

 MORITZ**BASTEI**


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ARTS : CULTURE : BUSINESS

TEH MEETING 70 REPORT

MORITZBASTEI, LEIPZIG, GERMANY

9 - 12 SEPTEMBER 2010

Summary

The theme of TEH Meeting 70 was **Arts. Culture. Business.** A Training Day was held within the framework of the mobility pilot project CHANGING ROOM, with workshops on topics such as economy and finance, bar management and tools to handle stress. On the first day of the meeting, participants were welcomed to Leipzig by the Head of the Department of Business Development at the New Town Hall. There was reason for celebration at this meeting, not only as it was TEH:s 70th meeting, it was also the first time TEH exceeded 50 members. 120 participants gathered for four days of talks, training and cultural activity in the renovated medieval city fortifications now known as Moritzbastei - "A place, where arts, culture and business meet to become something more than the sum of the single parts".

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Detailed minutes of the Introduction Meeting and the General Assembly are sent separately to all TEH Members.

Thank you!

Trans Europe Halles would like to thank everyone at Moritzbastei for their fantastic effort in organising the meeting, and for inviting us all to Leipzig. Thank you also all members, friends, ambassadors, project partners and guests for your interest and support!

Photos by: Martin Hoffmann, Marian Söderholm, Alise Vetrova & Anna Weitz.

Video documentation from the meeting can be found on TEH TV: <http://www.teh.net/tv/>

This report was produced by the TEH Coordination Office.

Trans Europe Halles – A European Network of Independent Cultural Centers – www.teh.net

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Programme

Thursday 9th September

Registration // Introduction Meeting // Working the Net // Welcome at the New Town Hall // Schnitzel Hunt

- 11.00 – 14.00 **Registration**
12.00 – 14.00 *Lunch*
14.00 – 14.30 Welcome. Presentation of Moritzbastei
14.30 – 16.00 **Introduction Meeting.** Presentation of new members, Trans Nordic Net and the CHANGING ROOM Study.
15.45 – 16.00 *Coffee and tea break*
16.00 – 18.45 **Working the Net** - TEH Project Fair
19.00 – 20.00 **Welcome at the New Town Hall**
20.00 – 21.00 *Dinner*
21.00 – late **Schnitzel Hunt** and party!



Saturday 11th September

Visits to Cultural Centres in Leipzig // General Assembly // Cultural Programme

- 10.00 – 13.00 **Visits to four Cultural Centres and Initiatives in Leipzig:** Schaubühne Lindenfels gAG, Werk II, Wächterhaus e.V. and Baumwollspinnerei
13.00 – 15.00 *Lunch*
15.00 – 17.00 **General Assembly** of Trans Europe Halles
19.00 – 21.00 *Dinner*
21.00 – 22.00 **Cultural Programme**
22.00 – late **All You Can Dance** - party at Moritzbastei

Friday 10th September

CHANGING ROOM Training Day // European Cheese Buffet and Jam Corner // Cultural Programme

- 10.00 – 13.00 **CHANGING ROOM Workshops on Economy & Finance**
13.00 – 15.00 *Lunch*
15.00 – 19.00 **Workshops** continue
19.00 – late **We Are Family!** European Bar, European Cheese Buffet and European Jam Corner
20.00 – 21.00 **Cultural programme:** Concerts with Johanna Zeul, Frida Gold, Jamboree and Mjuix
21.00 – late **Party:** Indies But Goldies at Moritzbastei



Sunday 12th September

Boat Tour on the Waterways of Leipzig // Goodbye

- 10.00 - 15.00 **Guided boat tour of Leipzig's new waterways** to old industrial areas and new recreational zones



Working the Net

Working the Net is TEH's Project Fair, held twice a year at network meetings. Members' projects and initiatives are presented, and participants are invited to join in discussions and to share their thoughts. They are free to visit several sessions or to stay in one place. Working the Net is an excellent way to create new project ideas and start collaborations between members of the network. This is where the magic happens! Below is a summary of each of the sessions that were held during TEH Meeting 70.

