

4.3.1 Option 1: No working museum in Clyde

Option #:	1 – No working museum in Clyde
Proposal Outline	Both the Blyth St Museum and the Briar Herb Museum close and the sites are disposed of. This leaves the only museum display space as the room in the Clyde Railway Station. The Clyde Town Centre and Heritage Precinct are unaffected.
Rationale	There is insufficient support from the community and finance available to maintain a working museum and it is felt within the community that, despite its status as a heritage town, an active museum is no longer required in Clyde.
Scope of redevelopment work	<ul style="list-style-type: none"> • No redevelopment work is proposed. The museums are simply closed and the collections are dispersed to other museums or sold off. • The Goods Shed at the Briar Herb Museum would be relocated to the Railway Station and the historic police lock-up at the Blyth St site would be relocated there as well or to an alternative site in the town. • Once the sites are disposed of the new owners or lessees would determine what to do with all of the remaining buildings on the sites, although they could be encouraged to retain some of them, particularly the Briar Herb Factory buildings. Alternatively at least some of the buildings could be demolished before sale or letting.
Key Issues addressed	None
Opportunities	None due to a lack of resourcing, support and community interest.
Constraints	<ul style="list-style-type: none"> • Loss of control over the Briar Herb Factory building which has strong local support for retention and re-use. • Breakup and dispersal of the collections and potential difficulties in re-homing even the most valued/significant items.
CHM/CODC Strategic goals addressed?	None
Risk potential?	High due to: <ul style="list-style-type: none"> • Damage and loss of significant collection material from the town and not all significant material may be found a new home elsewhere. • Loss of current community support and interest in Clyde as a museum location. • Loss of a visitor attraction and potential revenue for the town. This is considered to be the highest risk in the long term.
Support potential	Likely to be very low.
Order of Costs: Option 1	
(OofC item breakdown follows)	Immediate (1-2 years): 1.
	Long-term (2-5 years): 2.
Sketch outline plan of Option to add (= options presentation style)	

4.3.2 Option 2: Status Quo – do nothing

Option #:	2 – Status Quo Option
Proposal Outline	The Blyth St Museum remains open on its current seasonal basis with minimal maintenance, a range of compliancy issues, and little or no additional resourcing or capacity for the museum operations & development, collections curation and exhibition/display development; the BHFM remains closed and is left to deteriorate further.
Rationale	Inability to decide/fund/support change for the museum (this is the baseline position for the purposes of the Feasibility Study).
Scope of redevelopment work	<p>None proposed.</p> <p>Future works would have to plan for:</p> <ul style="list-style-type: none"> • the physical separation (e.g. fencing) of the BHFM buildings from the Public on safety grounds (seismic risk and poor condition); • future demolition of the BHFM buildings on the grounds that eventually they will begin to collapse or become fully unsafe and unsanitary (e.g. pest hazard escalates); • basic services and compliance upgrading of the Blyth Street Museum in order to allow the premises to continue to be used as a publicly accessible museum space and to provide for the CHM volunteers who staff the museum.
Key Issues addressed	<p>None beyond a basic level of building upgrading for the purposes of the compliancy issues under the Building Act 2004 to enable the Blyth St museum to continue to be used as a museum. A compliance upgrade may be driven by visitor/staff need, but would not be required under the Building Act 2004 until triggered by a Building Consent.</p> <p>The current issues identified in Chapter remain essentially the same.</p>
Opportunities	None due to a lack of resourcing, support and community interest that is likely to dwindle as time progresses.
Constraints	<ul style="list-style-type: none"> • Accumulating consequences/risks from not addressing the issues at hand, and therefore increasing constraints on the use of the Blyth St Museum site, volunteer and visitor safety, levels of museum visitation, future resourcing and volunteer/community interest. • Long-term deterioration of the present museum collection due to a lack of resourcing and deteriorating building conditions, which will compound the constraints already identified.
CHM/CODC Strategic goals addressed?	None
Risk potential?	<p>High due to:</p> <ul style="list-style-type: none"> • Public liability for CODC from dangerous buildings and

