



Our Dutch Museum Centre Project High-level Business Plan

The Dutch Connection - Museum Trust
October 2008

Confidential
For Discussion Purposes Only

Version 3.0

October 2008



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Section 1 - The Process

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- This high level **Business Plan*** was created to present the framework for The Dutch Connection project to interested parties to gauge support, and outline the way forward
- This Plan reflects the results of a **nationwide Survey among the Dutch Community** (2006), and an ongoing consultation process with Dutch organisations and individuals
- A **Location Study** (2006) resulted in the Dutch Community unanimously selecting Foxton as the preferred location for a Dutch Museum Centre
- A **Memorandum of Understanding** (2008) with Horowhenua District Council will secure a site in Foxton
- Engagement of museum consultant Luit Bieringa led to a **Qualitative Feasibility Study** and a **Concept** for the Centre that can create ongoing visitor interest (2007)
- A **Constitution and a Collection Policy** act as the foundation documents for educational and exhibition policies and an Architectural Brief (2008)
- A detailed **Quantitative Feasibility Study** (2007/2008) outlined 2 options for a sustainable business model
- **Two sets of Draft Architectural Sketches** by architect Pete Bossley outline the 2 options: 1. A stand-alone facility; 2. A facility combined with a Council building



Section 1 - Background

- The **Dutch Heritage Museum Trust** was formally established In 2005, and discussed its initial Museum concept widely within the Dutch Community in New Zealand
- In March 2006 the Trust distributed a **Survey**, among the Dutch Community (organisations / individuals throughout the country), to seek advice on how to build pride and visibility for Dutch migrants and their descendants, stories, and contributions to New Zealand at all levels of society
- In June 2006, the Trust appointed an **Executive Team** which was tasked with writing the Business Plan, a Location Study and a Project Plan for the Project
- The Executive Team proposed a shift in direction for the Heritage Museum and the Project was re-named as '**The Dutch Connection**' in 2007, to reflect an enhanced additional focus on present and future , and ongoing links with the Netherlands
- In March 2007, on advice from 11 New Zealand Netherlands Societies, the Trust decided to select **Foxton as the location for the Museum Centre**
- Funding was received in March 2007, from founding sponsor the New Zealand Netherlands Foundation, to engage the services of Museum expert Luit Bieringa to conduct a qualitative **Feasibility Study** and - through in-depth consultation with the Dutch Community - finalise the overall **Direction and Concept for the Museum Centre**
- Funding was received in March 2007, from the Wellington New Zealand Netherlands Foundation, to engage the services of consultant Daan Schneiders to conduct an economic **Feasibility Study**
- Commitment to support the project was received from **Horowhenua District Council** in July 2007, to provide **\$100,000 in capital funding**.
- HDC will also make available a **suitable site for the Museum Centre**, close to **De Molen** (formalised in a Memorandum of Understanding, in 2008)
- HDC will consider **sharing facilities** in its planned Library / Community Centre building



Many lively common bonds:

- **Abel Tasman**, on behalf of the United East Indian Company (VOC), gave the country its first European name 'Staten Land' in 1642. A few years later it was renamed - **Nieuw Zeeland** - after one of the Dutch seven provinces, a key VOC participant
- One of our most visionary and influential Treasurers and Premiers ever, **Sir Julius Vogel**, was of Dutch descent. In the 1860s/1870s, he greatly expanded our network of roads, railways, bridges and telegraph lines. Founder of the Otago Daily Times
- NZ cultural icons like **Lockwood homes**, **Vogel's bread**, **Rembrandt suits** and **Verkerk's deli** products were created by Dutch migrants who arrived in the '50s / '60s
- The Netherlands and New Zealand are both global dairy giants. Part of our Friesian herd originates from the Dutch province of Friesland. Fonterra's Chairman, **Henry van der Heyden**, is of Dutch immigrant farming stock, as are many of its members
- Sports stars of national fame like **Kees Meeuws** and **Yvonne Willering**, artists like **Ans Westra** and high profile individuals like **Carla van Zon** are of Dutch descent
- **Almost 4% of the population** is of Dutch descent (1st, 2nd or 3rd generation migrants - some 150,000 people). Still, we are often labelled as the '**invisible immigrants**'
- ***The Dutch immigration waves (1950s and 1960s) are NOT even mentioned by Michael King*** in his Penguin History of New Zealand (King does mention the many Asian, Chinese, Dalmatian, Irish, Scandinavian, German, Italian, Polish, Tongan and even Kampuchean migration waves)



Section 2 - Our Foundations: A Modern Museum Centre

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- The Dutch Connection will be a museum centre that's aligned with the national Strategy for the Museum Sector in New Zealand (2005)
- **“Museums help people understand their world** by using objects, ideas and art to interpret the past and present, and to explore the possible future.”
- **“Museums are places where communities come together** to explore their cultural and artistic heritage, to discuss topics of current interest, or simply to pursue leisure or entertainment activity. They are shared community spaces.”
(Strategy for the Museum Sector in New Zealand, Museums Aotearoa, 2005)
- As **beschermers or kaitiaki** (guardians), we aim to preserve and research those objects, collections of art, and information that are important to the Dutch community - on their behalf - and hold them in trust and make them accessible to society
- As per the Strategy, we aim to be an important **educational, cultural and recreational resource**. Museums are places where New Zealanders and visitors identify, learn about and celebrate our national identity and its formation - centres of learning that contribute long term value to communities by contributing to our social, economic and cultural well-being and development.
- We also aim to fulfil our key role in the debate about the **“nature of our bi-cultural society and its other multi-cultural influences”**, and in “exploring and evaluating those influences and the nature of our society”.
- The modern approach for museums is to provide **civic and community spaces** - gathering places for people to meet and spend time with families and friends and others. They are increasingly a **meeting ground** for communities, and the latest developments in museum buildings provide spaces that are **open, transparent and accessible** to visitors and to the communities of which they are part.



