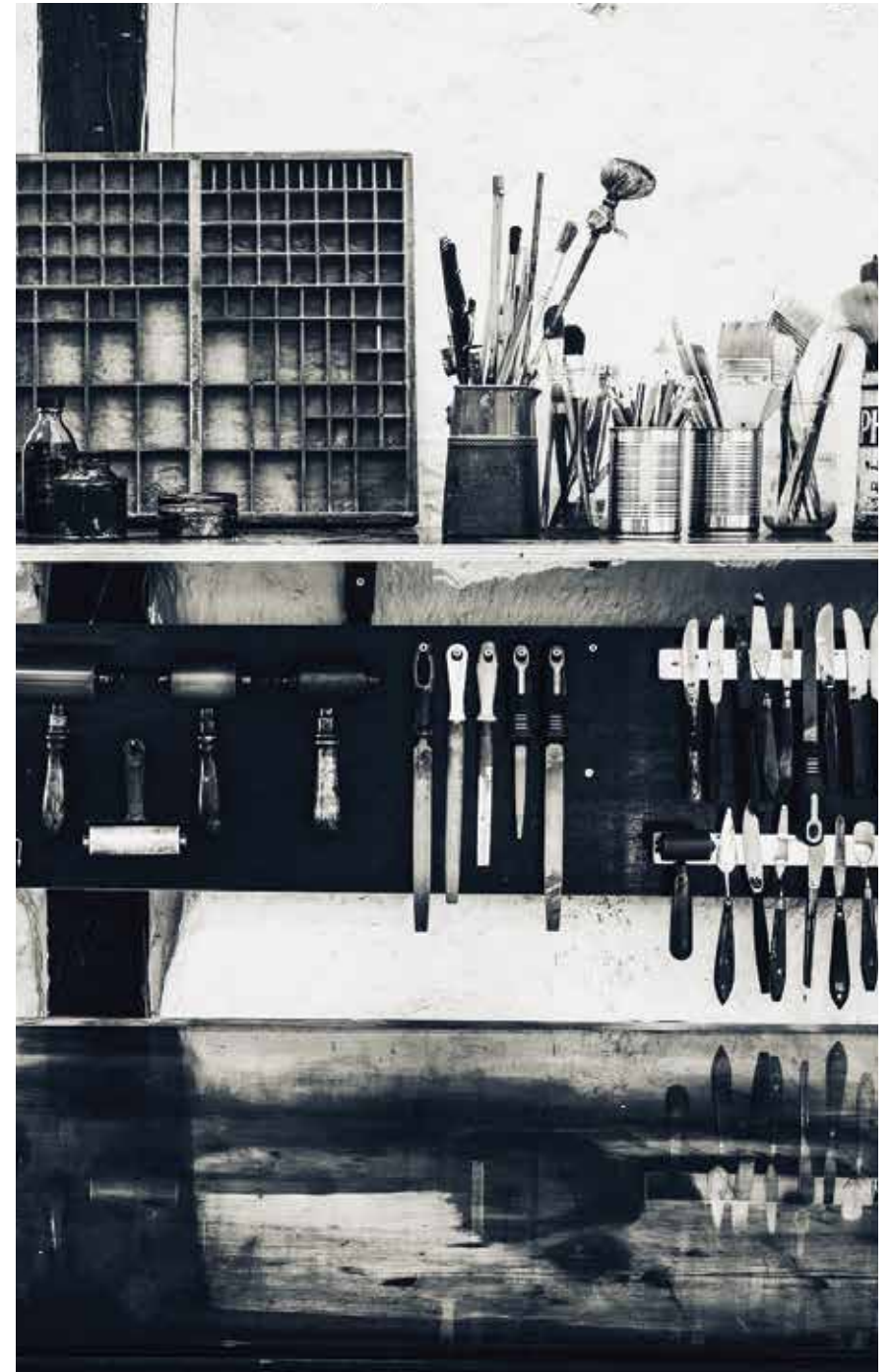


'To inspire and enable
innovative printmakers'

Baldessin Studio:
the prints, the place,
the legacy.

Baldessin
STUDIO

THE BALDESSIN PRESS AND STUDIO INC.
STRATEGIC PLAN 2021 - 2026



'The late George Baldessin's Studio in St Andrews, Victoria, offers artists and other creatives an opportunity to take time and space away from their usual environment and obligations.

