

TE WHARE TAOKA O OTAGO



Hei tiki, Whareakeake, D65-918



One of only three
taxidermied kuri
in the world

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Some of the smallest specimens in our collection come from one of the biggest ocean expeditions ever undertaken



Radiolaria, cleaned, bleached, and mounted on a glass slide
Pacific Ocean, off the coast of Guam, Challenger Expedition, 1872 to 1876, GL2528

SUMMARY EXECUTIVE

As the Museum celebrates its sesquicentenary, the Otago Museum Board decided that it was an appropriate time to review strategic priorities, and create a new strategic plan, which takes into account the many changes that have occurred since our last plan was published in 2014.

With this in mind, a community-driven planning workshop was held in August 2018, with the aim of creating a new plan, covering the period 2019–2024. This document is the result; written in response to issues that emerged from consultations with our stakeholders.

Te Ara Hou is the new strategic plan which defines Otago Museum's key priorities for the next five years and beyond. This will be a very important period for the Museum, during which we hope to complete our new Tāngata Whenua gallery, and create a new master plan for the Museum's campus.

Both projects will be significant pieces of work which will build on past success and create an institution that is fit to face the challenges of the 21st century.

Our plan continues to take into account the core values outlined in the Otago Museum Trust Board Act 1996, and firmly restates our commitment to honouring the principles of the Te Tiriti o Waitangi.

We have defined three overarching goals for the next five years; beneath which are a set of key activities and projects that will define our work.

Our goals are:

- Upholding the mana of the collection
- Engaging our community to inspire wonder, curiosity and understanding
- A secure and sustainable future in a changing world

By 2023, we aim to have a new master plan, that will detail how the Museum's galleries and campus will be developed and upgraded to create a space that is fit for purpose and provides inspiring and engaging experiences for our visitors.

We will also have completed the first stage of the master plan, which will be the new Tāngata Whenua gallery.

The next five years promise to be an exciting and challenging period that will define the future shape of the Museum for the next half century. We look forward to seeing the results.

**Professor David Hutchinson, Chair,
Otago Museum Trust Board**

Dr Ian Griffin, Director, Otago Museum

June 2019



OUR GUIDING PRINCIPLES

VISION

**Kia whakaoho –
Awaken wonder,
curiosity, and
understanding
in our world.**

MISSION

**To inspire
and enrich our
communities,
and enhance
understanding of
the world through
our collection, our
people, and the
stories we share.**



THE OTAGO MUSEUM TRUST BOARD ACT 1996

To collect, preserve, act as a regional repository for, research, display, and otherwise make available to the people of the present and the future, material and information relating to the natural, cultural, and scientific heritage of the peoples of the world.

To promote interest and education in the natural, cultural, and scientific heritage of New Zealanders.

To place particular emphasis on those activities as they relate to the greater Otago region, world history, natural history, and science, and, where appropriate, their relationships in a wider global context.

VALUES

To maintain a world-class museum for the people of Otago and Aotearoa, the Museum has made a commitment to values that shall underpin our operations and practices:

MANAAKITAKA:

We will care for our taoka, tākata, and whakapapa*

KAITIAKITAKA:

We will guard our taoka, whakapapa, and tākata for future generations

TOHUKATAKA:

We will grow and foster expertise through research, learning, and collaboration

WHANAUKATAKA:

We will collaborate and create partnerships

RAKATIRATAKA:

We will ensure our mana is evident in our integrity, ethical decision-making, and leadership

* Taoka – refers to the tangible and intangible treasures of the Museum; tākata refers to the people of Otago Museum – its staff, visitors, partners, stakeholders, and communities; whakapapa refers to the Museum's relationships and history.

One of the biggest collections
of cuneiform inscriptions in the
southern hemisphere



OUR COMMITMENT TO OUR COMMUNITIES

The Otago Museum serves many stakeholder communities, all of which are critical to our success and sustainability.

In developing our strategic plan, we have sought to understand, and deliver on, their priorities.

Otago residents

We will offer a range of experiences, special exhibitions and programmes on-site and further afield, so that all Otago residents have the opportunity to engage with Otago Museum.

Academic and research community

We will encourage research access to our collection for the advancement of knowledge about our collection and the world around us.

Education community

Our collection-centric education programmes will support teachers in providing enjoyable learning experiences to help students understand, and adapt to a changing world.

Business and corporations

We will play a role promoting Dunedin and Otago as a leader in tourism, events, and innovative experiences.

Association of Friends

We will work with the Friends to grow support for the Museum, and to cultivate a vibrant community which champions the Museum.