- **CHANGING ROOM STUDY**

A presentation of the academic study of the CHANGING ROOM project by Sibelius Academy, Finland.

The session went well but did not have so many participants, probably because a summary of the outcomes had already been presented during the Introduction Meeting.

Contact: Sampsu Wulff, Sampsu.wulff@uef.fi,
Heini Rekola, heni.rekola@siba.fi

- **TEH FILM & MEDIA NETWORK**

Presentation of the developments of the TEH Film & Media Network.

Around 20 persons participated in the session, which included an inventory of ongoing activities within the field and a Q&A with Felix Ekenstam, the creator of TEH TV. The session also presented the upcoming CHANGING ROOM Community Filmmaking workshop, which will take place at Subtopia, October 27-29th 2010.

Contact: Jonas Boutani Werner, jonas@subtopia.se

- **TEH MUSIC FREEDOM DAY**

As discussed at previous meetings, TEH will organise a decentralised action on the Music Freedom day, 3rd of March 2010. Sigrid Niemer (ufaFabrik) presented the session. This far 8 TEH centres have confirmed that they will organize a concert within this framework, and it is still possible to step in. The group will set the final programme on January 15th 2010 and everything that is ready by then will be in the 'package'. Sigrid will send an email with more details to all delegates.

Contact: Sigrid Niemer, sigrid.niemer@ufafabrik.de

- **THE ART OF SUSTAINABILITY - PART 2**

Camille Dumas presented the session on cultural centres and sustainability, which was a follow-up on the training that was organised within the CHANGING ROOM project earlier this year. During the session, the participants discussed the importance of being sustainable both in operation and projects and exchanged ideas ranging from economy to how to use sustainability to raise visibility of our values. Camille will start writing a sustainability statement, which will be sent to centres that have participated in this or previous sessions on this issue for feedback. The session also discussed how ideas and tools could be shared within the network. An online toolkit could be a start, and eventually a virtual sustainable cultural centre could be created!

Contact: Camille Dumas, camille@mainsdoeuvres.org

- **ARTNET - BALTIC AND NORDIC VISUAL ART NETWORK**

Alise Vetrova presented the session about ArtNet, a Nordic-Baltic network for audiovisual art.

It is a one-year project, with the aim to develop a long-term network. The project is still looking for new partners and has recently launched a webpage platform that needs content. During the session new persons became interested in the project.

Contact: Alise Vetrova, alise@noass.lv

- **CHANGING ROOM TOOLKIT**

The outcomes so far of the Online Toolkit, part of the CHANGING ROOM project.

Francesco Ronzon, creator of the Toolkit, presented the session. The participant tried the Toolkit together, which went well. Francesco said that he was a bit worried that the Toolkit would be closed down now that the CHANGING ROOM project is getting to its end and hoped it can be kept online and be useful for the network.

Contact: Francesco Ronzon, francesco@buenaventura.it

- **TEH DEVELOPMENT OPTION PLAN**

Discussion about the Options Report for a Capacity Building and Professional Development Plan, 2011-2013 (DOP).

The session was split into two time slots, each of them consisting of Q&A and discussions on the DOP. Nearly all delegates that were present at the meeting participated, as well as Secretary General Birgitta Persson, Paul Bogen and Sandy Fitzgerald who has written the DOP and members of the TEH Executive Committee.

Contact: Birgitta Persson, birgitta@teh.net

- **TYLKO NIE BYTOM! (ANYWHERE BUT BYTOM)**

Magdalena Podziewska presented a project that she started in March, connecting urban spaces with alternative music.

During the session the participants changed contacts and ideas for future collaboration.

Contact: Magdalena Podziewska, m.podziewska@beczek.pl

- **SECOND CHANCE - FROM INDUSTRIAL USE TO CREATIVE IMPULSE (HALLE 14, LEIPZIG)**

A project about developing industrial spaces into spaces for cultural activities in five countries.

The session discussed how the experiences can be shared between TEH members. They will also make a website.