It is a studio that supports reflection and creation.

The Studio is a haven to challenge the traditional and create the future.'



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Acknowledgement of Country

We acknowledge the Wurundjeri Woi Wurrung peoples as the traditional custodians of this place we now call Melbourne, and pay our respects to Elders past, present and emerging.



Tess Edwards Baldessin

Welcome to Baldessin Studio

When George Baldessin's studio became an artist studio, The Baldessin Press, it was in 2001, on my return to Australia after decades in France and the flight borne of grief.

My vision and intent from the start, was to honour George's memory and perpetuate his generosity of spirit in the encouragement of artists to realise their full potential.

On the eve of the studio's 21st "Coming of Age" year, I take the time to reflect on the journey that has brought us to this point, with certain astonishment and pride. I am keen to plan for the future to ensure the studio continues to play an important role in the printmaking world.

In the beginning we had the legacy of the studio building itself, a lovely handmade stone structure set in the bush, equipped for etching and printmaking. This was very primitive compared to today's studio, and we have worked hard to improve the facilities and engender an ambience for creatives. But above all, the constant in all our achievements is to uphold the Baldessin ethic. That is, Creativity in all forms as a way of self-realisation, along with a natural reaching for excellence and professionalism.

The studio however is nothing without its artists, whose excitement for, and commitment to their creative projects is what in turn makes me so happy to be able to give back on George's behalf. With Silvi and the team we now know, from experience, where the sweet spot lies in facilitating artists and creative people in general.

Baldessin Studio has progressively become more itself, with a flavour and direction clear and authentic, thanks to the commitment of the volunteer "team".

I honour and thank all who have contributed to the creation and ongoing success of this now vibrant, professional printmaking studio. In particular I thank my colleague Silvi Glattauer, artist and studio manager, and the long suffering Committee of Management – Rob Hails, Nicole Bowler, Ros Muston, Gabriel Baldessin and Lloyd Godman who with many others, including all the artists, we have refined and honed "who we are". I also thank Tony Grybowski who recently has assisted us through this period of reflection and planning for the future.

The future is about the artists. Our artists create the ambience and character of the studio. I look forward to seeing the ongoing growth and flourishing of all the artists who participate in creating this ambience and identity of what we call Baldessin Studio.

I hope you can be a part of that exciting journey too.

Tess Edwards Baldessin
President

PREAMBLE

On the eve of our 21st anniversary, we took a moment to reflect on what we had achieved at Baldessin Studio, and what would be needed to secure a strong and sustainable future.

THIS DOCUMENT SETS OUR STRATEGY FOR THE NEXT FIVE YEARS.



PREAMBLE

The Studio has a rich twenty-year history, with origins in intaglio, relief and photographic printmaking, and continues to play an important role in Melbourne's contemporary printmaking practice.

This is a studio run by artists, for artists. It celebrates the art of printmaking and is committed to nurturing that passion for future generations. Established by Tess Edwards Baldessin and Silvi Glattauer, Baldessin Studio today is run by volunteers managed by Silvi.

Artists speak of the Studio as one that offers "freedom and permission for creativity" and a place that allows for "using the creative space for making their own world". Importantly, it is seen as a nurturing place for practitioners to develop their art.

Artists and students may choose to enrol for professional tuition in a variety of traditional and contemporary printmaking techniques. There, they can draw on the experience of master printmakers who encourage experimentation and a willingness to push creative boundaries whilst mastering and respecting the traditions of the craft.

The Studio attracts workshop and residency participants from interstate and overseas. The beauty of the studio building and its physical surrounds is as much of a drawcard as our reputation for promoting excellence

and supporting artists. Baldessin Studio is a place where creativity can blossom. The 1970s bluestone building, designed and built by George Baldessin and set in bushland landscape, is quintessentially Australian. It is peaceful and sufficiently removed from the distractions of everyday life to support the exploration of technique. Over twenty years, this studio has witnessed the development of some of this country's finest printmakers.

Baldessin is not a studio that rests on its history. It is a studio that looks forward to the opportunities new technologies and new practices offer the printmaking artist to ensure that the next twenty years are as adventurous and rewarding as the preceding ones.

Contemporary cultural institutions create their own relevance. This Plan commits Baldessin Studio to be relevant to the loyal artists nurtured over the past twenty years, to new and more diverse artists, to partnerships that offer mutual benefit, and to a range of new stakeholders who share our passion for advancing innovative printmaking.