Section 2 - Our Foundations: A Shared Community Space

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Building Option 1 - Stand Alone Version



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DUTCH CONNEXION MUSEUM - FOXTON FROM STREET

SCALE @ 1/8" = 1'-0"

SK



Section 2 - Our Foundations: A Shared Community Space

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Building Option 1 - Stand Alone Version



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DUTCH CONNEXION MUSEUM - FOXTON

AERIAL FROM NORTHEAST

SCALE 0-10M

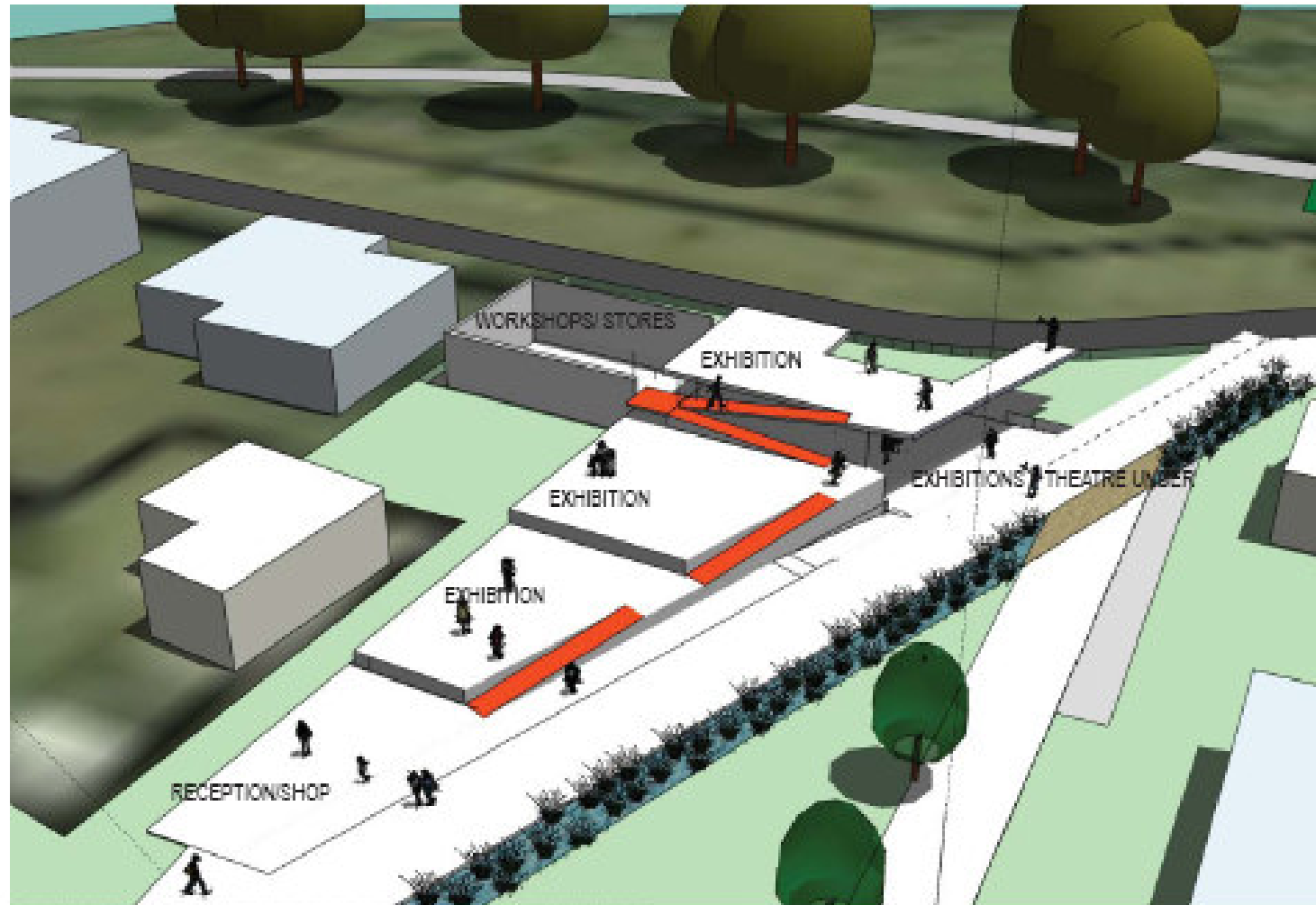
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Section 2 - Our Foundations: A Shared Community Space

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Building Option 1 - Stand Alone Version



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DUTCH CONNEXION MUSEUM - FOXTON

