

**Community Services Committee  
14 December 2016**

**Report for Decision**

**The Eden Hore Collection – Building from the Feasibility Study (COM 05 01 008)**

**Purpose of Report**

To present the feasibility study report commissioned by Council that investigated options for the long term care, management and display of the Eden Hore Fashion Collection; and to determine a path forward for the ongoing management of this Collection.

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**Recommendations**

- A. **Recommended** that the feasibility study report for the long term care, management and display of the Eden Hore fashion collection be received and the level of significance accepted.
  - B. **Recommended** that Council continue to retain ownership of the Eden Hore Collection, while developing the collection stories, and completing the documentation of the Eden Hore Collection during 2016/17, being phase two of a three phase delivery plan.
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**Background**

The Eden Hore Collection contains 276 items of mainly avant garde 1970s-80s New Zealand fashion. The Collection is nationally significant, representing a unique slice of New Zealand's couture fashion. The stories behind the Collection – about the designers represented within the collection, the man who collected the garments, and the social history of the time – are also significant, and intertwine with the unique identity and shared values of Central Otago's *A World of Difference*.

In 2013 the Collection was offered to Council by Mr and Mrs John and Margaret Steele, descendants of the late James Eden Hore. Council resolved to purchase the entire Collection for \$40,000 and requested that a business plan be developed to determine options for managing the collection and its ownership (resolution 13.5.3). The Collection was subsequently valued and insured for \$92,750 (GST inclusive) and then placed in temporary passive storage at Central Stories Museum and Art Gallery.

In 2014 Council resolved to apply to the Lottery World War One Commemorations, Environment and Heritage Committee for a grant to conduct a feasibility study on the long term storage, curation and display of the Collection (resolution 14.9.7). Council was successful

in securing a grant of \$40,000 to fully fund the feasibility study and, in December 2015 Tim Walker Associates was selected, through tender process, to research and develop the report.

In assessing the options available, the feasibility study had to ensure that the Collection would be:

- Protected and conserved for the people of Central Otago and New Zealand;
- Made available to the wider public in ways that respect the fragility of the garments and the 'specialness' of the Collection;
- Recognised as a national and international icon;
- Celebrated for the unique stories entwined through the Collection about both fashion and New Zealand social history;
- Recognised as 'belonging' to the people of the Maniototo and greater Central Otago;
- Managed in an economically viable manner.

Mr Walker's team included specialists in textiles conservation; museum collection, storage and display; avant garde fashion and design; economic analysis; sustainable tourism development; and strategic and operational assessment. *High Country / High Fashion – Eden Hore Fashion Collection Feasibility Study* is the completed document (attached).

## **Options Considered**

### Option 1: Council sell the Eden Hore Fashion Collection

Advantages:

- A selection of garments could fetch favourable sale prices for Council (however, there is also likely to be garments that will not sell and Council would then need to determine how to deal with these);
- Some may consider Council to be ill-qualified to manage such a niche heritage collection.

Disadvantages:

- There is a real possibility that the garments will no longer remain as a consolidated collection nor stay within the region once they are sold; there will also be no requirement for potential buyers to promote Central Otago's link with these garments.

Option 2: Council retains the Collection and focuses on its long term care and curation, with limited public display options.

Advantages:

- This option keeps the primary focus on garment preservation;
- Central Otago's connection with this nationally significant cultural collection would be safeguarded.

Disadvantages:

- While Council may be able to attract external funding to assist with establishment expenses, the balance of set up costs and ongoing operational costs will be a financial burden to ratepayers (refer to Appendix 2 in feasibility study for a projected financial breakdown);
- Long term public interest in the Collection may be limited to niche interest groups.

Option 3: Council retains the Collection and develops a strategic coalition model for its management, care, promotion and display.

Advantages:

- This option extends beyond traditional curation and display practices to celebrate the “occasion” in which the garments were showcased;
- This option provides an opportunity to foster leading-edge initiatives that will honour the Collection and profile Central Otago to national and international mainstream visitor markets;
- The cost benefit analysis of this coalition model offers a ‘manageable’ operating contribution from Council, offset by the economic and social benefits to the region (Eden Hore Fashion Collection Feasibility Study, page 49).

