

Group 3: Funding and Management

chairman: Aad Kuin

OBJECTIVE: to learn from one another through the exchange of financing ideas and the discussion of experiences with funding and facilities.

ATTENDEES: Aad Kuin (Elleboog), Theo Jockel (Circus Pimparello), Heikki Matero (Circus Kuopio), Svenja Dunkel (Circo Hannover), Karoliina Korhonen (Circus Helsinki Association), Dennis Wezenberg (Luxemburg), Elefterios Kechagioglou (LPPCM), Riikka Åstrand (Linnanmäen sirkuskoulu), Kris Vannevel (Woesh), Dietmar Hatesauer (Circus Jokes), Minna Aurivuo (Sorin Sirkus), Janika Niskanen (Freelacer), Natalie Verhaegen (Circus Maniacs)

The questions that were used as a springboard for this discussion concerned the common problems faced by youth circuses in managing finances and facilities. The participants were asked to fill in a “question list for management”- form prior to attending the sessions (see the end of this document for submitted forms).

The issues raised at the beginning of the first day with regard to funding were:

- Sponsoring, or the lack thereof
- Cooperation and partnerships
- EU funding for social projects
- Business plans
- Organisation and structure

The issues raised that related to buildings and facilities were:

- Inadequate space to cope with growth
- Development pressure and property prices
- Choice of location
- Tents vs. fixed buildings
- Safety

An important initial step in the process of financing and managing a youth circus is the definition of the circus' mission. The question “what kind of circus do we want to be?” must be considered. The answer will point towards appropriate sources of funding and could focus on the circus' involvement with welfare/social work, sports and/or arts. Again, the type of organisation a youth circus wishes to be affects

its preferences in facilities as well as the number of buildings or tents considered necessary for different functions.

The cases of several circuses were discussed and the following observations made:

1. Elleboog

Elleboog is situated in Amsterdam and was founded in 1948 as a way to help keep children off the streets through art and performance. Therefore, from the beginning, it has served a community welfare function. Its sources of income are subsidies, unemployment benefits, private funds, and income earned by its activities. In the Netherlands it is quite difficult to secure sponsorship because most companies expect services in return. However, some businesses, especially those with policies of contributing to community welfare, are willing to help by offering their services to the circus for free (e.g. KPMG assisted with accounting and business planning). Private funds are somewhat easier to obtain. In order to receive sufficient subsidies Elleboog has to work in many different neighbourhoods. The circus' budget is 1.3 million euro a year, which can be broken down thus:

€730,000	Council of Amsterdam
€105,000	Local Council
€160,000	Unemployment benefits (7 workers)
€170,000	Private funds and sponsors
€225,000	Circus' own income, which may further be broken down thus:
€100,000	Students
€ 75,000	Partners (schools, welfare etc.)
€ 25,000	Birthday parties
€ 10,000	Companies (team building exercises etc.)
€ 15,000	Performances (approx. 20 per year)

Facilities-wise, Elleboog uses a permanent building that it is renting. They have always been based in the centre of Amsterdam. Because of this they attract fewer children from the suburbs and more distant areas of the city. As the centre tends to be wealthier, this means they need to actively reach out to and visit disadvantaged areas to fulfil their welfare role. They have worked with many of these local councils and have even had a temporary building in one such poorer area. Having found art-focused partner organisations and subsequently participated in the creation of an NGO, Elleboog will be getting access to another permanent building, this time in the south-east of Amsterdam. Because of high levels of unemployment in this area, they managed to get 1.2 million euro of EU funding for the building. However, because the building costs were around 5 million, it was necessary to get funding also from 3 local councils. The 2,000 sq. m building will be ready in October 2008 and will be municipally owned. Elleboog will rent their space there. There will also be new buildings in 2009 and 2010. The former, costing 1 million euro, will be built in the centre close to their current premises and has 400 sq. m of space and is intended to cater only for local youths. The latter, costing 6 million euro, will be built in the west part of Amsterdam and will offer 1,300 sq. m. It is intended to become the circus' main building, as the nearby motorway and metro will make it easily accessible to residents of the northern parts of the city as well as the west.

2. Le Plus Petit Cirque du Monde

In France, municipal funding for youth circuses may be sourced at town, local and regional levels. However, when applying for funding at these different levels it must be kept in mind that the decision-making bodies have different targets and policies, which, for example, may favour different age groups. Unfortunately, getting national-level funding is extremely difficult for a circus.

For 10 years they have been receiving €30,000 a year from the town of Bagneux, but recently this has increased to €45,000 as policies have become more favourable. This year, for the first time, a nearby town's council is giving them €50,000 to help them get access to a new building for their project.

On a larger municipal level, the council of the Hauts-de-Seine region of Paris supports the circus not so much for its artistic value as its social and educational functions. Generally speaking, there are a lot circus schools in France focusing on the artistic aspects of circus performance but a lesser amount of social and welfare circuses. LPPCM receives funding of €25,000 from this level of government. The region of Île-de-France provides €15,000 in order to pay for the employment of an accountant/secretary. Altogether, the circus has 3 full-time employees.

LPPCM's funding may be broken down as follows:

€237,000	Subsidies
€ 15,000	Region of Île-de-France
€ 50,000	Local town councils
€ 10,000	Unemployment benefits
€ 16,000	EU Social Fund
€ 18,000	EU Youth Program
€ 25,000	Other sources
€130,000	Circus' own income, which may further be broken down thus:
€ 62,000	Tuition fees
€ 46,800	School projects (outdoor activities etc.)
€ 20,000	Special workshops

LPPCM gives lessons in a sports centre, the use of which they have for free from the commune of Bagneux. The circus is not even required to pay bills for heating, water etc. Over the last 2 years the number of students has grown enormously from approx. 150 to 250. It is hoped that in the near future they may relocate to a more spacious building near a proposed metro line. The planned facilities are approximately 2,000–3,000 sq. m and will cost an estimated 5 million euro. Two mayors from the area support this project. The increased capacity and accessibility of the new premises is hoped to help increase the number of students to as much as 600. This target is not overly ambitious, given the relative scarcity of circus schools in Paris. LPPCM's biggest problem is expected to be covering the day-to-day costs of operating on this larger scale: while their current total budget amounts to €340,000, within 5 years they will need to meet a budget of €660,000, which will require increasing their own income to at least €300,000.

