



# **STRATEGIC PLAN: 2015-2020**

## **DUTCH CONNECTION MUSEUM TRUST**

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**Version:** 1.0  
**Produced by:** Tim Walker and the Dutch Connection Museum Trust

## **OUR VISION**

To spark opportunities, sharing and understanding –

Through vibrant, rich connections between:

- 1) The Nederlanders in New Zealand
- 2) The past, present and future
- 3) New Zealand and the Netherlands

## **OUR MISSION**

Facilitate the Dutch Connection Museum and Cultural Centre to run as  
a financially sustainable visitor attraction in Foxton –

As a source of inspiration for enhanced collaboration and interaction,  
and a place to tell the stories of Dutch New Zealanders and preserve their cultural heritage or *erfgoed*

## **OUR VALUES**

*Connected (strongly linked into and representative of the wider Dutch Community)*

Collaborative

Creative

Dynamic and innovative

Professional and business-like

## Background

The Dutch Connection Museum Trust (DCMT) was registered as a charitable trust in September 2006, to establish and manage a 'national museum' to tell the inspirational success story of the Dutch in New Zealand; from Abel Tasman's first contact with Māori to the contemporary experience and achievement of Dutch New Zealanders.

The Trust's 2006 national survey and 2007 qualitative *Investigation into Options and Strategies* indicated the Dutch community felt a strong need for a place to call their own, where they connect, tell and bring their own stories to life, and nurture links with the Netherlands.

A 2008 Feasibility Study indicated savings of some \$1 million in capital costs (building etc) if the DCMT shared facilities with other partners, and that the operational budget (staff, services etc) would also be substantially reduced. The Study advised that a 'go it alone' option would not be financially sustainable.

The Foxton option was strengthened by the rare opportunity to co-locate and co-operate the Dutch Connection Centre alongside local Māori hapu, Horowhenua District Council and other organisations in the 'Te Awahou-Nieuwe Stroom' trust (TANS). In addition to creating financial and operational efficiencies by sharing resources, the partnership will also appeal to a wider visitor market that can enjoy a wide range of cultural activities and entertainment and, as a result, make it easier to attract capital funding.

Once established, the Trust see the Dutch Connection Centre as the base for initiating a range of other programmes and exchanges for the Dutch Community – at a local, national and international level, and in partnership with other organisations – in addition to its role in preserving *cultureel erfgoed* or cultural heritage of Dutch New Zealanders.

In 2015 the Horowhenua District Council (HDC) purchased a 1500m<sup>2</sup> Building in Foxton to house the joint TANS tourism and community facility, and set up a Project Steering Group which is working with Council with a view to opening the facility in late 2016 or early 2017.

### The Trustees

- Chairperson - Arjan van der Boon
- Co-chair and Collections - Yolande van de Wetering
- Secretary - Jos Vroegop
- Treasurer - Yolande van de Wetering
- Exhibitions - Lily Frederikse
- Foxton Liaison - Joost de Bruin
- Support & Social Media - Charon Spring
- Fundraising & Events - Agnes Maat

### Founding Members / Honorary Ambassadors

- Maatje Kelderman - Vice Patron
- Tony Strong
- Tina Soons
- Tina Drumm
- Truus Tinsel
- Bas van Hof
- Gerard Martens