Contact: Ute Volz, volz@halle14.org; Florian Reich, reich@halle14.org



CHANGING ROOM Training Day



As part of the Mobility and Professional Development Pilot Project CHANGING ROOM, a training day with five different workshops was held. The focus of the workshops was in line with the meeting's theme, "Arts. Business. Culture", and led by skilled and experienced trainers. Participants were asked to choose a workshop in advance of the meeting.

- A. Strategic Financial Planning with Christian Rost
- B. Finance for Beginners with Stuba Nikula
- C. Sustainable Cultural Centres with Paul Bogen
- D. Bar/Catering Management & Finance with Vincent Boot
- E. Fired up but not Burnt Out with Violetta Curry and Sandy Fitzgerald



A. Strategic Financial Planning

Leader: Christian Rost

The focus of this workshop was how to develop a long-term financial plan for five to ten years. It was aimed at cultural operators who already had some experience within finances and fundraising within their organisations. Together, participants looked at business strategies, overheads, profitability, funding and new developments, taking their own case studies as examples. Another main focus of this workshop was producing and implementing a business plan in the cultural sector. Other topics discussed were cost reduction, reserving funds and accounting for social capital. The workshop mixed theoretical approaches with more practical elements.



Christian is one of nine local contact persons for the Federal Government's Centre of Excellence for the Cultural and Creative Industries, responsible for the region Saxony in eastern Germany.

B. Finance for Beginners

Leader: Stuba Nikula

This workshop focused on the basics of making a budget for a culture project, including functions in Excel, cash flow issues, profit loss, VAT, Net/Gross values and balance sheets. It used real-life examples based on the participants' own experiences and questions. It also examined the different budget posts in cultural projects and organisations, including immaterial costs and unexpected costs. The workshop also touched upon accounting issues and the "income spectrum" of a cultural organisation.



Stuba is the Managing Director of two cultural centres in Helsinki, Finland: Kaapelitehdas and Suvilahti. He is also a teacher of mathematics by education.

C. Sustainable Cultural Centres

Leader: Paul Bogen

As opposed to the training on Sustainable Cultural Centres held at TEH Meeting 69 in Budapest, this workshop emphasized the financial side of running a sustainable organisation, balancing the "three-legged stool" of art, production and finances. Participants were guided through a session on the four pillars of sustainability, looking at issues such as staff, buildings, relationships and new income areas. The primary aim was how to develop a diverse financial base, and how to "go green" while simultaneously reducing costs. It also discussed financial independence in terms of subsidy versus earned income. Participants from many different departments and organisations were represented in this workshop.



Paul works as a trainer, project manager, researcher and consultant across Europe. Paul was the President of TEH from 1999 to 2007. Paul is on the board of two theatre companies, a Fellow of the Royal Society of Arts and a partner in the cultural agency Olivearte.



Vincent is the Bar Manager of TEH Member centre Melkweg in Amsterdam, The Netherlands, Before this he worked for several years as Duty Manager of Melkweg as well as the renown Amsterdam commercial discotheque, Trance Buddha. He also ran a night café.

D. Bar/Catering Management & Finance

Leader: Vincent Boot

Held on site at the Moritzbastei bar, this workshop focused mainly on buying and selling and stock management in a bar/catering enterprise. This was an interactive workshop including some practical elements. Other areas discussed during the training were: tools and best financial practices for financial management; food and drink; increasing and estimating profitability; outsourcing vs. self-management; staff and Health & Safety issues, and suppliers and breweries. The main target group was existing Bar/Catering Managers, and those looking to set up a bar/catering service in their establishment.

E. Fired Up But Not Burnt Out

Leaders: Violetta Curry & Sandy Fitzgerald

This interactive workshop was divided into five main headings: Recognise - Understand - Analyse - Respond - Change. Individually and in groups, participants were asked to define points of stress in their work places. During the session, they were given tools to relieve this stress, such as grounding practices and breathing exercises.

