Demonstrating this kind of strategic fit forms an important part of the business case and can help influence potential partners, funders and private sector investors.

Scottish Government

The Scottish Government (SG) has a single purpose: to create a more successful country where all of Scotland can flourish through increasing sustainable economic growth. The [Government Economic Strategy](#) sets out the approach to delivering the Purpose to ensure that all of the Government's resources and policies are focused on its achievement. Scotland's **town centres and local high streets** are a key contributor to the national economy, and in supporting the achievement of this Purpose. Scottish Planning Policy defines town centres as: '*city, town and district centres, irrespective of size, that provide a diverse and sustainable mix of activities and land uses which create an identity that signals their function and wider role.*' The SG policies confirm that town centres are a vital source of services, employment and leisure activity for their local populations, acting as the heart of local communities.

The *Town Centre Regeneration Fund* (TCRF) is a £60million capital fund available to town centres and local high streets from April 2009 to March 2010 and this includes funding restoration of the White House (see Chapter 1). The fund demonstrates Scottish Government commitment to the regeneration and growth of Scotland's town centres and local high streets, supporting local economies through challenging economic times and helping towns reach their potential.

The [Scottish Sustainable Communities Initiative](#) (SSCI) was launched in June 2008 to encourage the creation of places, designed and built to last, where a high quality of life can be achieved. Local authorities, landowners, the development industry and others were invited to submit proposals which demonstrated ambition in addressing a number of principles. Craigmillar is one of the eleven selected projects. SSCI is about creating places which are ambitious and inspiring, raising standards and developing skills in design, architecture and sustainable construction. It is also about taking a long term view and is concerned with outcomes and delivery. In particular SSCI seeks to achieve and set high quality design and environmental standards for new housing developments.

PARC Craigmillar

PARC is a joint venture company formed by the City of Edinburgh Council and the EDI Group in 2003 to deliver a 15 year regeneration programme in Craigmillar. The area was identified as the fourth most deprived ward in Scotland (Scottish Government Index of Deprivation 2004). As a result of a consultation process undertaken in 1999-2001, the Council agreed the principle themes of regeneration for the area and approved the creation of a joint venture company (PARC) as the most appropriate delivery mechanism.

The Vision is for *Craigmillar to maintain a sustainable, welcoming and balanced community where people want to live and work and be part of the City of Edinburgh*. To achieve the vision PARC has adopted six strategic themes as presented in the City of Edinburgh Council's '**Development Framework for the Regeneration of Craigmillar**', namely:

- **A New Heart for Craigmillar:** Creating a strong focus for community life and a shared sense of progress and achievement. (See below);
- **Education and Lifelong Learning:** Delivering a high standard of modern learning environments, housed in the best facilities serving all age groups;
- **Economic Development:** Ensuring Craigmillar gains the maximum economic benefit from the physical and social changes that will take place over the next 10-15 years and is connected to the opportunities within the wider Edinburgh economy;
- **Young People:** Encouraging every young person in Craigmillar to have aspiration, skills, self-esteem and confidence to realise their goals;

- **Access and Movement:** Providing maximum transport choice and safety for the people of Craigmillar both in terms of transport mode and linkages;
- **Living in Craigmillar:** Providing a mix of residential tenures and densities to consistently high standards of design in safe, attractive neighbourhoods with convenient access to open space and play facilities.

PARC is now into the sixth year of a fifteen year development programme for Craigmillar and the target population at the end of the programme is likely to be around 15,000 (currently 7,000) with development that will attract more than 30,000 people to the wider area. PARC is committed to developing projects to generate confidence in a holistic regeneration programme. The list of projects that PARC has completed or is currently delivering includes two new primary schools (including nurseries), 203 homes and another 58 units under construction for Link HA, (with over 20% of provision as affordable housing), a new all weather flood lit field turf pitch, allotments, infrastructure works, business units, landscaping and tree planting, procurement charter, land assembly initiatives, and the support of community development initiatives.

The economic circumstances of the last two years have impacted on the activities of PARC as funding has been more limited for both house purchase and for new development and this has delayed the original programme.

A New Heart for Craigmillar

The objective of this theme is to develop an integrated town centre. The Town Centre Masterplan was approved in 2009, Outline Planning Consent is 'minded to grant' subject to Section 75 legal agreement being concluded and initial site clearance and assembly are continuing. The Masterplan aims to revitalise the high street, creating a new heart for Craigmillar with substantial commercial, retail and residential investment. This investment, combined with shopfront improvement and promotion of mixed use along the street seek to help to reposition Craigmillar as a place of quality for local people and visitors.

A number of significant developments are also being progressed within the immediate catchment of the White House and these include:

- City of Edinburgh Council East Neighbourhood Office and Library (see below);
- Development of the Royal Infirmary complex;
- Development of the Sick Kids hospital at the Royal Infirmary;
- Ongoing development of the Bio Quarter;
- Restoration of Niddrie Burn and the creation of a Public Transport Link between Craigmillar and the Bio-Medical Quarter;
- Development of the park between Little France and Craigmillar.

The Royal Infirmary Complex however is currently isolated from Craigmillar with no direct road or pedestrian links between the Infirmary and the Greendykes area. The proposed restoration of Niddrie Burn and the creation of a public transport link between Craigmillar and the Bio-Medical Quarter will greatly improve access and links between the two areas.

East Neighbourhood Office and Library (ENOLC)

The ENOLC will provide modern and fit for future accommodation with library, meeting, community engagement facilities and back of house areas on the ground floor. Open plan offices, meeting space and a staff collaboration area will be provided over two upper floors with a plant room located on the fourth floor. The total floor area is approximately 4,510sqm. The building will be used by over 350 staff from four departments of the City of Edinburgh Council. The aim is to adopt flexible working approaches and deliver vital neighbourhood services. The ENOLC is located on the site of the now demolished St Francis Primary School opposite the existing local neighbourhood office at 86-88 Niddrie Mains Road and the White House and will be completed in mid 2012.

Regeneration Fit: Conclusions

The brief review of economic development policy and proposals provides a strong and supportive foundation for considering future uses in the restored White House. PARC is now into the sixth year

of a 15 year development programme for Craigmillar and the target population at the end of the programme is likely to be around 15,000 (currently 7,000). The theme to create '**A New Heart for Craigmillar**' is particularly relevant. Here the aim is create a strong focus for community life and a shared sense of progress and achievement

The Town Centre Masterplan aims to revitalise the high street, creating this new heart for Craigmillar with substantial commercial, retail and residential investment being promoted by PARC Craigmillar. Eventually Niddrie Mains Road and its public realm will be significantly improved, enhanced with quality materials, street trees and soft landscaping to create a better environment for pedestrians, cyclists and vehicles. The White House forms part of this high street enhancement and the initial phase of work will see a much improved public realm together with the restoration of the White House. This work combined with wider improvements and promotion of mixed use along the street and so help to reposition Craigmillar as a **place of quality for local people and visitors**. The **East Neighbourhood Office and Library** that will be located opposite the White House will be used by over 350 staff from four departments of The City of Edinburgh Council and so in 2012 could provide a range of new customers/clients for the facilities that might be offered in the White House.

3. WHITE HOUSE: EXISTING FACILITIES SERVICES & ORGANISATIONS

There is a wide range of facilities, services and organisations serving the Craigmillar community. This chapter identifies services/facilities/organisations across fourteen categories, namely:

- Arts;
- Business;
- Churches
- Community;
- City of Edinburgh Council (CEC);
- Elderly;
- Health;
- Housing;
- IT;
- Regeneration;
- Schools;
- Sports;
- Well Being;
- Young.