3. Woesh

Woesh operates in 4 cities in the province of West Flanders: Bruges, Ostend, Kortrijk, and Roeselare. They do not receive any money directly from the government, but the province of West Flanders gives them approx. €26,000 a year, based on their reported costs. This money comes from the Social Welfare's Youth Department. 3 of the 4 cities they service contribute a total of €8,100. The total budget for Woesh is €160,000. Students pay €160 a year, and the rest comes from the above-mentioned funding and income earned through performances and workshops. During the session, Woesh was advised to make a detailed business plan and increase its visibility as well as develop circus activities, concentrating in one town while maintaining activities in other towns.

Woesh does not have its own building, although they wish to have their own facilities in Bruges, the capital of West Flanders, where they currently make use of a youth cultural centre. However, despite its good location, the centre is not very suitable, partly because of its other uses (e.g. as a venue for parties). In Ostend they use school buildings. In acquiring their own facilities, Woesh's preference is to have a tent because of the increased visibility it offers and its romantic association with the traditional fantastic circus. They asked other participants in the session for advice on acquiring and maintaining one. The response was largely to discourage pursuit of this option in favour of a fixed building because of the ongoing costs involved. Heating is extremely expensive, especially if it is a permanent solution and the circus works long days and needs heating all the time. Storage, changing rooms, waste disposal, sewerage, water, insurance, and security are also expensive. Vandalism and theft and severe weather are big problems. Although none were present at this session, representatives from Lille, Cabuwazi and Pimparello were thought best able to advise on the matter as they have a tents as well as buildings. As a concrete example of the expenses involved, a representative from Hannover recalled that a tent costed them €50,000 without any heating or seats. It was recommended that if Woesh proceeded to buy a tent, it should consider a small building as well, perhaps reserving use of the tent for performances.

4. CircO Hannover

CircO is a network of 25 independent circus groups operating in the city of Hanover. CircO's annual budget is €48,000, but its main problems stem from a lack of financial administration, organisation and planning. Organisation is further complicated by overlaps with the larger regional umbrella group, LAG Zirkus. They do not have an accountant and have been unsuccessful in drawing up business plans or defining projects to the satisfaction of would-be sponsors. CircO needs to decide what its role in the city of Hanover will be going forward and clarify its responsibilities accordingly.

5. Luxembourg

This circus' budget is €150,000, 95% of which is from its own income. It's the only circus school in Luxembourg and provides tuition to about 250 students. Almost all of the students' fees go towards materials and teachers' salaries. The group needs to think about its mission and formalise its structure.

The circus has made use of 3 sport gyms in the city of Luxembourg. 3 years ago they started to look for their own building and were recently offered one in a very suitable location. However there are

several problems associated with this building: it's old and lacks electricity and running water. €700,000 would be required to renovate it but the city would pay half of this amount. However, it seems that the building would soon be unsuitable as it could only accommodate 50 more than the current number of pupils attending this fast-growing circus. There is no possibility of making the building bigger and there are also competing interested parties that wish to get to the building if the circus doesn't. Another option would be to take a much larger building until it is demolished in 6 years time, but this would mean abandoning the gyms, which would be hard to get back later. The majority of participants in the session felt that the circus should go with the building the city has offered but hold onto the gyms they currently use and split the students by age group between the various locations.

6. Circus Pimparello

This circus has €600,000 of their own income. Their main problem at the moment is that they need €100,000 extra income or funding. Wintertime is particularly difficult for this group because they get significantly smaller audiences. They are also dependent on 90 volunteers who are mainly limited to weekends. Their funding problems are complicated by their indecision regarding whether they are first and foremost an art- or sport- or social-work-focused youth circus. By drawing up a plan and defining their mission they could make it easier to get funding. They were also recommended to look into partnerships and maybe renting their extra tents.

7. Sorin Sirkus

Sorin Sirkus is the biggest circus in Finland and having over 20 years' experience. Sorin Sirkus has good relations with both the Tampere city council and the Ministry of Education. The ministry gives them €110,000 each year, upon application, and it is hoped that this amount will increase. Their total budget for 2008 will amount to €680,000. By comparison, for 2006 it was €440,000. The budget for this year is approx. €480,000, 46% of which is earned by its own activities, which can be broken down thus:

23%	Shows
20%	Outdoor activities
57%	Tuition fees and courses

Sorin Sirkus is an example of a circus that owns its own building. They have had facilities in an industrial estate in the suburb of Nekkala for two years. Their previous premises were in a residential area, but when they first moved there they already knew that it was planned for demolition. After 5 years of tenacious searching and some negotiations they finally found the current, permanent solution. The most challenging part of the process was proving to the Ministry of Education and to Tampere Council that they were capable of running their own building. The building cost 1.5 million euro, including renovations, which were paid for by the ministry. The council gives the circus money to pay the mortgage. At their old premises they received €38–50,000 but now they get €100,000, of which €80,000 goes toward paying the loan and the remainder toward the running of the place. However, they are quick to point out that owning their own building has its disadvantages: unforeseen cost must somehow be accommodated within their budget.

8. Circus Jokes

Jokes is based in Bremen and currently have about 160 students, who come to practice in the afternoons. It makes about €90,000 a year from its activities, about 75% of which goes towards salaries.

As the organisation is a member of the Sports Clubs' Association, they get to use sports around Bremen for just €1.60 an hour. The circus was founded in 1999 and has grown quickly, which is causing problems facilities-wise. Although a suitable building has been found into which they could move, it is not yet clear whether this will work out. The building is a school that has been empty for 2 years and requires renovation. Residents from that area, as well as the city council itself enthusiastically support the idea of the circus putting the school building back into use, but a lack of money and pressure to develop the site are causing difficulties. In order to rent this space, Jokes would need €100,000 up front for the renovations and another €400,000 over 10 years.