Says Sandy, one of the leaders after the workshop: *It seemed to touch on a problem that we all are aware of but rarely engage with, namely how pressurised and stressed working in the independent cultural sector can be. If people are the main resource we have in organisations and culture is about improving the quality of life, there seems to be a paradox at the centre of our work because the reverse is often true.*



Violetta is a professional jazz singer, Reiki Master and trained Magnified Healing Instructor, based in Barcelona. She holds courses in personal healing and gives spiritual counselling.



Sandy has over 40 years of experience as an artist, manager and activist in the cultural sector. He has published several books on cultural management. Currently he is a partner in the arts consultancy group Olivearte,

New Members & General Assembly

The main decisions made at the General Assembly in Leipzig on Saturday 11th September 2010 were:

- **Three new TEH Members and two new Friends approved**

The new Members are **Łódź Art Center**, (Łódź, Poland), **CuLTUREN** (Västerås, Sweden) and **A4 - Zero Space** (Bratislava, Slovakia).

Łódź Art Center is located in a historic post-industrial complex in Łódź. It has been operating since 2005, and among the main focuses is festivals, such as Łódź Design, Łódź Biennale and Fotofestiwal. The centre also stages exhibitions, and organises conferences and educational workshops. In 2007, Łódź Art Center initiated efforts to win the title of the European Capital of Culture 2016 for Łódź.

CuLTUREN – “The house where everything happens”. CuLTUREN is a multi-disciplinary centre where cinemas, theatre groups, experimental music collectives, local radio producers, art exhibitions, conferences, café visitors, college students, circus performers and many more all share the same roof. It is located in Västerås in Sweden, a city with just over 100 000 inhabitants.

A4 – Zero Space is the only centre of its kind in Bratislava. The centre focuses on experimental music and film, and also hosts a resident authorial theatre company. Workshops and concerts are also held here, with audiences ranging from under-16's to senior citizens.

The new Friends are **Rytmikorjaamo** (Seinäjoki, Finland) and **Creative Centre Carnation** (Tartu, Estonia). TEH now has 51 Members and 13 Friends in 26 countries.

- **Two new TEH Ambassadors approved**

Emma Ernsth, former Acting Secretary General of TEH, and **Sandy Fitzgerald**, Arts Consultant, were approved as Ambassadors.

- **Hosts for TEH Meetings 2011 - 2013 approved**

The hosts for TEH Meetings during 2011 - 2013 will be:

Meeting 71, 14 - 17 April 2011: **Creative Centre Carnation** (Tartu, Estonia) in collaboration with **Polymer** (Tallinn, Estonia)

Meeting 72, 13 - 16 October 2011: **TNT**, Bordeaux, France

Meeting 73, spring 2012: **Tabacka Kulturfabrik**, Kosice, Slovakia

Meeting 74, autumn 2012: **Röda Sten**, Göteborg, Sweden

Meeting 75, spring 2013: **NOASS**, Riga, Latvia

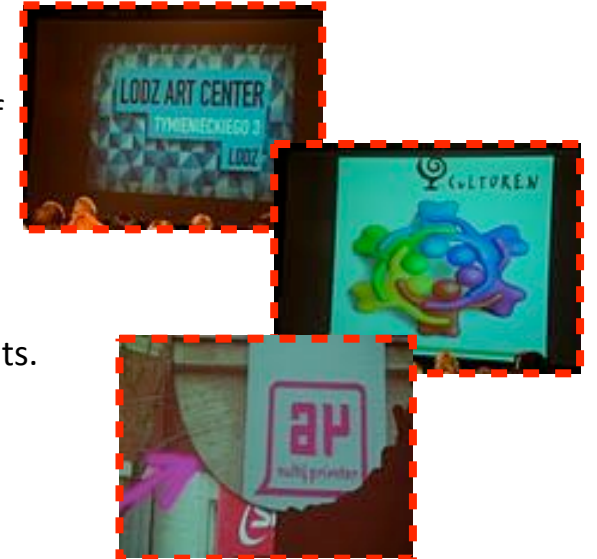
Meeting 76, autumn 2013: **La Friche la Belle de Mai**, Marseille, France. Plan B for Meeting 76 is **Pekarna**, Maribor, Slovenia

- **Decision on the Development Options Plan for 2011 - 2013**

Ratification of Executive Committee approval of internal co-organizers, external co-organizers, responsibilities of co-organizers, project budget, management structure and key staff members.