	<p>identified earthquake prone susceptibility;</p> <ul style="list-style-type: none"> • CHM liability for its members/volunteers and museum visitors from dangerous buildings and identified earthquake prone susceptibility; • CODC/CHM liability for insecure and potentially dangerous Collection displays even with the BHFM closed; • Damage and loss of significant Collection material with continued deterioration of the museum(s) buildings and fabric; • Loss of current community support and interest if the museum is forced to close completely that may not be recaptured in the future. • Building Act 2004 requirements will force certain non-compliance issues to be addressed on a “as near as reasonably practical basis” as part of any future Building Consent. This is likely to require significant financial input from CODC and may place them in a difficult position to apply for public/community funding (i.e. when the problem is something that CODC know about and should have already addressed as their responsibility). • ?
Support potential	Likely to be very low in our opinion. The ‘do nothing’ option is not really an option for CODC/CHM as the liabilities and risks will continue to accumulate over time leaving the Clyde Museum in jeopardy and at risk of permanent closure.
Order of Costs: Option 1	
(OofC item breakdown follows)	Immediate (1-2 years): 3.
	Long-term (2-5 years): 4.
Sketch outline plan of Option to add (= options presentation style)	

4.3.3 Option 3: Blyth Street Museum and Briar Herb Factory Museum retention, repair and upgrading

Option #:	3 – BSM & BHFM retention, repair and upgrading
Proposal Outline	<p>The Blyth Street Museum and Briar Herb Factory Museums are fully retained, repaired, strengthened and upgraded; this includes:</p> <ul style="list-style-type: none"> • Fabric and structural repair of the BHFM buildings (Buildings B, F & G) and rebuilding, where necessary, of the Stables, Blacksmith and former drying shed (Buildings A, C, D); • seismic strengthening of all buildings on both museum sites; • BHFM site drainage issues addressed; • full services upgrade to museum standards including insulation to buildings, proper environmental controls, pest control on both sites; • upgrading for public use compliancy issues on both sites (access, toilets, fire provision, signage); • cleaning, conservation and re-presentation of the Collection in the BHFM. • conservation and re-presentation of the stamper battery, Drybread Dairy and Holden Cottage as part of the wider re-presentation of the BHFM site experience.
Rationale	<p>This is basically the 'Do All' approach.</p> <p>Desire to keep both museum sites operational and to present as a two-part museum experience (a return to the 'Top' and 'Bottom' Museum concept). The BSM continues to focus on presenting the whole story of Clyde with an emphasis on rotating or regular new displays/exhibitions; providing a dedicated research space for visitors (e.g. in the Chambers); and providing a new facility to house the Shepard Collection glass plates and other sensitive photographic/film material. The Police Lock-up is re-presented and opened to visitors with access encouraged from the BSM building. The BSM provides the CHM's storage, conservation and operational focus.</p> <p>The BHFM (once fully repaired, etc) continues to focus on specific thematic displays (rabbits, wool, vehicles), but the Collection is rationalised (and made safe) for better management, interpretation and display, and to create internal space to accommodate a small retail outlet. The BHFM remains as a no storage facility and the displays are maintained and conserved as fixed exhibits with potential for supervised (?) visitor interaction (i.e. handling, movement, play).</p>
Scope of redevelopment work	<p>Significant.</p> <p>Works will have to include:</p> <ul style="list-style-type: none"> • Full repair (e.g. roofs, walls, framing, floors/foundations and rainwater provision) and structural strengthening of the BHFM buildings (A, B, F – J excluding E, the toilets); • Demolition and rebuilding of the BHFM Buildings A, C and D; • Seismic strengthening of both the BSM and BHFM buildings; • Insulation and full services upgrade of both the BSM and BHFM buildings; • Inspection and upgrading of the existing ground drainage provision at the BHFM to take water away from the buildings. • Internal services upgrade to both the BSM and main BHFM buildings to include fire, access, sanitary provisions, heating and electrical, and insulation; • Museum standard upgrade of conservation capacity, display, environmental conditions (in combination with general building upgrade). • New building to house the Shepard Collection on the site of the existing Ablution block at the BSM.

