

Castlemaine
Art Museum

Connecting People
Through Art, History,
Place and Ideas:
**Strategic Plan for
Castlemaine Art Museum
2019–2023**



Frederick McCubbin, *Heath Paddock, Hawthorn*, 1886. Gift of J.T. Twedde, 1926. Photo: Ian Hill.



Blackgin, *Wominjeka*, 2019, collection of the artist.

Castlemaine Art Museum acknowledges the Dja Dja Wurrung as Traditional Owners of the country on which CAM stands, we recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging, and to other Aboriginal and Torres Strait Islander communities which contribute to the region. CAM is working with Traditional Owners and the local Aboriginal and Torres Strait Islander communities in acknowledging Country throughout the organisation.

On behalf of the Castlemaine Art Museum it is my pleasure to present to you our Strategic Plan 2019-2023.

With a new vision, new values and new energy, we work with our Trustees, members, local communities, state and local government agencies and key stakeholders to connect people through art and history, place and ideas.

What you will see over the coming years is an open and inclusive approach by our Board, staff and volunteers to engaging our different audiences with CAM's magnificent artistic and social history collections, as well as our magnificent building.

We are passionate about the relevance of arts and cultural development to Castlemaine's local and regional identity and we seek to make a positive contribution in partnership with others. We hope you will join us on this journey.

Warm regards and thank you.

Craig Mutton,
BOARD CHAIR



Naomi Cass, Director, CAM Renewal and
Craig Mutton, Board Chair. Photo: Adrian Thia.



Unknown maker (possibly Central Australia) c. 1931.
Photo: Janina Green.

History: the museum a community built

CAM is located on Dja Dja Wurrung country, in the culturally vibrant Indigenous and broader artistic community of Castlemaine, Central Victoria.

Unique in the Australian cultural landscape, CAM was established by community subscription in 1913 and moved to purpose-built premises in 1931. CAM has been sustained through community effort and held in its affection for over one hundred years.

THE COLLECTIONS: ART AND MUSEUM

CAM has one of the most important permanent art collections in regional Victoria. It has a strong emphasis on traditional landscape painting and includes major and significant works from the 19th and 20th Centuries, particularly the Edwardian era, with a constant theme of being contemporary for its time. More recent modern and contemporary artists are also represented, along with a significant number of Central Victorian artists.

The Museum holds social history items including documents, photographs, costumes, decorative arts and artefacts from the Mount Alexander goldfields district.

Designed by Percy Meldrum in the Art Deco, neo-classical style, the building itself is “an exceptional building in its intent and execution and is historically important as one of the earliest examples of the ‘modern movement’ in provincial Victoria”. (National Trust Statement of Significance).

CAM and the community



School children visiting CAM during Castlemeaine State Festival 2019. Image courtesy of La Trobe Art Institute.



School children looking at the Hayley Millar Baker & James Tylor Exhibition. Image courtesy of La Trobe Art Institute.

Audience and local community expectations have changed over the years, as have practices in the museum, arts and tourism sectors. CAM did not always keep pace, and some time ago momentum was lost. There was a real risk that our doors would close due to lack of resources.

It was at this point that enthusiastic local supporters, together with an anonymous donor, banded together to create a “rescue, recovery, revitalisation” strategy. The Victorian Government, through Creative Victoria, funded a substantial audience engagement report by Patternmakers in 2018, which heavily informs the vision and priorities for our revitalisation plan.

Research indicated that CAM has a loyal local audience keen to engage. It also revealed that audiences are segmented into those who seek traditional exhibitions and those who seek contemporary, more risky, offerings. Audiences seek more exhibitions and greater variety, with different modes of engagement including exhibitions, workshops, talks, performances and festivals.

Market research has been considered in detail by the Board and has driven refreshment of organisational vision and values, and resulted in a series of new goals and strategies, which will drive the revitalisation plan.

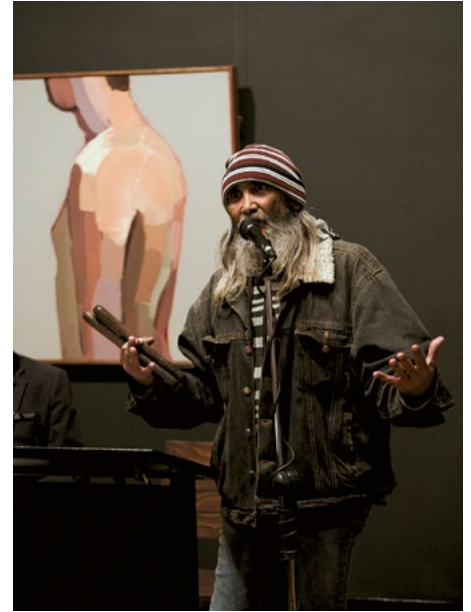
In our second century we are focussed on reimagining what it means to be a regional art gallery: to combine the best of our history with the new cosmopolitan spirit of regional Victoria. CAM will excel in the care and interpretation of the Collection being active in the local community as well as contemporary arts and providing a charming, quality visitor experience.