Kāi Tahu

We will be a safe and respected guardian of the taoka.

Domestic and international visitors

We will provide a welcoming, safe, and inspiring place to learn about and explore the world around us.

Regional and national bodies

We will be a valuable and effective partner for regional and national stakeholders alike.

Donors and funding bodies

We will provide high quality and unique projects that deliver on their objectives and aspirations.

Staff, Board, Advisory Councils, and Committees

We will be an employer of choice with a reputation for first class governance.

OUR WORLD- CLASS COLLECTION

Otago Museum

Established in 1868 with a small collection of rocks selected by James Hector for the 1865 *New Zealand Exhibition* in Dunedin, the collections of Otago Museum rapidly grew in the Victorian age of scientific discovery and invention, of rational entertainment and of education for all.

Otago's unique early history, with its gold rush spawning one of the most vibrant cities in the southern hemisphere, has endowed the Museum with internationally significant collections.

Today, the Museum houses some 1.5 million specimens and objects spanning the Humanities and Natural Sciences. They focus on the unique characteristics of Dunedin and Otago, but equally represent cultures and species from around the world.


We cannot adequately undertake research without our collections. These provide irreplaceable records against which we are constantly building and modifying our knowledge and understanding of our natural and cultural worlds. They represent a vital part of our nation's heritage and play an integral role in the international scientific accord to document our world.

The extraordinary riches within our collections also allow us to explore both cultural and natural history in ways that inform New Zealand's understanding of its origins, its peoples, our relationship with our environment, and our responsibilities in a global context.

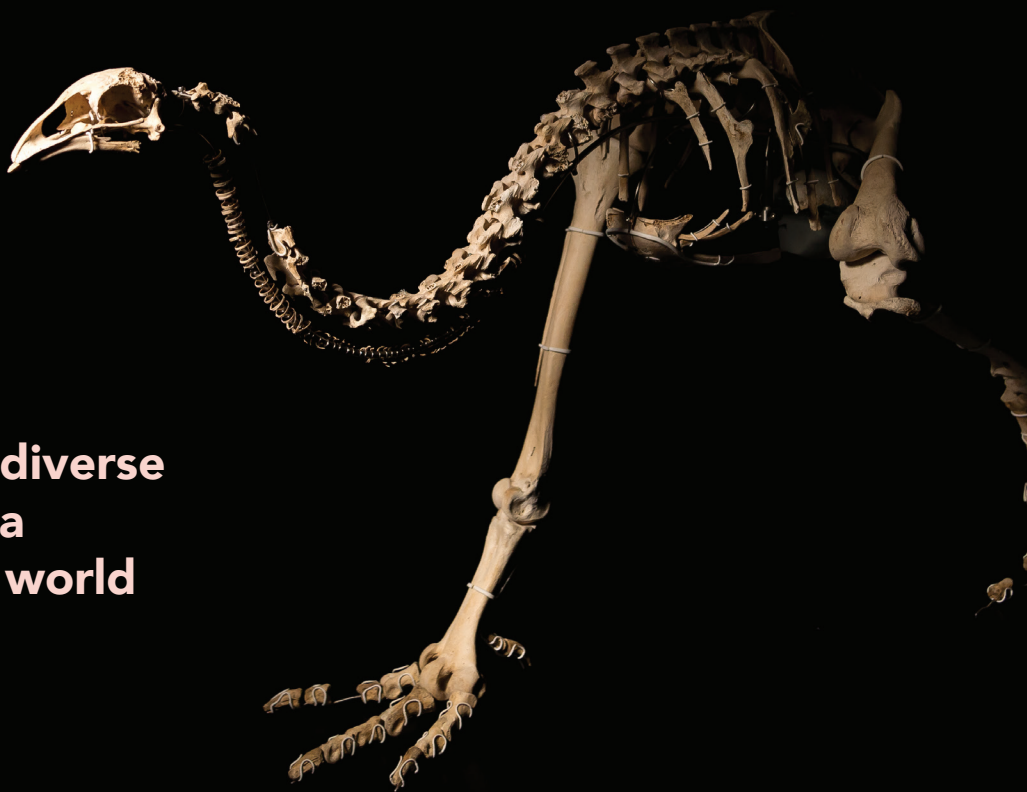
A core function of the Otago Museum will always be to care for the collections, to research and develop them, and to share them with our communities.

