

Rolling out the red carpet

Business plan **2021–2024**



Artists decide what they want.

We help them on the way.



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! Colophon





Ceremonies without music or dance are inconceivable

Have you ever been to a wedding without music?

There are no funerals without music and poetry

How many living rooms without art on the wall do you know?

There are more singers than football players in the Netherlands

Try to imagine your life without art





1 Ambitions



1.1 Mission, vision and objective

Mission

ZIMIHC stimulates creativity within society.

Vision

Making art is for all ages and for all people. The first art was likely created at the dawn of civilization. Ancient cave drawings speak volumes. There is a good chance that people have been singing, making music, and dancing from the very beginnings. Without labouring the point, based on all conducted research, we can safely state that art has played a pivotal role in everyday life across all cultures. Our society, too, would be inconceivable without the presence of art. Music, images, dance and all their digital versions are an integral part of our lives. This is no wonder: art is beneficial to (mental) health, to connecting people, creating positive well-being, stimulating intellectual development and most of all, it's fun. People of all cultures, all walks of life, and all age groups practice art.

Art doesn't scare anyone

All art forms evoke emotions: from sadness, admiration, joy, and anger to surprise. You may find it beautiful or ugly. It can make you think, shape your identity, and demonstrate which cultural groups you are part of. Art adds colour to life, no matter the level and scale at which it is being performed.

Digital media play an important role in our society. The public is often scared by magnification of tragic events and negative coverage. The term 'culture of fear' has even been coined. Art has the opposite effect and is therefore an excellent means to create a pleasant society. We as ZIMIHC recognise and embrace the fact that art often contributes to mutual understanding, respect and admiration. Our mission is fed by this belief.

ZIMIHC wants to offer a space for people who enjoy creating and performing art. Our target audience is wide: from beginners to the more advanced. We offer possibilities to practice, perform and present art. For years now, we have been making a comparison with the world of sports: there, too, people can join in an informal way, close to home. With our cultural centres, we strive to achieve the same. That is why, to take our comparison with sports one step further, we describe them as cultural playgrounds. And just as playgrounds are tied to larger fields in the sports world, the same applies to ZIMIHC. We are part of a larger network: the cultural ecosystem.

Our work starts in the neighbourhoods, and we don't define where it stops. The artists decide what they want. While we don't take them by the hand, we do help them on their way if they want.

To ZIMIHC, **everybody** who wants to create art, matters. Our services are not led by the artists' level of expertise, but their passion. Artists can join us on all levels, thanks to the fact that our community cultural centres have ties to international projects.



Check the section "Kunstenaars & Artiesten" on ZIMIHC's new website. It features over 1300 profiles and gives a good impression of what we are talking about.

1.2 Rooted in Utrecht

The history of ZIMIHC dates back to 1983, when an unnamed band was playing in Utrecht's Hoog Catharijne indoor shopping centre due to rain. It was from this shopping centre that the band derived its name. Playing underneath a billboard with the slogan "Zat Ik Maar In Hoog Catharijne" ("If Only I Were In Hoog Catharijne"), the band spontaneously took on this name in front of an enthusiastic audience. This band organically gave rise to the organisation ZIMIHC, offering the band organisational support and helping other artists along the way. This started in the year 1989, when ZIMIHC officially became a company. ZIMIHC has been characterized by organic growth – based on a demand-oriented approach – from the very beginning.

From the beginning, our work has consisted of supporting and facilitating amateur artists. This hasn't changed, but we always tailor and adapt the way in which we do so, by taking into account the time, the needs and the opportunities we have access to. Society has changed: big themes such as climate change and polarisation of society are demanding more attention and require solutions which are not easily at hand. ZIMIHC believes that we as a cultural organisation need to position ourselves in relation to these themes. Our vision is that art has the potential to offer solutions, both through artistic expressiveness and the simple fact that art can build bridges between groups of people. Our networks are expanding in neighbourhoods and throughout all layers of society. Ready for cultural use.

Without deviating from our core business, we do recognise the societal impact of our work. As the Review Committee put it:

ZIMIHC states that the amateur art sector is still growing and many amateurs like to be on stage. Essentially, ZIMIHC organises artistic and cultural activities for them, while giving equal importance to the societal impact and the artistic value.