<p>Key Issues addressed</p>	<p>Heritage Significance: Heritage values of the both sites are largely retained, particularly the mid-20th century Briar Herb Factory buildings. Potentially some loss of heritage fabrics from upgrading and repairs.</p> <p>Buildings:</p> <ul style="list-style-type: none"> • Repair and strengthening condition issues resolved; seismic issues resolved; • water and pest ingress issues resolved via the repairs; • public safety issues resolved via the repairs and strengthening; • compliancy issues resolved via services upgrading, fire and access upgrading. <p>Space: Some rationalisation of exhibits to free up space for additional facilities (e.g. retail); new build storage required for Shepard Collection. Site location issues not addressed so museums still on the margin of the town centre and main visitor focus.</p> <p>Collections:</p> <ul style="list-style-type: none"> • Some rationalisation of exhibits but limited to duplicate, non-significant items and non-collections items currently stored (e.g. the two BHFM cars); • repairs and upgrading of internal spaces will provide more museum-like conditions; • conservation of items in currently poor condition will still be required; • collections policy will require revising; • no increase in storage capacity going forward (Shepard Collection only provided with new storage). <p>Community & Demand:</p> <ul style="list-style-type: none"> • A restored and re-presented Clyde Museum with two museum locations will not automatically generate a higher level of visitation than at present, based on pre-2015 figures when the BHFM was still open. • The museum sites will continue to be on the periphery of visitor focus to Clyde and maintaining the much larger, pre-2015 display capacity of the CHM is unlikely to create a greater draw than before. • Changes not sufficient to generate new or additional income issues; • Changes not sufficient to generate new or additional community support or CHM capacity-building issues. <p>Governance & Resourcing: CHM staffing capacity, skills, and general governance structure not directly addressed through this option. Need for additional resourcing not addressed.</p> <p>Other:</p> <ul style="list-style-type: none"> • <i>Planning</i> – likely to be relatively straightforward as repairs and rebuilding involves existing structures; however consents are likely to still be required with a cost implication. • <i>Archaeology</i> – minimal issue. • <i>Building Act 2004</i> – any upgrading for accessibility and means of escape from fire will have to be thoroughly. • <i>Other</i> – wider community benefit issues not addressed.
<p>Opportunities</p>	<p>Not significantly enhanced compared to when both the Top and Bottom Museums were open together previously (i.e. the option is basically maintaining the pre-2015 status quo with some physical improvements).</p> <p>The museums will be enhanced in terms of safety, comfort, condition and compliance issues, but the basic presentation and content will not change dramatically.</p>
<p>Constraints</p>	<ul style="list-style-type: none"> • Economic – the repair, strengthening and rebuilding costs are extremely significant and will require a substantial amount of

	<p>funding to achieve.</p> <ul style="list-style-type: none"> • Upgrading costs – are a significant investment and once implemented, will need to be maintained into the future, requiring a regular income or financial support for the CHM. • Operational costs – are likely to be considerably greater than before due to increased power and housekeeping requirements (lighting, heat, and possibly fire systems and security), and collections conservation and storage requirements. • Time - the programme to undertake and complete this Option is likely to be significant as two separate groups of buildings have to be addressed with a considerable amount of infrastructure works, repairs, rebuilding, strengthening and services upgrades involved. • Disruption – some disruption to the operation and opening of the BSM is likely to be encountered from the repair, etc works. • Staff – greater capacity required to staff and manage two museums adequately; and need for expert-led museum skills in some areas (e.g. conservation and display). • Income – option 2 is unlikely to generate a significantly greater income than currently received at present, therefore the anticipated additional running costs are likely to exceed current or future income sources.
CHM/CODC Strategic goals addressed?	<p>A revitalised Clyde Museum in terms of building and collection conditions and safe public access.</p> <p>Governance, demand and resourcing goals are not directly addressed and therefore are likely to hamper the CHM goal of a long-term future for Clyde museum.</p>
Risk potential?	<ul style="list-style-type: none"> • Lack of Council and community buy-in for the costs and timescale of the option. • Sources of potential fundraisers likely to be limited. • Identified resourcing and capacity issues will place long-term sustainability of option in doubt. • Repair, etc without addressing the key issues of location, demand, wider offering and the need to engage more with the community and visitors to maximise benefits. • Building – the 50 year-old concrete construction of the BSM is ageing and large-scale and long-term investment in its structure is a risk. • BSM restricted building footprint and site area means there is limited scope to develop further infrastructure such as car parking, a café, retail space, a larger research room and to address future storage needs. • Rebuilding large elements of the BSM will simply maintain the current site constraints and issues in terms of space, storage and manageable display areas.
Support potential	<p>Questionable due to massive capital investment required with little or no demonstrable beneficial return/improvement to either the CHM, community or Council.</p>
Order of Costs: Option 2	
(OfC item breakdown follows)	
Sketch outline plan of Option to add (= options presentation style)	