More than a tourist destination, CAM is a cultural agent in this region. It has been integral to the arts, education and tourism in our community. We are the principal art venue for the Castlemeaine State Festival, the first port of call for school education programs, and half of our visitors are tourists. We will grow that role—imaginatively and sustainably—so that we can speak dynamically about culture, place and history in the 21st century.

Our refreshed vision: *Connecting People Through Art, History, Place and Ideas*



Ethel Carrick, *Fox French Beach Scene*, c.1910. Gift of Major Basil MacNay. Photo: Ian Hill.



Uncle Rick Nelson Dja Dja Wurrung elder, Welcome to Country. Photo Ben Blacket.

CAM is committed to engaging the public with art of the past, present and future.

Visitors are invited to visit CAM's historically significant building, which offers diverse art and social history collections, human centred and elegant galleries—which flow from intimate smaller spaces through to distinctive large galleries—to explore and engage with the art and stories of past and present.

Our refreshed values

- Open and responsive
- Lively and inclusive
- Bold and professional

These values will drive our artistic purpose, collections management and acquisition, educational programs and development of our people and organisational infrastructure.

Keenly engaged in this phase are key stakeholders, Museum Trustees; the Victorian Government, through Creative Victoria; the Mount Alexander Shire Council; CAM Members and Friends as well as the local community.

TRADITIONAL OWNER AND ABORIGINAL AND TORRES STRAIT ISLANDER ENGAGEMENT

During the life of this Plan, CAM will consult with Traditional Owners towards increasing its engagement with and relevance for Traditional Owners and other Aboriginal and Torres Strait Islander artists and audiences.

CAM is refreshing its artistic purpose as part of the revitalisation plan and in early 2019 appointed Naomi Cass, Director, CAM Renewal.



Naomi Cass, Director, CAM Renewal.
Photo: Ben Blackett.



Installation view, Janina Green: In Conversation with the Collection. Photo: Adrian Thia.

CAM'S REFRESHED ARTISTIC PURPOSE

By 2023, CAM will be recognised for its distinctive fusion of art and social history collections as well as its broad engagement with Indigenous art, historical and contemporary Australian art.

Our artistic purpose motivates not only the exhibition program but the public and education programs we present; our approach to communications and consultation, as well as the staged improvement of CAM's accessibility and security. CAM's artistic purpose gives focus for seeking and engaging skilled staff, volunteers, as well as financial supporters, sponsors and donors.

Committed not only to the care and development of its significant collections, CAM will be bold in its curation and interpretation of historical and contemporary art, creating exhibitions that bring the art of the past into productive engagement with contemporary culture. Through consultation, wise programming and its excellent collection, CAM will meet diverse expectations. Artistic programs will offer opportunities to participate through innovative, intergenerational and inclusive programs.

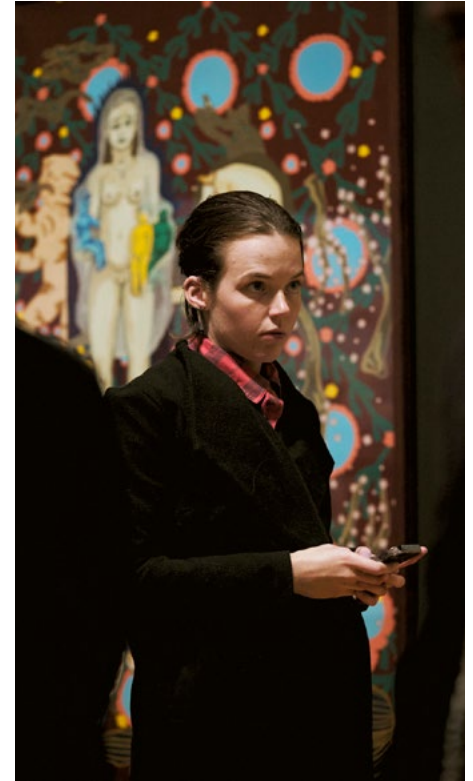
CAM also commits to Indigenous and local representation at all levels of the organisation, from Board; sub Committees, staff and volunteers and exhibiting artists.

Naomi Cass
DIRECTOR, CAM RENEWAL

Ambitious outcomes



Clarice Beckett, *Wet Evening*, c.1937. Maud Rowe Bequest. Photo Ian Hill.