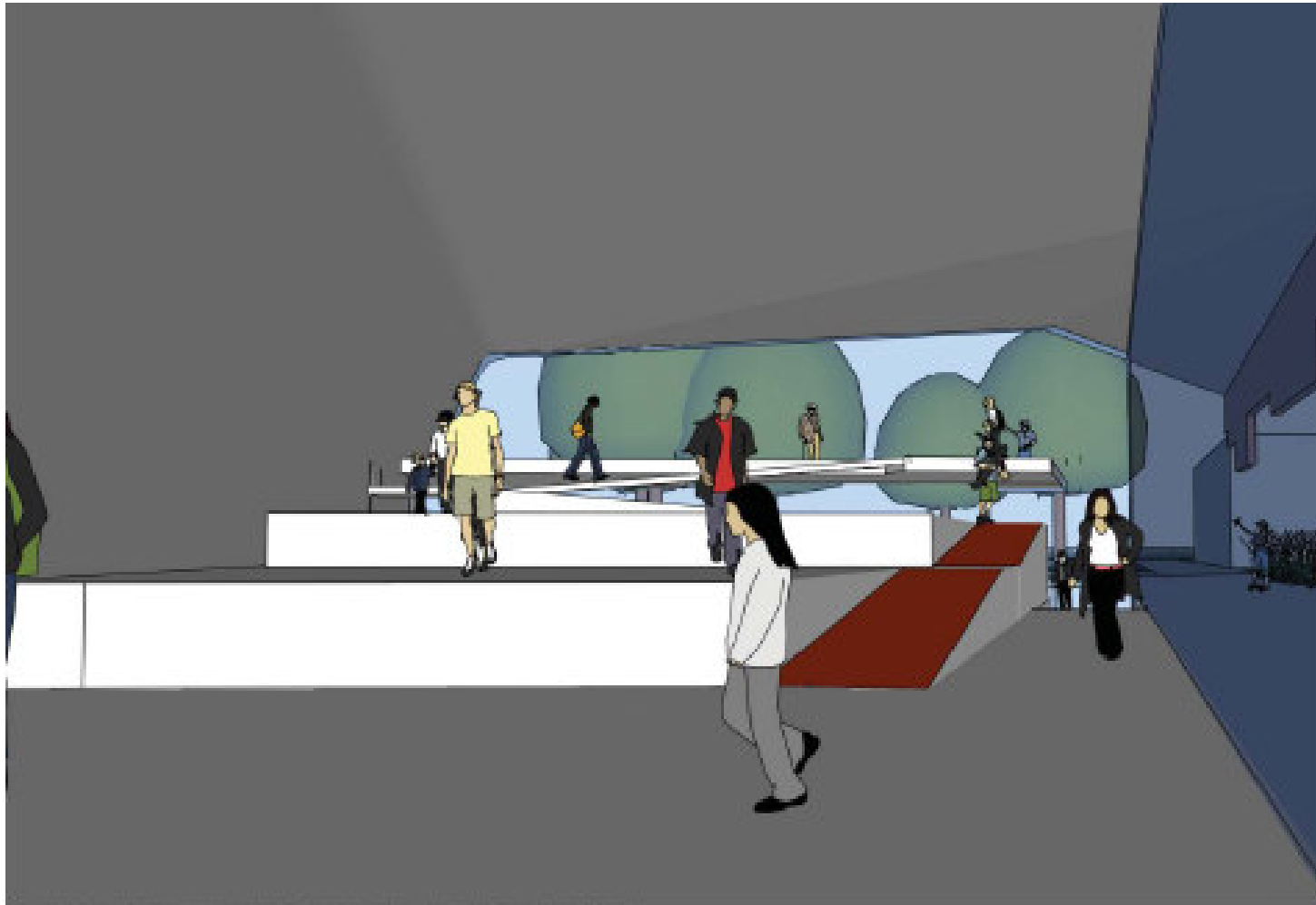
AERIAL WITHOUT ROOF

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Building Option 1 - Stand Alone Version



Section 2 - Our Foundations: A Shared Community Space

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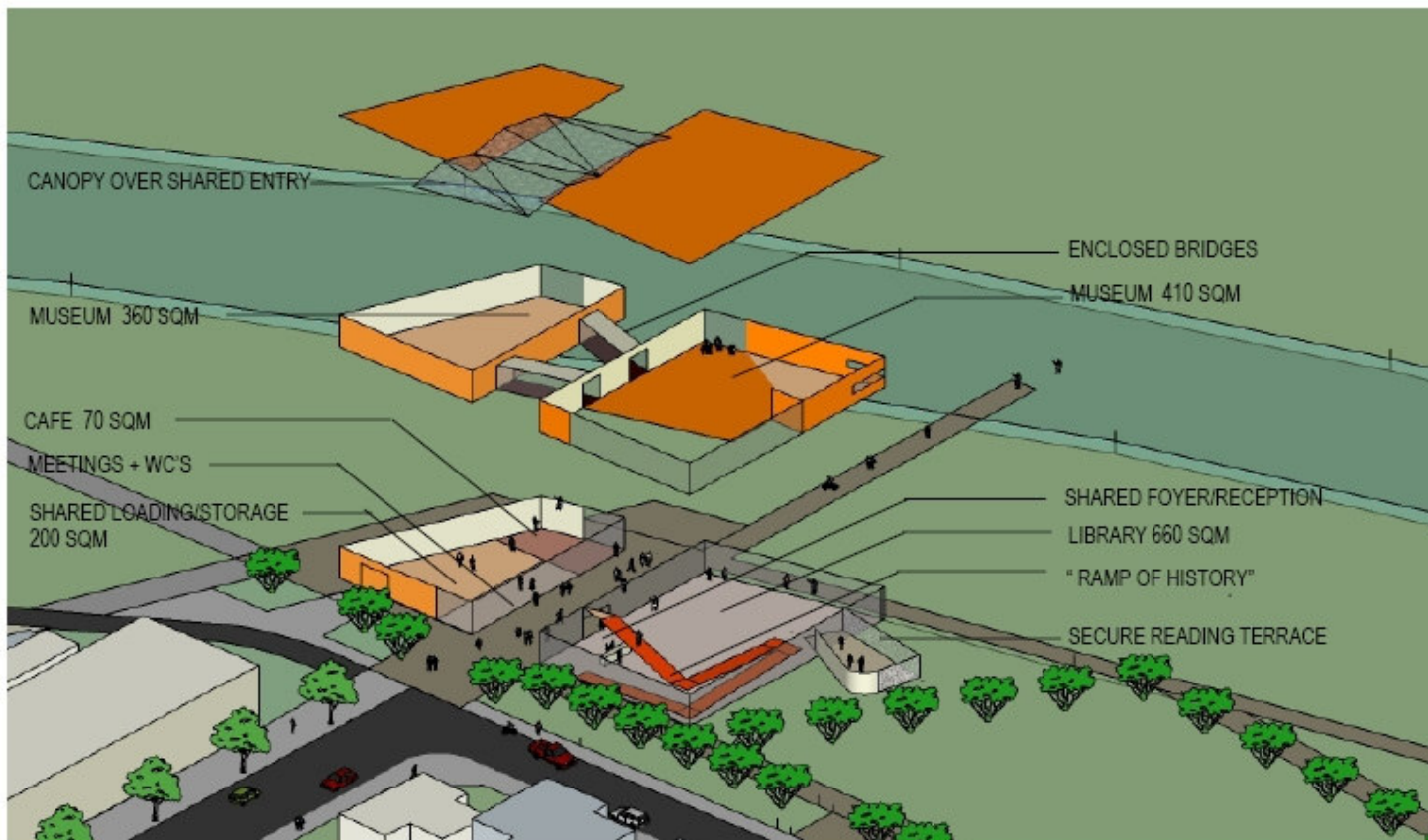
Building Option 2 - Shared Facilities Version: with Council Building