4.3.4 Option 4: Blyth Street Museum development with Briar Herb Factory site alternatives

Option #:	4 – BSM development with BHF site alternatives
<p>Proposal Outline</p>	<p>The Blyth Street Museum is retained, strengthened and upgraded as the primary Clyde Museum site. This includes upgrading for public use compliancy issues with regard to access, toilets, fire safety provisions, signage, as well as environmental services upgrading to include insulation, heating, and electrical services to provide appropriate level, museum conditions and comfortable staff conditions.</p> <p>The Ablution block is either refurbished into a museum-standard storage facility (e.g. to house the Shepard Collection and other sensitive museum items) or replaced with a new-build storage unit. The Police Lock-up is re-presented to tell its history and provided with visitor access, or re-purposed/relocated to a more accessible location, such as the Museum Reserve.</p> <ul style="list-style-type: none"> • The Briar Herb Factory Museum Buildings A, C and D (Drying shed, Blacksmith and Stable) are demolished and not rebuilt, and the land left as public reserve, a community garden or as a future land bank for the CODC. • The Goods Shed is dismantled, relocated to the Reserve land opposite the Clyde Railway Station and rebuilt securely, with the aim of attracting a sympathetic commercial use such as bike storage or possible community/cultural use. • The Briar Herb Factory Buildings F&G are retained, repaired, strengthened, have a basic level of services upgrading to include an economic heating system, power, water and drainage, and re-used. <p><u>In Alternative 3A</u> the Factory buildings F&G are re-presented to tell the story of the BHF in a more interactive and engaging way, but one requiring minimal volunteer input, low maintenance and a gold coin donation system with the goal of a 'cost-neutral operation' option. The Dairy, Battery and Holden Cottage are maintained and re-presented as part of a BHF 'heritage garden' destination, incorporating beds of thyme to reconnect the factory with its roots. The Caretaker's cottage is retained on site and continues to be rented to provide an income.</p> <p><u>In Alternative 3B</u> the Factory buildings F&G are re-purposed to provide a suitable cover building/outlet for a boutique commercial operation such as a local brewery, cheese, orchards or market co-operative, which incorporates some of the history of the Briar Herb Company in its interior. The outlet could welcome visitors to taste, sample and buy local produce whilst providing visitor linkage and signposting to/from the centre of Clyde for visitors. The Caretaker' cottage is sold for relocation to a new site to remove any potential conflicts with being adjacent to a commercial enterprise, and the funds put into a small investment fund to help maintain the BHF buildings.</p> <p><u>In Alternative 3C</u> the Factory buildings F&G are re-presented to tell the story of the BHF in a more interactive and engaging way, as in 3A. However, the footprint of the demolished buildings and relocated Goods Shed is occupied by a purpose-built, modern 'shed' type storage and archive facility that houses a district archive and office, research room, and museum-standard collection storage for items of high significance to the district. This could include the Clutha River tender (boat).</p>