9. Sirkus Kuopio

Sirkus Kuopio has an annual budget of €32,000. Over the last two years the budget has risen from €15,000 as it has become more active. Fees make up about €16,000, proceeds from shows account for €10,000, and municipal funding amounts to approx. €6,000, half of which comes from the city and half from the province. They want to persuade the city to fund them more as they need to hire a new teacher, and this would require their budget to grow by about €20,000 a year. Although their current fees are relatively low, they are afraid that raising them would deter children from coming in the future. They get no national-level funding but are looking into the possibility of EU funding which is often available to low-employment areas such as Eastern Finland.

The city of Kuopio provides Sirkus Kuopio with its own rent-free premises at the local youth house. These premises consist of two rooms; a small training hall and an office. As more and more students begin their training each year, the inadequate size of the facilities is causing problems and they are hoping to eventually double enrolments. The main training hall is around 65 sq. m but the room is not particularly high, which precludes certain kinds of acrobatic activities. The location is in the middle of a residential area but pretty close to the centre, which has advantages, but a new location must be found. What they are hoping to do is to find a new place and then ask the city for help paying the rent.

Recommendations included: organizing after-school afternoon clubs as a source for money; petitioning Kuopio city for more funds and better facilities; investigating national level funding possibilities; raising their profile; building connections with politicians and the media; participating in festivals; adding emphasis to the sport aspects of their activities in order to persuade decision makers. The latter is a delicate matter because, although the culture in eastern Finland is much more supportive of sports clubs than arts and performance, they do not want to compromise their identity as a circus group.

CONCLUSION:

Results of the sessions were discussed during the final day of small group sessions. The size of this group was considered to be good for effective team work and smooth running of the conference. If the group size would have been increased individual people would have had less time to speak and explain their cases. People wanted to hear how similar things had been organised in other circuses and countries. This objective was clearly met. Participants felt that one can learn from circuses of all sizes. Requests were made for the following issues to be discussed at the next youth circus conference on account of interest or lack of time during the this conference:

- Salaries and running costs (What kind of salaries can you get? Are there big differences between each country? What kind of taxes must be paid and how much?)
- Safety and security
- Professional rigging
- Internal communication (Circus structure is often rather complicated and communication might be problematic)
- Volunteer work in circus and its different aspects, pros and cons
- How to draw up and manage a project
- How to best develop co-operation and sponsoring with companies
- How to make a business plan
- Marketing strategies and public image consciousness (How detailed and carefully planned should it be? Analysed brand value vs. handing out flyers etc.)
- Websites
- Health issues (How to prevent burnout)
- Follow-up (What has happened to the different building or tent projects that were discussed during in the previous conference?)

1. Appendix: Pimparello

Juki:Question list management seminar Finland October 2007

1. What is your vision? Describe in short the main target of your association.

We are the "Verein JuKi – Zukunft für Kinder und Jugendliche e.V." ("JuKi-Association - Future for Children and Young People"). Our association is non-commercial and has the official recognition as an organisation that independently supports social work with young people. Our association was founded in March 1998 with the aim of offering activities for children, young people and families, where they can have new experiences.

In doing so we want to be a place, where children, young people and families can learn and play together in an environment where they bring in their own ideas. This means, that those who come to us do not "consume" activities. All of our activities are such that children, young people and families can use their own creativity to the full.

Aims of our circus pedagogic:

Our circus pedagogic work is goal-orientated and we build on the abilities of young people. The most important thing is that everyone enjoys what they are doing. Children and young people discover their own personality through artistic, physical and cognitive talents. Within the group they develop trust and take responsibility for themselves and others. By learning together the group and the qualified personnel make the most of their creative potential. In a participatory, goal-orientated process, a circus-show is creative.

2. In which fields is your circus working (social, educational, artistic, cooperation with other arts or other fields)?

Circus Pimparello does social work through circus. We have many different projects, but the main thing we do is to teach children, who stay with us for one or two weeks circus. It is also important to us, that they have a lot of fun and play games, too.

3. List your indoor and outdoor activities:

a. Regular activities (weekly lessons, workshops)

Activity	Number participants	Age	Target group	Percentage boys/girls	Indoor/outdoor
Showgroup	18	14-20	voluntary workers from our circus, who want to train and perform	60% girls 40 % girls	Indoor

How much do the participants pay?

= regular fee: € 0

= reduced fee: € 0

= special funds for those with less opportunities:€ 0

They need only to pay for costumes and travel (to training).

b. Activities in social field:

Per day for programm, food and accommodation 25 Euro

Activity	Number participants	Age	Target group	Percentage boys/girls	Partnership	Indoor/outdoor
Circus camps (9 weeks per year)	about 120 children per week	6-10 (one-week-camps) 9-15 (2 week camps)	Anybody, who wants to join in	65% girls 35% boys		At Easter and in autumn indoors, otherwise in tents. Many outdoor activities.
School classes (22 weeks per year)	About 100 children and youth per week	10 – 14 years	School-classes with teachers	50% girls 50% boys		In tents and houses
Family holidays (9 weeks per year)	800 persons the whole year	0 – 100 years	Families with children	50% boys 50% girls		Indoor
Exchange with Chicago	30 Youths	12 – 18 years	Youth-exchange	50% boys 50% girls	CircEsteem	In tents
Total						

c. Activities in artistic field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Number of shows	Number of audience
Youth Camp	100	14 – 20	Circus Youths	60% girls	2	300

		years		40% boys		
Education	100	14 – 20 years	Freetime volunteers	60% girls 40% boys	--	--
Total						

4. List the number and the job descriptions of all the employees working in your circus:

a. Teachers

Function	Number	Hours per week
Circus trainer	3	each 30

b. Office

Function	Number	Hours per week
Secretary	1	20

c. Technicians/costumes

Function	Number	Hours per week

d. Volunteers (national volunteers, members of the board, parents, EVS)

Function	Number	Hours per week
Freetime volunteers	90	Different
Cultural volunteer	1	40
Nature volunteer	1	40
Social volunteer	1	40
EVS	1	30
International volunteer	1	30

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5. What is the annual budget of your association in euros?

€ 600.000 Euro

Describe your sources of income in percentage:

Einkommensquellen in %

= Subsidies: . 0 % ***Subventionen***

- local: 0 %
- regional: 0 %
- national: 0 %
- European: 0 %
- International: 0 %
- Foundations: 0 %

= Income from your own activities: 100 % ***Einnahmen***

- participants: 96 %
- showincomes: 2 %
- outdooractivities: 2 %

= What are your expences?