Craigmillar Centre

The White House is located in the heart of Craigmillar local service centre on the south side of Niddrie Main Road. Services/facilities/organisations in the immediate vicinity to the White House include:

- Local convenience retailers: predominantly independent;
- National retailers including Londis, Lidl, William Hill and a Post Office;
- Worktrack;
- East Edinburgh Local Neighbourhood Office (CEC);
- Adult Learning Link (CEC)
- Craigmillar Credit Union;
- Capacity Building Project;
- Craigmillar Ability Network.
- Craigmillar Medical Centre
- Craigmillar Library

Nearby facilities and proposed projects include:

(i) Arts:

Craigmillar Community Arts (CCA)

CCA exists to uncover, encourage, support and promote the artistic talents of the residents of Greater Craigmillar. Originally based at the Arts Centre, Newcraighall, CCA are now housed at Artspace in the former Craigmillar Primary School which has been refurbished as a Social Enterprise and Community Arts Centre.

Artspace

Artspace is a centre of excellence for the arts and social enterprise organisations and owned by Castle Rock Edinvar Housing Association. Organisations in Artspace include: Craigmillar Community Arts (who have recently decided to release their space and instead consolidate at the Craigmillar Arts Centre), The John Maxwell Gallery and The Gaff Theatre. Artspace consists of a large gallery/exhibition area and a community theatre/performance space. Its main activities include:

- Running workshops in creative writing, drawing, painting, photography, pottery, screen-printing, drama, music and crafts;
- Art exhibitions;
- Producing community musicals, concerts, theatre shows and pantomimes;
- Organising the annual Craigmillar Community Festival in partnership with other local groups to put on a showcase of talent;
- Providing a venue for performances by touring theatre groups.

Craigmillar Arts Centre

Craigmillar Arts Centre now provides 'working arts space' and operated by Craigmillar Community Arts and is located in the old church at Fort Kinnaird. The Craigmillar Arts and Environment Project which is based here works with groups and individuals in the Craigmillar community, helping people to accomplish art projects, whilst focusing on environmental issues. The project has been involved in creating community gardens, painting murals, and creating a metal memorial tree for inside Richmond Church.

The Gaff Theatre, Gallery and Arts Centre can be booked for hire with rates varying according to use (Corporate hire/Public sector hire/Community Hire/Artists).

(ii) Business:

Castlebrae Business Centre

The Centre comprises 50 individual units of various sizes and specification available on monthly leases within the former school in art deco style. It houses Cre8te Craigmillar District Business Association (CDBA) and Craigmillar Business Incubator (CBIP).



Cre8te

Cre8te is the trading name of Craigmillar Opportunities Trust Ltd, an Enterprise Trust which is a commercial property holding and managing company set up for the benefit of the local community. The company also provides administration for Craigmillar Business Incubator & Craigmillar District Business Association. Cre8te manages the Castlebrae Business Centre, Peffer Place Industrial Estate and Craigmillar Out of School Project. Units when available are let to start-up companies, local companies and community enterprises. From the proceeds of its property interests, Cre8te also funds, manages and administers the Craigmillar Business Incubator.

Craigmillar Business Incubator

CBIP (Craigmillar Business Incubator) is based in the Castlebrae Business Centre and offers an informal walk-in support service for all local residents and businesses. The project provides opportunities for all residents who wish to realise their entrepreneurial ambitions and encourages self employment. CBIP offers:

- Free local professional 1 to 1 business advice;
- Support new or existing businesses to expand or diversify;
- Assistance for social enterprises;
- Direct links to mainstream business support services;
- Assistance with property;
- Local Business Development Fund;
- Access to Edinburgh-wide business funding sources.

Craigmillar District Business Association

Established in 2000, Craigmillar District Business Association (CDBA) is a membership run initiative aimed at promoting, servicing and representing the interests of the local business community. Its primary objective is to provide a local networking and information forum for established businesses, local entrepreneurs and individuals within the Greater Craigmillar area. In partnership with Cre8te and CBIP the CDBA complements the one stop business shop based at the Castlebrae Business Centre and offers an informal walk-in support service for all local residents and businesses.

Forth Sector

Located in SPACE, Forth Sector is one of the UK's leading and innovative social enterprises. Its primary focus is as a charity is to provide employability support to aid the recovery of people with mental health problems and achieves this by offering placements within businesses complemented by professional support provided by its Employability Service Team. Forth Sector Development is the consultancy arm offering high level business development services.

Hays Business Centre

Constructed in 2001 Hays Community Business Centre is home to a range of businesses, a nursery and post office shop. In addition it has conference and training facilities which are widely used by businesses and community groups. The conference facilities have modern audio visual and information technology equipment. Catering and evening and weekend bookings are available.

Worktrack

Established in June 1998 through the Craigmillar European Partnership, Worktrack provides the following services to assist the regeneration objectives for the area:

- Advice and Guidance: staff guide clients through the wide range of employment and training opportunities available.
- Access to Jobs: WorkTrack has access to a wide range of jobs through a network of local and national employers. A unique Job Matching service can match clients with suitable employment opportunities.
- Training Opportunities WorkTrack can advise on a comprehensive selection of training opportunities, from brushing up on existing skills to gaining relevant training to lead to a real job.
- Getting 'Job Ready' Assistance with CV preparation, job applications, interview techniques and covering letters.

(iii) Churches:

Bristo Memorial (Church of Scotland)

As well as regular worship services, the church organises a range of clubs including: Sunday KIDZCLUB, a breakfast club, a youth club and ladies dancing.

Richmond Craigmillar Church

As well as regular worship services, several organisations meet in the church hall, namely: a weekly food co-operative and nearly new store, lunch clubs, a furniture store and Brownies and Boys Brigade groups. A Café is open Monday - Saturday.

St. Teresa's Parish Church (RC)

The church is run by Franciscan friars, and there is also a group of sisters living and serving in Craigmillar. In addition to daily mass there is a kids club.



St Teresa's

(iv) Community:

Capacity Building Project

The Capacity Building Project was established to expand the knowledge and develop the skills of those involved in community development in Craigmillar. The project does this by providing free and subsidised training and education; running seminars, workshops and consultations on topical issues, managing a small grants fund to support one-off pieces of work by other local groups and offering resources including meeting space, minibus, community archive, computers, internet access and other multi-media equipment for community use. The Main Hall, Seminar Room and the Training Room can be rented out for an hourly rate.

Castleview Community Centre

The Castleview Community Centre programme is youth-work focused with a comprehensive range of activities taking place for young people. It has links with the Boys Club Movement with an emphasis on sport.

Craigmillar Adventure Project (CAPRO)

The Craigmillar Adventure Project aims to provide and assist in the provision of quality outdoor adventure education programmes, which support lifelong learning, social inclusion and active citizenship to a diverse range of groups across all communities, to both adults and young people across the city of Edinburgh. Capro is managed by a volunteer Board of Directors and some members are employed by City of Edinburgh Council.

Craigmillar Community Council

The community council meets regularly at the Capacity Building Project on Niddrie Mains Terrace. Craigmillar First is the campaigning arm of Craigmillar Community Council and is currently working to ensure that local residents in Craigmillar have their say about the regeneration plans put forward by the City of Edinburgh Council and PARC.

Craigmillar Community Education Centre

The centre, located in Craigmillar Castle Avenue provides adult education and IT training courses.

Craigmillar Community Library

The Community Library provides free access to information on a wide range of topics. Facilities include CAPINFO (providing up to date information on council services), computers, internet access, books, magazines, daily papers, CDs, photocopying, PS2, audio and large print books. Staff can arrange transport to the library and run a home-link service (door to door delivery of books). New integrated library facilities will form part of the proposed East Neighbourhood Office due to open in mid 2012.

Craigmillar Neighbourhood Alliance

Based at the Hays Business Centre the Craigmillar Neighbourhood Alliance supports the Craigmillar community in becoming involved in the changes facing the area and its housing. It does this by supporting local tenants groups, disseminating information to individual residents and facilitating the flow of information between residents, housing associations and agencies working in the area. It is a Registered Tenants' Organisation (RTO) and supports the Community Regeneration Forum.