Disadvantages:

- This is a non-traditional approach to collection management.

## **Discussion**

The *High Country / High Fashion – Eden Hore Fashion Collection Feasibility Study* identified the following:

- This is an exceptional and nationally significant collection of New Zealand 1970s and 80s high fashion; it is also arguably New Zealand’s largest and most comprehensive ‘holding’ of fashion of this period.
- The Collection has a rich “story value”, both for avant garde fashion and the ‘big sky thinking’ of Central Otago high country impresario – Eden Hore. These stories can invoke interest and intrigue in mainstream visitors.
- A traditional museum approach to the display of this niche specialist collection could create high visual impact, but is likely to attract relatively small audiences and will require significant (60-90%) operating subsidies from ratepayers.
- The Collection is highly regarded by specialists in museology, fashion and design, and event promotion and management. These people have national and international connections and can exert influence on the Collection’s behalf.
- A strategic coalition model has the potential to generate revenue to off-set operating costs and leverage reputational value for Central Otago. The model would be managed by a Council-coordinated steering group that would include nationally recognised leaders in their fields of expertise. Visitor experiences would be developed through having strategic partnerships with private, corporate and/or community enterprises.
- An *Eden Hore Central Otago* proposition will generate the greatest value to the region if ‘layers’ of experiences are provided. Display experience(s) in established visitor hubs would provide exposure and build interest at locations where people are already

congregating; these can then be linked with story-value experiences in Naseby and the Maniototo to draw people into the region.

- Establishing *Eden Hore Central Otago* experiences can be developed by calling for 'expressions of interest' from the wider public.

The feasibility study highlighted three key concepts that reinforce the benefits and value of this Collection:

1. The Collection: The management and use of this culturally significant collection
2. The Experience: High quality visitor experiences, through *people-centric* recreational, learning and creative experiences
3. The Story: The development of the iconic 'Central Otago High Country Impresario' and 'Avant Garde High Fashion' story lines – *“Both should be underpinned by the idea of possessing a surprising and exceptional quality ...”* (Feasibility Study, page 17).

These concepts form the basis from which our region can develop a genuine marketable product that would appeal to a wide range of audiences.

It is recommended that Council develops a path forward for the ongoing management of the Collection in line with these three concepts. The Table below breaks this development process into three phases. Much of Phase One has already been achieved. Options for long term storage still needs to be considered, however the collection is currently being held in a stable state.

Phase Two focuses on developing the all-important stories. A more detailed assessment of the garments also needs to be conducted, for care and management purposes. This assessment will look at elements such as design qualities, relationship to significant events, social values, fragility, etc.

Phase Three requires developing experiences that will tell the *Eden Hore Central Otago* stories. Further consultation will be undertaken with Council prior to progressing the actions in this phase.

<b>Phase One – Care, curation and cataloguing of the <b>Collection</b></b>
Passive storage for the garments – currently stored at Central Stories Museum and Art Gallery Photograph and catalogue the garments – 80% complete Unique qualities - scoped Research on designers – completed Develop a Collections Policy (including protocols for lending garments) – completed
<b>Phase Two – Developing the <b>stories</b> that honour the legacy of the Collection and the collector</b>
Stories to be developed – develop through oral histories, literature and archives searches, etc. Review and grade the garments
<b>Phase Three – Develop the <b>experiences</b></b>

Establish a strategic coalition management model  
Develop a steering committee  
Investigate funding sources (e.g., funding agencies, corporate sponsors, etc.)  
Seek Expressions of Interest to develop *Eden Hore Central Otago* “experiences”  
Branding and design of the *Eden Hore Central Otago* proposition  
A high budget one-off “wow” photographic shoot with a selection of signature garments  
A movie / documentary about the Collection  
Develop a quality digital (web-based) presence

## **Risk Analysis**

A key driver in Council's decision to purchase this Collection was to safeguard the risk of losing this significant collection from Central Otago. This risk is still valid.