- salaries: 30 % ***Gehälter***
- building(s) 30 % ***Gebäude***
- activities: 40 %
- others: 0 %

6. Describe your building(s) or tent(s):

Building/tent	own/rented	m2	with/without partners*
19 circus tents in various shapes and sizes for performances, sleeping, eating, training	own	1800m ²	without partners
a farmhouse with a barn, a main building with common rooms and 15	own	1700 m ²	without partners

holiday homes			
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* this year we are starting a partnership with “Jojo”, an organisation that offers one year courses for people to become “circus and theatre pedagogues”

7. What are your main projects for the next three years?

= for your own circus:

building a circus house

cooperation with Jojo

= on national level:

Develop an education system for freetime volunteers

= on international level:

To built up a exchange system for volunteers between Youthcircusses in Europe.

Question list management seminar Finland October 2007

1. What is your vision? Describe in short the main target of your association.

Throughout circus arts and artistic education, help children and young people to better appreciate their mental and physical capacities, become more confident and more open to the others, in order to promote self-development, social integration and new values of citizenship.

2. In which fields is your circus working (social, educational, artistic, cooperation with other arts or other fields)?

Our main focus is given on educational and social targets. Le Plus Petit Cirque is not a professional artistic school, although we aim to collaborate with artists. Concerning other artistic fields, physical theatre is integrated to almost all our activities. We do special projects involving music, dance and fine arts. Our aim for the future is to strengthen the place of dance and music.

3. List your indoor and outdoor activities:

a. Regular activities (weekly lessons, workshops)

Activity	Number participants	Age	Target group	Percentage boys/girls	Indoor/outdoor
Baby-circus	98	3-6		4/6	indoor
Preparatory	54	6-8		4/6	indoor
Discovery	34	8-10		4/6	indoor
Experience	35	10-13		3/7	indoor
Teenagers, young adults	30	14-24		2/8	indoor
Holiday workshops	180	6-15		4/6	indoor
Circus in schools	150	5-12		5/5	outdoor
Total	581			4/6	

How much do the participants pay?

= regular fee: € from 100 to 435.....

= reduced fee: € from 45 to 314

= special funds for those with fewer opportunities: € average 10000

b. Activities in social field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Partnership	Indoor/outdoor
Open-air activities	160	5-18	Children and young people from disadvantaged areas	2/8	Local government, NGO	outdoor
Holiday workshops	40	5-12	Children and young people from disadvantaged areas	2/8	Local government, NGO	indoor
Programs for unemployed	12	17-25	Unemployed young people	5/7	European Social Fund	indoor
Publics with special needs	20	6-50	Publics with special needs	6/4	Institutions	outdoor
Total	232					

c. Activities in artistic field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Number of shows	Number of audience
Shows	15-25	14-24		3/7	5	1500
show	70	6-13		4/6	1	200

Total					6	1700
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4. List the number and the job descriptions of all the employees working in your circus:

a. Teachers

Function	Number	Hours per week
Aerial, baby-circus	1	10
Juggling, baby-circus	1	12,5
Clown, physical theatre	1	7
Acrobatics, baby-circus	1	10
Baby-circus, aerial	1	5
Baby-circus, acrobatics	1	5
Outdoor activities	5-10	2-6

b. Office

Function	Number	Hours per week
Director	1	48
Coordinator	1	35
Accountant - Secretary	1	35
Teaching coordinator	1	6

c. Technicians/costumes

Function	Number	Hours per week

d. Volunteers (national volunteers, members of the board, parents, EVS)

Function	Number	Hours per week
President	1	15
Vice-President	1	15
Secretary	1	15
Vice-Secretary	1	5
Treasurer	1	20
EVS	1	27

5. What is the annual budget of your association in euros?
346000€

Describe your sources of income in percentage:

= Subsidies: 63 %

- local:46 %
- regional: 1 %
- national:4 %
- European:10 %
- International:0 %
- Foundations:2 %

= Income from your own activities: 37 %

- participants:21 %
- show incomes:0 %
- outdoor activities:16 %

= What are your expenses?

- salaries:80 %
- building(s)0 %
- activities:11 %
- others:9 %

6. Describe your building(s) or tent(s):

Building/tent	own/rented	m2	with/without partners
Sports Centre	municipal	300	With partners

7. What are your main projects for the next three years?

= for your own circus:

Achieve our new project: a building of 2000 up to 3000m² and develop our activities on the educational and social level.

= on national level:

Start the educational program for trainer's activity.

= on international level:

Develop a solid international cooperation on three levels:

-youth exchanges, trainers exchanges and managers cooperation.

Question list management seminar Finland October 2007

CircO – Zentrum für Zirkuskünste/ Hannover

1. What is your vision? Describe in short the main target of your association.

Main Target: Circus Network in Children & Youngsters work

Vision: a professional Circus Academy

2. In which fields is your circus working (social, educational, artistic, cooperation with other arts or other fields)?

Almost every point – because the network includes 20 – 25 Circus groups in Hannover

3. List your indoor and outdoor activities:

a. Regular activities (weekly lessons, workshops)

Activity	Number participants	Age	Target group	Percentage boys/girls	Indoor/outdoor
Circuscourses	120	4-12	citypart	20 % / 80 %	Indoor
Free Training	30	15-35	Profs & Semi	40 % / 60 %	Indoor
Circus@school	150	10-16	students	50 % / 50 %	Indoor
Events@network	500	6-25	Lower Saxony & Hannover	40 % / 60%	Out- & indoor
Teachers	60-70	24-65	Teachers	20 % / 80%	Indoor
Special Workshops	100	15-21	Semiprofess.	30 % / 70%	Indoor
1week@school	200-300	10-15	Amateurs	40% / 60 %	Indoor
Total					

How much do the participants pay?