<p>Rationale</p>	<p>The Blyth Street Museum is considered a viable option to keep as the Clyde Museum and investment made in its upgrading, strengthening, comfort and capacity for the long-term. The BHF site is respected for its core heritage and community value by the retention of the two factory buildings; removal of the high risk, museum-built structures and relocation of the Goods Shed to a new location nearby; and development of the surrounding areas into a thyme-related, community-heritage garden. With this approach the non-heritage, high risk buildings are removed economically and the at-risk Goods Shed is re-purposed and rebuilt to a better standard with some potential to raise a small income for its maintenance. The removal of the dangerous buildings also opens up the land area for alternative and potentially valuable purposes (e.g. public reserve, community garden, land available for construction of a Council storage facility or for liquidation (e.g. for residential purposes)).</p> <p>The proposed alternative re-uses of the factory buildings will enable the key heritage buildings relating to the Briar Herb Company to be retained, whether as a dedicated heritage destination site or re-purposed as a commercial outlet that actively maintains interpretive links to the site's history.</p>
<p>Scope of redevelopment work</p>	<p>For the BSM site: the same scope as in Option 2. For the BHF site (all alternatives):</p> <ul style="list-style-type: none"> • Full repair (e.g. roofs, walls, framing, floors/foundations, drainage and rainwater provision) and seismic/structural strengthening of the BHF buildings F & G; • Demolition of buildings A, C and D; • Relocation and rebuilding of the Goods Shed; • Insulation and basic services upgrade of buildings F & G for Option 3B; • Development of a themed heritage-community garden for options 3A and 3B; • Construction of a purpose-built, insulated, multi-function storage building for CODC in option 3C.
<p>Key Issues addressed</p>	<p>Heritage Significance: Heritage values of the both sites are largely retained, particularly the mid-20th century Briar Herb Factory buildings. Potentially some loss of heritage fabrics from upgrading and repairs.</p> <p>Buildings:</p> <ul style="list-style-type: none"> • Repair and strengthening condition issues resolved; seismic issues resolved in BSM & remaining BHF buildings; • water and pest ingress issues resolved via the repairs; • public safety issues resolved via the repairs, strengthening and demolitions; • compliancy issues resolved via services upgrading, fire and access upgrading. <p>Space: Major rationalisation of exhibits with effective demolition of the BHF museum buildings; new build storage required for Shepard Collection. Site location issues not addressed so BSM still on the margin of the town centre and main visitor focus.</p> <p>Collections:</p> <ul style="list-style-type: none"> • extensive rationalisation of exhibits; • BSM repairs and upgrading of internal spaces will provide more museum-like conditions; • conservation of items in currently poor condition will still be required in BSM; • collections policy will require revising; • no increase in storage capacity going forward (Shepard

	<p>Collection only provided with new storage), unless option 3B is chosen (large storage facility).</p> <p>Community & Demand:</p> <ul style="list-style-type: none"> • A restored and re-presented Clyde Museum at the BSM will not automatically generate a higher level of visitation than at present; • The Blyth Street Museum site will continue to be on the periphery of visitor focus to Clyde; • Changes may be sufficient to generate new or additional income from alternative uses of the BHF site and relocated Goods Shed; • Changes may be sufficient to generate new or additional community support or CHM capacity-building with creation of a community garden at the Briar Herb Factory site. <p>Governance & Resourcing: CHM staffing capacity partially addressed by huge reduction in scope and extent of the BHF site, thereby reducing the management and volunteer input currently required to operate it (when opened). Skills requirements and general governance structure not specifically addressed through this option. Need for additional resourcing partially addressed through option 3B and possibly by the revamp of the BSM.</p> <p>Other:</p> <ul style="list-style-type: none"> • <i>Planning</i> – likely to be relatively straightforward as repairs and rebuilding involves existing structures; however, consents are likely to still be required with a cost implication. • <i>Archaeology</i> – minimal issue. • <i>Building Act 2004</i> – any upgrading for access and fire and other compliancy issues will have to be thoroughly scoped as some works likely to trigger need for further upgrades (i.e. such as additional exits, toilet facilities, fire systems, emergency lighting). <p><i>Other</i> – wider community benefit issues partially addressed through maintaining access to the core Briar Herb Factory buildings and development of a community garden scheme.</p>
<p>Opportunities</p>	<ul style="list-style-type: none"> • Enhanced to a small degree with the revitalisation of the BSM site and re-focusing of the BHF site. • Opportunity to completely redevelop Clyde Museum with new facilities and greater community focus/engagement through a multiple-function venue. • Opportunity to gain capital from the sale of the northern portion of the BHF site and possibly Caretaker’s cottage. • Opportunity to attract a tourism and commercial orientated tenant for the remaining BHF buildings which could increase the visitor offering for Clyde and draw people (community and visitors) to a new community hub area focused at the top of Fraser Street. • A tenant for the remaining BHF buildings could provide sufficient regular income to balance the future maintenance costs of the building and site. • The Blyth Street Museum will be enhanced in terms of safety, comfort, condition and compliance issues, but the basic presentation and content will not change dramatically.
<p>Constraints</p>	<ul style="list-style-type: none"> • BSM limited to free up space for additional facilities, for example, car parking, retail, more display space, more operational space. • BSM and remaining BHF upgrading costs – are a significant investment and once implemented, will need to be maintained