Visitor enjoying the Len Fox Prize. Photo: Ben Blacket.

Our vision, values and refreshed artistic purpose inspire us to plan for some ambitious outcomes by 2023:

- CAM will be bold in its curation and create exhibitions that bring the art of the past into the productive engagement with contemporary culture and contemporary stories.
- CAM will be a lively, safe public museum and gallery, which is fully accessible to all visitors. CAM will welcome and be relevant to Indigenous people and people from other communities who don't often visit art museums. CAM exhibitions will deepen audience understanding and engagement with art
- CAM exhibitions will contribute to knowledge of local Indigenous and non Indigenous history and the arts enabling its significance and expression to be better understood by our stakeholders
- CAM's public programs will offer diverse opportunities to participate in the arts. This will include education programs that are innovative, intergenerational and inclusive.
- A diverse range of audiences will be inspired to visit CAM. Visitors will enjoy engaging with the familiar and the loved, the experimental and the challenging. Every visit will be a fulsome emotional and physical experience as the result of a broad curatorial focus. Visitors will take opportunities to view and engage with historical and contemporary art and culture.
- CAM's beautiful, early twentieth century building will be respectfully restored, accessible and will be fit for contemporary purpose for both visitors and its nationally significant collections.

Strategic Priorities 2019–2023



Betty Kuntiwa Pumani, *Antara*, 2018, 2019 Len Fox Painting Award winner. Photo supplied.

The strategic priorities outlined in this Plan were guided by extensive audience and stakeholder research. The priorities are outlined below.

OUR VISION

connecting people through art, history, place and ideas

OUR VALUES

- Open and responsive
- Lively and inclusive
- Bold and professional

OUR GOALS

By 2023, we seek to achieve the following goals:

1. Strengthen the artistic purpose of the museum
2. Ensure a fit for purpose art museum and collection
3. Sustain CAM for the future

Priority actions

1 STRENGTHEN THE ARTISTIC PURPOSE OF CAM

→ Develop the Artistic Program (including local and national Indigenous art) which includes exhibitions and public programs that are ambitious, challenging and relevant to local artists and audiences as well as those beyond Central Victoria, to ensure that CAM is a must visit cultural destination

1.5 DEVELOP AND IMPLEMENT AN EDUCATION PROGRAM FOR WORKING WITH INDIGENOUS COMMUNITIES AND YOUNG PEOPLE AND OTHER SPECIFIC LOCAL GROUPS

- Develop and implement an Audience Engagement Plan guided by the Patternmakers Report, to ensure CAM is inclusive and reduces barriers to participation in its programs and events for the local community as well as visitors to the region
- Build partnerships and strengthen stakeholder networks within the Australian Visual Arts and Museum sectors as well as local, state and commonwealth agencies and local arts organisations
- Develop and implement a Communications Plan to ensure wide public awareness of CAM's refreshed artistic purpose and programs with focus on the local community and beyond

2 ENSURE A FIT FOR PURPOSE ART MUSEUM AND COLLECTION

- Undertake essential minor works to the building
- Develop and implement a Collections Management Plan to ensure preservation of the collections
- Create and implement a plan for the active acquisition and deeper interpretation of CAM's collections seeking local input as well as expertise beyond the region
- Develop a Master Plan and pipeline for capital improvements to the building, to inform opportunities for investment.

3 SUSTAIN CAM FOR THE FUTURE

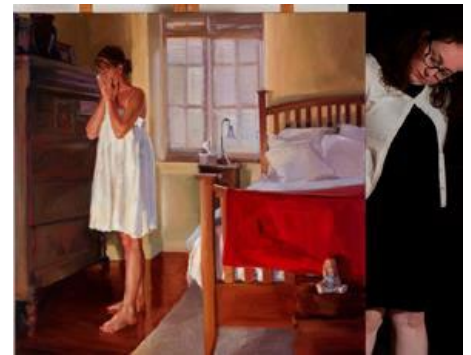
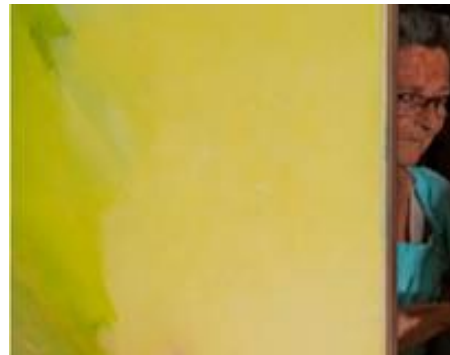
- Develop and implement a multi-year Business Plan, including a robust Financial Plan to focus and phase our key priorities and strategies over the next 5 years.
- Create and implement a stakeholder and donor engagement plan to secure sustainable funding for key priorities outlined above, reaching out to the Central Victorian community and beyond.
- Develop a fit for purpose Governance Framework for CAM. This will include a Code of Conduct to ensure CAM is professional and adheres to the highest standards of ethical governance; and a process to engage meaningfully with representatives of Indigenous Communities. These standards must meaningfully engage our Indigenous Communities
- Develop our people – workforce and members, to ensure CAM has an engaged workforce (paid and volunteer staff) and an active local membership.