= regular fee:

€ 0,- – 120,- per
Courses for 6 Month

= reduced fee:

€ ----

= special funds for those with less opportunities:€ ----

b. Activities in social field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Partnership	Indoor/outdoor
Schools	500	8-19	Rom risk to high school	40% / 60%	Schools	Indoor
kindergarden	100	2-6	kids	50% / 50%	Kinderg.	Indoor
vocationale	60	15-18	Non school education	70% / 30%	City	In- & outdoor (Tent)
Social project	20	10-12	@risk	80% / 20%	City (KSD)	Indoor
Total						

c. Activities in artistic field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Number of shows	Number of audience
Circ' a holix	45	15-21	Semiprof.	40% / 60 %	15	10000-15000
Free Training	30	15-35	Profs & Semi	40% / 60%	-----	
Short show	1-8	10-19	Semiprof.	50% / 50%	10	2000
Special Workshop	100	15-50	semiprofs	30% / 70%	-----	
Total						

4. List the number and the job descriptions of all the employees working in your circus:

a. Teachers

Function	Number	Hours per week
Weekly: Trainers (MIX)	10-12	28
Workshops: Trainers (MIX)	+ 20	5-40 (depends on the Workshop)
Volunteers	2	16

b. Office

Function	Number	Hours per week
Director	1	20
Project assistant (website)	1	5
Projectmanagement	1	15
Networkmanagement	1	20
Financel	1	3

c. Technicians/costumes

Function	Number	Hours per week
Unemployment (social support)	2	60

d. Volunteers (national volunteers, members of the board, parents, EVS)

Function	Number	Hours per week
Culture Volunteer	1	40
Volunteer Assistent (Trainer)	2-4	20
Project volunteer (not always)	1	40

5. What is the annual budget of your association in euros?

€ 48.000

there is no regulary financel support by the city council or government, we get support in using buildings for free. Sometimes there are project money by foundations.

Describe your sources of income in percentage:

= Subsidies: we work on a businessplan

- local: 50 %
- regional: 20 %
- national: --- %
- European: --- %
- International: --- %
- Foundations: 30 %

= Income from your own activities: we work on a businessplan

- participants: 70 %
- showincomes: 15 %
- outdooractivities: 15 %

= What are your expences? we work on a businessplan

- salaries: 40 %
- building(s) 10 %
- activities: 40 %
- others: 10 %

6. Describe your building (in the planning stage):

Building/tent	own/rented	m2	with/without partners
1 x Tent	LAG/ CircO	22 ø	Circus S (modern Music)
1 x old sporthall	School & City	20 x 10 m	City Support
1 x new sporthall	School & City	25 x 10 m	City Support
2 x Rooms (Office & Seminar)	School & City	8 x 5 m	City Support
1 x Storeroom	School & City	12 x 4 m	City Support

7. What are your main projects for the next three years?

= for your own circus:

- Write down a businessplan
- Get more structured

= on national level:

- More networking
- Better intern & extern communication

= on international level:

- Become a host organisation of an EVS
- Hannover "Fest im großen Garten" goes Europe (International Youth Art Festival)

Appendix IV: Jokes

Question list management seminar Finland October 2007

Jokes die Circusschule / Bremen

1. What is your vision? Describe in short the main target of your association.

A Circus-Centre for Bremen with activities in different field (social, education, artistic, handicap, welfare). A Circus- Centre for families, for come together with people in different ages

2. In which fields is your circus working (social, educational, artistic, cooperation with other arts or other fields)?

3. List your indoor and outdoor activities:

a. Regular activities (weekly lessons, workshops)

Activity	Number participants	Age	Target group	Percentage boys/girls	Indoor/outdoor
8 groups	120	7-20		15 % / 85 %	Indoor
1 group	14	4-6		30 % / 70 %	Indoor
2 groups	36	7-20		15 % / 85 %	Outdoor
Total	170				

How much do the participants pay?

= regular fee: € 148

= reduced fee: €

= special funds for those with less opportunities: € 74

b. Activities in social field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Partnership	Indoor/outdoor
School 1	60	11-17		15 % / 85 %	department	Indoor

School 2	35	11-17		15 % / 85 %	of education	Outdoor
School 3	18	7-12		40 % / 60 %		Outdoor
School 4	18	7-10		20 % / 80 %		Outdoor
School 5	20	7-16		20 % / 80 %		Outdoor
School 6	28	7-10		20 % / 80 %		Outdoor
School 7	16	11-15		20 % / 80 %		Outdoor
Kindergard.	24	3-6		40 % / 60 %	parents	Outdoor
Total	219					

c. Activities in artistic field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Number of shows	Number of audience
Showgroup	20	12-20		20 % / 80 %	9	2500
All from "a"	170	4-20		20 % / 80 %	6	2000
Total	190				15	4500

4. List the number and the job descriptions of all the employees working in your circus:

a. Teachers

Function	Number	Hours per week
Trainers	10	17
Trainers on school	4	11
Volunteers	8	17

b. Office

Function	Number	Hours per week
Manager	1	4 (officially)
Secretary	1	10
Auditor	1	Volunteer mother

c. Technicians/costumes

Function	Number	Hours per week

d. Volunteers (national volunteers, members of the board, parents, EVS)

Function	Number	Hours per week
National Volunteer	1	Fulltime

5. What is the annual budget of your association in euros?

€ 90.000

Describe your sources of income in percentage:

= Subsidies: 62 %

- local: 45 % (education department)
- regional:%
- national:%
- European: 2 %
- International:%
- Foundations: 16 %

= Income from your own activities: 38 %

- participants: 20 %
- showincomes: 8 %
- outdooractivities: 10 %

= What are your expences?

- **salaries:** 73 % (freelancers, office, national Volunteers)
- **building(s)** 2 %
- **activities:** 25 % (administration)
- **others:**%

6. Describe your building (in the planning stage):

Building/tent	own/rented	m2	with/without partners
Circus house	Own	850	With partners

7. What are your main projects for the next three years?

= for your own circus:

A own house
for 600 studies
with fulltime management
and art director

= on national level:

A center to teach teachers and volunteers
Circus festivals

= on international level:

EVS hosting
International Youth Circus Festival 2009

Question list management seminar Finland October 2007

Circus Maniacs; Bristol, England

1. What is your vision? Describe in short the main target of your association.

2. which fields is your circus working (social, educational, artistic, cooperation with other arts or other fields)?