	<p>into the future, requiring a regular income or financial support for the CHM.</p> <ul style="list-style-type: none"> • BSM is an ageing building and has a limited lifespan that may not be a viable long-term investment. • Remaining BHF buildings will still require long-term maintenance and are unlikely to generate any significant income as a heritage-exhibit type location (unless tenanted as in option 3B). • There may be planning constraints around the option 3C proposal to construct a storage facility for Council at the BHF site, as in a residential zoned area and not sympathetic to the heritage values of the BHF site.
CHM/CODC Strategic goals addressed?	<p>A revitalised Clyde Museum in terms of building and collection conditions and safe public access focused on the existing Blyth Street Museum.</p> <p>Governance, demand and resourcing goals are not directly addressed and therefore are likely to hamper the CHM goal of a long-term future for Clyde museum. However, reducing the scope of the site liabilities at the BHFM and potentially providing an income (whether from short-term sale income or longer-term rental income) would go some way to addressing these.</p> <p>The development of a heritage community garden may contribute to the wider community/Council goal of establishing a community hub in the area focused on the Memorial Hall in Fraser St.</p>
Risk potential?	<ul style="list-style-type: none"> • Possible lack of Council and community buy-in for the costs and timescale of the option. • Identified resourcing and capacity issues will place long-term sustainability of option in doubt. • Repair, etc without addressing the key issues of location, demand, wider offering and the need to engage more with the community and visitors to maximise benefits. • Building – the 50-year-old concrete construction of the BSM is ageing and large-scale and long-term investment in its structure is a risk. • BSM restricted building footprint and site area means there is limited scope to develop further infrastructure such as car parking, a café, retail space, a larger research room and to address future storage needs. • The museum remains on the periphery of visitor focus in Clyde (probably the biggest risk in the option).
Support potential	<p>Potentially good as site liabilities being addressed, focus placed on a manageable, single museum location enabling an equally focused funding plan and funding rationale, extending community and visitor benefits of the BHFM site through sensitive redevelopment and management, with potential for an income stream.</p> <p>Community, Council and potential funders buy-in more likely as a more rationalised and focused approach.</p>
Order of Costs: Option 3	
(OofC item breakdown follows)	
Sketch outline plan of Option to add (= options presentation style)	

4.3.5 Option 5: Focus – Briar Herb Factory Museum redevelopment and Blyth Street Museum closed

Option #:	5 – BHFM redevelopment and BSM closed
Proposal Outline	<p>The Briar Herb Factory Museum Buildings A, C and D are demolished; the Goods Shed either rebuilt on site or relocated to a new location (as per Option 3), and the toilet block F demolished and rebuilt nearby (if required). Factory buildings F & G are retained, repaired, strengthened, have a basic level of services upgrading to include an economic heating system, power, water and drainage, and re-used (potential for display purposes, a boutique commercial outlet or ancillary space for a proposed new museum building).</p> <p>The cleared BHFM land will provide the location for a new, purpose-built, economically-designed, museum facility that will incorporate a multi-purpose, museum, arts and possibly community/visitor space, on a construction scale sympathetic to the remaining heritage buildings. If feasible, the new building could incorporate the rebuilt Goods Shed at its centre.</p> <p>The Blyth Street Museum will close, the collection and exhibits relocated to the new museum facility and the building sold either for possible commercial use as office or similar space; for demolition and residential rebuild (potential for two lots); or for future land banking for the Council. The Police Lock-up will be relocated to a more suitable site (e.g. the redeveloped BHFM site or somewhere in the CBD).</p>
Rationale	<p>The Blyth Street Museum is not considered a viable option to retain in the long-term due to the extensive upgrading and strengthening requirements needed, and the potential for issues to arise in its ageing concrete fabric. The BHFM site is respected for its core heritage and community values by the retention of the two factory buildings; removal of the high risk, museum-built structures and either re-use or relocation of the Goods Shed. With this approach the non-heritage, high risk buildings are removed economically and the at-risk Goods Shed is re-purposed and rebuilt to a better standard.</p> <p>The construction of a new, purpose-built multi-purpose museum facility within the BHFM site will be a significant investment, but one that could be used as a multi-functional community space, provide much-needed archival storage, as well as dedicated museum space and conservation facilities.</p>
Scope of redevelopment work	<ul style="list-style-type: none"> • Demolition of the BHFM buildings (A, C and D), rebuilding and/or relocation of the Goods Shed; repair and strengthening of Buildings F&G for presentation of the BHF story. • Construction of a new purpose-built museum/community facility within the BHFM site. • Relocation of the Caretaker’s cottage to a new site (or sold off and funds added to museum fund). • BSM closed permanently and site sold for commercial/residential purposes. • Collections content from both the BSM and BHFM reduced and relocated to the new facility.
Key Issues addressed	<p>Heritage Significance: Heritage values of the BHFM site largely retained, particularly the mid-20th century Briar Herb Factory buildings. Loss of heritage values with the disposal and likely demolition of the Blyth Street Museum building (although main heritage values are archaeological and historical, which will not be directly impacted).</p> <p>Buildings:</p> <ul style="list-style-type: none"> • Repair and strengthening condition issues resolved and seismic issues resolved in remaining BHF buildings; • water and pest ingress issues resolved via the repairs;