(Culture Programme Review Committee 2017-2020, December 2018)



This is illustrated by the special production for ZIMIHC's 30th anniversary celebrations. In a whirling, professionally directed show titled **Galalala**, approximately 150 amateur artists were brought together. People from all walks of life took to the stage: young and old, from all cultures and disciplines. Some had a message for society, others showcased pure beauty. A spectacular professional band offered musical support, and professional artists ensured a central thread was woven through the show. In combination with the splendid direction, this enabled all artists to transcend themselves. They were put in the spotlight, and bridges were built both on stage and in the audience.

Galalala

1.3 Goals and ambitions

Certain objectives and ambitions set by ZIMIHC in the previous period have remained unchanged. Yet due to various developments, several goals and ambitions have been added to the list. Below, we provide a systematic overview:

ZIMIHC

- Brings art into your daily life
- Offers amateur artists a platform
- Brings colour to art
- Inspires
- Offers a digital platform for (amateur) artists and organisations
- Gives the amateur arts a position within society
- Permanently weaves a web of amateur artists and organisations by connecting them
- Brings art to the people and people to the arts
- Connects different sectors with and through art
- Plays a mediators' role between schools and those who provide art education
- Stimulates interaction between different worlds through art
- Is the amateur art's urban and regional point of contact for cultural parties as well as organisations and parties from all other sectors, such as well-being, sports and health
- Puts Utrecht on the map with amateur arts: regionally, nationally, and internationally
- Seeks to offer all creative individuals in Utrecht the chance to contribute to our events
- Wishes to be actively involved in the diversification of Utrecht's entire cultural sector

Resources

- Permanent stages, exhibition rooms and rehearsal rooms
- Temporary projects and events
- Information, consultation and mediation
- Hands-on guidance of amateur productions
- Multiannual programmes for all art disciplines
- Workshops
- www.zimihc.nl
- Meeting places
- A network for collaboration and knowledge exchange
- Networks in the neighbourhoods through cultural coaches
- Passion, inspiration, enthusiasm and stimulation



1.4 After 30 years and in 10 years

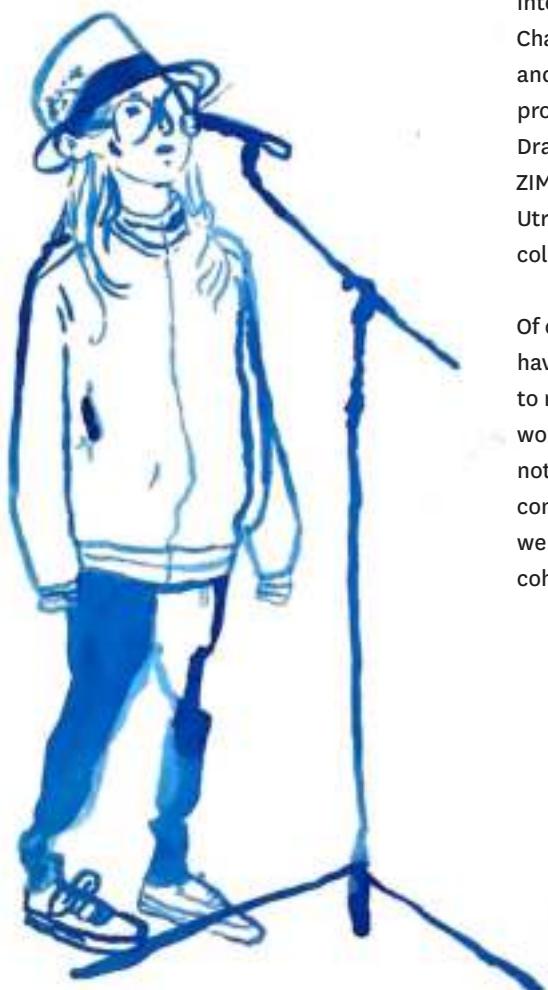
After 30 years, surely, you have finished developing?

No, certainly not. ZIMIHC operates demand-driven, and organically develops in tune with newly arising wishes and demands from the field. There will always be a need of artists to be seen and heard: that doesn't change. Yet the ways of presenting, and the social need for art, are always changing. Art is being used as a tool for a growing number of domain-transcending issues, from social to healthcare. Increasingly, the economic value of art (e.g. for the business climate) is being recognized, as are the benefits of practicing art for brain development. By consciously incorporating these developments within our work, we never stop evolving.