Split between artistic development with a focus on training and social parties, teambuilding, youth and evening classes. There is a youth performing group however they are inactive in outside performances at the moment.

2. List your indoor and outdoor activities:

a. Regular activities (weekly lessons, workshops)

Activity	Number participants	Age	Target group	Percentage boys/girls	Indoor/outdoor
Professional development	12	19-37	17+		Indoor
Youth Classes	30	7-13	7-17		Indoor
Youth performance company	10	13-18	13-25		indoor
Adult evening classes	50	14+	16+		Indoor
Circus Bugs	10	3-5	3-7		Indoor
Circus Butterflies	13	5-7	5-7		indoor
Private classes	2	20-80	13+		indoor
Total	135	3 - 80			

How much do the participants pay?

= regular fee:

1hr - 4GBP, 2hr – 6GBP

= reduced fee: €

= special funds for those with less opportunities: €

b. Activities in social field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Partnership	Indoor/outdoor
Childrens Parties	750	5-14	Families		NO	Both
Team building events	550	-	Companies			Both
Children's taster days	50	5-14				Indoor
Adult taster days	80	16+				indoor
School/communities	600	5+	Schools/local authorities			both
Children's holiday courses	50	7-17	Families/children			indoor
Adult holiday courses	50	17-40	Adults			indoor
Total	2130					

c. Activities in artistic field: None this year

Activity	Number participants	Age	Target group	Percentage boys/girls	Number of shows	Number of audience
Total						

3. List the number and the job descriptions of all the employees working in your circus:

a. Teachers

Function	Number	Hours per week
Acrobatics/Chinese Pole teacher	1	30
Aerial	2	25

b. Office

Function	Number	Hours per week
Manager	1	20
Website	1	8

c. Technicians/costumes

Function	Number	Hours per week

d. Volunteers (national volunteers, members of the board, parents, EVS)

Function	Number	Hours per week
Marketing/admin	1	16-20

4. What is the annual budget of your association in euros?
€ 90.000-100.000

Describe your sources of income in percentage:

= Subsidies: 0

- local:
- regional:
- national:
- European:

- International:
- Foundations:

= Income from your own activities: 100%

- participants:
- show incomes:
- outdoor activities:

= What are your expenses?

- salaries:
- building(s)
- activities:
- others:

5. Describe your building (in the planning stage):

Building/tent	own/rented	m2	with/without partners
One Building	Rented continuously	75m	Without
One gym hall	Rented occasionally	90m	without

6. What are your main projects for the next three years?

= for your own circus:

To develop a business plan and analysis, alongside a marketing strategy. Within this business plan we will be looking at the possibility of re-location.

= on national level:

To develop and deliver a national youth training camp.

= on international level:

To take advantage of the NICE exchange system and initiate some exchanges. To develop a project with China.

Question list management seminar Finland October 2007

1. What is your vision? Describe in short the main target of your association.
CIRCUS SCHOOL

2. In which fields is your circus working (social, educational, artistic, cooperation with other arts or other fields)?
EDUCATIONAL, ARTISTIC

3. List your indoor and outdoor activities:

a. Regular activities (weekly lessons, workshops)

Activity	Number participants	Age	Target group	Percentage boys/girls	Indoor/outdoor
EARLY AGES	60	4-6		38/62	INDOOR
NON SPECIFIC	180	7 AND UP		28/72	INDOOR
SPECIFIC	68	9 AND UP		19/81	INDOOR
PERFORMING GROUP	25	14-19		4/21	INDOOR
Total	333				

How much do the participants pay?

= regular fee: € ..110-231 €

= reduced fee: €

= special funds for those with less opportunities: € 500€ / SEASON

b. Activities in social field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Partnership	Indoor/outdoor
Total						

c. Activities in artistic field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Number of shows	Number of audience
SHOWS, KICKS	25-30	14-19		6/24	1 GIG SHOW AND 100-200 OTHERS	THOUSANDS
Total						

4. List the number and the job descriptions of all the employees working in your circus:

a. Teachers

Function	Number	Hours per week
MONTHLY SALARY	4	30
HOURLY PAYMENT	9	10-20/TEACHER

b. Office

Function	Number	Hours per week
DIRECTOR	1	30-40
PRODUCER	1	37,50
FINANCIAL MANAGER	1	37,50

c. Technicians/costumes

Function	Number	Hours per week
TECHNICIAN	1	30
DRESS DESIGNER	1	30
CONSTRUCTION WORKER	1	37,50

CLEANER	1	30
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d. Volunteers (national volunteers, members of the board, parents, EVS)

Function	Number	Hours per week
EVS	1	30
NON-MILITARY SERVICE	1	30-40

5. What is the annual budget of your association in euros?

€ 680.....

Describe your sources of income in percentage:

= Subsidies: . 54 %

- local: 29 %
- regional:%
- national 69 %
- European: 2 %
- International:%
- Foundations:%

= Income from your own activities: 46 %

- participants: 33 %
- showincomes: 29 %
- outdooractivities:20%

= What are your expences?

- salaries: 55 %
- building(s) 15 %
- activities: 18 %
- others: 12 %

6. Describe your building(s) or tent(s):

Building/tent	own/rented	m2	with/without partners
Building	own	2300	

7. What are your main projects for the next three years?

= for your own circus:

= on national level:

TO BUILD UP OUR IMAGE AS A NATIONAL CIRCUS CENTRE

= on international level:

- **TO STRENGTHEN CO-OPERATION WITH THE CIRCUSES AROUND (LIKE NICE NETWORK)**
- **TO ORGANIZE PERFORMANCES ABOARD**

Question list management seminar Finland October 2007

1. What is your vision? Describe in short the main target of your association.

Children and young people can grow with circus in a motorial, social and artistic way in order to promote self-development.

2. In which fields is your circus working (social, educational, artistic, cooperation with other arts or other fields)?

Our main focus is given on educational and social targets.