Building Option 2 - Shared Facilities Version: with Council Building



Building Option 2 - Shared Facilities Version: with Council Building



Our Vision:

“Share, with pride, the inspirational stories about the many lively connections between Nederlanders and New Zealanders, to create a greater awareness and deeper understanding of our common past, present and future.”

Our Mission:

“Create a financially sustainable attraction that will exhilarate visitors through displays, exhibitions, activities, exchanges, entertainment, education and research - in a manner that inspires enhanced collaboration and interaction between two peoples and two countries.”

Our Values:

- Strongly linked into and representative of the wider Dutch Community
- Collaborative
- Creative
- Dynamic and Innovative
- Professional and Business-like



Purpose - What we're all about:

“Celebrate the Many Lively Connections Between Nederland and Aotearoa / New Zealand”

- **Create an icon that can symbolise the proud Dutch presence in New Zealand:** a place where we can acknowledge the origins, culture and heritage of the Nederlandse New Zealanders, and celebrate what they have achieved and contributed to this country
- **Inform, educate and inspire** New Zealand about its Dutch Connections
- **Act as a focal point for a Dutch Community** that is spread far and wide throughout the country
- **Build a ‘home’ - a place with a sense of national identity** that offers a warm sense of ‘thuis’ - where we can proudly host guests and welcome them in for ‘een kopje koffie’ and celebrate the strong bonds between the Dutch and New Zealanders
- **Provide exciting experiences**, using multimedia, art, creativity and technology to work on all the senses: from the visual to the intellectual, taste to smell, pride to humility, laughter to tears, and from listening to debate
- **Showcase the difficulties as well as the achievements of a highly successful migration story, and illustrate the benefits of multi-culturalism**
- **Create a centre** that can enhance the present and help shape the future by providing a platform - for two small, smart, down-to-earth, seafaring nations that have much more in common than just a few historic events - to **explore cooperation** through:
  - Artistic, scientific, educational and cultural exchanges
  - Forums for political cooperation, scientific debate, business cooperation



The Museum Concept:

‘Understanding and Nurturing Our Connections’

Create an institution that nurtures and stimulates a deeper understanding of our common past and present - and the many long-standing and lively connections between Nederlanders and New Zealanders - to inspire us all to create a future that’s shared in many meaningful ways.

- Understand and nurture the many historic and contemporary connections between New Zealanders and Nederlanders
- Understand the stories of the Dutch migration waves into New Zealand - the hardships and troubles encountered, as well as successes and achievements
- Better understand the Dutch contribution to the country’s national identity and its economy
- Enable the children of Dutch migrants (and their children) to understand and leverage the cultural heritage and original roots that have influenced their values, outlook on life, character and personality
- Achieve a deeper understanding of what enables and defines successful immigration - a topic of local and global interest and concern - and leverage the benefits it brings through the creation of a multi-cultural society
- Better connect two small, entrepreneurial, trading nations so they can improve collaboration and achieve a better future in areas of common interest - such as science, business, the arts, multi-culturalism or international cooperation



Exhibition and Events Options

■ Permanent exhibitions - Education and Understanding

- ***A Long Common History:*** Record and illustrate our presence - The Dutch Collection
  - **Individuals:** Abel Tasman / Early arrivals in the 19th century (Julius Vogel as Prime Minister, Petrus van der Velden teaching landscape painting, the Van Asch family and education for the deaf (famous today for bungy jumping) / Jewish leaders
  - **Organised migration waves:** Pre-WW II Carpenters / Post-WW II NZ + NL collaboration / The Backgrounds to organised migration in the 1950s, 1960s (NZ Alien Passes and 'Make them Britishers' approach / Huge NL propaganda and support machine / Issues Successes / Today)
- ***The Dutch Influence:*** Celebrate our contribution in sports, arts, farming, business and science - Exhibition
  - **Individual 'stars'** like Yvonne Willering and Kees Meeuws, **artists** like Ans Westra and Miriam van Weezel, and **individual business 'icons'** such as Vogel's bread and Lockwood homes, T&T clothing and Rembrandt suits, Verkerk deli or Van Camp chocolate
  - **Our impact in changing NZ society:** **Family businesses** / Dairy industry and Fonterra / Food and Hospitality business (horticulture, foods, / Building industry / Social Values: police, work ethics, family values, tolerance
- ***The Meeting of Two Cultures:*** Illustrate the intangible - Through oral history, videos, photos, interactive media, exhibits
  - **Culture shock** and culture clashes in the 1950s and 1960s / Life as 2nd class citizens / Problems encountered
  - **Government attitudes:** Policies / Institutional discrimination / Individual attitudes: Kiwi hospitality / discrimination / xenophobia
  - **Identity loss:** 'Heimwee' / Isolation / Cultural and psychological consequences for 2nd and 3rd generation Dutch Kiwis
  - **Intercultural melting pot,** getting used to each other and intermarriage / freedom from social control / changing / adapting / flourishing

■ Temporary exhibitions - Encourage Repeat Visits / Inspire through Intercultural Exchanges