# SWOT Analysis

<ul style="list-style-type: none"> <li>- The Trust still exists after 10 years, with a strong group of trustees with a balanced skill set</li> <li>- The Dutch Connection Centre is under way, with a place in the HDC-Purchased building</li> <li>- The idea &amp; concept for the Dutch Connection Centre are strong</li> <li>- A database is in place</li> <li>- National Dutch community support &amp; buy-in</li> <li>- Trustees are on NZ Netherlands Foundation, Federation of NZ Netherland Societies and TANS Trust committees</li> <li>- Strong partnership with Te Taitoa Maori o Te Awahou</li> <li>- Foxton's location on SH1 as a cluster of attractions has clear advantages</li> <li>- The Dutch Connection Centre's IP, chattels and exhibits remains Trust property</li> </ul> <p style="text-align: center;"><b>STRENGTHS</b></p>	<ul style="list-style-type: none"> <li>- Financial shortfall to achieve the Dutch Connection Centre</li> <li>- Need for wider network of donors - lack of sufficient high wealth business contacts</li> <li>- Need for additional skills &amp; geographical representation among trustees</li> <li>- Lack of clarity and detail around Trust's collections &amp; preservation role</li> <li>- Not yet a member of the UNESCO International Migration Museums group</li> <li>- Storage space shortfall</li> <li>- Underdeveloped relationships with museums and collection organisations</li> <li>- No paid FTE staff member</li> <li>- No succession plan for trustees</li> </ul> <p style="text-align: center;"><b>WEAKNESSES</b></p>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>- Recruit new trustees with additional skills and geographical representation</li> <li>- Staged giving options</li> <li>- Increased tourism and undersupply of good quality learning/recreational destinations in the region</li> <li>- Foxton's position at the end of the Transmission Gully highway will enhance its value</li> <li>- New regional cycling routes</li> <li>- Temporary exhibition space within TANS facility</li> <li>- The Dutch Connection Centre provides a base for online centre of NZ Dutch community &amp; research &amp; international links</li> <li>- Partnerships with museums and collecting organisations to facilitate preservation of Dutch Heritage in NZ (DCT becomes a trusted conduit for donors)</li> <li>- Access to international funds for Dutch cultural heritage</li> <li>- New partnerships</li> <li>- Endowment Fund to support operational costs</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>- Fundraising by HDC or other settlor groups insufficient to realise TANS</li> <li>- TANS facility proves operationally unsustainable</li> <li>- Dutch organisations not wanting to contribute to fundraising – for <i>Onze Plek</i> and/or Endowment Fund</li> <li>- Dutch businesses do not buy into the idea</li> <li>- HDC district ratepayers views re TANS development become negative</li> </ul>

# Outcomes

## By 2020 the Trust will have:

- Successfully raised the funding required to open the Dutch Connection Centre, and have no debt relating to that venture - to HDC or any other party
- 100% of donors and sponsors satisfied they received the benefits promised to them in 2015-16
- An Endowment Fund in place capable of funding, through interest, one fulltime equivalent employee (FTE)
- One well-functioning, fully supported, well-networked FTE
- A revenue plan in place to cover all Trust outgoings
- A clear communications plan
- A clearly understood and effective approach to ensuring items of Dutch tangible and intangible cultural heritage are preserved and accessible
- A clear and prioritised partnership strategy based on the next 5 years
- Effective relationships with museums and other collection organisations (including the National Library) based on establishing collections of NZ-Dutch tangible and intangible cultural heritage
- Developed the optimum Trust model in relationship to other national NZ Dutch organisations, to leverage the greatest sustainable value, and maintain smooth and effective collaboration
- A well-established network with a range of organisations in the Netherlands
- A group of trustees with a mission-fit set of skills, representing the national Dutch community
- A clear succession and training plan for staff and trustees
- A volunteer team in place, in Foxton and nationally
- An effective MOU and working relationship with the Governance Body responsible for operating the TANS facility
- A prioritised programme of initiatives designed to deliver on the Trust's vision over the next 3-5 years
- A full set of policies, procedures and processes

# Strategic Objectives

In order to achieve these outcomes by 2020 the Trust will develop and implement strategies and plans in the following areas:

- 1. Revenues**
- 2. Trust Effectiveness**
- 3. Stakeholder Relationships and Partnership Management**
- 4. Policies, Procedures & Processes**
- 5. Exhibition and Event Programming**
- 6. Communications**

## Activity plan

The following targets outline the agreed outcomes and initiatives under each strategic objective, and how success will be measured by 2020.

The trustee(s) responsible for leading each stream of work is indicated. They are responsible for ensuring progress is made towards the agreed targets: they are not expected to achieve this alone.