Silvi Glattauer. Photo Naomi Herzog

CONTEXT

We have a strong reputation for creativity and being a place of specialist learning. Our core business is developing artists through encouragement and awarding art fellowships.

We are recognised for our generous sharing of skills and facilitation of networking. We will continue this work as we foster new thinking, techniques, technologies, and collaborations.



Artwork by Katie Breckon

CONTEXT

The future of Baldessin Studio is the creativity and innovation developed, learned, and shared in our studio.

Our commitment to supporting fresh new ideas, experimentation and new techniques will ensure we are relevant for decades to come. We can't predict what lies ahead, but we can make sure the studio is a flourishing and exciting environment for fostering creativity.

Participating Artists speak of feeling that they have *"entered a different space and time"*; of being given *"freedom and permission for creativity"*; of a feeling of *"belonging"* to a place that has a *"historic presence"*; of experiencing *"solitude and companionship simultaneously"*; and of feeling their creativity *"lifted up by inspiration, companionship and support"*. They talk about *"preferring the studio's relaxed atmosphere"*. They say they *"feel comfortable using the creative space for making their own work"*.

Key figures in the art world recommend Baldessin Studio to emerging printmakers as a safe and nurturing place to learn and develop their art. Tess, Silvi and their team are renowned for their generous support and encouragement for experienced artists and student participants alike.

Since Baldessin Studio commenced activity over twenty years ago, much has changed in our society and our community. There has been a significant shift in our population and

demographics, a revolution in technology and communications, and shifts in social priorities. Australia now has a greater awareness of diversity in all its forms, our First Nations peoples, and social issues such as climate change, long-term sustainability and wellbeing.

One thing that has not changed is the creativity and passion of our artists. There has also been a significant increase in Australians engaging with, experiencing, and participating in some form of creative practice. The visual arts rank as having the highest level of engagement and participation across our community. Art museums and galleries are experiencing record attendance in many areas. The visual arts also make a significant contribution to our creative industries economy. This context creates considerable opportunity for us in many ways, including skills development, collaboration and supporting employment.

Change also brings opportunity. The handmade form, the creative expression of the artist's image, and the development of new printmaking techniques are as relevant as ever.

Art work by
Michael Leunig





Artist August Carpenter

VISION

To inspire and enable
innovative printmakers:
Baldessin Studio, the prints,
the place, the legacy.

MISSION

We achieve our vision across the core activities of studio access, residencies, tuition, creative collaborations, and masterclasses.

We maintain a sustained program of research and development across our rapidly evolving areas of creativity.

We advocate and work to perpetuate recognition of Baldessin Studio as a place of important historic creativity.

