

Paradigm Shift

Five-year Strategic Plan

2005-2010

July 2006

STRATEGIC PLAN: A FRAMEWORK FOR ACHIEVEMENT

The Paradigm Shift or Five-year Strategic Plan is a framework to guide the Christchurch Art Gallery Te Puna o Waiwhetu to achieve its new Council-approved Vision and Key Performance Indicators aimed at increasing visitor numbers from the current 290,000 annually to 400,000 by 2009/10 and reducing the cost per visitor.

With a new Vision, a commitment to new audiences through a dynamic new exhibition programme and new opportunities to connect the wider community with art, the Gallery will reverberate with a new sense of energy and excitement, says Christchurch City Council Mayor Garry Moore.

"Partnerships will take on a new focus and priority for the Gallery, enabling it to fulfill its Vision of making the Cultural Precinct and Worcester Boulevard the most visited cultural site in New Zealand."

Mr Moore says these will also allow the Gallery to tap into new opportunities and activities with its partners and link with city-wide festivals, recognising the importance of the Gallery and its role of being at the forefront of developments within the art world.

"Exhibitions will be more varied in content, style and subject – the exhibition programme being challenging, flexible, fun, entertaining, dynamic and slightly controversial – connecting with and stimulating the existing loyal arts community through a balanced schedule that at the same time also draws in new audiences," says Council Community Services General Manager, Stephen McArthur.

Change will be the emphasis of the exhibition programme, he says. "Exhibitions, events and programmes will be constantly changing and being refreshed to keep the Gallery spaces

alive and interesting. This will generate more frequent visits by a community which is proud of its Gallery and excited about being part of the experience.



Engaging new audiences is a focus for the Gallery as it works to implement the Five-year Strategic Plan and make the Gallery a must-see attraction.

"Art will spill out of the galleries into the Gallery foyer, forecourt and garden, bringing new life to the building and surrounding environment, creating a heightened interest in what is happening at the Gallery."

From this new personality, Mr McArthur says will grow the Gallery's role in the cultural and economic wellbeing of the city.

"This will generate nation-wide curiosity and interest in the exhibitions and events at the Christchurch Art Gallery, becoming self-perpetuating as the 'must see' place to visit when in Christchurch. This heightened interest will result from the quality of the art on display and the over-all visitor experience."

"A strong emphasis will be placed on the visitor experience, which begins with external communications through the website and marketing – well before the visitor steps through the door. New marketing and communications plans will be implemented to better connect with key stakeholders and audiences," Mr McArthur says.

"The Paradigm Shift has begun and with a new organisational structure, processes and procedures, the Gallery will evolve during the next four years through the celebration of the City's creative spirit and a balanced programme of exhibitions, events and programmes that expands the public's perception of art and delivers the new KPIs."



CREATING A "MUST-SEE" CULTURAL ATTRACTION

First and foremost, key to the Gallery achieving 400,000 visitors annually by 2009-10 is through implementing a visitor experience that is dynamic, fun, interactive, expresses something different, takes risks and engages a wider audience. Through this type of programme, the Christchurch Art Gallery will stamp its mark as a place of cultural authority and adventure.

The Summer 2006-07 Schedule is the beginning of the Paradigm Shift which will take the next four years to evolve. This exhibition

programme builds on the Gallery's strengths, at the same time catering for new audiences through a diverse programme that provokes and challenges.



Partnerships with the community are critical to the Gallery's success.

programme and associated activities spilling out into the foyer and forecourt, the Gallery will invite people inside.

This new personality will serve to grow Cantabrians' sense of pride and ownership of their Gallery. Whether regular visitors to the Gallery or not, they will become its greatest promoters, talking about their Gallery and encouraging visitors to the city not to leave town without spending time living the experience.

Once people get talking about the Christchurch Art Gallery and the role it plays in the cultural and economic well-being of the city, this will generate nation-wide curiosity and become self-perpetuating as the "must see" place to visit in Christchurch. This excitement will result from the quality of the art on display and the over-all visitor experience.

A more effective marketing campaign that is strategic and connects with the Gallery's public programmes and the wider community



As a public institution, the Gallery will commit to reaching a wider sector of the community in its endeavours to connect people with art.



The forecourt will come alive with activity programmes that support Gallery exhibitions.

will be key in helping the Gallery to draw in new and enlarged audiences. This campaign will play a pivotal role in educating the community on what is happening at the Gallery, as well as building on past successes.

As a public institution, the Gallery will commit to reaching a wider sector of the community in its endeavour to connect people with art. In part, this will be achieved by bringing the Gallery's foyer and forecourt alive with activity programmes that support the exhibitions. This type of activity will serve to draw in more visitors, curious about what is happening at their Gallery. For example, an exhibition of Italian art could be the catalyst for promoting such associated "art forms" as Italian cars, fashion, food and wine.