Greendykes Organic Allotments

Established by a group of Greendykes residents in 2006, the scheme was started to improve health and community spirit. Over the past four years the group have raised £60,000 to help fund the organic allotment and have found that it has been really beneficial for people in the Greendykes high flats.

Jack Kane Centre (Community Wing)

The Jack Kane Centre Community Wing engages with diverse groups within the greater Craigmillar area. The centre currently carries out educational work with youth and children's groups as well as adults. Additionally, through a commitment to learning as an agent of social change, the centre supports communities to improve personal, community, social and economic well being.

Police

Craigmillar Police Station is located at Duddingston Road West.

Portobello & Craigmillar Neighbourhood Partnership

The Craigmillar Partnership is a partnership of organisations that have an interest in the redevelopment of the Greater Craigmillar area. All partners are represented on the board of directors. It is the responsibility of the partnership to deliver strategic guidance to the sub groups and partnerships funded projects, identify what Craigmillar and its residents need and find ways to provide it.

(v) City of Edinburgh Council (CEC):

Adult Learning Link

The Adult Learning Link located on Niddrie Mains Road provides educational guidance & advice, careers guidance, help with CVs and application forms, information on all aspects of adult education, computer access, study support, a variety of courses, and help with reading and numbers

East Neighbourhood Team

The Local Office of the City of Edinburgh Council provides information and services for Council tenants and gives advice on housing related concerns such as rent arrears, dampness and troublesome neighbours.

Community Education Service

Part of the City of Edinburgh's Education Department, the Community Education Service works with local people and groups to help them become involved in all aspects of community life. Based at Castlebrae Community Education Centre the service develops and delivers locally based informal educational opportunities. Staff work with local organisations which receive funding from the Education Committee to help ensure their work is contributing to the overall regeneration of Craigmillar. Community Education Centres are located at Castleview and the Jack Kane Centre.

(vi) Elderly:

Caring in Craigmillar

Caring in Craigmillar was set up in April 2002 following the demise of the Craigmillar Festival Society. Caring in Craigmillar offers day support services to older and vulnerable members of the Greater Craigmillar community. Service users are collected from their home and brought into the centre where a programme of activities is available. Project staff can also provide information and advice on all aspects of housing, welfare benefits, finance and budgeting. Clients are referred by social workers, health practitioners or family.

Castlegreen Care Home

Castlegreen Care Home on Greendykes Road offer long and short-term stay, respite care and care for people with dementia. Owned by Four Seasons Health Care Ltd the facility is custom-built and has 60 rooms.

(vii) IT

Haywired IT

Haywired IT Centre is managed by Castle Rock Edinvar Housing Association and is a free community learning resource that provides training courses, public access and information relating to Information Technology for the local community and businesses in Craigmillar. It is a satellite of Edinburgh Community Technology Academy.

(viii) Health

Craigmillar Dental Clinic

The practice is located on Peffermill Road.

Craigmillar Medical Centre

Built in 1999 to cater for the health needs of the population of Craigmillar the building houses two GP practices. Staff at the centre includes 8 permanent doctors, 3 nurses and 3 healthcare assistants. The Nursing Team offers a comprehensive range of health promotion services; and the health visiting team can help with all aspects of child and family health. Other services include Community midwives, ante-natal, child and family health clinics.

Link-in

Based in the Niddrie Mains Terrace area of Craigmillar Link In is a community mental health service, providing information, advice and support. All staff are trained professionals, able to respond to a broad range of mental health problems.

Royal Infirmary of Edinburgh

The Royal Infirmary of Edinburgh is a major acute teaching hospital and part of NHS Lothian's University Hospitals Division. The £190 million hospital officially opened in 2003 and has more than 900 inpatient beds. The photo below (looking north) shows the Bio Quarter with Craigmillar in the background.



(ix) Housing

Housing Associations providing new and converted residences in Craigmillar include:

Castle Rock Edinvar Housing Association

Castle Rock Edinvar Housing Association is a charitable housing association working in Edinburgh and the Lothians. It provides, manages and maintains affordable housing for rent to people in housing

need and promotes wider regeneration. In 2006 102 properties were transferred from the Thistle Foundation charity to Castle Rock Edinvar and the major refurbishment programme to upgrade the houses has recently been completed.

Dunedin Canmore HA

Dunedin Canmore Housing Association is a Scottish charity providing homes and related services on a not-for-profit basis. It manages affordable homes and provides a range of other services such as training and development, welfare rights advice and community initiatives.

Hunters Hall Housing Co-op

Hunters Hall Housing Co-op owns 201 good quality, affordable, well maintained houses and flats in Niddrie House. The management committee is made up entirely of Tenant representatives.

Link HA

Link Housing Association offers houses and flats to rent or buy, wide ranging support and care, property management (factoring) and community regeneration.

Manor Estates HA

Manor Estates HA is a registered social landlord providing housing for people in need.

There are a number of tenants, residents and neighbourhood associations established in the area, including:

- Coillesdene Complex Neighbourhood Association;
- Craigmillar/Peffermill Courts Tenants Group (East);
- Greendykes Neighbourhood Association
- Hays Neighbourhood Association;
- Magdalene Neighbourhood Association;
- Niddrie Marischal Neighbourhood Association;
- Niddrie Mill Tenants & Residents Association.

(x) Regeneration

Community Regeneration Forum

The Community Regeneration Forum (formerly Craigmillar Regeneration Forum) meets at the Hays Business Centre.

Community Renewal

Community Renewal has been supporting residents of Craigmillar since 2008. Its objective is to improve the wellbeing of disadvantaged individuals, families and communities, engaging with people by home visits. It is funded by the Scottish Government as part of the Wider Role programme and supported by Castle Rock (the lead HA), Muirhouse, Manor Estates and Dunedin Canmore HAs.

Craigmillar Castle Regeneration Group

The Craigmillar Castle Regeneration Group meets at the Hays Business Centre.

(xi) Schools:

Castleview PS

Castleview Primary School also has a nursery class and an after school club through Craigmillar Childcare Services.

Holy Rood HS

Holy Rood High is a Roman Catholic secondary school with a roll of 950 pupils situated on the edge of Holy Rood Park beside Duddingston Village.

Niddrie Mills and St Francis Primary Schools

The two new primary schools share a campus in the heart of the Wauchope Square development. Also have their own nursery schools.

Castlebrae Community High School

A new £30m Community High School in Craigmillar was originally expected to open in the summer of 2011 but the timescale has now been significantly delayed. The current pupil roll at the school is under half of its 600 capacity. It is also home to Castlebrae Community Education, Community Education's South East Edinburgh Area Office, Adult Student Link and Instep. Community education courses include languages, photography, art and computers. Groups or organisations can book rooms for a small fee and conferences can be held at this venue.

(xii) Sports:

The Jack Kane Sports Centre

Edinburgh Leisure manages the Jack Kane Sports Wing for the City of Edinburgh Council. The centre is located on the eastern periphery of Craigmillar set well back from Niddrie Mains Road and is therefore considered rather inaccessible for the elderly/less able. It has a substantial 35 station Pulse Centre, a large sports hall which can accommodate 8 5-a-side pitches, 8 badminton courts and a range of other activities including basketball, indoor hockey, birthday parties and special events. There are 2 meeting rooms available for hire. Outside there are up to 9 11-a-side football pitches, a rugby pitch and an American football pitch, as well as floodlit all-weather pitches and grass training areas. There is coaching for children's gymnastics, tennis, martial arts and football regularly available.

(xiii) Well Being:

Craigmillar Ability Network (CAN)

CAN was established in 2002 to help disabled and / or disadvantaged citizens of Craigmillar to remove barriers and maximise their income and independence. CAN provides a comprehensive welfare service, including advice and advocacy for members, their carers, their families and residents primarily of the greater Portobello and Craigmillar area.