- ***Building a Common Future:*** Exhibitions on Topics of the day - Common to both countries (eg rising sea levels / wind power / trade and business cooperation / international peace keeping / migration), linking them closer together
  - **Traditional / Multimedia / Debate:** Events and exhibitions in community centre / auditorium
  - **Art and Achievements:** Exhibitions of Netherlands / New Zealand artists (eg Theo Schoon, Peter Sauerbier, Ans Westra) and others (eg inventions and innovations)
  - **Traveling exhibitions from the Netherlands** (eg World Press Photo, art, design, technology, science, business, music, theatre)

■ Dutch Cultural / Community Centre (multi-functional) - Recreation, Culture and Learning

- ***Performance area / auditorium / gallery:***
  - Centre for Dutch Community events / Local events / Business purposes (sponsor use / facility hire)
  - Place for discussion forums and exhibitions on **Hot Topics of the day** (see above)
  - Starting point for Activities (eg annual bike ride, flower growing competition, or national Dutch Market day)
- ***Ideas to be Explored:*** Library / Dutch Café or Pancake House / Dutch Shop



Goals

- Create and manage a Museum Centre that is **appealing to people from different social, cultural and ethnic backgrounds, and all age groups**
- Establish a high quality, dynamic and thriving centre that proves its potential and that is **financially self-sufficient and sustainable**
- Unite Dutch community groups and organisations in support of the Museum Centre, by instilling a **sense of national identity** into the Dutch Connection and by providing Nederlanders with facilities that offer networking, participation, research and advocacy opportunities
- Organise and curate educational and innovative displays, exhibitions, activities, events, exchanges, entertainment and research that have a **positive influence on perceptions about the Dutch presence in New Zealand, and migration issues in general** - enhancing learning and understanding about these topics
- Encourage the exchange of displays, ideas and individuals between the Netherlands and Aotearoa / New Zealand to **strengthen existing connections and forge new ones, to enable improved collaboration between two nations**