Revenue		
Outcome	Initiatives	Measures
The Trust has the funds to operate effectively into the future	An Endowment Fund is established	Capital funds sufficient to pay an annual salary of \$65,000 in \$2015
	An operating revenue programme is implemented	The equivalent of \$65,000 in 2015 is earned per annum
	Funds sought from Dutch international museum funds	Total grants of \$50,000 have been achieved
Trustee responsible for leading this activity: To be recruited		

Partnership management		
Outcome	Initiatives	Measures
There is a measurable increase in the number/value of the Trust's professional and collegial partnerships	Items of NZ Dutch culture are cared for by and accessible through professional collecting institutions	A NZ-Dutch collection of archives has been established at the National Library
		Protocols have been established with at least 3 museums to ensure Dutch tangible and intangible culture is preserved
	Dialogue and exchanges are developed within NZ and internationally	At least one international exchange is organised every 2 years
		At least one training opportunity is developed for a tertiary student every 2 years
		An MOU is in place with at least one sister Dutch migration museum
Trustee responsible for leading this activity: Joost de Bruin		

<b>Trust effectiveness &amp; Stakeholder relationships</b>		
<b>Outcomes</b>	<b>Initiatives</b>	<b>Measures</b>
The Trust model, membership & staffing deliver the optimum value for the Trust and the wider NZ Dutch community	The most effective Trust model is developed in relationship to other NZ-Dutch Trusts, Societies and other organisations	The right Trust model is in place
	Trustees' skill sets and networks directly support the Strategic Plan	There is a match between the Trust's strategic activities and the skills of the Trustees, with a clear provision for development (as required) & succession
	Trust Staff are effective in their roles	A staff training plan is agreed annually
	Volunteers are attracted, developed and retained	20 regional and national volunteers with clear roles are in place
The Trust's interests in the Dutch Connection Centre are effectively managed	Effective MOU agreements are evolved in line with the relevant 'HDC/TANS Trust/other' operation and governance model	The formal expression of the Trust's interest in and relationship to <i>Te Awahou-Nieuwe Stroom</i> is reviewed/renewed
Trustee responsible for leading this activity: Arjan van der Boon		

<b>Policies, procedures &amp; processes</b>		
<b>Outcome</b>	<b>Initiatives</b>	<b>Measures</b>
The Trust has clear, simple and professional policies, procedures and processes	A prioritised schedule of policies, procedures and processes is developed and implemented	30 significant items of NZ Dutch cultural heritage from donors are in housed professional collections
		All donors (financial and cultural heritage) receive acknowledgement and documentation within 3 months
		All Trust meetings and transactions are properly documented
Trustee responsible for leading this activity: Yolande van de Wetering		

Programming		
Outcome	Initiatives	Measures
Effective programming maintains buy-in, ownership and engagement regionally, nationally and internationally	The Trust delivers ongoing programmes – onsite ( <i>Onze Plek</i> ), offsite and online	One major Dutch visitor programme per annum
		One resource developed for the school market every two years
		One event organised per annum
		No less than 2 pop-up or larger exhibitions at <i>Te Awahou-Nieuwe Stroom</i> per annum
Trustee responsible for leading this activity: Lily Frederikse & Agnes Maat		

Communications		
Outcome	Initiatives	Measures
There is a measurable increase in awareness of and favourable views on the Trust's operation	Effective communication of the Dutch Connection Centre and the Trust's wider role & programmes  Effective use of 'free' media	80% of Dutch NZ-ers have heard about the Dutch Connection Centre and 50% know what it is
		25% of Dutch NZ-ers have been to the Dutch Connection Centre
		70% of the Dutch Connection Centre donors/sponsors /funders are satisfied or very satisfied with the outcome
		At least 3 social media campaigns are developed per annum
		At least 5 significant stories carried on print or broadcast media per annum
Trustee responsible for leading this activity: Agnes Maat & Charon Spring		



## Monitoring progress

The Trust will develop a short annual plan each year to identify the specific actions it needs to take to reach the 5 year targets.

At each Trust meeting at least one strategic objective will be reported on, with the lead trustee providing a short outline of activity and progress and an accurate assessment as to whether the 5 year targets are:

**GREEN:** on track or will be exceeded

**ORANGE:** falling behind but still achievable (with an outline of what is required to ensure achievement)

**RED:** falling behind and unachievable

The Trustees will decide on what action if any is required to maintain progress.

**Reporting will rotate between all 6 strategic objectives, all of which will be reported in this manner at least once every 12 month period**