VALUES

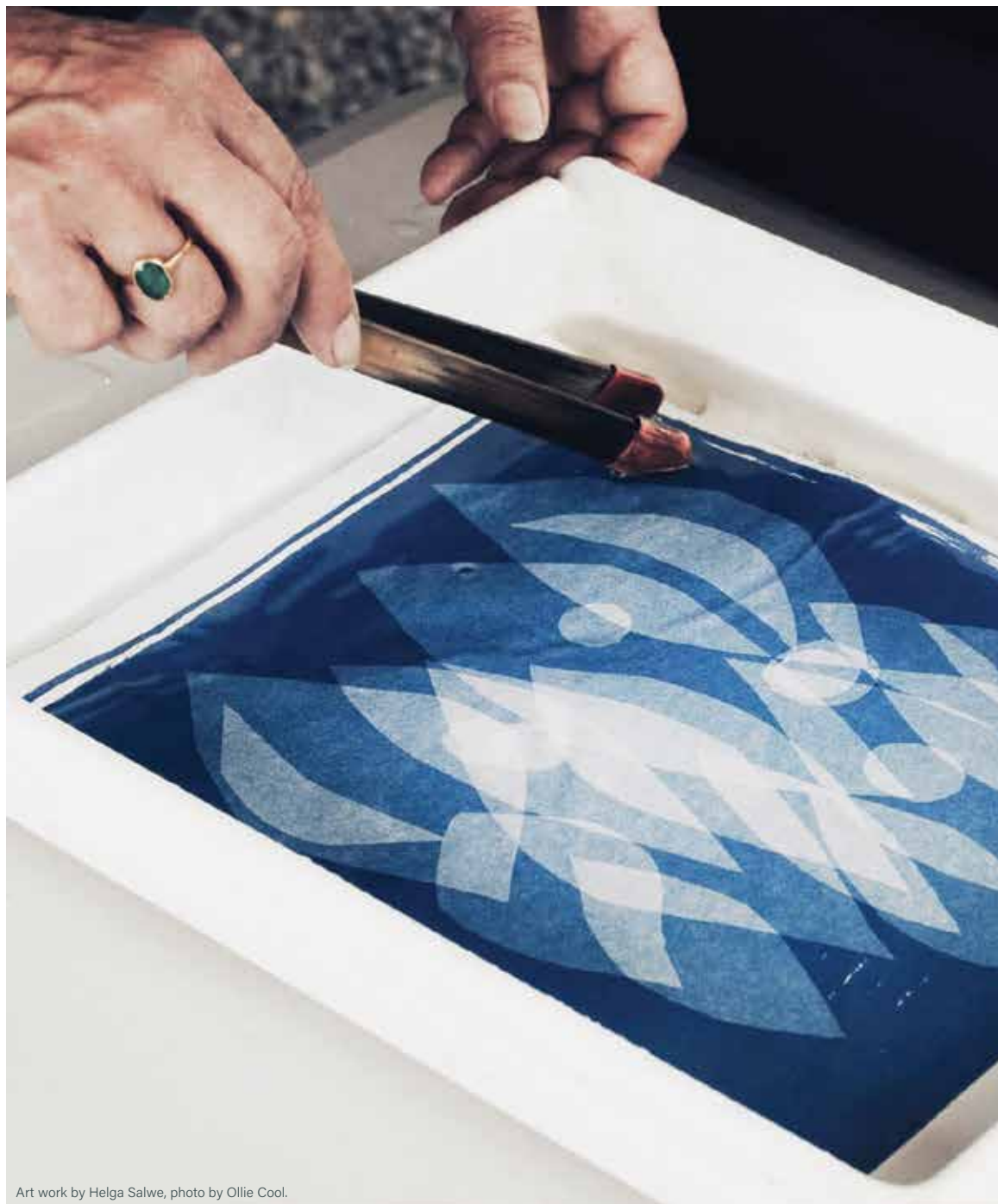
At Baldessin Studio we value the following:

1. Creativity: striving to maintain excellence while encouraging new thinking and techniques.
2. Our artists: artists are at the centre of everything we do, from emerging artists to the most accomplished.
3. Our community: valuing our local and broader community, including art collectors, other studios and galleries.
4. Our history: recognising the legacy and inspiration of George Baldessin and the Studio he inspired.

OUR COMMITMENT

In support of these values we commit to the following over the next three years:

- Celebrate the forthcoming 21st anniversary with a range of activities showcase our values and achievements.
- Ensure Baldessin Studio has a capital maintenance campaign to create a “Baldessin Future Fund” that embraces our values and supports the future viability of the Studio.
- Embrace and invest in evolving technologies.



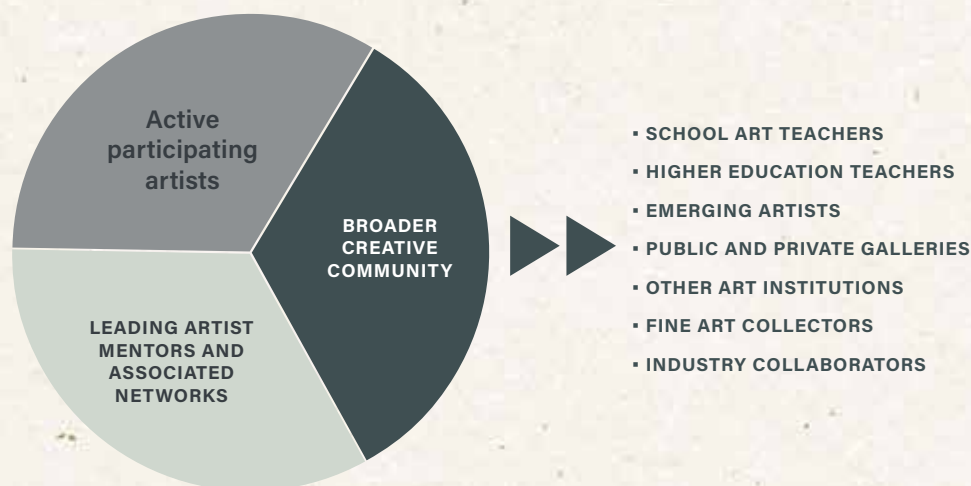
Art work by Helga Salwe, photo by Ollie Cool.