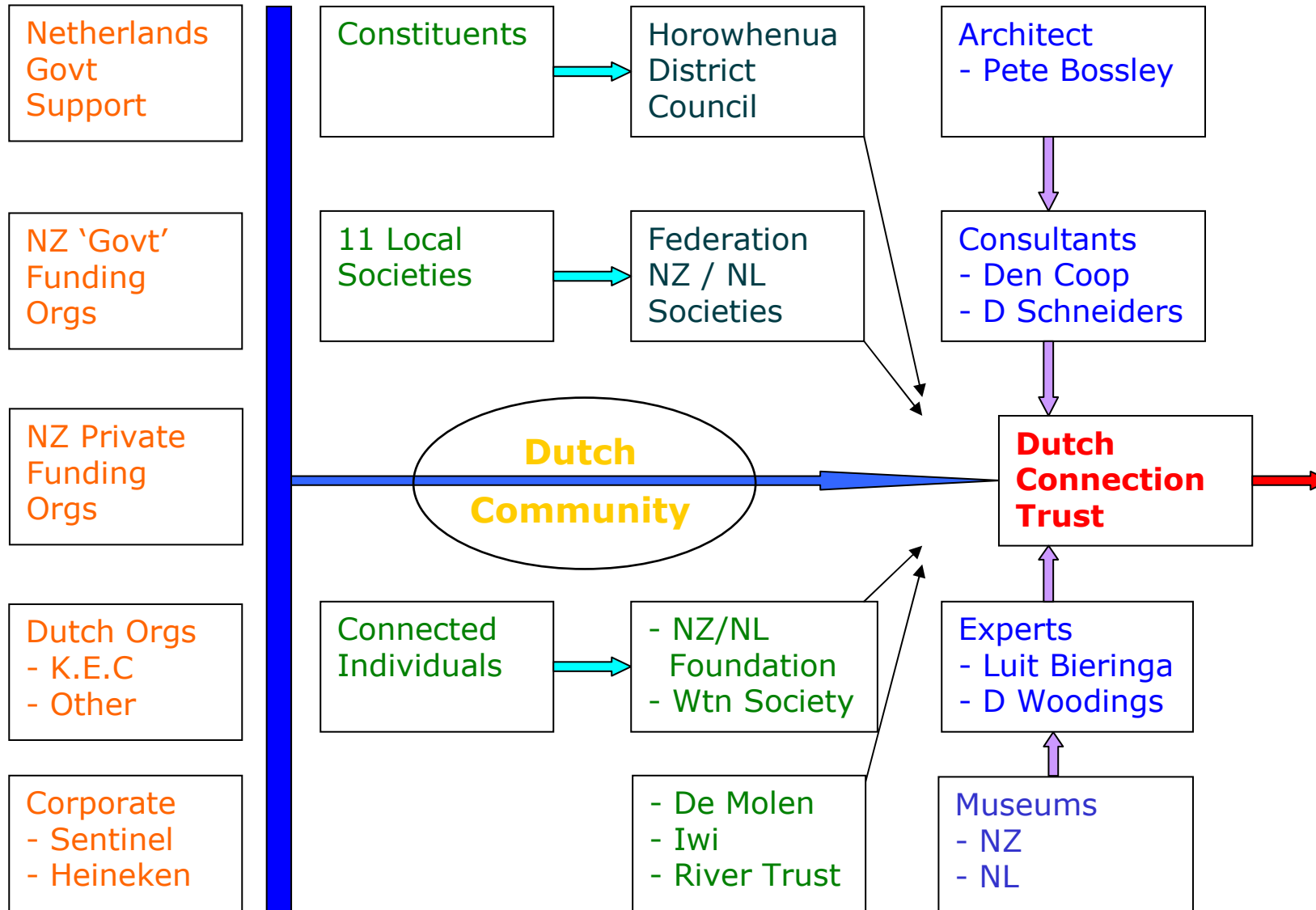
Objectives

1. Obtain the required funding to build The Dutch Connection museum centre
2. Establish an outstanding facility - applying principles of organic growth - in which to carry out the activities of The Dutch Connection
3. Ensure the financial self-sufficiency and long term sustainability of the operations of The Dutch Connection, by managing the facility and its business in a professional, reputable and financially responsible manner
4. Attract some 40,000 visitors per annum, representing each of our key target audiences
5. Develop relationships with representative Dutch organisations and local communities so that they are involved in and fully support the initiative and encourage individuals to join the project as donors, ambassadors and volunteers
6. Develop relationships with local and national government so that they perceive the benefits of a fully-functioning facility and fully support the initiative
7. Develop relationships with regional and national New Zealand and Dutch cultural and heritage institutions in order to combine resources and expertise, and develop shared activities, exhibitions and events
8. Organise exhibitions, educational programmes and events in a professional manner so that they inform, educate and inspire New Zealand about its many lively Dutch connections
9. Build and maintain a collection - in an efficient and cost-effective manner - that can eminently reflect the Dutch Connection's Vision and express its Concept
10. Promote and market The Dutch Connection so that it becomes an icon in its own right that can achieve all its business, social and cultural goals



Part 6 - Stakeholder Support Model

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FINANCIAL SUPPORT   **ADVICE**   **INPUT / ACTIVITIES**   **EXPERTISE**   **DECISIONS**
FINANCIAL SUPPORT   **FINANCIAL SUPPORT**   **IMPLEMENTATION**

Our prospective Visitors

- Goal: Attract some 40,000 visitors p.a. (some 130 per day, 6 days per week)
- Dutch migrants living in NZ (some 40,000*) - Celebrate pride in their achievements and heritage
- Kiwis of Dutch descent (more than 100,000*) - Find out about their heritage
- (Dutch speaking) Migrants of South African / Flemish / Indonesian origin - Experience common backgrounds and roots
- Community groups in the Horowhenua district
- Regional population of the wider Manawatu / Wanganui / Horowhenua / Kapiti districts
- Kiwis of all ethnicity with an interest in their country's history and culture, and/or topics of immigration / nation building / international connections
  - Researchers and students - At all levels, and from various disciplines
  - School Groups - Study and grow awareness
  - Travellers driving along State Highway 1, or visiting the region
  - Grey Nomads visiting the region - Retired people with an interest in educational travel, to smaller places
- International travellers
  - Tourists from the Netherlands (28,000 p.a) / Germany (55,000 pa) etc- Discover how their countrymen / relatives / fellow Europeans fared
  - Tourists passing through on their way to and from Wellington
  - Wellington cruise ship visitors
- Virtual visitors from throughout New Zealand, the Netherlands and other parts of the world

* Figures based on Netherlands Embassy information. New Zealand Census figures are flawed. Numbers almost double on those 2 occasions when the ethnic choice 'Dutch' was explicitly listed in the census



Ideal Location: Foxton

- Selected unanimously by the Dutch Community as its preferred museum location in 2007, after a nationwide Location Analysis was conducted which recommended 5 location options in the North and South Island
- Replica 17th Dutch century windmill 'De Molen' (30m high) attracts over 30,000 visitors p.a.
- Within 2-3 hour driving distance of 19% of all 'Nederlanders' (NZ-ers of Dutch descent)
- Central location, in the middle of North + South Island / In our 'Geographic Centre'
- 1 million people within a 2 hour radius
- Next to State Highway 1, with 3.5 million vehicles p.a. coming through
- Strong District Council support (funding / infrastructure / consent / lobbying / site)
- Easy access and parking / Developing museum and tourist town / Beach destination
- A **Memorandum of Understanding** was signed with Horowhenua District Council who aim to include the Dutch Connection in their long term strategic plan, with Foxton as tourism centre for the region. HDC will make Capital Funding of \$100,000 available



Most Costly Scenario - 'Stand-Alone' Building*

Capital Costs: \$5.5 million

- Planning, design and consultancy fees
- Construction costs
- Fittings, furnishings and equipment
- Design, preparation and installation of initial displays

More Favourable Scenario - 'Combined Facilities' Building (with Council)

Capital Costs: \$4.4 million

* Capital costs based on Economic Feasibility Study - Available on Request, and on Website

The proposed building would combine two levels (2 storeys: 1000 m²).

Based on investigated examples and current rates (July 2008).



Section 8 - Economic Profile - 'Stand-Alone' Building *

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Option 1 – Economic Profile: After year one the museum has a yearly shortfall of around \$160K.

Category	Cost Year One	Cost Year Two onwards
Capital Cost		
Building	\$5,500,000	\$0
Permanent Collection	\$450,000	\$0
<i>Total</i>	\$5,950,000	\$0
Operational Cost (per year)		
Running costs (building)	\$175,000	\$175,000
Staff	\$210,000	\$210,000
Collection (including transport and insurance)	\$165,000	\$165,000
Marketing (including web site)	\$90,000	\$40,000
<i>Total</i>	\$640,000	\$590,000
Revenue (per year)		
Admissions @\$6.00 aver.	(\$294,000)	(\$222,000)
Merchandising/shop	(\$50,000)	(\$50,000)
Facilities (events, activities)	(\$20,000)	(\$20,000)
Sponsors/ project support	(\$25,000)	(\$35,000)
Membership @ \$40.00	(\$40,000)	(\$80,000)
Donations/ miscellaneous	(\$25,000)	(\$25,000)
<i>Total</i>	(\$454,000)	(\$432,000)
Capital Funding		
<i>Total</i>	\$6,136,000	\$158,000

* Based on the figures supplied in the Economic Feasibility Study, August 2008



Section 8 - Economic Profile - 'Combined Facilities' Building *

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Option 2 – Economic Profile: The museum has a yearly shortfall of around \$51K.