Over the past cultural period, ZIMIHC has managed to steadily continue developing. We have largely realized the ambitions as formulated in our business plan "From cultural playground to arena of arts". Our three ZIMIHC theatres are cultural centres, embedded in the neighbourhoods. Over the course of the previous cultural period, we have continued to lower the barrier for people to take their first steps on stage: we have built additional, cosy stages for performances in the foyers. Here, artists can try out new things in a safe and hospitable environment. Moreover, an increasing number of artists have been finding their way to our theatre auditoriums. In 2018 we saw a twofold increase in the amount of amateur shows in all auditoriums compared to the previous year.

ZIMIHC Maatwerk has realized all envisaged activities in the past cultural period. These range from small-scale projects such as the Lazy Sunday Afternoons in various parks, which have been a success for over 20 years now, to the WASBE International Symphonic Wind Band Festival and the European Brass Band Championships. These activities have given rise to larger local, regional, national, and even international networks of various art disciplines, organised in different programme lines: Utrecht Sings, Utrecht Brass, Utrecht Dances, and Utrecht Draws. Ultimately, we will be developing programme for all artistic disciplines. ZIMIHC Maatwerk's continuity also led to the organisation of a new and innovative Utrecht Sings festival, namely the Leading Voices festival. It takes place in 2022 in collaboration with the European Choral Association.

Of course, certain challenges have also presented themselves, and some things have gone more smoothly than others. ZIMIHC provides a stage and offers support to numerous (amateur) shows and concerts. That is a fundamental activity. We work with small teams which consist of an average of 2,5 FTE per location. This is not much in comparison to the other conventional theatres in the city: especially considering we also work on ZIMIHC's own programmes. Organisation-wise, we see room for improvements regarding our own programming and internal coherence.



**ZIMIHC makes you
feel welcome, valued,
respected, and heard**

We distinguish between three different types of programme: neighbourhood-focused programming, opening our facilities for amateur art programming, and programming amateur art through ZIMIHC Maatwerk's programme lines. The neighbourhood-focused programmes are almost always project-based. Although this can be intensive, we believe it is highly important, given the core values for our programmes. These values are:

- Amateur art
- Contributing to a community
- Talent development
- Welcoming and hospitable
- Coherence and connection

We have just a small budget for our neighbourhood-focused programmes. In the upcoming period, we aim to work on programmes in the ZIMIHC theatres that will be coherent with one another, but suitably tailored to the different neighbourhoods in which they will take place.

We are collaborating with a research team of the Knowledge Centre Social Innovation of the HU University of Applied Sciences Utrecht, which will assist our development of these programmes. Together, we are developing research questions, and the answers to these questions, which will help us plan our neighbourhood-focused programmes.

In our experience, collaborations aren't always perfect. In some cases, a collaborative partnership has consisted of a partner asking for the use of our facilities without offering us compensation. Moving forward, we aim for higher levels of cooperation with the partners that we collaborate with.

Fortunately, we have many examples of successful collaborations. For instance, we have worked with the Netherlands Chamber Choir NKK, with whom we have entered a collaborative partnership, which will result in the festival Leading Voices of 2022. Together, we also organise the so-called "muziekproeverijen", which gives the audience a taste of the choir's music. ZIMIHC has also closely collaborated with Appeltaartconcerten, Huis van Betekenis, Cultuur Platform Overvecht, community centre Buurthuis OASE, and many more organisations.

Enkele van de nieuwe partners:

- Theater Kikker
 - Hogeschool Utrecht
 - Stichting Dwarsverbanden
 - Museum Speelklok
- (volledig overzicht in de bijlage)

Some of the new partners are:

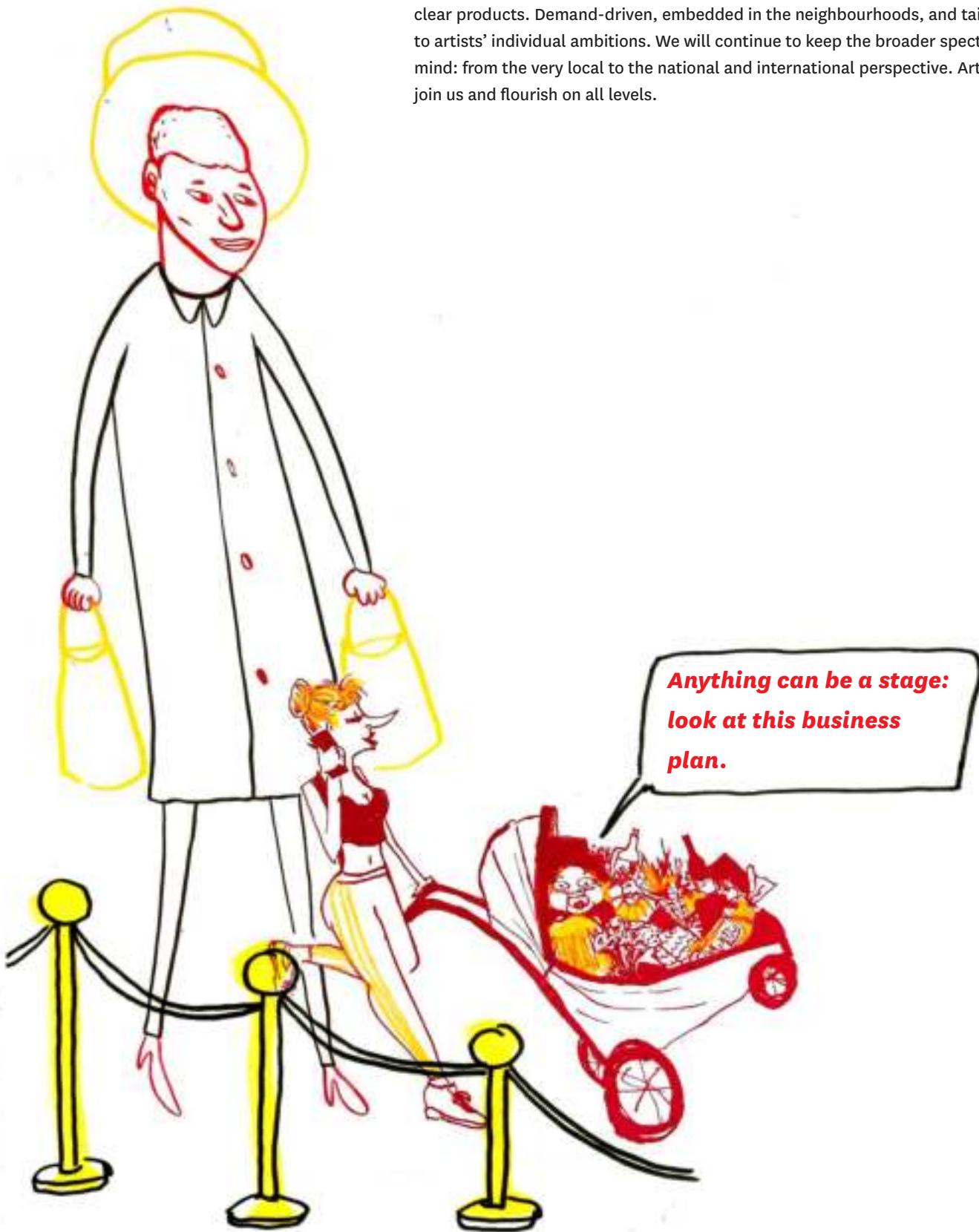
- Theater Kikker
 - HU University of Applied Sciences Utrecht
 - Dwarsverband Foundation
 - Museum Speelklok
- (see appendix for full overview)

**It takes some work
to collaborate**



From a business standpoint, the last few years have been a success: we managed to continue the positive trend from which we started this Culture Programme. We established a small amount of equity capital, which has provided us with a buffer for initial setbacks we may encounter. However, this is still insufficient for an organisation of our size: we therefore remain vulnerable to a certain extent. We are striving to solidify our financial basis.