The public's interest in the Eden Hore Collection is high, and Council's purchase received considerable attention. The Maniototo community has a particular interest in the Collection and would like to ensure that the Maniototo is recognised as its official home.

Council has the task of developing a management model that gives maximum care to the Eden Hore Fashion Collection, while capturing the economic and social potential it could bring to the region. At the same time, Council has the responsibility to ensure that ratepayers are not straddled with excessive financial burden.

## **Financial Implications**

The development of Phase Two projects can be achieved within existing 2016/17 budgets and staff time. Cost projections for Phase Three projects will be submitted to Council for approval.

## **Local Government Act 2002 Purpose Provisions**

### **11A Core services to be considered in performing role**

In performing its role, a local authority must have particular regards to the contribution that the following core services make to its communities:

- (e) libraries, museums, reserves, and other recreational facilities and community amenities.

## **Council Policies / Plans / Procedures**

The following Council Policies were considered:

### *Central Prospects – Community Outcomes and Actions 2014/15 to 2020/21*

- Heritage objective: Central Otago's heritage is identified, preserved, protected, managed, respected and celebrated into the future.
- Tourism's community objective: Central Otago provides a suite of quality visitor experiences

- Arts and Culture's community objective: Wider understanding of the importance of arts to our wellbeing

#### Towards Better Tourism Outcomes for Central Otago 2012

##### Objectives:

- Central Otago's heritage is identified and recorded
- Communities share and celebrate heritage in ways that resonate with them
- Heritage is innovatively promoted to ensure the community understands its value and visitors are enticed to come here

#### Naseby Community Plan 2016

##### Objective

- Naseby is recognised as the home of the Eden Hore Collection and the place where its story began
- To attract more visitors while retaining Naseby's unique characteristics

#### Maniototo Community Plan 2010

##### Objectives:

- Enhance the heritage character of the Maniototo for the appreciation of locals and visitors alike
- Well managed recreation facilities with identification of future opportunities
- Promoting the area in a manner which protects the values determined by the community

#### Central Otago Business and Economic Development Strategy 2013 - 2016

##### Key priorities identified by the community:

- Tourism is a priority growth opportunity for Central Otago. New products ... will put national and international spotlight on Central Otago as a place to visit. This will open up new business opportunities.
- Heritage is both a major asset and challenge for Central Otago. The .... history of Central Otago ... (is) highly valued by residents and visitors alike. The challenge for Central Otago community is how to protect, maintain and fund this key asset while ensuring the developments essential for the district to move forward take place.

### **Proposal**

It is proposed that Council receives the Eden Hore Fashion Collection feasibility study report and confirms its intent to continue ownership of the Collection. It is also proposed that Council adopts a phased approach to the development of the *Eden Hore Central Otago* proposition, with a focus for this financial year on garment care, cataloguing and story developments.

### **Consultation and Engagement**

The development of the Eden Hore Fashion Collection Feasibility Study involved engagement with a range of stakeholders, community representatives and technical experts. These included Mr and Mrs Steele, Dr Jane Malthus (Dress Historian and lecturer at Otago

Polytechnic), plus representatives from Council and Community Boards, Tourism Central Otago, Central Otago Arts Trust, Wool On organising committee, Naseby Vision, Central Stories Museum and Art Gallery, Otago Central Rail Trail Trust, tourism business operators, and community representatives that knew Mr Hore. Mr Walker also visited a number of small towns and communities throughout the district to get an understanding of this region.

Ongoing communication with stakeholders and the wider community will be an integral part of the development of Phase Three initiatives.

### **Communication**

Stakeholders involved in the development of the feasibility study have been sent a copy of the document.

The Maniototo community will have an opportunity to learn more about the development of the feasibility study at the public meeting, with Tim Walker as guest speaker, scheduled for 15 December at the Naseby Community Hall.

### **Attachments**

Appendix 1: High Country / High Fashion – Eden Hore Fashion Collection Feasibility Study

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24/11/2016

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5/12/2016