Category	Cost Year One	Cost Year Two onwards
Capital Cost		
Building	\$4,400,000	\$0
Permanent Collection	\$450,000	\$0
<i>Total</i>	\$4,850,000	\$0
Operational Cost (per year)		
Running costs (building)	\$122,500	\$122,500
Staff	\$178,500	\$178,500
Collection (including transport and insurance)	\$165,000	\$165,000
Marketing (including web site)	\$63,000	\$28,000
<i>Total</i>	\$539,000	\$494,000
Revenue (per year)		
Admissions @\$6.00 aver.	(\$308,700)	(\$233,100)
Merchandising/shop	(\$50,000)	(\$50,000)
Facilities (events, activities)	(\$20,000)	(\$20,000)
Sponsors/ project support	(\$25,000)	(\$35,000)
Membership @ \$40.00	(\$40,000)	(\$80,000)
Donations/ miscellaneous	(\$25,000)	(\$25,000)
<i>Total</i>	(\$468,700)	(\$443,100)
Capital Funding		
<i>Total</i>	\$4,910,300	\$50,900

* Based on the figures supplied in the Economic Feasibility Study , August 2008



Opportunities to Attract Capital Funding: \$5 - \$6 million

■ National government / Ministry of C&H	\$0 - 1 million
■ Local Government (Partly in kind: land, permissive consents, rates)	\$0 - 0.5 million
■ Funding organisations (Lottery Environment & Heritage)	\$1 million
■ Dutch Government / Non-profit organisations	\$0.4 million
■ NZ/Dutch corporate and business sponsorships	\$0.6 million
■ Donations / Fund-raising / Bequests (De Molen in Foxton raised \$0.8)	\$1.8 million
■ Major gifts wealthy individuals	\$1 million
■ Endowment Fund	\$0.2 million p.a.

Total < \$6 million

* Figures are based on initial research, are indicative only and need to be further validated and finalised



High Level Timeline

■ Location Study	2006 / 2007
■ Project Management Plan	2007
■ Qualitative Feasibility Study	2007
■ Finalise Concept and Ideas / Consultation	2007
■ Quantitative Feasibility Study	2007 / 2008
■ Architectural Facilities Brief	2008
■ Fundraising Plan	2008 / 2009 / onwards
■ Consent Process / Building Design / Construction	2009 / 2010
■ Design / Set up Exhibitions	2009 / 2010
■ Opening	2010 / 2011