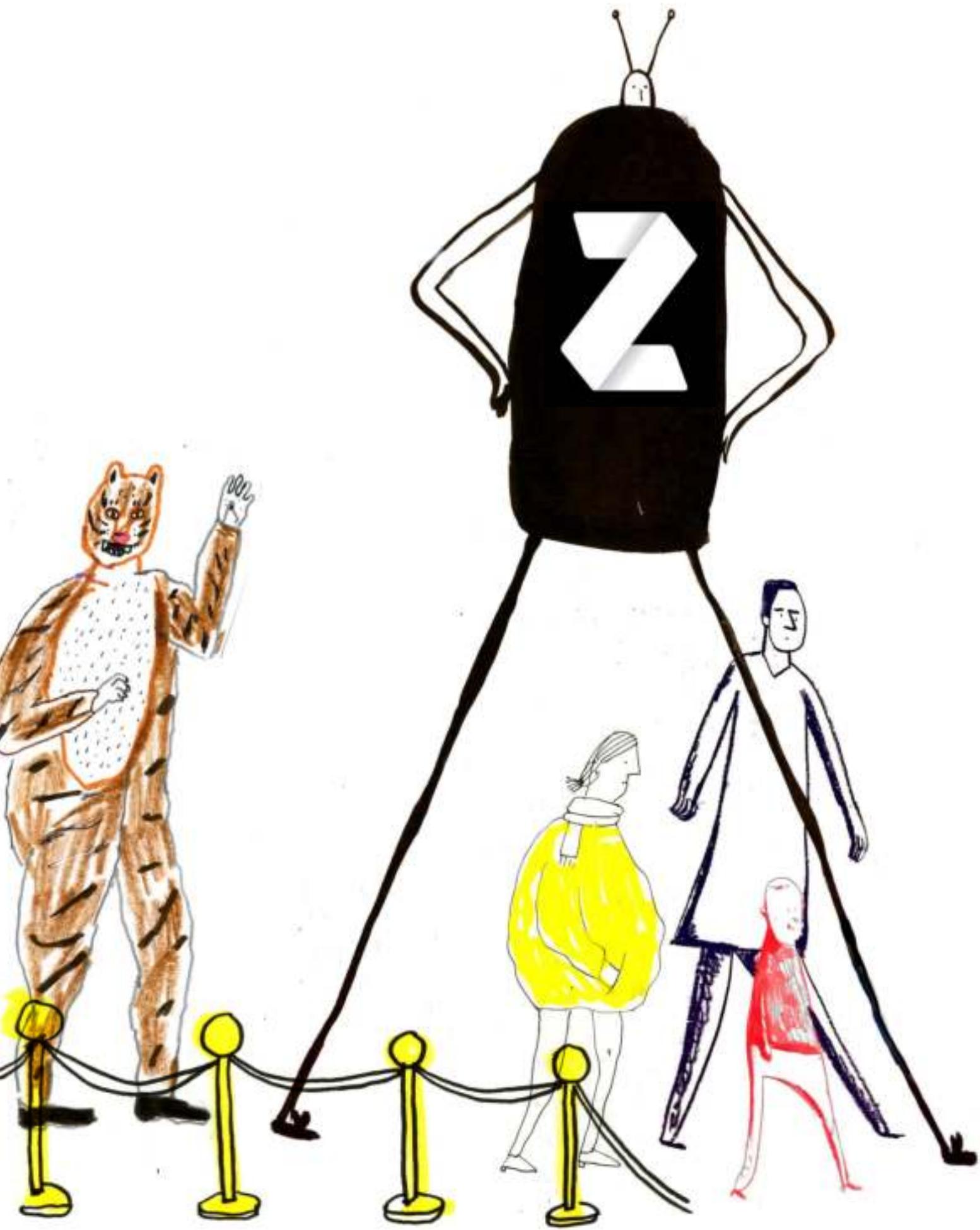
We fully intend to continue our current approach in the coming period. Based on our mission and vision, we will continue to support the amateur art sector with clear products. Demand-driven, embedded in the neighbourhoods, and tailored to artists' individual ambitions. We will continue to keep the broader spectrum in mind: from the very local to the national and international perspective. Artists can join us and flourish on all levels.