OUR STAKEHOLDERS / COMMUNITY

Our primary stakeholders fall into three categories:

1. Active participating artists.
2. Signature teachers and associated networks.
3. The broader creative community.

This broader creative community forms a significant part of our audience and includes school art teachers, emerging artists and other committed creatives who commit to education and learning the art of printmaking.



OUR COMMITMENT

Over the life of this Plan we are committed to learn more about our art community, maintain communications with them and involve them within our role in the arts ecology.

We will share our ambitions for the future as we celebrate our 21st year of continuous activity and the exciting pathway to our 25th anniversary in 2026.



OUR POINTS OF DISTINCTION

Baldessin Studio is distinctive in Australia's broader cultural landscape.

Baldessin Studio is run in a manner that is true to the philosophy of George Baldessin as the first print teacher and mentor.

It remains a high-quality professional 'working studio' and has maintained a clear focus on *intaglio* and relief printmaking.

Baldessin Studio creates a space where emerging students can find themselves learning side-by-side with established exhibiting artists.

Baldessin Studio maintains an 'atelier' focus, a place of collaboration, and is sought after by artists who create their works in collaboration with master printmakers and teachers.

Baldessin Studio offers an immersive residential experience in a secluded bush setting an hour from Melbourne's CBD.

Statistics for 2020 are not indicative as Baldessin Studio was operational for only three months of the year. Despite the extreme Covid-19 disruption, we were able to maintain an active engagement with our artists and grow the range of programs presented.

Over the past four years, we have also seen a steady increase and demand in sponsored and self-funded residencies, commissioned print projects and general visitors.

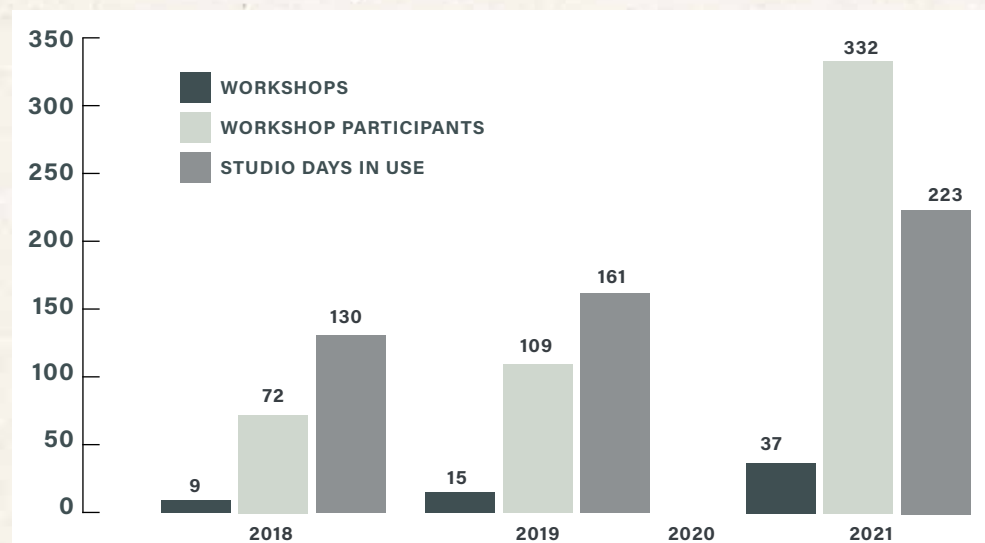
Up until 2018, Baldessin Studio had a steady, albeit small, growth in the number of activities and participants. From 2019 onwards, it has experienced a very significant increase in demand. This growth was partly due to our Studio Manager taking on the role in a voluntary full-time capacity, allowing the studio to open its doors seven days a week. When the capacity is available, the demand follows.

While the Studio was closed for a significant portion of 2020, we have since achieved a record number of new workshop participants and studio usage. This is evidence of the value we bring to the creative community and the desire for artists to participate in an active 'physical' learning and creative environment.