Craigmillar Credit Union

Craigmillar Credit Union opened for business in October 1995 and is currently housed in a shop unit on Niddrie Mains Road. It is a well-used resource for the benefit of people living and working in the greater Craigmillar area and beyond to East Edinburgh. The Credit Union provides shares, loans, and other financial services, has a collection point at the Thistle Foundation.



The Thistle Foundation

The Thistle Foundation charity supports people with disabilities and long term health conditions to live in their own home well as facilities that are available to the wider community within Craigmillar. The conservation village/housing complex also comprises:

- Health and Wellbeing Centre, Lifestyle Management courses, Gym, Community Wildlife Garden, Healthy Eating Garden Café that has recently been relaunched, Training & Consultancy facilities;

- Wighton House: Conference Facilities to host weddings, board meetings and training programmes;
- The Robin Chapel;
- Tudsbery 'Wellness Centre' - water therapy, exercise and relaxation suites & conference areas



(xiv) Young People & Families:

Craigmillar Day Centre

Craigmillar Day Centre is a purpose built crèche and after school facility owned by Cre8te and let to Autism Initiative UK.

Greendykes Child & Family Centre

Greendykes Child & Family Centre is a resource to families with children up to 8 years old in Craigmillar and the surrounding area. Based at Craigmillar Castle Avenue it is part of CEC Social Work Department. The centre offers either full or part day care to children between the ages of 0-5 years old. Staff also organise a number of groups for parents and children including mother and toddler groups, outdoor education and craft groups.

Children's House Nursery School

Children's House is a CEC nursery school for age 3-5 located at Wauchope Terrace. Full day and part day pre-school education and care are available.

Craigmillar Children's Centre

The Craigmillar Children's Centre is part of the CEC Social Work Department. The Children's Centre provides child care for children of 0-5 years of age, provides informal and formal support through group work and also has part-time outreach workers attached.

Greengables Nursery

Greengables is a CEC Nursery School providing a variety of services to the whole family. As well as nursery education for young children, Greengables offers advice, information and guidance on a range of family related subjects as well as education and training. It offers a programme of adult education which is available to the general public. For adults attending the wide range of courses and events, childcare is available.

The Venchie

The Venchie Children and Young People's Project is a community based young people's project, providing a participatory approach to children's services for ages 5-16. The project aims to involve both young people and their parents in developing programmes and activities. Formerly known as Niddrie Adventure Playground the project is now managed by the Venchie Management Association.

Existing Facilities & Organisation: Conclusions

A very wide variety of community-focussed organisations operate in the Craigmillar area ranging across fourteen different categories. Community groups meet at a range of locations and there is

no central hub of community activity. Services and facilities are scattered around the greater Craigmillar area; only a handful are focussed on the main Niddrie Mains Road/town centre.

City of Edinburgh Council services are also distributed in a series of separate buildings in the Craigmillar but this will be addressed when four departments are accommodated within the new East Neighbourhood Office on Niddrie Mains Road in 2012. The other key conclusions are:

- Many organisations are closely linked to other service providers in the area, often working together;
- The Castlebrae Business Centre provides a range of services aimed at both established and start-up businesses in the area;
- Craigmillar Arts Centre and Artspace provides a focus for many art-related activities, Artspace is housed in the former Craigmillar Primary School, a short distance from the town centre;
- There is a strong network of youth-related organisations, aimed at both pre-and school aged;
- The Thistle Foundation provides an extensive range of facilities, increasingly marketed to encourage wider public use and are actively promoting new services including a healthy eating garden cafe;
- In addition to their core functions the schools and churches provide additional activities and accommodate a variety of clubs.

4. MARKET RESEARCH: ON-LINE QUESTIONNAIRE

A questionnaire focussing on future uses for the White House was distributed on-line in July 2010. The research was targeted at **groups and organisations** in Craigmillar and around 70 links to the questionnaire were initially distributed. The purpose of the questionnaire was to help to identify a **mix of uses** that would include uses that generate an income to ensure the building has a viable and secure future.

The results of the online survey that are summarised in this chapter are based on 47 responses that identify desirable and least desirable uses that respondents **would like to see the White House used for** in the future. Some uses that might be desirable may not be possible when they are considered against listed building and other regulations.

Results

Q1			
Arts, culture & heritage related uses			
	Responses	%	Rounded
Visual arts: permanent exhibitions			
Desirable	14	29.79%	30%
Not Desirable	26	55.32%	55%
No Opinion	7	14.89%	15%
Total	47		
Visual arts: touring exhibitions			
Desirable	20	42.55%	43%
Not Desirable	23	48.94%	49%
No Opinion	4	8.51%	9%
Total	47		
Artists performance arts: small events (drama, dance)			
Desirable	22	46.81%	47%
Not Desirable	24	51.06%	51%
No Opinion	1	2.13%	2%
Total	47		
Artists studio space (e.g. painting, pottery, jewellery)			
Desirable	14	29.79%	30%
Not Desirable	25	53.19%	53%
No Opinion	8	17.02%	17%
Total	47		
Artist in residence			
Desirable	6	12.77%	13%
Not Desirable	33	70.21%	70%
No Opinion	8	17.02%	17%
Total	47		
Heritage & history stop			
Desirable	21	44.68%	45%
Not Desirable	23	48.94%	49%
No Opinion	3	6.38%	6%
Total	47		

IT/multimedia facilities	Responses	%	Rounded
Desirable	28	59.57%	60%
Not Desirable	18	38.30%	38%
No Opinion	1	2.13%	2%
Total	47		

Question 1 Summary: Arts, culture & heritage related uses

Most Desirable: (Votes for exceed votes against)

IT/multimedia facilities 28 (60%)

Least Desirable: (Votes against exceed votes for)

Artist in residence 33 (70%)

Visual arts: permanent exhibitions 26 (55%)

Artists studio space (e.g. painting, pottery, jewellery) 25 (53%)

Artists performance arts: small events (drama, dance) 24 (51%)

Heritage & history stop 23 (49%)

Visual arts: touring exhibitions 23 (49%)

Q2

Events

Social: weddings, birthdays, anniversaries	Responses	%	Rounded
Desirable	32	68.09%	68%
Not Desirable	10	21.28%	21%
No Opinion	5	10.64%	11%
Total	47		

Conferences/workshops	Responses	%	Rounded
Desirable	36	76.60%	77%
Not Desirable	9	19.15%	19%
No Opinion	2	4.26%	4%
Total	47		

Community meetings	Responses	%	Rounded
Desirable	42	89.36%	89%
Not Desirable	4	8.51%	9%
No Opinion	1	2.13%	2%
Total	47		

Question 2 Summary: Events

Most Desirable: (Votes for exceed votes against)

Community meetings 42 (89%)

Conferences/workshops 36 (77%)

Social: weddings, birthdays, anniversaries 32 (68%)

Q3

Business uses

Workspace/desk space (individual work stations for rent per hour/day)	Responses	%	Rounded
Desirable	19	40.43%	40%
Not Desirable	18	38.30%	38%
No Opinion	10	21.28%	21%
Total	47		

Managed business centre (small offices for rent)	Responses	%	Rounded
Desirable	19	40.43%	40%
Not Desirable	20	42.55%	43%
No Opinion	8	17.02%	17%
Total	47		

Question 3 Summary: Business uses

Most Desirable: (Votes for exceed votes against)

Workspace/desk space (individual work stations for rent per hour/day) 19 (40%)
(Only by one vote)

Least Desirable: (Votes against exceed votes for)

Managed business centre (small offices for rent) 20 (43%)
(Only by one vote)

Q4

Catering

Cafe: local operator	Responses	%	Rounded
Desirable	36	76.60%	77%
Not Desirable	9	19.15%	19%
No Opinion	2	4.26%	4%
Total	47		