Exhibitions will be more varied in content, style and subject.

Partnerships have also been identified as paramount for the Gallery to fulfill its Vision of making the Cultural Precinct and Worcester Boulevard the most visited cultural site in New Zealand. Through these partnerships and better collaboration with the arts community and key stakeholders, the Gallery will build a more successful exhibition programme by feeding into the activities of its partners, city-wide festivals and connecting the community with art that supports such major local, national and international events as the Canterbury A & P Show and Rugby World Cup. It is recognised that the Gallery needs to be informed about and at the forefront of developments within the art world.

Partnerships with other art institutions in New Zealand and internationally will enable the Gallery to maximise opportunities for bringing exciting and interesting art to Christchurch.

The Collection of more than 6000 works of art is an incredibly valuable resource for the Gallery to use to introduce new audiences to the world of art. Through a greater understanding of the Gallery's role in collecting and how these works can be used to generate exhibition programmes, the Collection will play a more significant role in helping the Gallery achieve its KPIs.

CHRISTCHURCH ART GALLERY VISION

The Christchurch Art Gallery Te Puna o Waiwhetu will take a key leadership role in making Christchurch's Cultural Precinct and Worcester Boulevard the most visited cultural tourism site in New Zealand.

The Gallery is ideally placed to take this lead with its iconic building, strategic location at the heart of the Cultural Precinct and the Gallery's programmes inviting visitors to live the Precinct's core values of expanding cultural horizons and enriching senses.

The Gallery wants to grow the public's perception of art as it commits to new audiences by building a new, stimulating visitor experience and develop the brand.

The Gallery recognises its key audiences are the families/whanau of Christchurch, international visitors to

the City, domestic visitors, educational groups and special audiences.

The Gallery strives to connect people with art – emotionally and intellectually. We celebrate art and the creative spirit. The Gallery knows where it stands and has global reach.

The Gallery educates, inspires discovery and preserves the legacy of artistic achievement for the people of Canterbury and New Zealand through collecting, presenting, interpreting and conserving quality works of art.

The Gallery wants to be recognised locally, nationally and internationally as innovative, with quality collections and programmes, and for the enjoyment and appreciation of art it brings all its audiences. The Gallery will set a standard of excellence in all its endeavours.

Art will spill out of the galleries into the Gallery foyer, forecourt and garden, bringing new life to the building and surrounding environment, creating a heightened interest in what is happening at the Gallery.



A NEW VISITOR EXPERIENCE

Visitor experience at the Christchurch Art Gallery has been identified by the public as “differing greatly between individuals” and “from visit to visit”. While the Gallery can not control the individual’s connection with the art, it can provide a consistency and standard of excellence with customer service, and through its exhibitions programme attempt to deliver a quality experience that stimulates, challenges and evokes a positive reaction.

This experience begins long before the visitor enters the building, when surfing the Gallery’s website or when presented with marketing material at key locations such as Christchurch International Airport or i-SITE.

When on-site, the Gallery needs to ensure whether the visitor arrives via the underground car-park, through one of the on-site facilities (Form gallery, Alchemy café or the Art Gallery Shop) or directly through the front entrance, their welcome to the Gallery and first impression is the same. This needs to be positive and engender excitement and anticipation of what lies within to be discovered.

The welcome and front-of-house facilities provided by the Gallery are as important in the over-all visitor experience as the style, content and relevance of the exhibitions.

The foyer – for many visitors – is a void in which they feel



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disoriented. This is the result of the distance to the reception desk, the lack of signage and “sterile” environment. Through its programmes and partnerships with other cultural institutions, the Gallery will be bringing the foyer and forecourt to life with events that connect with Gallery exhibitions, city-wide festivals and support activities being undertaken by Cultural Precinct partners.

These will spill out into the Gallery’s very visible public environments, creating public curiosity and interest in what is happening at the Gallery, and connecting with new audiences.

Providing new opportunities for community participation and learning, through partnerships that take advantage of the Gallery’s facilities and expertise, will also

enable the Gallery to connect to a wider audience. Educational programmes that advance the community’s cultural understanding through the enjoyment of visual arts and promoting the public appreciation of their art heritage will bring a new energy to the Gallery environment and enhance the over-all visitor experience.

The Gallery’s buildings and exhibitions will be physically and intellectually accessible, and the internal culture and the attitude of staff will overcome any real or perceived barriers.

CONSULTATIVE APPROACH

The Christchurch Art Gallery Five-Year Strategic Plan is the outcome of an unprecedented and extensive consultative effort to develop a five-year plan for the Christchurch Art Gallery Te Puna o Waiwhetu.