Ten Years From Now

- “Oh wow! Remember the ZON festival of 2024, when singer Anjada performed? She’s now playing in the Google Arena in Brussels.”
 - The nine-hundred-person choir, founded in honour of the anniversary year Utrecht 900, is still going strong. Every year, on the second of June, there is a concert at the pontoons in front of the canal near TivoliVredenburg. From there, the choral singers form a singing procession and make their way towards Domplein, where they perform their concert once more.
 - A new event in 2030: 67Up. This festival unites the elderly over the age of 67 and children through performances and virtual presentations.
 - In Utrecht, the Web of the Arts has fully formed, with cultural centres in all neighbourhoods and ties to all art institutions. Art is available and accessible for everyone, meaning that people can join on all levels.
 - Other cities have ZIMIHC theatres, too, starting with Amersfoort. Now, Zwolle and Heerlen also have ZIMIHC theatres.
 - In 2029, ZIMIHC’s theatres in Utrecht and all our events collectively featured almost 10,000 artists, which attracted around 300,000 visitors.
 - Doctors now write prescriptions for “Art in your life”.
 - We have established collaborations across all domains of society. This had already been realised in the Social Domain (i.e. the areas of Well-Being and Health). In the years following, art was also implemented in projects relating to Public Space, in order to promote safety, and in projects related to Economy, in order to enhance the business climate.
 - New international festival in 2029: Satellite of Art. Interactive festival where artists from all disciplines present themselves to the audience, partially in real life and partially by means of new communication and performance techniques. To limit air travel, the festival will utilize streaming technology in order to take place at multiple locations in the world. Local and national talents are then able to stay in their countries of origins as much as possible but can still interact and perform with artists from all over the world with new techniques.
- Powered by ZIMIHC.





**Everybody who wants
to create art, matters.
Our services are not
led by the level of
expertise, but the
passion.**



2

Our Plan of Action



2.1 ZIMIHC theatres, projects, and events for art in your life

With three ZIMIHC theatres, and our project office ZIMIHC Maatwerk, we have a unique range of options to play with.

“ZIMIHC offers artists the possibility to do what they want by offering stages, rehearsal rooms, advice and essential networks.” (from the business plan “From cultural playground to arena of arts”, 2017-2020)

This encapsulates our work: ZIMIHC facilitates. That has been at the core of our business from the start. The help we provide includes Consultancy, Supporting, and Presenting - always at the artists' service.

We facilitate creativity whilst stimulating ownership. We do so for artists, teachers, students, local residents, and volunteers. New initiatives are always welcome: we explore how we can support them after considering the ambition and request.

So, does this mean you don't engage in talent development?

We do, but not in the traditional sense. Rather than offer talent development programmes we offer various stages and projects on different levels. The artists decide where they would like to start and how to continue. Our large network also enables us to guide them towards other stages, festivals, and courses besides ZIMIHC. ZIMIHC Maatwerk does frequently offer activities focused on talent development. These are part of the programme lines which we develop in collaboration with the broader field.

ZIMIHC has practical means at its disposal:

- Three wonderful theatres, in which we have created a total of 6 stages
- A unique project office for amateur art
- Rehearsal facilities
- An extensive network covering various domains and ranging from local to international contacts
- A vast amount of knowledge and experience

We work with a small and flexible team, who facilitate work that exists in a hidden world, taking place in a variety of sectors of our society. We like to call this the bycatch of our activities: the societal impact, which is as important as the artistic value. After all, almost all activities have layered stories behind them which can be easy to underappreciate.

Our stages offer artists a platform. The small stages in the foyers are our real stepping stones, while the theatre auditoriums offer to more advanced artists a stage to reach a larger audience. Together, we call these the cultural playgrounds: just like every neighbourhood offers access to sports facilities, our ZIMIHC theatres offer facilities and opportunities to people who actively want to enjoy the arts.

We have a unique range of options to play with.

For years now, we have been calling them **cultural playgrounds**, these ZIMIHC theatres.



Our theatres are easily accessible and well equipped for the physically less mobile.

When carrying out our activities we always ask ourselves whether it complies with our principle as formulated in that one summarizing sentence - do we, by carrying out this activity, somehow offer artists the opportunity or help them along the way?

These places are embedded in the daily fabric of local communities and are as accessible as a public football pitch. These kinds of spaces require the right facilities, should make you feel welcome, and must have a pleasant ambience. Our teams of employees, self-employed workers, interns and volunteers are the soul of the building but participants are really its heart. They decide what happens.

Our theatres' cultural coaches know the neighbourhood on a personal level and are familiar with the needs and wishes of the local community. Each theatre has its own unique character and place in the local community. Because our auditoriums differ considerably per location, we offer amateur artists the opportunity to perform at various levels. These opportunities are enhanced by the four programme lines and other activities offered by ZIMIHC Maatwerk.

2.2 ZIMIHC theatre Zuilen in the Vorstelijk Complex

What the cultural centre has to offer

- 200-seat auditorium with retractable tiered seating
- Rehearsal room
- Exposition room
- Foyer with stage and catering facility
- Restaurant by The Colour Kitchen with catering facilities
- Spaces to hold meetings and workshops

2020 marks the Vorstelijk Complex's 10th anniversary. ZIMIHC theatre Zuilen in Utrecht has grown into a household name in the amateur art sector.

