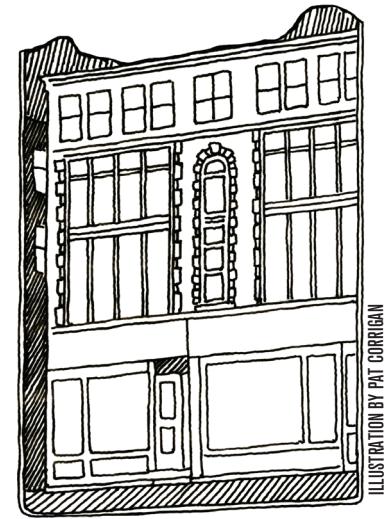


SPACE

AT 20 AND BEYOND:
MAINE'S NONPROFIT RESOURCE
FOR ARTS, ARTISTS & IDEAS
OUR 2022-2025+ STRATEGIC PLAN



For the past 20 years, SPACE has brought innovative and exciting arts programming into our home on Congress Street and supported artists across the state of Maine and nationally. As we move into the decades ahead, it's important to set goals and intentions to sustain this special artistic platform. SPACE's 2022-2025+ Strategic Plan gives us direction and a rubric for decisions to guide us through unfamiliar terrain in a dynamically changing future.

SPACE'S PURPOSE AT 20:

We seek to empower and activate creatives to experiment, converse, and explore new futures.

This artist-centered approach is undertaken with audiences in mind, aiming to foster dynamic interconnected communities



SPACE'S MISSION AT 20:

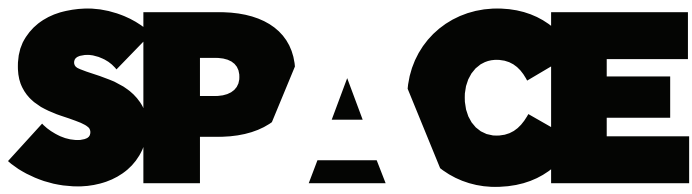
SPACE is a nonprofit organization that supports contemporary arts projects, champions artists, and encourages an open exchange of ideas.

Grounded in the belief that vital communities are activated by experimentation, conversation, and camaraderie, SPACE connects audiences with dynamic cultural programming and multidisciplinary events.

Through a robust offering of programs, exhibitions, screenings, residencies, publishing, opportunities, and gatherings, SPACE serves as a nexus for independent and diverse audiences in Maine. We cultivate thoughtful collaboration, provide resources for original ideas, and model a more equitable artistic community.

SPACE'S GUIDING PRINCIPLES

- We are here to provide resources, time, energy, and a visible platform to realize original artistic visions.
- We delight in the fluidity and multidisciplinary nature of our programming. Working with artists, we cultivate joy, take risks, and amplify play.
- We strive for everyone to feel welcome and invited.
- We provide our staff and artists with an environment of dignity and respect.
- We work to create an environment and facilities that are anti-racist, equitable, safe, and fair.
- We create a platform for work that is experimental and sparks dialogue.
- We build foundations for all of our work with conversations around Diversity, Equity, Inclusion, Justice, and Activism.
- We are committed internally to a constant process of transformation and improvement.



THE 3 PILLARS OF OUR PLAN

1 SOCIAL RESPONSIBILITY & ARTISTIC EXPRESSION

Access to the arts strengthens the social fabric of the world around us and encourages free and critical thinking.

2 HEALTHY INFRASTRUCTURE

Care for our physical and human infrastructure cultivates a healthy and supported workforce, hosts a vital and dynamic governance body, and sustains and grows essential organizational technology. SPACE's physical home must be an accessible, intentionally-designed arts hub.

3 ORGANIZATIONAL STRENGTH

Long-term sustained equitable access to culture is best activated by a healthy financial foundation with diversified earned revenue streams and adequate capital funds. SPACE will invest in a strong professional standing locally, regionally, nationally, and internationally.

SOCIAL RESPONSIBILITY & ARTISTIC EXPRESSION GOALS

Inspire the communities of tomorrow through creative work and meaningful ideas.

- Support the creative labor of artists by providing ample resources, including experimental and non-commercial art practices.
- Connect audiences with new ideas.
- Engage guest programmers and visiting curators to expand the range of artistic voices at SPACE in addition to original internally-driven programs.
- Make commissions and grants to support the production of new work and projects.
- Provide interpretive and educational programming.

HEALTHY INFRASTRUCTURE GOALS

Make investments in human, technological, and physical resources to ensure SPACE can give proper care to the art and communities in our stewardship.

- Continue to address accessibility needs in the building.
- Capital technology upgrades for office and program production needs.
- Provide a healthy and equitable work environment.
- Assess salaries and plan for growth.
- Implement new human resources system and volunteerism at all organizational levels.
- Repair the aging infrastructure and the upper floor façade in line with historic requirements.
- Raise capital funds for a multi-year first floor improvement plan.

ORGANIZATIONAL STRENGTH GOALS

Stabilize our finances and address systemic issues of short-term volatility and cash-flow pressure.

- Develop reserve and/or endowment resources.
- Renew and establish new community and professional partnerships.
- Enhance professional development of staff and board.
- Develop artistic exchanges or networking opportunities to increase the breadth of our influence.
- Expand our publishing program online and off.
- Develop new strategies for communications and earned press exposure.
- Strengthen our website, design collateral and organizational archives.