3. List your indoor and outdoor activities:

a. Regular activities (weekly lessons, workshops)

Activity	Number participants	Age	Target group	Percentage boys/girls	Indoor/outdoor
Circusclubs	550	6-12		40/60	indoor
Circus teenagers	130	12-22		40/60	indoor
performancegroup	20	12-22		40/60	indoor
Adult-child	40	4-8		40/60	indoor
schoolclasses	3.000	4-12		50/50	indoor
schoolclasses	1.500	12-22		50/50	indoor
Holiday-activities	5.000	4-12		50/50	In and outdoor
Total	9.540				

How much do the participants pay?

= regular fee: € from 50 to 200...

= reduced fee: € from 15 to 50....

= special funds for those with fewer opportunities: € depends

b. Activities in social field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Partnership	Indoor/outdoor
Schools	180	6-18		50/50	Local government	indoor
Handicapt children	20	6-16	Handicapt children	50/50	School of handicapt children	indoor
Abused women and children	25	5-45	Women and children	20/80	Receptioncentre of abused women	Indoor
Total	225					

c. Activities in artistic field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Number of shows	Number of audience
Shows	20	12-22		40/60	20	6.000
acts	15	12-22		40/60	10	900
Total					30	6.900

4. List the number and the job descriptions of all the employees working in your circus:

a. Teachers

Function	Number	Hours per week
Projectleaders	6	20 each

Trainers	9	16 each
Freelancers	20	4 each

b. Office

Function	Number	Hours per week
Direction	2	56
Sales	1	24
Manager projects	1	36
Manager facilities	1	32
Secretary	3	68

c. Technicians/costumes

Function	Number	Hours per week
Technicians/costumes	9	32 each

d. Volunteers (national volunteers, members of the board, parents, EVS)

Function	Number	Hours per week
President	1	-
Vice-President	1	-
Secretary	1	-
Vice-Secretary	2	-
EVS	3	32 each

5. What is the annual budget of your association in euros?
 € 1.2 million

Describe your sources of income in percentage:

= Subsidies: 75 %

- local:
- regional:
- national:
- European:2 %
- International:
- Foundations:15 %

= Income from your own activities: 25 %

- participants:10 %
- show incomes:5 %
- outdoor activities:10 %

= What are your expenses?

- salaries:70 %
- building(s)15 %
- activities:10 %
- others:5 %

6. Describe your building(s) or tent(s):

Building/tent	own/rented	m2	with/without partners
Building	rent	1.000	Alone

Building rent 2.000 partners

7. What are your main projects for the next three years?

= for your own circus:

Three new buildings

= on national level:

Start the educational program for trainer's activity

To get an umbrella-organisation

= on international level:

Develop a solid international cooperation on three levels:

-youth exchanges, EVS, trainers exchanges and managers cooperation.

Question list management seminar Finland October 2007

1. What is your vision? Describe in short the main target of your association.

- To give all children a possibility to go to a circus school with good teaching. Give everybody a chance to perform, develop their abilities in circus and as persons and learn to work in a group with other children.

2. In which fields is your circus working (social, educational, artistic, cooperation with other arts or other fields)?

- Artistic and a bit social as well

3. List your indoor and outdoor activities:

a. Regular activities (weekly lessons, workshops)

Activity	Number participants	Age	Target group	Percentage boys/girls	Indoor/outdoor
weekly Circus lessons 30 lessons / week	150	6 - 20	All children	20 / 80	Indoor
Total					

How much do the participants pay?

= regular fee: € ...90 – 150e / season.....

= reduced fee: € ...0 – 50e (2-3 students/year apply for a reduced fee which is either 0e or half of the fee)

= special funds for those with less opportunities: €

b. Activities in social field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Partnership	Indoor/outdoor

Total						
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c. Activities in artistic field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Number of shows	Number of audience
Own productions	All students	6 - 20	Parents and friends	20 / 80	2-3/ year	800
gigs	Performance group (20)	13 - 20	Companies etc.	20 / 80	35 / year	3000
Total						

4. List the number and the job descriptions of all the employees working in your circus:

a. Teachers

Function	Number	Hours per week
Main teacher	1	30
Circus teacher	5	3 - 10
Yoga teacher	1	1

b. Office

Function	Number	Hours per week
producer	1	6

c. Technicians/costumes

Function	Number	Hours per week
Costume designer	1	One month / year

d. Volunteers (national volunteers, members of the board, parents, EVS)

Function	Number	Hours per week
Parents: Help with shows	10	5h /year

5. What is the annual budget of your association in euros?

€65 000.....

Describe your sources of income in percentage:

= Subsidies: %

- local:%
- regional:%
- national: ...15..%
- European:%
- International:%
- Foundations: ...28..%

= Income from your own activities: %

- participants: .30...%
- showincomes: 27....%
- outdooractivities:%

= What are your expences?

- salaries:75.... %
- building(s)15....%
- activities:10.%
- others:%

6. Describe your building(s) or tent(s):

Building/tent	own/rented	m2	with/without partners
An old fire station building which is now used by two circus	rented	300	With partners

groups and some dancers			
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7. What are your main projects for the next three years?

= for your own circus:

To get more practicing time in the same building or find a new building,

Produce good shows and keep up the good work with the young circus artists and kids

= on national level:

Lift up the image of circus

= on international level:

Continue co-operation with other countries

Question list management seminar Finland October 2007

1. What is your vision? Describe in short the main target of your association.

Main target is to offer students an inspirational hobby and lots of different experiences and teach students how to know and use their bodies and of course learn circus tricks. Vision is to increase number of students and teachers, to get bigger and more functional training space and make Circus well-known in Kuopio region.

