

Appendix 9

Insights gained from a review of past attempts to establish a Heritage Centre or Museum

In the past fifty years, there have been six attempts made to establish a museum in Tauranga. While some attempts have reached an advanced stage of planning, all have ultimately failed, for a variety of reasons. A description and timeline of previous attempts to create a heritage centre/museum is attached as [Appendix 1](#).

A review of these past efforts to establish a museum or heritage centre, including input from some of the personnel involved, has led to the key insights below:

| INSIGHTS to inform planning and establishment of Heritage Centre | COMMENTS RE ATTEMPTS pre-2018 |
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| <p>(1) Financial planning must be thorough and realistic</p> <p>Planning for how the proposed heritage centre is to be funded, including capital outlay and operational funding, needs to be thorough and realistic:</p> <ul style="list-style-type: none"> • The commitment of councils to fund annual operations is required • The Trust's investigations to date give confidence that significant central government and community organisation funding can be secured. • While private philanthropy is highly desirable and will be sought, at this stage we cannot rely on such contributions as part of our financial planning. | <p>The Museum Steering Group had recommended to the Tauranga Moana Museum Trust that it be solely responsible for raising capital as well as operational funding from the community – this was unrealistic, and the Trust was unable to raise the required funds.</p> <p>Museum on the Pier project 2000-07 had secured \$13m funding – financial planning was thorough, but in the event the project was abandoned due to opposition from elected councillors.</p> |
| <p>(2) Will reflect and serve the whole Western Bay of Plenty</p> <ul style="list-style-type: none"> • The proposed heritage centre needs to truly represent and serve the entire subregion of Western Bay of Plenty-Tauranga City. • Hence all three councils need to commit and contribute to its success. | <p>While some past proposals were for a regional facility, there was insufficient engagement across the subregion and all three councils had not bought into the project.</p> |
| <p>(3) Freedom/independence from political process</p> <ul style="list-style-type: none"> • Commitment to the vision needs to remain the uppermost priority while important practicalities including funding are worked through, rather than practical challenges and the regulatory framework being perceived as such a barrier that eventually the vision is abandoned, with people's time, effort and passion, as well as significant funds¹ spent on planning, having yet again been to no end. • For this reason, the vision of establishing a heritage centre for the subregion needs to remain shielded as far as possible from the changing winds of local body politics. | <p>The two most recent museum proposals (Museum on a Pier proposal 2005, and the Tauranga Moana Trust proposal) had been driven directly by Council, but brought to a halt through the political process, with some candidates campaigning against the proposals; both also suffered from extended planning processes, with an apparent lack of experienced focused staff to drive the projects to completion.</p> |

¹ TCC spending 1999-21 (including staff salaries, storage facilities, planning) is estimated at \$9.5m

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| <p>(4) Council role is one of ongoing support/involvement, without direct oversight</p> <p>Heritage Centres/Museums are highly specialised operations. The level of Council involvement needs to reflect a careful balance of:</p> <ul style="list-style-type: none"> • support in terms of general endorsement backed up by funding contributions and other ongoing practical assistance, and • an approach that gives access to Heritage Collection while entrusting its care and public access to highly focused heritage specialists, while utilising community champions to create a groundswell of support. <p>Such an approach will allow the project to be driven through to a successful outcome, enabling the desired facility to 'get off the ground' (literally) and become operational the vision will become the reality.</p> | |
| <p>(5) Site needs to be entirely suitable</p> <ul style="list-style-type: none"> • The chosen location needs to be suitable for a heritage centre in terms of all practical considerations. • These include effective preservation and protection of taonga, scale of facility, and access including parking. | <p>The Museum on a Pier proposal (2005) had issues re appropriate size and access, as well as other features unpopular in some quarters of the community (including obstruction of harbour views, and possibility of salt air affecting taonga)</p> |
| <p>(6) Tauranga City/Western Bay of Plenty must retain key taonga or treasures, and ensure access to the public</p> <p>Western Bay of Plenty, including Tauranga City, cannot afford to lose any further taonga or treasures, whether through:</p> <ul style="list-style-type: none"> • loss to other heritage organisations outside of the subregion • the opportunity cost of potential donations of taonga remaining in private ownership due to the absence of a suitable community facility that would act as recipient, protector, and channel of public access. | <p>The lack of a heritage centre in WBoP has meant the public has been unable to view precious taonga of our region; there is anecdotal evidence over years that taonga held by individual families and hapu have been retained privately, through lack of a public facility.</p> |