	<ul style="list-style-type: none"> • public safety issues resolved via the repairs, strengthening and demolitions; • compliancy issues resolved via services upgrading, fire and access upgrading or BHFm. • Public liabilities with BSM building removed through disposal. <p>Space: Major rationalisation of exhibits with effective demolition of the BHF museum buildings and BSM disposal. New museum building will address all collections condition, storage and display issues; public research room and operational space also provided. Site location issues not addressed as BHFm still on the margin of the town centre and main visitor focus.</p> <p>Collections:</p> <ul style="list-style-type: none"> • extensive rationalisation of exhibits. • collections policy will require revising <p>Community & Demand:</p> <ul style="list-style-type: none"> • Changes likely to be sufficient to generate new or additional income from increased visitation and multiple uses, and sale of BSM site; • Changes may be sufficient to generate new or additional community support or CHM capacity-building with creation of a new museum and community venue at the Briar Herb Factory site. <p>Governance & Resourcing: CHM staffing capacity partially addressed by huge reduction in scope and extent of the BHFm site and sale of the BSM. New museum facility may not require increase in CHM capacity as efficiencies from new build and some part-time professional staffing may be available if co-funded by CODC. Skills requirements and general governance structure not specifically addressed through this option; however, a change in governance will be required to balance the investment in a new-build museum that may require some part-time staffing.</p> <p>Other:</p> <ul style="list-style-type: none"> • <i>Planning</i> – likely to be complex as demolitions, new construction and title changes involved (and possible future sale/demolition of BSM in a heritage precinct); consents will be required with a cost/time implication. • <i>Archaeology</i> – minimal issues. • <i>Building Act 2004</i> – any upgrading for access and fire and other compliancy issues will have to be thoroughly scoped for the remaining BHFm to determine acceptable level and requirements. <p><i>Other</i> – wider community benefit issues partially addressed through maintaining access to the core Briar Herb Factory buildings and development of a new museum/community facility.</p>
<p>Opportunities</p>	<ul style="list-style-type: none"> • Mitigation of current liabilities for the BHFm and BSM sites through demolitions, repairs, limited upgrading and sale of property to fund new museum facility and redevelopment scheme. • Opportunity to completely redevelop Clyde Museum with new facilities and greater community focus/engagement through a multiple-function venue.
<p>Constraints</p>	<ul style="list-style-type: none"> • Economic – the new construction costs along with some repair, strengthening and rebuilding costs are extremely significant and will require a substantial amount of funding to achieve. • Operational costs – are likely to be considerably greater than before due to increased costs associated with operating a