This growth demonstrates the demand for our Studio and its work. To date, we have kept growth in line with our human resource capabilities. We are, however, nearing capacity with our studio personnel, voluntary and paid.

We aim to source revenue to support the increase of human resources, so we can continue to grow the Studio and meet the demonstrated demand in the sector.

BALDESSIN STUDIO USE AT A GLANCE



"We have grown and have great potential to grow more."

PLAN ON A PAGE

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VALUES

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OVER THE NEXT FOUR YEARS, BALDESSIN STUDIO WILL UNDERTAKE A PERIOD OF REFINEMENT AND DEVELOPMENT AND FOCUS ON THREE KEY AREAS:

GOAL 1. Creative Sustainability

Our goal is to provide inspiring leadership that fosters a creative environment, that is both welcoming and supportive and to advance printmaking skills.

GOAL 2. Business viability

Our goal is to develop and support streamlined and modern business systems to ensure best-practice compliance, accountability, and transparency appropriate to our scale of operation.

GOAL 3. Connection with the sector and the broader community

Our goal is to develop a better understanding and relationship with our stakeholders and demonstrate leadership in developing and maintaining networks for print media artists.

**GOAL 1.
CREATIVE SUSTAINABILITY**

Our goal is to provide inspiring leadership that fosters a creative environment, both welcoming and supportive, to advance printmaking skills.

SUCCESS LOOKS LIKE

- Encouraging a balance of emerging and master artists.
- Increasing regional partnerships and collaborations that broaden our reach.
- Developing a range of international partnerships and exchanges to strengthen our participation in the global printmaking community.
- Procuring new equipment and broadening our skills to respond to demand in large-format printmaking.
- Attracting the highest skilled contemporary master tutors.
- Growing our collaborations with leading contemporary artists.
- Increased recognition for innovative printmaking technology.

STRATEGIES

We will achieve success through the following activities and priorities:

- Maintain a rolling program of leading senior artists to offer workshops and maintain the Studio as a vibrant place of opportunity to meet and work with mentors.
- Commit to the diversification of our program to include techniques other than photo-based printmaking, such as traditional copperplate etching.
- Encourage a culture of experimentation and fresh thinking through professional development opportunities for in-house teachers.
- Facilitate regular exposure to the broader printmaking community locally and internationally through national and international print symposiums and art fairs.
- Increase revenues from our programs by an average of 10% per year.
- Increase our sponsored residencies by 10% per year by attracting targeted philanthropists.

GOAL 2. BUSINESS VIABILITY

Our goal is to develop and support streamlined and modern business systems to ensure best-practice compliance, accountability, and transparency appropriate to our scale of operation.

SUCCESS LOOKS LIKE:

- Securing funding that enables us to expand our human resources to enable the growth of studio activity.
- Developing and implementing a fundraising strategy to support the 21st and 25th years of operation.
- Streamlined access to records, documentation and data sets to support our transparency, reporting compliance and advocacy in line with best practice.

STRATEGIES

We will achieve success through the following activities and priorities:

- Develop a targeted fundraising campaign to celebrate both the 21st anniversary in 2022 and 25th anniversary in 2027.
- Secure recurrent funding to sustain core business operations through government and/or philanthropic sources.
- Establish a process to collect data and monitor the usage of the printing press, studio access bookings, workshop enrolments, 1:1 tuition and art residencies.
- Regular review and a commitment to the ongoing improvement and streamlining of all business systems and processes, including our financial management, insurance liability, OH&S and environmental safety systems and policies, booking systems, and internal communications.
- Establish a process of transparent financial accountability, including appropriate disbursements between the 'landlord and tenant'

- Maintain an assets register, including planning for accession and deaccession.
- Schedule ongoing six-monthly reviews of the Public Fund.

We will commit to continuous improvement and refinement of the following:

- A finance platform that ensures accountability and transparency in all our transactions.
- Maintaining necessary policies and procedures that ensure all our staff, artists and volunteers work in a safe environment.
- HR systems for all contracted artists, volunteers and staff.
- Maintaining a system that keeps necessary records for compliance and acquittal purposes, including ROCO reporting.

**GOAL 3.
CONNECTION WITH THE SECTOR
AND THE BROADER COMMUNITY**

Our goal is to develop a better understanding and relationship with our stakeholders and demonstrate leadership in developing and maintaining networks for print media artists.