It is the culmination of work that began with concern about the Art Gallery’s level of visitation, when in 2004-05 visitors totalled 289,097. This compared with 551,943 visitors in the 2003-04 financial year - the year the new Gallery opened.

Media attention, Council debate and a series of reports in 2005 highlighted the need for change. The result was the Paradigm Shift, a five-month consultative and planning process to achieve improved performance at the Christchurch Art Gallery – 400,000 visitors by 2009-10 at a cost per visit of \$16.

The Plan represents the views and aspirations of the Gallery during the next five years, and aims to give the Gallery a strong identity in its own right – something it was criticised as not achieving in the move from the Robert McDougall Art Gallery in May 2003.

The Christchurch Art Gallery has committed to a new Vision. From this commitment, the Gallery will accelerate in the next four years towards a challenging, flexible, fun, entertaining, stimulating, open-minded, lively, experimental and at times a slightly risky and controversial programme that draws in new and enlarged audiences.

It will continue to cater for its existing loyal arts audiences by being fresh, innovative, leading edge and different – doing new and unexpected things, while treating artists and art works with integrity. The Art Gallery product will be high quality, educational, topical and relevant.

The Christchurch Art Gallery is about art, but it does not want to be limited by the traditional concept of what an art gallery can be. Under the Paradigm Shift Plan, the Gallery will help people see art in a new light, connect with art in different ways, and expect the unexpected.

The Five-Year Strategic Plan is a source of drive, inspiration and accountability for the Gallery with the Plan being reviewed annually.

SUMMER 2006-07 EXHIBITION SCHEDULE

The Summer 2006-07 Schedule is a balanced programme of exhibitions that will appeal to the Gallery's loyal arts community and connect with new and enlarged audiences.

It includes an international blockbuster show – **Giacometti** – an exhibition of works by one of the most significant artists of the 20th Century. It will be the first time a major survey of the life and art of Alberto Giacometti has been exhibited in New Zealand – arguably the most important exhibition of 20th Century sculpture to ever be seen in this country.

Sourced from the Maeght Foundation in Saint Paul-de-Vence, France, the exhibition pays tribute to the two most intense phases of his career – the surrealist period from 1929 to 1934 and the post-war period from 1947 to 1965.

Sculptures, prints and drawings depicting the elongated figures for which Giacometti has been renowned will be on display from November 2006 to February 2007.

The Christchurch Art Gallery will be the hub for the SCAPE 2006 Biennial Art in Public Space – New Zealand's only contemporary art biennial dedicated to public art – for activities and exhibitions and as an interface between artists and audiences.

Curated by Natasha Conland (New Zealand) and Susanne Jaschko (Germany), their title **don't misbehave!** playfully alludes to unspoken rules surrounding art in a public space. From September to November 2006, the six-week biennial will look at existing infrastructures and facilities, physical and non-physical which inform a contemporary understanding of the public and their sphere of activity.

Timed to coincide with the "country coming to town" – New Zealand Cup and Show Week – the Art Gallery's **A & P Show** will bring together a diverse selection of artworks connected to the theme of rural New Zealand.

While the show will feature several historic works from the Gallery's Collection, the emphasis will be on work by leading contemporary and emerging New Zealand artists which captures the festive mood and spirit of the local A & P Show. The artworks will suggest that art and artists are strongly connected to ordinary New Zealand life. This three-week (10 November to 3 December 2006) exhibition promises broad appeal, connecting with audiences on a multitude of levels.

Leitmotif offers Gallery audiences a unique perspective on one of New Zealand's most original and internationally acclaimed artists – Frances Hodgkins. Drawn from collections from throughout New Zealand and featuring landscape, portrait and still life paintings, **Leitmotif** (December 2006 to February 2007) explores Hodgkins' use of a variety of recurring motifs to express her remarkable vision.

The exhibition represents the period during which Hodgkins reputation was at its height, offering an unprecedented opportunity to see the work on which her international reputation was based.

An exhibition of photographs from one of New Zealand's most successful nature photographers – **Craig Potton** – will display for

the first time images Potton took in 2000 of the Antarctic's Ross Sea Ice Shelf. This high-level artistic and documentary photography will be on show from December 2006 to April 2007.

Petrus Van der Velden was without doubt one of the most significant artists to have worked in New Zealand in the 19th Century, and internationally, the Christchurch Art Gallery holds one of the most comprehensive collections of his work. His work was much admired by Vincent van Gogh.

Van der Velden: Drawings and Paintings is an exhibition (October 2006 to March 2007) divided into four key themes found in his work – the Dutch Funeral, the Otira, rural labourers and portraits. Each theme features a major painting which acts as an anchor around which a selection of related drawings and watercolours are exhibited.