	<p>modern museum and community facility.</p> <ul style="list-style-type: none"> • Time - the programme to undertake and complete this Option is likely to be significant with a considerable amount of infrastructure works, repairs, construction, strengthening and services upgrades involved. • Disruption – some disruption to the operation of the BSM is likely to be encountered as its disposal may be required to secure public funding prior to commencement of the BHFM redevelopment scheme. Also, consequent impacts on collections storage as temporary store likely to be required in the interim during museum construction. • Staff – greater capacity likely to be required to staff and manage a new museum adequately; and need for expert-led museum skills in some areas (e.g. conservation and display). Therefore, operational funding is a major constraint on this option.
<p>CHM/CODC Strategic goals addressed?</p>	<p>A revitalised Clyde Museum in terms of building and collection conditions and safe public access focused on the Briar Herb Factory Museum site.</p> <ul style="list-style-type: none"> • Demand goals may be addressed through the revitalisation of the museum and being able to offer a wider range of resources, facilities and attractions than currently. • Governance and resourcing goals are not directly addressed and therefore are likely to hamper the CHM goal of a long-term future for Clyde museum. However, reducing the scope of the site liabilities at the BSM and BHFM sites and potentially providing an income (whether from short-term sale income or longer-term visitor income) would go some way to addressing these. • The development of a focal heritage-community place may contribute to the wider community/Council goal of establishing a community hub in the area focused on the Memorial Hall in Fraser St.
<p>Risk potential?</p>	<ul style="list-style-type: none"> • The BHFM location is on the periphery of the current visitor circulation routes and therefore it would have to provide a sufficient draw for visitors to include this in their itinerary. The emphasis on being in the right location (i.e. the main centre) cannot be over-estimated and is probably the biggest risk of the option. • The option will require a huge quantity of community, Council and funders buy-in to achieve and a high level of resources invested to prepare and deliver the scheme successfully.
<p>Support potential</p>	<ul style="list-style-type: none"> • Potentially good as site liabilities being addressed, focus placed on a manageable, single museum location enabling an equally focused funding plan and funding rationale, extending community and visitor benefits of the BHFM site through sensitive redevelopment and management, with potential for an income stream. • Community, Council and potential funders buy-in more likely as a more rationalised and focused approach.
<p>Order of Costs: Option 1</p>	
<p>(OfC item breakdown follows)</p>	
<p>Sketch outline plan of Option to add (= options presentation style)</p>	

4.3.6 Option 6: Alternative Site option

Option #:	6 – Alternative Site option
Proposal Outline	<p>To completely relocate the Clyde Museum to a new, town centre located site where it can access the current and future visitor and community flows.</p> <p>The Blyth Street Museum is closed, the collection and exhibits relocated to the new museum facility and the building sold either for possible commercial use as office or similar space; for demolition and residential rebuild (potential for two lots); or for future land banking for the Council. The Police Lock-up will be relocated to a more suitable site (e.g. the redeveloped BHFM site or somewhere in the CBD).</p> <p>The BHFM is permanently closed, the collection and exhibits relocated to the new museum facility and Buildings A-D demolished and/or relocated (Goods Shed). The remaining Buildings F&G and Dairy, Holden Cottage and Stamper Battery are addressed through proposed Alternative options 3A and/or 3B.</p>
Rationale	<p>Both of the current CHM museum sites are in poor locations which strongly constrain opportunities for increasing future visitor and community engagement for the sites. A central Clyde location for the museum would benefit from:</p> <ul style="list-style-type: none"> • Increased visibility and mainstream presence in Clyde; • Easy to find and access for casual visitors; • Increased walk-in visitation and opportunity for increasing visitor revenue through providing new retail opportunities and connections with neighbouring cafes and other heritage venues • Increased community visibility and potential for increasing local interest, engagement and community benefits. <p>The sale of the BSM site would help with funding for a new location and repairs to the remaining BHFM buildings; and reduction of the BHFM buildings will reduce the current liabilities associated with the site.</p>
Scope of redevelopment work	<ul style="list-style-type: none"> • New museum site at the north end of Sunderland Street; possible new building or purchase/lease of an existing, suitable museum building with option to modify and expand as necessary to accommodate the collection and exhibits. • Disposal of BSM site for sale, lease, sub-division. • Demolition of later BHFM buildings and repair of the Briar Herb Factory buildings for display/commercial re-use/community garden/retention/disposal of Caretaker's cottage.
Key Issues addressed	All?
Opportunities	Refer to Rationale section.
Constraints	<ul style="list-style-type: none"> • Availability of a suitable town centre site with potential for purchase or lease; • CHM Inc buy-in to a new location; • Complicated programme to manage and fund.
CHM/CODC Strategic goals addressed?	Probably all?
Risk potential?	Same as Constraints?
Support potential	Unknown (wait for VCB/Clyde community feedback)
Order of Costs: Option 1	
(OfC item breakdown follows)	
Sketch outline plan of Option to add (= options presentation)	

style)	
--------	--

4.4 Comments/Conclusions/Questions