2. In which fields is your circus working (social, educational, artistic, cooperation with other arts or other fields)?

- Educational and artistic

3. List your indoor and outdoor activities:

a. Regular activities (weekly lessons, workshops)

Activity	Number participants	Age	Target group	Percentage boys/girls	Indoor/outdoor
Unicycle group	6	10 – 13	over 10 year old, who is interested	16,3 / 83,3	Indoor
Dance group	7	8 – 28	over 10 year old, who is interested	14,3 / 85,7	Indoor
Aerial Acrobatics	8	10 – 13	Students interested in aerial acrobatics	25 / 75	Indoor
Aerial acrobatics, advanced	6	10 – 18	Students, who has reached certain level in aerial acrobatics	0 / 100	Indoor
Acrobatics	11	8 – 12	Everybody interested in	0 / 100	Indoor

			acrobatics		
Acrobatics, advanced	11	10 – 20	Students who has reached certain level in acrobatics	9,1 / 90,9	Indoor
Partner acrobatics / pyramids	12	8 – 18	Students interested in partner acrobatics	0 / 100	Indoor
Adult course	9	23 – 50	Adults interested in circus	33,3 / 66,7	Indoor
Beginners group 1	13	7-10	New beginners	7,7 / 92,3	Indoor
Beginners group 2	13	7-10	New beginners	15,4 / 84,6	Indoor
Beginners group 3	10	7-10	New beginners	0 / 100	Indoor
Juggling / Hoops	13	10 – 18	Students interested in juggling and hoops	84,6 / 15,4	Indoor
Balancing, handstand	13	10 – 20	Students interested in balancing and hand standing	30,8 / 69,2	Indoor
Total					

How much do the participants pay?

= regular fee: €

	1 time/week	2 times/week	3 times/week	Unlimited use
Autumn	90 €	110 €	130 €	150 €

Spring	120 €	140 €	160 €	180 €
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= **reduced fee:** sister discount € ..20,00

= **special funds for those with less opportunities:** €

b. Activities in social field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Partnership	Indoor/outdoor
Total						

c. Activities in artistic field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Number of shows	Number of audience
Summer Circus	22	8 – 25	Students interested in performing on circus stage	22,7 / 77,3	10	800 (total)
Winter Circus	20	8 – 25	Students interested in performing on circus stage	15 / 85	6	800 (total)
Total						

4. List the number and the job descriptions of all the employees working in your circus:

a. Teachers

Function	Number	Hours per week
Head Teacher: circus teaching and planning, office work, performances in different occasions	1	14,5
Group teacher	3	9 (total)

b. Office

Function	Number	Hours per week

c. Technicians/costumes

Function	Number	Hours per week

d. Volunteers (national volunteers, members of the board, parents, EVS)

Function	Number	Hours per week

5. What is the annual budget of your association in euros?

€ ~35 000

Describe your sources of income in percentage:

- = Subsidies:** %
- **local:** ..16,0.%
 - **regional:**
 - **national:**
 - **European:**
 - **International:**
 - **Foundations:** ...5,3..%

= Income from your own activities: %

- participants: ..46,8.%

- showincomes: ..31,9 %

- outdooractivities:%

= What are your expences?

- salaries: ..68,6. %

- building(s) ..2,7....%

- activities: ..14,1. %

- others: ...14,6.%

6. Describe your building(s) or tent(s):

Building/tent	own/rented	m2	with/without partners
City owned house for youngsters	-	110	without

7. What are your main projects for the next three years?

= for your own circus:

To find bigger and more functional training space, increase the number of students and hire new circus teachers. To produce at least two shows per year and also make our circus well-known at the Kuopio region.

= on national level:

Co-operate more with other circus schools and participate to circus camps and festivals in Finland

= on international level:

Participate to different European Circus festivals and encourage and help students who aim to circus professionals to apply to circus schools abroad.

Question list management seminar Finland October 2007

1. What is your vision? Describe in short the main target of your association.

- circus as a pedagogical tool for the developpement (social, personal, physical, creative,...)
- circus as an objective (skills, expression, ...)
- promotion of circus in Luxembourg

2. In which fields is your circus working (social, educational, artistic, cooperation with other arts or other fields)?

- prison, refugies, courses of circusschool, courses at a highscool, primaryschools, performances, spectacles, ...

3. List your indoor and outdoor activities:

a. Regular activities (weekly lessons, workshops)

Activity	Number participants	Age	Target group	Percentage boys/girls	Indoor/outdoor
Zaltimbanq	250	4,5-45	n.s.	40 % / 60 %	Outdoor
Neie Lycée	150	12-16	School	55 % / 45 %	Outdoor
Prisons	15	17+	Imprisoned	80 % / 20 %	Outdoor
Other schools	100	6-16	Different schools	50 % / 50 %	Outdoor
Total					

How much do the participants pay?

- = regular fee: € 360 (1st course) / 50 each additional
- = reduced fee: € -75 € for members of same family
- = special funds for those with less opportunities: € on demand / adaptable

b. Activities in social field:

Activity	Number	Age	Target	Percentage	Partnership	Indoor/outdoor
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	participants		group	boys/girls		
Prison	15	17+	Prisoners	80 % / 20 %		Outdoor
Refugies	25	12-16	Refugies	60 % / 40 %		Outdoor
LTB	10	12-16	School drop-out	80 % / 20 %		Outdoor
Total						

c. Activities in artistic field:

Activity	Number participants	Age	Target group	Percentage boys/girls	Number of shows	Number of audience
End of year spectacle	350	4-17	Students of Zaltimbanq'	50 % / 50 %	7	2500
Total						

4. List the number and the job descriptions of all the employees working in your circus:

a. Teachers

Function	Number	Hours per week
Zaltimbanq'	8	68 hrs
High School	4	40 hrs

b. Office

Function	Number	Hours per week
Secretary	1	4

Contracts	2	3
Coordination & budget	9	27
	just volunteers!	

c. Technicians/costumes

Function	Number	Hours per week

d. Volunteers (national volunteers, members of the board, parents, EVS)

Function	Number	Hours per week

5. What is the annual budget of your association in euros?

€150.000..(2005-06).....

Describe your sources of income in percentage:

= Subsidies:5.. %

- local:
- regional:
- national:
- European:
- International:
- Foundations:

= Income from your own activities: ..95.. %

- participants: ..60.. %
- showincomes: ..20.. %
- outdooractivities: ..20.. %

= What are your expences?

- salaries: ..80... %
- building(s) %
- activities: ..10....%
- others: ..10....%

6. Describe your building(s) or tent(s):

Building/tent	own/rented	m2	with/without partners
Gym	free	150	Shared with school
Gym	free	90	Shared with school
gym	free	450	Shared with school

7. What are your main projects for the next three years?

= for your own circus:

- own building
- production group(s)
- elaboration concept

= on national level:

= on international level:

- caravan
- exchange
- formation

Appendix XI: Contact details

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