Emerging Canterbury Artists will celebrate the strength and breadth of visual arts practice in Canterbury today. This group exhibition of emerging artists, from November 2006 to February 2007, will profile a selection of promising artists that will offer a fresh and intriguing viewing experience that will surprise, challenge and enchant.

Their work will narrate social, cultural, biological and personal aspects in abstract and figurative ways. Formal issues such as the use of space, time and interactive elements will be explored through computer technology, found objects, neon, plastic and organic materials as well as more traditional media.

Art Detectives (October 2006 to March 2007) builds on the success of the Gallery's **Ape to Zip** exhibition, marking an ongoing commitment to welcoming children and families.

A selection of artworks by mainly New Zealand artists, from the Gallery's historical and contemporary collections, will be displayed that invite younger visitors to "detect" connections, thereby enabling them to make their own connection with art. With

a sense of play, **Art Detectives** will be fun and interactive, encouraging learning through a range of hands-on activities.

Christchurch Art Gallery will be the homecoming venue for the remarkable **The Eternal Thread: The Changing Art of Māori Weaving** exhibition. Featuring work by more than 40 leading Māori weavers, the exhibition (February to May 2007) includes kakahu (cloaks), whāriki (mats), tāniko (tapestries), tukutuku (wall panels), piupiu (skirts) and kete (baskets).

The exhibition will be accompanied by an extensive public programme, where Māori carvers and weavers will create works and run workshops in Gallery spaces.

Handboek: Ans Westra is a large-scale survey exhibition of photographs by Ans Westra, one of New Zealand's most celebrated photographers, whose career spanned almost 50 years. She is particularly well-known for her images of Māori, the 1970s counterculture and protest action. This exhibition, from July to October 2007, will celebrate Westra's practice and provide an insight into New Zealand's social history.



Group of three men 1943-1949 Alberto Giacometti
Gift of Marguerite and Aimé Maeght,
Marguerite and Aimé Maeght Foundation, Saint-Paul
©Alberto Giacometti / ADAGP

PARTNERING FOR SUCCESS

Partnerships have been and will continue to be critical for the Gallery's success. As a public facility, the Gallery has the responsibility to reach all areas of the community and deliver on their expectations.

Important partnerships have been with the Cultural Precinct (and more so, with the Gallery having taken a key leadership role in promoting this area as part of its Vision), Friends of the Christchurch Art Gallery, Christchurch Art Gallery Trust, and the City's arts community to name a few. The Christchurch City Council, the citizens of Christchurch and other stakeholders are also identified as important partners as the Gallery moves forward with a new Vision.

Beyond the Precinct, there are important roles for the Friends and the Trust in ensuring the success of the Gallery, as well as building, maintaining and enhancing the relationships with key stakeholders, such as artists and volunteers.

The Gallery's stakeholders are a mix of groups and organisations. Specifically, these stakeholders include the community, artists, volunteers, dealer galleries, Ngāi Tahu, and education (primary, secondary, and tertiary). The Gallery will develop guidelines and protocols for engaging Ngāi Tahu and addressing Treaty issues at the Gallery, with the view to an increased presence for Māori art.



The Gallery does have some enduring and positive partnerships, and recognises the need to better nurture others through greater collaboration and more consultation to ensure everyone benefits.

Through the Paradigm Shift Plan, the Gallery has identified as a priority the development of meaningful partnerships which promote mutual benefits and synergy for the communities the Gallery serves in pursuit of its Vision. These partnerships will be fostered and appropriately resourced, with time and budget, and at the appropriate level.

One key area will be ensuring there is appropriate budgeting and expenditure to support the Gallery's Vision of playing a key leadership role in making Christchurch's Cultural Precinct the most visited cultural tourism site in New Zealand. This commitment will include sharing the Gallery's schedule with Cultural Precinct partners with a view of developing collaborative programming.



PROPOSED 2007 EXHIBITIONS

The following exhibitions are under consideration or development by the Gallery for the 2007 schedule:

Bill Hammond is one of Canterbury's and New Zealand's highest regarded living artists and it is proposed to develop an exhibition that will contain large dramatic works, new works and the best from the last two decades.

Schools Art 2007 is the Gallery's continued biennial commitment to display the best art by Canterbury's school children.

Cranleigh Barton is a biennial drawing competition the Gallery stages in partnership with the Canterbury Museum. It is open to practitioners from throughout New Zealand.

Trevor Moffit is a retrospective of the recently deceased but popular and highly respected Canterbury artist.

Rugby World Cup is an exhibition planned to mark the 2007 Rugby World Cup.