Cafe: national operator	Responses	%	Rounded
Desirable	17	36.17%	36%
Not Desirable	23	48.94%	49%
No Opinion	7	14.89%	15%
Total	47		

Bistro	Responses	%	Rounded
Desirable	35	74.47%	75%
Not Desirable	9	19.15%	19%
No Opinion	3	6.38%	6%
Total	47		

Restaurant	Responses	%	Rounded
Desirable	21	44.68%	45%
Not Desirable	22	46.81%	47%
No Opinion	4	8.51%	9%
Total	47		

Bar	Responses	%	Rounded
Desirable	12	25.53%	26%
Not Desirable	31	65.96%	66%
No Opinion	4	8.51%	9%
Total	47		

Fast food	Responses	%	Rounded
Desirable	11	23.40%	23%
Not Desirable	33	70.21%	70%
No Opinion	3	6.38%	6%
Total	47		

Question 4 Summary: Catering

Most Desirable: (Votes for exceed votes against)

Café: local operator	36 (77%)
Bistro	35 (75%)

Least Desirable: (Votes against exceed votes for)

Fast Food	33 (70%)
Bar	31 (66%)
Café: national operator	23 (49%)
Restaurant	22 (47%)

Q5			
Children/youth/elderly			
	Responses	%	Rounded
Nursery			
Desirable	18	38.30%	38%
Not Desirable	20	42.55%	43%
No Opinion	9	19.15%	19%
Total	47		
Mother/toddler's group			
Desirable	29	61.70%	62%
not Desirable	12	25.53%	26%
No Opinion	6	12.77%	13%
Total	47		
Youth facilities: afternoon/evening drop in			
Desirable	33	70.21%	70%
not Desirable	10	21.28%	21%
No Opinion	4	8.51%	9%
Total	47		
Elderly: resource centre			
Desirable	34	72.34%	72%
not Desirable	6	12.77%	13%
No Opinion	7	14.89%	15%
Total	47		

Question 5 Summary: Children/youth/elderly

Most Desirable: (Votes for exceed votes against)

Elderly: resource centre	34 (72%)
Youth facilities: afternoon/evening drop in	33 (70%)
Mother/toddler's group	29 (62%)

Least Desirable: (Votes against exceed votes for)

Nursery	20 (43%)
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Q6

Are there any other uses and/or activities you think are desirable?

See separate non-attributable verbatim text in Appendix 1.

Q7

Do you have any other comments?

See separate non-attributable verbatim text in Appendix 1.

Q8

PARC Craigmillar is considering how to keep people informed about the White House.
How would you prefer to be kept informed?

	Responses	%	Rounded
Local media (papers, radio)	34	23.61%	24%
Newsletter - by email	31	21.53%	22%
Newsletter - by post	14	9.72%	10%
Website	30	20.83%	21%
Facebook	16	11.11%	11%
Bebo	6	4.17%	4%
Twitter	5	3.47%	3%
Other	7	4.86%	5%
Not interested	1	0.69%	1%
Total	144		

Most popular:

Local media (papers, radio)	34 (24%)
Newsletter - by email	31 (22%)
Website	30 (21%)

Q9

Are you completing this questionnaire on behalf of an organisation or group?

Yes	25	53.19%
No	22	46.81%
Total	47	

Organisation/group	25 (53%)
Individual	22 (47%)

Q10

Are you?

Male	28	59.57%
Female	19	40.43%
Total	47	

Male	28 (60%)
Female	19 (40%)

Q11

How old are you?

Under 16	0	0.00%
16-24	1	3.03%
25-34	6	18.18%
35-44	6	18.18%
45-54	11	33.33%
55-64	6	18.18%
65+	0	0.00%
Do not wish to answer	3	9.09%
Total	33	

On- Line Questionnaire: Conclusions

The most desirable uses (votes for) and the least desirable uses (votes against) were as follows:

Most Desirable Uses: Votes For

42 (89%)	Community meetings
36 (77%)	Conferences/workshops
36 (77%)	Café - local operator
35 (75%)	Bistro
34 (72%)	Elderly: resource centre
33 (70%)	Youth facilities: afternoon/evening drop-in
32 (68%)	Social: weddings, birthdays, anniversaries
29 (62%)	Mother/toddler's groups
28 (60%)	IT/multi-media facilities
<50%:	
22 (47%)	Artists' performance
21 (45%)	Heritage & history stop
21 (45%)	Restaurant

Least Desirable Uses: Votes Against

33 (70%)	Fast food
33 (70%)	Artist in residence
31 (66%)	Bar
26 (55%)	Visual arts: permanent exhibitions
25 (53%)	Artists' studio space
24 (51%)	Artists' performance
23 (49%)	Café - national operator
23 (49%)	Heritage & history stop
23 (49%)	Visual arts: touring exhibitions
22 (47%)	Restaurant
20 (43%)	Nursery

A range of other uses suggested and included:

- Tourist related: Heritage Centre and gallery, Craigmillar Castle shop, Museum: brewery/mining;
- Dedicated and non-dedicated office uses/welfare: Craigmillar Credit Union, Community information point/Citizens Advice Bureau (CAB), Offices at rear;
- Health and well being: Affordable gym, Alternative therapies;
- Social: Heart of Midlothian Social Club, Bingo;
- Educational: Film-making facilities, Adult learning centre; Education centre, Library;
- Children& Families: Soft play facility/party centre.

The on-line questionnaire highlighted the popular requirement for a well located **community 'hub'** in Craigmillar that would complement the **East Neighbourhood Office and Library that will be open in 2012**. The aim would be to provide a 'one stop resource centre' and social events space where local people could meet, have a coffee and host family events and parties and anniversaries. The White House because of its strategic and highly visible location on Niddrie Mains Road was considered an ideal location.

The on-line questionnaire also highlighted that it was important to ensure that residents are involved in the decision-making process on future uses, '*so the building is for the local community and not solely a commercial enterprise*'. It was suggested that there may be opportunity to display historic photos and artefacts in the building.

It was clear from the questionnaire that new uses in the White House should avoid duplication of existing services that are already provided in the area including arts space and managed business space. Other possibilities that were identified included promoting the link to Craigmillar Castle for tourists by providing a quality coffee shop and perhaps a booking facility. There was a view that a

social enterprise model for operating the White House would be preferred although another view was that it was important to establish a high quality operation using an established named brand for example Costa or Starbucks operating the coffee shop. The emerging Community Development Trust was also identified as a potential organisation who could manage the building in the future.

5. OPPORTUNITIES: EMERGING USES: PROJECT DEVELOPMENT WORKSHOP & MARKET ANALYSIS

This chapter summarises the key opportunities and constraints that have been identified, highlights the long list of potential uses, the outcomes of the Project Development Workshop and the market analysis that has been undertaken on the emerging short list of uses for the White House.

White House: Opportunities & Constraints

Ownership: Management: Operations & Maintenance

PARC Craigmillar Ltd who acquired the White House in 2007 is looking to retain ownership at least for the next 4/5 years and the contract to restore the White House will be complete at the end of December 2010. At this stage PARC are looking to identify uses so that the building becomes a community, cultural and commercial hub that **does not require revenue subsidy in the short, medium or long term**. In this way the new uses in the White House will need to cover their own operating costs and therefore the preferred mix of uses will need to include some 'commercial' uses that generate revenue to help cover the other operating and management costs. It may be that a short term use is identified to ensure occupation and use of part of the building early in 2011.

PARC has not envisaged providing significant further capital investment into the building after the current restoration contract is complete. Therefore there is likely to be a need to investigate alternative sources of capital funding to cover some of the fit out costs of the White House.