Organic Growth Options

Dependent on success of previous stages and available capital

Stage 1. - One Permanent Exhibition Room / Temporary Exhibition Room

Stage 2. - Next Permanent Exhibition Room / Café

Stage 3. - Next Permanent Exhibition Room / Auditorium

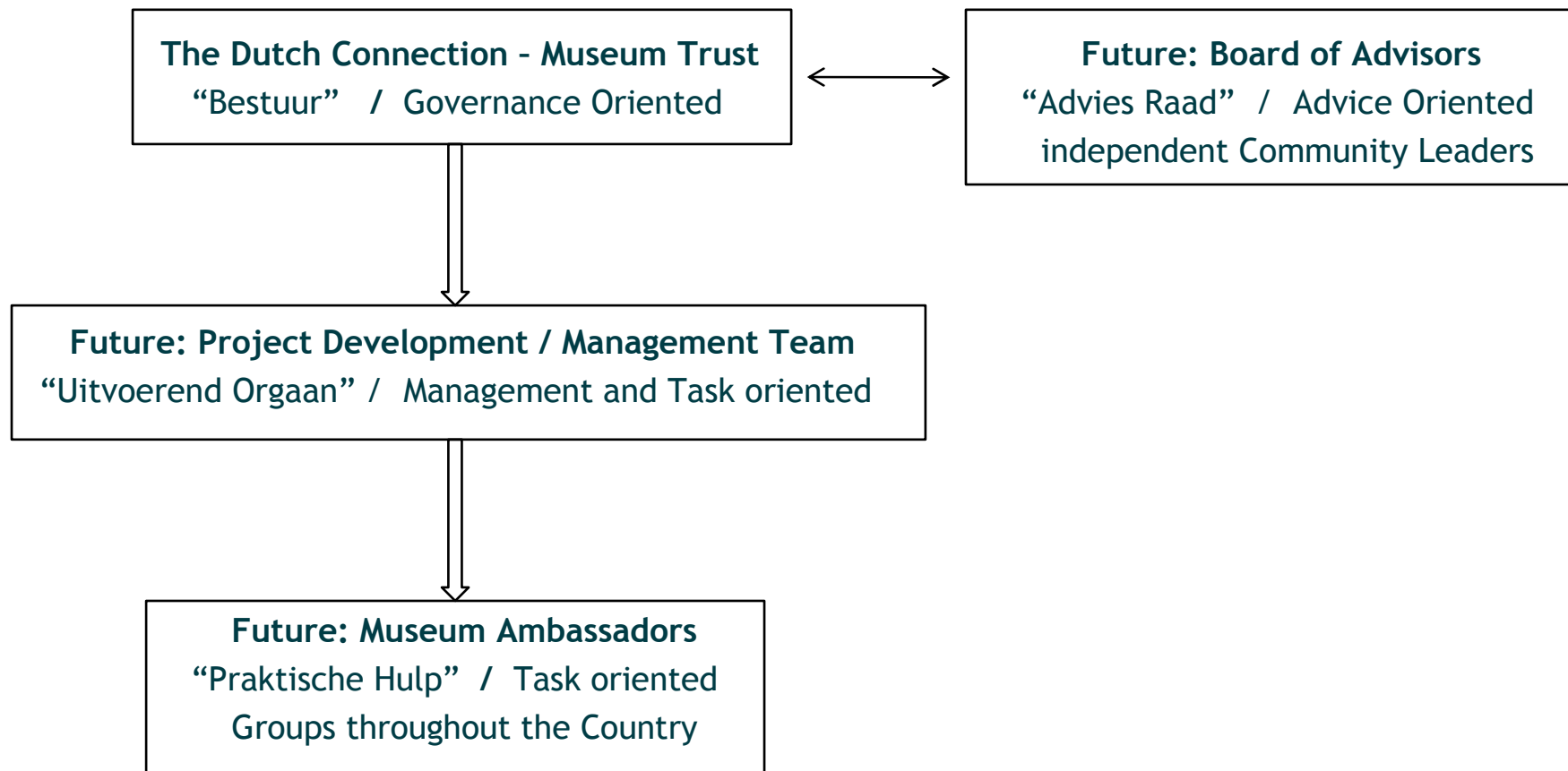


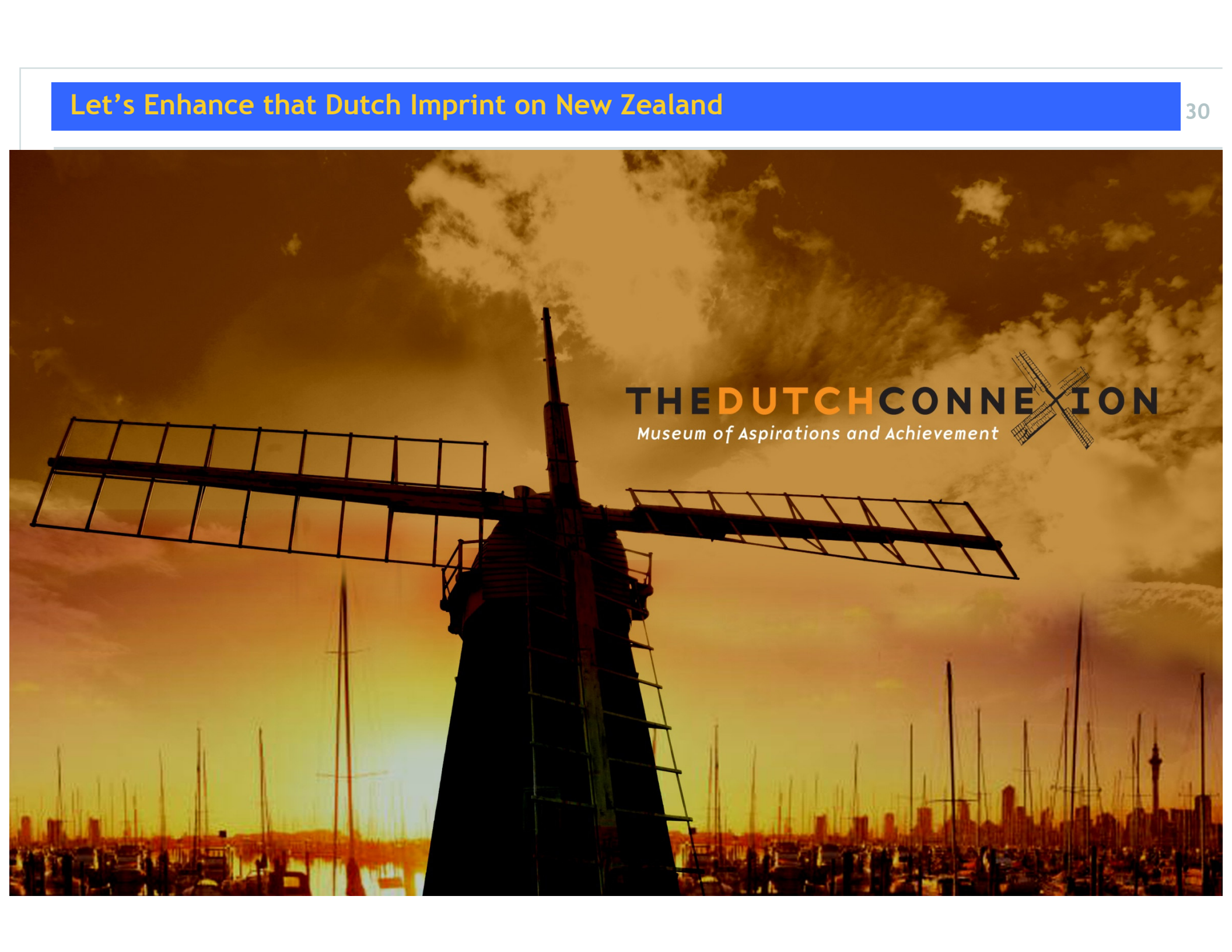
Section 9 - Detailed Timeline

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2006	2007 / 2008	2009 / 2010	2010 / 2011	2012 / Future
Set up • Survey Dutch Community • Initial Business Plan • Initial investigations to indicate feasibility / financial viability of project • Research and analysis for Location Study • Community consultation • Funding applications • December: Intentional Go / No-Go decision	Foundations • Location decision • MoU with Council re site • Have site allocated • Produce Qualitative Feasibility Analysis • Produce Economic Feasibility Analysis • Finalise Concept/Project Plan / Business Plan • Architectural facilities or Museum Brief • Fundraising Plan • Produce all required Museum documentation • Present 'Museum in a Box' concept to Dutch Community at 'Hoe Wie' • December 08: Final Go / No-Go decision	Start development • Start negotiations with funding / donor / sponsor organisations • Start initial Fundraising • Manage Resource Consent process • Scenario decision (big-bang/organic growth) • Development work / Site development • Ramp up fundraising / donations/sponsorship Programme • Start exhibition design • Start collaboration with NL / NZ museums • Formalise negotiations with all parties involved	Implementation • Start building of premises / or enhancements of existing building • Finalise exhibition design and start acquisitions • Establish Museum management team • Establish rules /processes / regulations • Organise volunteers • Start promotional campaign • Set up exhibitions • Opening of Museum - Stage 1 • Museum Stage 2 / 3	Manage Museum • Ongoing Exhibitions Programme • Run and expand annual Events Programme • Advocacy role for Dutch Community • Collaborative activities between the Netherlands and New Zealand







THE DUTCH CONNECTION
Museum of Aspirations and Achievement