SUCCESS LOOKS LIKE

- A growing and quality database of contacts within Australia and abroad that include professionals working within the field of 'works on paper'. These contacts would include gallery curators, library audience engagement personnel and regional council arts officers.
- An increased presence in regional, national and international print symposiums and art fairs.
- An increased program of collaborative projects with the education sector and sister print studios, regional, national and international.
- A more robust social media and general online presence.

STRATEGIES

We will achieve success through the following activities and priorities:

- Engagement personnel for short-term projects that deal with creating and enhancing our existing database of stakeholders and social media presence.
- Enhancing our outreach to Higher Education art teachers in offering professional skills development opportunities through our workshop programs.
- An exhibition for the 21st anniversary at Australian Galleries in Nov 2022.
- Publication of a book dedicated to the evolution story of The Baldessin Press and Studio to commemorate our 21st anniversary. This book will be gifted at print symposiums, art fairs, exhibitions and used for targeted advocacy.

GOVERNANCE AND CORPORATE INFORMATION

This Plan will be supported by an annual operating strategy that outlines a detailed program for the Studio.

This will include budgets, marketing plans, revenue targets, sponsorship and philanthropy plans.



Artist Chris Ingham

OUR GOVERNANCE STRUCTURE

Baldessin Press and Studio, a not-for-profit incorporated Association under Victorian Consumer Affairs registration, was created in 2001 and operates under its Articles of Association.

Under the Articles of Association, we have established a Committee of Management that meets monthly to monitor the organisation's operations.

Finances are managed by a team consisting of the Studio Manager, the Treasurer and a contracted bookkeeper. The Committee of Management receives quarterly financial reports, and a statement of annual finances is made to Consumer Affairs Victoria. Our donations are deposited in a Public Fund that is managed by a sub-committee of the Management Committee. Sub-committee membership consists of a majority of "Responsible Persons", i.e. the Studio Manager, a Victorian Solicitor and a NSW Barrister.

At the present scale of operations the studio is not required to be audited, but a contracted Chartered Accountant reviews finances annually.



Artwork by Jan Senbergs

OUR MANAGEMENT

Our volunteer staff and artists are highly respected, talented professionals and the engine of our organisation.

We plan to invest in our volunteers over the next three years through organisational capacity development, targeted training and development programs for our emerging staff and leaders.

We will invest in the training and development of existing staff to ensure we maintain the appropriate current knowledge of new technologies, systems and project management.

We will invest in ongoing maintenance and upgrading of our IT and business systems to ensure the highest efficiency and effectiveness through optimal utilisation, interconnectedness, security, and operations through critical business interruption.



Artists Barbie Kjar & Belinda Fox

OUR POLICIES AND PROCEDURES

We maintain the following policies and procedures that are updated and endorsed by our Committee of Management periodically.

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- Finance policies: budget planning, financial controls, reserves, ethical sponsorship and fundraising, fraud, risk management and the Public Fund.
- Volunteer management policy
- Management of OH&S policies, including Safe studio practice, Injury and incident, extreme heat and fire risk and First aid.
- Access and equity policy
- Art residency policy
- Privacy policy





THE BALDESSIN PRESS AND STUDIO INC

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ABN - 32 589 821 584

 baldessinpress.com.au

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**COMMITTEE OF
MANAGEMENT**

Tess Edwards Baldessin
President

Silvi Glattauer
Vice President

Roslyn Muston
Secretary

Robert Hails
Treasurer

Kate Zizys
Ordinary Member

Gabriel Baldessin
Ordinary Member

Nicole Bowler
Ordinary Member

**ROCO PUBLIC FUND
SUB-COMMITTEE**

Cheralyn Hughes

Ed Muston QC

Silvi Glattauer

**SUB COMMITTEES
- KEY VOLUNTEERS**

Lloyd Godman

Kate Shearer

Christine Johnson

Lana De Jager

Tanya Ngerengere

Elizabeth Haigh

**CURRENT MAJOR
DONORS**

Rick Amor *Artist*

Morag Fraser AM

STRATEGIC ADVISOR

**TONY
GRYBOWSKI**
and Associates

Jasmin Tulk *Graphic Design*

**MEMBERSHIPS
AND PARTNERS**

Australian Print Council

Regional Arts Victoria

State Library Victoria

Nillumbik Shire Council



Baldessin
STUDIO