- **Budget for 2011 approved**

Three budget options for 2011 (A, B, and C) were presented, depending on different funding scenarios. The General Assembly approved that TEH works toward Budget Option C, the highest of the three.



A Congress with a Schnitzel Hunt



On the first night of the meeting, participants of teamed up and set off on a "Schnitzel Hunt" game in the labyrinthine Moritzbastei. Below follows an excerpt from an article in the newspaper LEIPZIGER VOLKSZEITUNG, Saturday 11th September 2010 (translated from German by Aiva Yamac):

"This could be embarrassing for outsiders, but finally it is a conference for experts, with colorful shoes and open faces, having the sublimed aim of a cultural variety all over Europe. Thursday evening showed that fun and passion influence cultural work as well: Moritzbastei combined getting to know each other better and discovering the building of Moritzbastei during a Schnitzelhunt, that guides the delegates up to non public corners of the arches. Solution: Herrengedeck."



Evaluation

An evaluation form was handed out at the beginning of the meeting, for participants to fill out and return before departure. Among the answers received, there were several constructive ideas for improvement of future meetings, and also many positive comments as to the organisation of this meeting. Below follow some of the responses given.

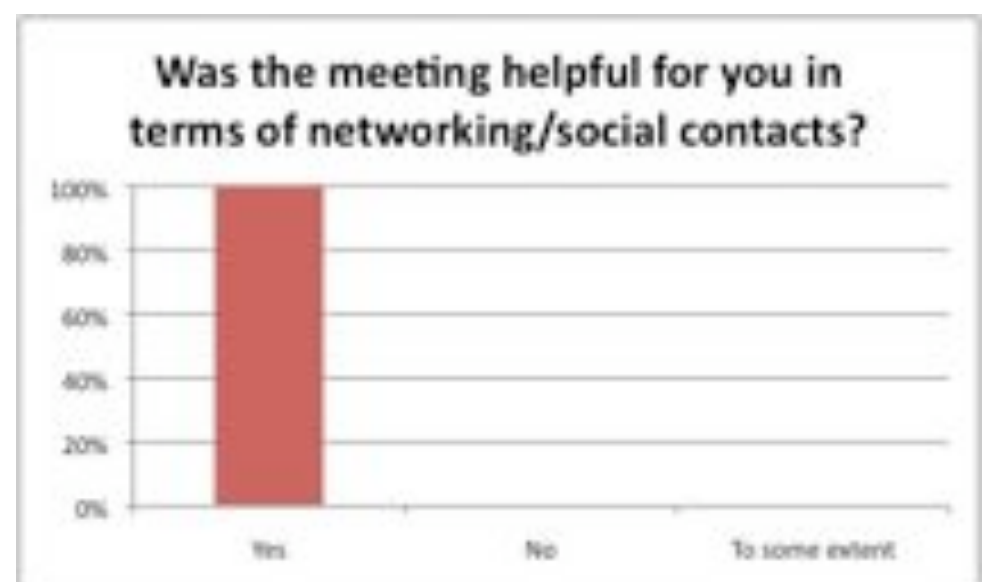
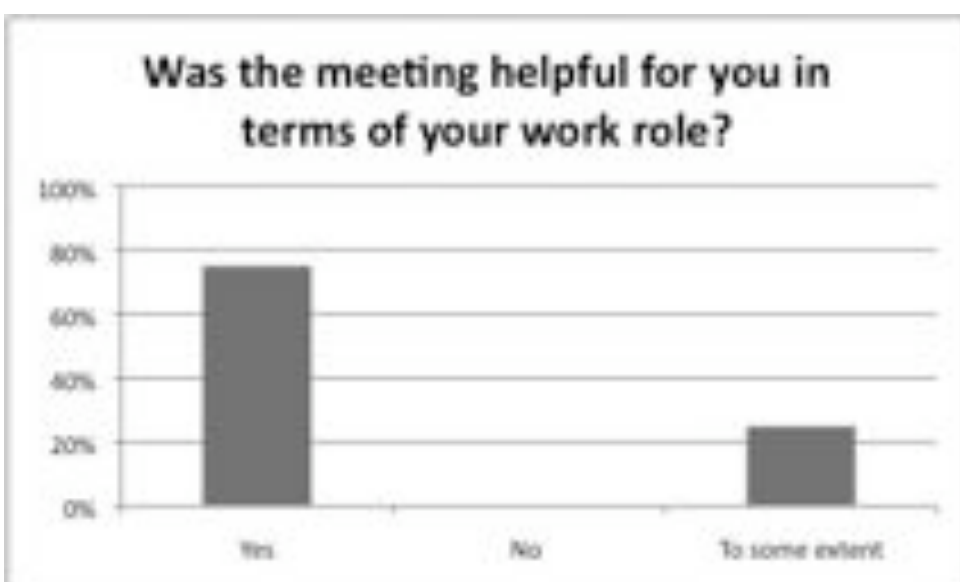
"This was my first time, but I feel like I've been to these meetings many times before. Very good atmosphere."