Town Centre Masterplan

Chapter 2 has highlighted that the Town Centre Masterplan aims to revitalise the high street, creating this as the new heart for Craigmillar. The **East Neighbourhood Office and Library** that will be located opposite the White House will be used by over 350 staff from four departments of The City of Edinburgh Council and will be operational in 2012. Eventually Niddrie Mains Road and its public realm will be significantly improved, enhanced with quality materials, street trees and soft landscaping to create a better environment for pedestrians, cyclists and vehicles. The White House therefore forms a key part of the high street enhancement and the initial phase of work will see a much improved public realm. This work, combined with wider improvements and promotion of mixed use along the street seeks to help to reposition Craigmillar as a **place of quality for local people and visitors**.

Complementing Existing Uses & Facilities In Craigmillar

Chapter 3 has shown that a very wide variety of community-focussed organisations operate in the Craigmillar area providing a range of services and facilities across fourteen different categories. Community groups meet at a range of locations and **there is no central hub of community activity**. Services and facilities are scattered around the greater Craigmillar area and only a handful are focussed on the main Niddrie Mains Road/town centre. At the same time a number of the facilities and services are as one consultee said '*fragile*' and therefore new uses in the White House **should not displace or undermine the viability of existing community facilities**. Chapter 3 has shown that the arts and business space in particular are well catered for. New uses in the White House need to complement the existing community provision in Craigmillar.

White House: Restoration & Constraints

The White House is Category B-listed by Historic Scotland. Throughout the restoration works that will be completed at the end of 2010 the fundamental aim has been to keep as much of the original building as possible whilst making it more compliant with current standards. At the start of the restoration contract no definite and specific end user had been identified, although a coffee bar and flexible / exhibition space use was assumed. Hence the various rooms have been allocated accordingly to allow the occupancy to match the available amenity, in particular, the toilet provision as required by building standards. The original layout of the building is such that the rooms flow into each other. This makes it **difficult to subdivide the areas** without affecting emergency escape routes.

The building also relies on top light to some of the areas, which again makes subdivision difficult. The current **kitchen space is relatively small** and may be restrictive in the extent of catering

facility it can accommodate. Various uses have different occupancy standards which affect the toilet provision and again this needs to be taken into account when looking to identify a preferred use for the building.

It is also unlikely that any extension of the building would be allowed beyond occupying the footprint of the previous skittle alley and likely to be only up to one storey in height. The telecoms mast currently restricts the use and layout of the rear external area. There is however scope for minor subdivision internally using low height partitions to create more private spaces within the larger rooms. This could also be achieved by use of specialist furniture that creates **meeting pods**.

Long List of Potential Uses

The long list of uses that were summarised in the On Line Questionnaire (See Appendix 1) have been tested against the following criteria:

- Whether use would retain the integrity of the White House and the conservation constraints identified above;
- Views from the results of the online questionnaire;
- Initial market interest

Project Development Workshop

As a result of this assessment five clusters of uses were identified for discussion at the Project Development Workshop that was held at Hays Business Centre on Wednesday 8 September 2010. (See Appendix 2: PowerPoint Presentation, Workshop Report & Attendance).



The five clusters of uses or themes were:

1. Community: One Stop

- Base & resource centre
- Meetings & small conferences/workshops
- Social: weddings, birthdays, anniversaries
- Elderly
- Youth

2. Heritage & Arts Hub

- Heritage & history stop
- IT/multimedia facilities
- Arts: exhibitions & performance: small events

3. Health & Well Being

- Healthy living

4. Business Space

- Community/voluntary/charity
- Workspace/desk space

5. Commercial

- Café
- Bistro
- Family Restaurant

The Workshop was attended by thirty three people and proved to be an ideal opportunity to review progress on the Business Plan and the initial plenary session included a presentation that covered regeneration context, existing facilities and services, restoration works and progress and on-line questionnaire responses. Four smaller groups then discussed the five clusters. Tables 5.1 and 5.2 summarise the outcomes from the group discussions.

Table 5.1: Group Discussion: Preferred Uses

Group 1	Group 2	Group 3	Group 4
<ul style="list-style-type: none"> • Social enterprise model • Café - model that would be sustainable • Watch, match & dispatch - social occasions • Community meetings space/social facility • Craigmillar Community Archive - older people/young people (intergenerational)/ 'new' linked to past • Credit Union • Microbrewery - industrial heritage & alcohol education project • Development Trust • Community classroom space/life long learning • Council meetings - overspill from new HQ 	<ul style="list-style-type: none"> • Meeting rooms • Café/bistro • Permanent exhibitions/archive/heritage • Office use: Credit Union/banking • Multi-purpose flexible space e.g: <ul style="list-style-type: none"> - mother and toddlers groups - meetings - community groups - day centre (accessibility) - functions on the first floor 	<ul style="list-style-type: none"> • Room 1: Flexible, multi-purpose room <ul style="list-style-type: none"> - safe access e.g. toddlers gate • Room 2: Café/bookings room with wi-fi <ul style="list-style-type: none"> - also use as a party room/other complimentary activities? - access through side door off Craigmillar Castle Loan - bookings for upstairs rooms managed here • Room 3: Flexible space, e.g Credit Union, mother and toddlers group • Entrance Hall: Use entrance space for special events: controlled access via a buzzer/tv upstairs <ul style="list-style-type: none"> - arts space/archive of images: touchscreens; a tourist opportunity - reception • Rooms 4 & 5: <ul style="list-style-type: none"> - flexible IT suite with wi-fi - bookable workspace with 	<ul style="list-style-type: none"> • Room 1: Children's focus (parents and toddlers) or office space <ul style="list-style-type: none"> - an informal place where parents come together - hired out for meetings • Room 2: Functions (evenings and weekends) & conferences, workshops and training (during the day during the week) • Room 3: Café (weekdays) & family friendly bistro (weekends) • Rooms 4 & 5: flexible space for workspace, groups to meet and 1:1 discussions <ul style="list-style-type: none"> - meeting rooms - would be in competition with Castle Rock Edinvar facilities Café/bistro: <ul style="list-style-type: none"> - multiple users: local workers, residents, schoolchildren - but overlap with Thistle café? - restricted café facilities in the area at present - healthy food classes - build on skittle alley? - branded idea - Starbucks? • (Ripple project):

Group 1	Group 2	Group 3	Group 4
		<ul style="list-style-type: none"> • wi-fi • - adult education & outreach activities in the evenings • Decorate the building with community arts and archive images • Roof garden? • Exterior: Ideas/future redesign? <ul style="list-style-type: none"> - self-sufficient garden (vegetables)- link to Greendykes allotments - gardening group - BBQ area - youth club facilities - smoking areas - covered canopy 	<ul style="list-style-type: none"> • upstairs rooms • - 1:1 rooms for confidential discussions: unlikely due to restrictions on wall to wall partitions and position of toilets • - rented out to one user/project e.g CAB? • - unsuitable for toddlers groups due to stairs & carpeting • Use Craigmillar Partnership's old car park for parking • Knock the fence by the old skittle ally down and extend out

The summary of the discussions on preferred uses across all four groups shows a clear consensus on the following four uses:

- Cafe/bistro
- Functions and social events
- Space for meetings & one to one discussions
- Multi purpose spaces

Table 5.2: Big Driving Idea

Group 1	Group 2	Group 3	Group 4
<ul style="list-style-type: none"> • Social enterprise model • Community centre/hub • Re-branding Craigmillar • Linking the past with the future - to appeal to new residents, bring back former residents and change perceptions of outsiders • Mixed use: inclusive activities for all spaces • Not a licensed premise but provide 	<ul style="list-style-type: none"> • Community Development Trust • Community Hub - Self sustaining • Mixed use 	<ul style="list-style-type: none"> • <i>Quality product:</i> space, staff & volunteers (invest in people) • <i>Training:</i> cooks/chefs, links to college & archives/IT • <i>Identity:</i> huge resource of existing community archives to populate the interior • Flexibility/adaptability • Sustainable • Open/inclusive: Use from 8.30am onwards; weekdays & weekends • A central point for the community to find out what's going on in Craigmillar 	<ul style="list-style-type: none"> • Healthy living • Enterprise • Self-sustaining • Commercial/non-time dependent • Family friendly - a place for the community to meet • A Hub

Group 1	Group 2	Group 3	Group 4
for occasional licensed use <ul style="list-style-type: none"> • Kids involved - link with schools and work experience • Sustainable: establish green credentials 			

The discussions on the ‘big driving idea’ across the four groups highlighted the **community hub** as a high quality, centrally located and family friendly point/resource centre to find out what’s going on and part of a conscious re-branding of Craigmillar.