Key Risks and Mitigations

RISK	MITIGATION	RESOLVE BY DATE
THE LOCAL COMMUNITY DOES NOT IDENTIFY WITH CAM'S REFRESHED VISION: CONNECTING PEOPLE THROUGH ART, HISTORY, PLACE AND IDEAS	<ul style="list-style-type: none"> → Provision of lively exhibition, public and education programs in the next 12 months → Dynamic communications through new website and enhanced social media activity → Capacity for public to contribute to and give feedback through establishment of reference groups for a) education; b) communications c) exhibitions program 	<p>November 2019</p> <p>March 2020</p> <p>November 2020</p>
GENERATING SUFFICIENT FUNDS TO ACHIEVE THIS PLAN	<ul style="list-style-type: none"> → Fundraising Plan → Operating within CAM's means 	<p>June 2020</p> <p>Ongoing</p>
A MAJOR MAINTENANCE ISSUE ARISING FOR THIS HERITAGE LISTED BUILDING	<ul style="list-style-type: none"> → Develop a 2 year maintenance program to restore the existing building in a sustainable manner 	<p>Ongoing</p>
LACK OF DISABILITY ACCESS	<ul style="list-style-type: none"> → Redevelop the main entry to incorporate disabled access 	<p>Works to commence 2021</p>



CAM digitisation project: from left, Chris McAuliffe, Diane Linton, Laura Stedman. Photos: Ian Hill.



In 1913 CAM was created through community subscription. In 2018 the community came to its rescue. Now CAM looks to the community to become involved once again and secure its future

IN PRAISE

During tough times, CAM experienced the most wonderful, generous support to keep the doors open and move into this exciting revitalisation phase.

CAM gratefully acknowledges donations from the local and metropolitan community, as well as a substantial anonymous benefactor.

CAM greatly appreciates philanthropic support from the Sotheby's Australia, Albert and Barbara Tucker Foundation, the Macfarlane Fund and generous individual donors towards collection management.

The Victorian Government has provided invaluable support to CAM. Creative Victoria through Regional Partnerships provides financial and governance support.

The Mount Alexander Shire Council also generously contributes to CAM on the basis of annual application.

Friends of Castlemaine Art Museum (FOCAM) is an engaged and valued source of support as is CAM Membership.

MOVING AHEAD

CAM is not out of the woods indefinitely. Your financial support is critical for CAM to achieve full revitalisation and sustainability.

HOW YOU CAN CONTRIBUTE TO OUR VISION

Your donation is a contribution to the future of our gallery. All contributions are tax deductible. A longer-term contribution is possible by an annual gift or bequest.

All contributions are tax deductible and appreciated at any time. If you are considering leaving us a bequest or to gift CAM, please contact Naomi Cass, Director CAM Renewal on 03 5472 2292.



Cameron Robbins, *Leanganook Interstellar Emu*, 2018. Photo supplied.



Max Dupain, *Portrait of Olive Cotton*, 1937. Mary Levingy Bequest Fund. Photo: Ian Hill.



CASTLEMAINE ART MUSEUM
14 Lyttleton St,
Castlemaine VIC 3450

GALLERY HOURS
Thursday–Sunday
12–5pm

castlemainegallery.com
Facebook: [CastlemaineArtMuseum](#)
Instagram: [CastlemaineArtMuseum](#)

WHO WE ARE
Naomi Cass
Director, CAM Renewal
Elizabeth Retallick
Front of House
Brodie Ellis:
Assistant Gallery Manager

CAM BY FOOT
A short 1 min walk from the
Castlemaine Post Office on
Barker Street, or 5 min walk
up Kennedy street from the
Castlemaine train station.

CAM BY TRAIN
Vline Bendigo trains stop at
Castlemaine, check the timetable
here: vline.com.au.

GUIDED TOURS
Every Saturday, from 12pm to
5pm and Sunday 2pm to 5pm.
Our guides are available to show
and discuss the collection on
display. Lectures and special
tours by appointment.
Contact info@castlemainegallery.com
or call (03) 5472 2292.

FREE ADMISSION TO CAM
Admission to the gallery and
the historical museum is free.
Entry to temporary exhibitions
may have an entry fee.

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