"The practical part evolved to something useful. Thank you TEH workshop participants!"

"The examples of environmental friendly solutions were inspirational and it was good to think about my own organisation for a while from this point of view."

"I got answers to my questions and could try to imagine the ideal way of doing things which leads to real achievements."

"There are no borders for development!"



Voices from TEH Meeting 70



**Marek Adamov, Stanica
(Zilina, Slovakia)**

"Moritzbastei and the organisation is great. This is my first meeting since the one we held at Stanica and now I'm thinking that I don't understand how we managed! I also like the visits to other cultural centres in the city, that's something that should be included in as many meetings as possible."



**Sigrid Niemer, ufaFabrik
(Berlin, Germany)**

"It's intense but wonderful. I'm very happy that the topic of the next meeting will be 'Networking' because the difficult thing is to make everyone comfortable to take an active part in the discussions. And one more thing: maybe we could have a mobile free day!"

**Magdalena
Podziewska, BECEK
Bytomskie
Centrum Kultury
(Bytom, Poland)**

"This place is incredible. It generates good ideas and it is very relaxing. I went to the workshop Fired Up But Not Burnt Out and learnt that people at many different positions share the same kind of stress. By testing tools to handle this stress together we realised that they really work!"



**Jakob Svensson,
Mejeriet (Lund,
Sweden)**

"It's fun and interesting to see different venues, and especially one that has a longer history than ours. I found the workshops very attractive at this meeting as they deal with topics close to my own reality. I attended the Bar Management workshop and as the group was quite small I quickly got to know people."



**Torsten Reitler,
Moritzbastei (Leipzig,
Germany)**

"Hosting the meeting was a fantastic opportunity to introduce TEH to our staff and make them realise that the network is for everyone. Also, I really enjoyed that as host it's really easy to approach people and talk to all the meeting participants. It was great fun to plan too and now... I'm just a little bit tired. But happy!"



**Ada Arduini, Interzona
(Verona, Italy)**

"I really liked that there are new people from Spain here, because I feel that we have a lot in common. In both Spain and Italy the general attitude towards independent culture is that it's a hobby, and the policy makers don't care about our existence. Therefore our centres are often volunteer-run and survive only thanks to incomes from activities, not public funding."



**Francesco Ronzon, Changing
Room Toolkit Manager**

"Even if the meetings always are very good, I'm surprised how great this one is. I never remember how nice it is! The best thing is all the conversations that takes place and how easy it is to get beyond the small talk get into real discussions."

Participants

Participant List TEH Meeting 70 at Moritzbastei, Leipzig, Germany, 9 - 12th of September 2010

First name	Last name	Organisation	Email	Job Title	Country
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Thank you to everyone at TEH Meeting 70!