Market Analysis

This section outlines the market demand for the five potential uses that have emerged from the reviews of regeneration context, existing facilities and services, on-line questionnaire responses and the Project Development Workshop. The market analysis is backed up with evidence where possible.

Cafe/Bistro

The cafe/bistro use has emerged as an anchor use based on the demand for good quality informal space in the town centre to ‘meet and chat’. The view locally is that there is demand for this kind of facility as a counter point to the number of fast food and takeaways in Niddrie Mains Road and that a recognised branded operation like Cafe Nero, Costa, or Beanscene would help to establish a ‘quality threshold’ and appeal to passersby and a wider catchment as part of the repositioning of Craigmillar. The business would also provide local employment and generate revenue for the management and operating costs of the White House. The cafe would also appeal to the 350 staff who will be based at and visitors to the East Neighbourhood Office and Library that will be located opposite the White House and be operational in 2012. It may also be possible to work with the brand operator to tailor the particular operation to Craigmillar, offer local recruitment and training and promote a bistro style operation on certain weekday and weekend evenings.

Costa as an example of a recognised brand are part of the Whitbread Group and already operate a unit at Cameron Toll and typically occupy around 1,400 sq ft/128 sq m with no cooking on site so the small kitchen would be suitable for grilling/reheating facilities. Rental and lease terms are subject to market testing and individual operations are encouraged to develop their own character with neighbourhood book clubs for example.

Function & Social Events Space

The research has identified only two pubs in the immediate Craigmillar area that offer function space for family birthday and anniversary type events and they are Craigmillar Castle Tavern in Niddrie Mains Road near the White House, but is closed down and Omans Bar in Pepper Place. The view locally is that neither are particularly family friendly and there does seem to be demand for a quality informal small events space suitable for extended family gatherings.

Community Hub

The New Economics Foundation (NEF) in their new publication ‘Clone Towns 2010’ highlight the role of high streets as ‘centres of economic and social revival. *Just what is needed for a ‘Big Society’*. NEF promote bringing empty properties back into use for example as new local food hubs to sell and learn about local food production and energy saving hubs to provide the latest on saving energy.

The White House could become a ‘hub’ to capitalise on its visible town centre location and the focus would be on accommodating a range of targeted community and third sector organisations who would benefit from a ‘high street location’ and who would take space on a full or part time basis. This is likely to require space suitable for small group meetings and for one to one more confidential discussions. The allocation of space to community and third sector organisations will

have to be carefully managed so that other facilities like Castlebrae and Hays Business Centres are not adversely affected.

Craigmillar Neighbourhood Alliance/Craigmillar Regeneration Forum are actively establishing a Community Development Trust as a route to owning assets, like a building, so as to assist empowerment and generating revenue so that the Trust is more sustainable in the medium and long term. The emerging Community Development Trust once it is well established, operating smoothly, recognised and has proved competent could be in a position to take on the ownership and/or management of the White House as a successor to PARC Craigmillar.

It has also been suggested that the community hub could include a 'learn to cook' element where local people with little or no culinary skills learn how to make simple dishes and lead healthier lives but it would difficult to accommodate this kind of use within the existing restricted kitchen facility and the Thistle Foundation are actively promoting a 'health and well being centre' including healthy eating cafe.

Business Property

CBIP (Craigmillar Business Incubator) based in the Castlebrae Business Centre and the Hays Business Centre provide start up business space and enterprise advice. It seems that renting individual rooms is more popular than renting single desk spaces and the rooms need to have sufficient power and telecoms cabling. Providing reception, telephone answering and high speed broadband as part of the package makes the business space more attractive. Providing some parking for occupiers and visitors is also important. Business space is available at rents of between £8 per sq ft and £11 per sq ft. In Craigmillar with the existing level of provision it is unlikely that there would be a market for additional business space at the White House.

Interpretation: Craigmillar Past & Future Stop

There is considerable interest in Craigmillar's history and in particular more recent family memories, photographs and artefacts. Craigmillar Community Arts recently hosted very successful 'Craigmillar Then' and 'Forensic Photography' exhibitions. Craigmillar Community Archive has also recently produced an ambitious proposal to develop their web site, a book and film. There is also specialist interest in the Craigmillar Festival Society material that goes back to early 1960's. There could be an opportunity to combine some of this historical material with PARC Craigmillar's plans, models and exhibition material illustrating the area's future. This kind of 'Past, Present and Future Stop' would relate directly to the existing environmental/heritage trail and public arts strategy and could have curriculum links into the primary/secondary/FE/sectors. Currently there is a strong emphasis on developing educational activities away from the classroom where the aim is to provide an additional dimension to engage children academically as well as develop social learning.

Market Analysis Conclusions

The initial market analysis that has been undertaken on the White House has highlighted market demand for a good quality 'branded' cafe that would anchor a mixed use community hub with function and social events space. The hub would accommodate a range of community and third sector organisations who would benefit from a 'high street location' and who would occupy space on a full or part time basis. There could also be an opportunity to combine some of this historical material held by the Craigmillar Community Archive with PARC Craigmillar's plans, models and exhibition material illustrating the area's future. This exciting mix of uses and different group activities will require an innovative approach to providing storage space because of the restrictions of the building and space limitations. Clearly promoting this mix of uses in the restored White House could play a significant role in the wider economic regeneration of Craigmillar town centre.

6. VISION: PREFERRED USES: FINANCIAL ANALYSIS & NEXT STEPS

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, project development workshop and local market analysis. This is highlighted below and the remainder of the Chapter summarises target markets, revenue streams, outline cash flow benefits, management structure, implementation strategy and next steps.

Vision & Driving Principles

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'.

Preferred Uses

Table 6.1: Preferred Use: Target Markets & Revenue Streams Assumptions

Room	Use	Target Market	User/Occupier Profile	Capacity	Annual Revenue Streams Assumptions
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.	Families, visitors, new residents, mother & toddlers, school groups: mostly weekdays Craigmillar Community Archive & PARC	48.9 sqm /526 sqft	
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. Possibility of operating a bistro in the evenings.	Weekdays/Evenings & Weekends Branded operator	79.2 sqm /853 sqft	
3	Cafe/Events & Functions	Wide range of events including: <ul style="list-style-type: none"> Anniversary celebrations Birthday Parties Family gatherings or other occasions Corporate events 	Family gatherings: evenings/weekends	65.9 sqm /709 sqft	
4	High Street Hub	Space with 'hotdesk' workspaces and facilities to include heating, lighting and cleaning. Targeting community/third sector	Weekdays & Evenings Could include: - Emerging Community Development Trust	46.2 sqm /497 sqft	

Room	Use	Target Market	User/Occupier Profile	Capacity	Annual Revenue Streams Assumptions
		organisations who want a 'high street' presence e.g Credit Union, Citizens Advice Bureau Community Health Partnership	<ul style="list-style-type: none"> - Credit Union - Citizens Advice Bureau - Craigmillar Community Archive - Community Health Partnership - Worktrack - Craigmillar Neighbourhood Partnership - Carr-Gomm Scotland 		
5	Community Hub: Group meeting space and pods. Using low height partitions to create more private spaces	Group & 1-1 Meetings	Weekdays & Evenings	40.5 sqm /436 sqft	

Appendix 3 includes reports from Smith Scott Mullan Associates on architectural issues and toilet provision.

