

2020-2022 STRATEGIC PLAN

Blue Oyster Art Project Space turned 20 in 2019, a significant milestone for an experimental contemporary art space. Since our second Strategic Plan (2016–2019) we have grown in all significant areas of governance and operations and met our overall goals for the period including; Talent Incubator, Connection, Governance and Operations and Accountability.

Vision

To be a leader in experimental art in New Zealand.

Mission

To incubate experimental and contemporary art opportunities for art practitioners and our communities.

Guiding Principles

The Trust will:

1. Acknowledge and use The Treaty of Waitangi / Te Tiriti o Waitangi as a guiding document.
2. Support a programme of the best contemporary and experimental art.
3. Support and encourage diversity of form, practice and conception so the art sector remains an ever changing, continuously self-reflexive, experimental and forward-looking field.
4. Provide an environment inclusive of culturally diverse groups.
5. Add unique value to the local and national art and culture sector.
6. Actively attract significant talent to the region while also supporting and developing the rich talent that exists locally.

GOALS AND STRATEGIES

Goal 1: Talent Incubator

- Act as a talent incubator for artists, writers and curators so they can take the next step in their development.
- Provide local artists and audiences with the best programme we can offer.
- Provide and promote professional opportunities for artists, writers, curators as well as volunteers, trustees and staff in the form of networking and core programme activities: exhibitions, residencies, workshops and publications.
- Build and grow strong and sustainable relationships with stakeholders (including the University of Otago, Otago Polytechnic, and local arts organisations such as the Fringe Festival Trust).

Goal 2: Connection

- To provide opportunities for the arts community to engage and collaborate with the gallery and programme.
- Profile artists and promote engagement with the exhibition programme, through associated events and the annual proposal system.
- Provide peer-mentorship, assistance and advice for the artistic community. Encourage and develop critical dialogue between local as well as visiting artists and our community.
- Be a vital and accessible hub within the community for emerging and experimental art projects.

Goal 3: Governance and Operations

- Ensure an effective, innovative and sustainable organisation that sets a standard of best practice for its peers and strives for constant improvement.
- Grow and sustain financial sustainability through diverse income streams including fundraising and securing adequate funding for core operations.
- Regularly review operations and system values systems, archives, technology, resource sharing and administrative excellence.
- Increase Blue Oyster's national and global brand through programming, promotion, management and administration.
- Cultivate a diverse network of supporters to assist with project realisation.

ACCOUNTABILITY

Blue Oyster has several ways of measuring success and monitoring progress in place:

1. Annual Reports created in March each year documenting the programme, marketing and promotions, critical reviews, on and offline stats (attendance, reach and engagement), chair and director statements, etc.
2. Creative New Zealand grant agreement (current contract 2018-2019) includes the agreed outcomes (Schedule 2: Outcome, Development Goals and Reporting; how many exhibitions, events, publications, workshops, collaborations, surveys and reviews to be done).
3. Creative New Zealand Quarterly Reporting (financial, visitor numbers, changes and narrative)

Milestones:

- January: previous year full report
 - April: End of financial year report
 - July: current year 6 month progress report
 - November: upcoming year full report
4. DCC funding application and report: develop and sustain our alignment with DCC annual plan.
 5. Annual Charities Return (mid year).
 6. Audience surveys that include an executive summary of findings and graphing of responses.
 7. Performance reviews (staff), self-evaluation forms (trustees and gallery volunteers).
 8. Quantity, quality and diversity of proposals submitted each round.
 9. Archived minutes directors reports—comments, situations, resolutions, new relationships, stakeholders, partnerships, goods sold, koha, operational and financial goals.

Renewal date: April 2022