**The largest collection
of southern Māori
taoka in the world**





**One of the most diverse
collections of moa
specimens in the world**



Upland moa, *Megalapteryx didinus*, Routeburn Valley, Fiordland, AV10049



**Building a representative
collection of Otago's biota**



**Fuzzweed moth, *Australothys volatilis*, a critically endangered species
of moth in the Noctuidae family from Central Otago, IV17878**

**One of the finest
Pasifika collections
in New Zealand**



Waseisei, Fiji, D05.37 | Gift of James and Sadie Mills

**One of the
largest antiquities
collections in the
southern hemisphere**





Whakamarakatia te mana o te kohika taoka | Upholding the mana of the collection

We will share our collection with the world

Increase access to our collection by presenting it in relevant and meaningful ways: on-site, online and off-site.

We will strategically develop our collection

Continue to collect material relating to the natural, cultural, and scientific heritage of the peoples of the world.

We will care for our collection

Implement best practice collection care and conservation to preserve our collection for future generations.

We will excel at researching and interpreting our collection

The Museum will be a leading authority, whose staff have the skills, resources, and facilities to foster partnerships to produce quality research and interpretation.



Active research
collaboration
on marine mammals



Kana, leopard seal pup (*Hydrurga leptonyx*), Dunedin, VT3328



OTAGO

Whakaurua ā tātou hāpori ki te whakaohoho te miharo, te manawa reka, te whakamarama hoki | Engaging our community to inspire wonder, curiosity and understanding

We will be a valued community resource

The Museum will be a trusted and accessible forum, encouraging curiosity and debate, as well as promoting interest and learning about nature, culture and science. By understanding the needs of our communities, we will develop, implement, and evaluate a range of innovative and engaging experiences.

- Develop and deliver galleries, special exhibitions, and programmes that provide authentic and meaningful experiences, which shed new light on, and increase understanding of, the world around us.
- Leverage skills and technologies locally and globally to create world-class programmes, exhibitions and engagement.
- Engage with our stakeholders and communities to develop innovative and accessible exhibitions, programmes and activities that appeal to a broad range of audiences across cultures and socio-economic levels.
- Provide a safe place for society to discuss challenging ideas.

We will encourage interaction throughout Otago and beyond

We will create and deliver experiences that encourage and support lifelong learning for all. By partnering with external events, activities, and institutions, we will add valuable support to allied organisations, and deliver inspiring outreach programmes to communities throughout Otago and beyond.

- Deliver communication and interpretation that make our collections more accessible.
- Support and collaborate with regional museums.
- Develop and deliver high quality education programmes and professional development initiatives for educators.

New items
continually enter
our collection
through gifts,
bequests and
purchases



Whakahaumaru te wāheke i te ao hurihuri | A secure and sustainable future in a changing world

We will operate sustainably

- Operate in a manner that is socially, environmentally and economically responsible.

We will secure and future-proof the Museum's financial position

- Diversify our funding base.
- Develop new and existing income streams.
- Maximise income from our commercial activities.
- Deliver value for money.
- Be worthy of support by being acknowledged as a world-class institution through our collection, research, and publications.
- Have the highest standards of financial accountability.

We will develop and maintain safe spaces that offer rich and rewarding experiences

- Invest in and maintain our Museum buildings to ensure that they are safe and meet the expectations of our community for a major community asset.

We will build and sustain professional expertise and knowledge across the organisation

- Invest in training opportunities for staff to increase their professional skills.
- Be an employer of choice, attracting, developing and retaining skilled staff.



Modern research and
technology can help us see
museum items in new ways

Taoka puoro and 3D printed replicas, D76.2025, NC2018.33; D88.158, NC2018.35;
D29.1274, NC2018.34; D31.760, NC2018.37; D33.1595, NC2018.36;
D55.368, NC2018.40, NC2018.32 a-d; D21.899, NC2018.41

STRATEGIC DEVELOPMENT PROJECTS 2019-2024

Master plan – shaping the path for the next 150 years

In its 150-year history, the Museum buildings have increased from one to many, creating the multi-winged building that we have today.

However, our ageing buildings require major repair works and our collections care and public spaces need significant upgrades to make them fit for purpose and relevant for the next 150 years.

A master plan will review:

- Suitability of buildings for visitor experience, collection care, and research.
- How the Otago Museum complex integrates into the wider city infrastructure.
- Integrating the Café and entrance into the overall visitor experience journey.

Key projects under the master plan will be:

- Complete the installation of fire protection throughout the Museum.
- Complete the reroof of Tūhura's Tropical Forest.
- Open a new Tāngata Whenua gallery.
- Work with the city's tertiary precincts and centre city to develop the Museum Reserve to optimise its community use.
- Work with the city to improve the flow of visitors between city and Museum.



OTAGOMuseum

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