Preferred Mix of Uses: Economic Community & Environmental Benefits

Economic Benefits

A mixed use restoration of the White House with cafe, events space, multipurpose space and high street hub could be a transformational project in the economic regeneration of Craigmillar town centre. The restoration of the White House, the mix of uses and the recognised cafe brand association would help to reposition Craigmillar town centre to be more outward looking and as a place of quality for local people and visitors. Adaptive reuse of the White House would create a destination for visitors and residents and visitors in the wider Craigmillar area as well as generate residents and business confidence.

Overall the White House project would support economic recovery in Craigmillar town centre and accelerate investment and increase commercial confidence in the town centre. The intended uses would be attractive to residents, people employed in the centre, visitors and businesses. The capacity for job generation of the two options is summarised below.

Table 6.4 White House: Preferred Mix of Uses: Job Generation

Component	Job Capacity
Cafe	8 PT
High Street Hub	8 FT
Caretaking	1 PT
Business Development Manager	1 PT
Total	10 PT/8 FT

Community Benefits

Restoration and adaptive reuse of the White House as a high street hub will bring back into beneficial use a very well know landmark/iconic building in Craigmillar town centre that has remained vacant and derelict since 2000 and so increase civic pride. This will develop local economic and community sustainability, improve partnership working, provide a one stop advice/resource centre and increase footfall in the town centre. The multipurpose spaces would be available for high profile community events and have the potential to provide a particularly desirable facility that would complement the existing events accommodation provision in Craigmillar. Craigmillar 'Past & Future Stop': Multi Purpose Space and the events programme will appeal to both the local community and visitors. Craigmillar Community Archive has also recently produced an ambitious proposal to develop their web site, a book and film. The consultation that has been carried out as part of the Business Plan has shown that the project has strong local support.

Environmental Benefits

The White House is a surviving example of an Art Deco roadhouse and is Grade B-listed by Historic Scotland and is currently on the Buildings at Risk Register Scotland. Restoration and adaptive reuse of the White House will contribute to an improved 'place making', townscape and better public realm in Craigmillar town centre. The restored White House will be an improved attraction for all town centre users. Eventually Niddrie Mains Road will be reclaimed as a shared space, paved in high quality materials with effective traffic management and with the White House as a key part of the high street enhancement. Improvement of this part of the town centre should act as a catalyst for investment in the rest of the town centre and accelerate investment in Craigmillar town centre. The restoration and reuse of the building fits well with national heritage policies and the town centre masterplan where there is an emphasis on conserving the built heritage.

Management Structure & Governance

Two options for delivering the preferred mix of uses and managing the White House, once the restoration works have been completed, have been identified and assessed. The options and their respective advantages and disadvantages are highlighted below.

Option 1: On Completion of Restoration Works: Fit Out By Operator/Occupiers & Management by Occupiers Group

On completion of the restoration of the building, the aim would be for the café/bistro opportunity to be offered using a tender arrangement to specialist operators with a specific brief to fit out and manage on a long lease. Other community hub occupiers would fit out and occupy their own spaces under a simple lease/licence. SSCI/ Craigmillar Community Arts/ Craigmillar Community Archive would be invited to work with PARC arrange an inaugural exhibition/event.

Advantages:

- PARC would not get involved in specialist fit out
- New occupiers can focus on fitting out and delivering the preferred mix of uses.

Disadvantages:

- Fragmentation of the fit out could mean quality, project management and coordination issues on site that could lead to delays and additional costs
- Experience with mixed use buildings highlight that one management regime needs to be responsible for the whole building to ensure day to day issues are dealt with effectively and to unlock the medium and long term synergies: *whole is unlikely to greater than sum of the parts*
- Risk that no interested specialist branded café/bistro operators come forward to run the operation and complete the 'fit out'
- This would make it more difficult to deliver the preferred mix of uses
- The vision and preferred mix of uses and could be diluted by the individual occupiers
- PARC would lose some control of the project

Option 2: Fit Out by PARC: Operation of Some Components by Specialists with Overall 'Hands On' Management by PARC or Successor Trust /Social Enterprise

On completion of the restoration contract, the café/bistro opportunity could be offered, using a tender arrangement, to specialist operators with a specific brief to fit out and manage on a long lease at a guaranteed rental. PARC would undertake a simple fit out and community hub operators would occupy their own spaces under a simple lease/licence. PARC and in due course a successor Trust or Social Enterprise would then own and manage the White House in perpetuity. The occupiers would enter a simple memorandum to agree to the vision and principles and form an advisory management group. SSCI/Craigmillar Community Arts/ Craigmillar Community Archive would be invited to arrange an inaugural exhibition.

Advantages:

- The mixed use building would all be under one management regime to ensure day to day issues are dealt with effectively
- Opportunity to unlock the medium and long term synergies including partnership working, marketing, programming and 'customer/client development' opportunities: *whole is greater than sum of the parts*
- PARC would control the project through fit out works to management of the completed project
- Café operator is responsible for funding and delivering fit out
- With PARC 'hands on' the preferred option and vision would not be diluted
- PARC could in due course establish a successor Trust or Social Enterprise would then own and manage the White House in perpetuity

Disadvantages:

- PARC get involved in fit out with some additional capital costs and long term management of the restored building in the short term
- PARC are not experienced in management of a mixed use commercial/community project
- PARC would need to provide a part time Business Development Support/User Liason resource and employ a caretaker

Option 2 (**Overall Management by PARC**) clearly has more advantages and fewer disadvantages than Options 1. Option 2 ensures that PARC retain control of the project including fit out and management of the completed project in the short term. This will ensure that the preferred mix of uses is pursued and the overall **preferred mixed use high street hub concept is not diluted**. PARC would need to explore alternative funding sources for some of the fit out.

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 may be open weekdays or several days a week and some evenings /weekends. A Project Plan has been prepared and the day to day management and opening of the exhibition needs to be discussed and agreed.

The initial thoughts were that the Rooms would be planned on the basis of:

- Entrance Hall: Orientation & Brief Explanation
- Room 3: CCA Archive Photos & Materials: *Past*
- Room 2: Scottish Govt: SSCI: *Present Context*
- Room 1: White House: Past Present & Future Uses
 - TCRF & Historic Scotland Funding
- Rooms 4 & 5 : Parc Craigmillar: Updated Plans/Models: *Future*
 - East Neighbourhood Office & Library Plans
 - Heritage Trail/Environmental Project Material
 - Parc Life Promotional Information

The longer term use of the White House will take some time to be confirmed and implemented once the PARC Board make decisions based on this Business Plan therefore, it is likely that the White House may be available to house the exhibition over 3 - 4 months.

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

PARC will need to drive forward the adaptive reuse of the White House and need to be **genuinely enthusiastic about working with public, private and third sector partners** in Craigmillar and elsewhere to realise the vision. Public sector partners in particular City of Edinburgh Council and key players in the area, such as Castle Rock Edinvar Housing Association who actively promote wider regeneration in Craigmillar and currently manage the Kintry Environmental Trust Fund, may have essential roles to play in championing the project. PARC and its partners will need to use supporting skills, expertise and resources 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.

Conclusions: Business Plan Principles

Douglas Wheeler Associates Ltd working with Smith Scot Mullan Associates (see Appendix 3) has identified a recommended preferred mix of uses for the White House based on consultations, regeneration fit, assessment of existing local services and facilities, project development workshop and local market analysis. The analysis and evidence is summarised in Chapters 2 to 5.

The preferred mix of uses is then summarised earlier in Chapter 6 together with cautious 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 wider regeneration policy and initiatives** in Craigmillar

Implementation Strategy & Next Steps

The 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 participate in 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 2015.*
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.*
6. PARC to undertake a formal assessment of the expressions of interests against agreed criteria and negotiate with a short list. *March 2011*