Things to see, hear and experience

Performances and concerts from amateur groups, singer-songwriters, and (semi-) professionals from many cultures; ZON festivals (Summer and Winter Edition); Pupil festivals; Zuilens FanfareCorps as its house orchestra with multidisciplinary concerts and performances at special occasions; ZIMIHC sessions for beginners and try-outs; North-African Djem sessions; Film dinners; Clinics; Utrecht Sings activities, such as the Muziekproeverij with the Netherlands Chamber Choir NKK; Expositions; School performances and end-of-term musicals by schools based in Zuilen; Cultural cafés and project-based programmes as part of themed and seasonal festivals; Concerts and performances by students of both HKU University of the Arts Utrecht and ROC (Regional Education and Training Centre); Rehearsals, Commercial rental of our facilities.

We dedicate a large part of our programme to our most important target groups. As a result, we never decide on our final programme too long in advance, since amateur groups hardly ever know exact performance dates more than six months in advance. It is up to amateur companies that want to perform to take the responsibility to attract and bring in their audience: they don't pay fees for our auditoriums but buy a set number of tickets which covers the costs of it. All ZIMIHC theatres apply these principles.



However, in addition to making our auditoriums available, we also lend the production sound and technology support when requested. We help to present the performance or concert as beautifully as possible. We also support the amateur groups with their publicity, because despite them being technically responsible for attracting and bringing in their audience, performing to a full house is always a shared goal.

ZIMIHC theatre Zuilen also offers its own, neighbourhood-oriented programme. Programming “ordinary” performances or concerts is often less successful, since it doesn’t attract enough audience members. We therefore look at the desires and demands of the neighbourhood or the field. We distinguish between neighbourhood-focused programmes and programmes aimed at strengthening the amateur arts. Due to the lack of structural budgeting for these programmes, this usually requires looking for additional financial resources. We do so by raising funds and applying for subsidies. Additionally, each theatre has a small budget at its disposal for so-called “risky programming”. This budget is funded by our “Fair Play model”, which is detailed in chapter 3.3. on page ? . Our programming, therefore, is generally project-based.

The Mayor and Municipal Executive and the municipal council should, moreover, be aware of the fact that the consequences of the cessation of the WAP (Neighbourhood Action Plans) are now becoming apparent. In the previous Culture Programme Period 2013-2016, the community cultural centres received subsidy from the WAP. This time, understandably, they claimed more cultural subsidies.

(Culture Programme Advisory Committee 2017-2020, general considerations, p.8)

In the past period, we created new, accessible stages in the foyers of all theatres. We regard these stages as a stepping stone, a way for artists to go ahead in a safe environment and in front of a small audience. Here, first steps are taken, by artists who make a first attempt to play in front of an audience or present new material. We also experiment with programming here in the ZIMIHC Cultural café. We do so with regularly recurring elements such as the ZIMIHC sessions and North African Djams.

With the cessation of the UCK (Utrecht Centre for the Arts), the state of art education both at school and out of school in Utrecht Noord has changed. With it, ZIMIHC’s role at the locations in Overvecht and Zuilen has changed, too. This will be discussed in more detail in paragraph 2.6 (“Art education inside and outside of school”).

“We gave two performances at ZIMIHC, in theatre Zuilen, and it was such a great experience! The theatre really fits us like a glove. We have performed in quite some theatres so far, including even the city theatre Stadsschouwburg, but your theatre really suits us! In terms of ambience, size, possibilities and not in the least the highly pleasant and relaxed way of collaborating!”

“Shit, that looks strange, you can’t even clearly see the players. Can you help us?” - “That’s what we’re here for”, replies Peter, who is in charge of the technical stagecraft.



"Thanks for hosting us in Stefanus last week. It was so nice to visit you. Our intermediate vocational students certainly agreed, and the location really sparked their enthusiasm. It is great to be able to communicate and arrange the organizational aspects so quickly. This certainly takes the edge off organizing!"

For the Galalalala, we needed the auditorium to look like a circus. No problem, will do.



2.3 ZIMIHC theatre Stefanus in Overvecht

What the cultural centre has to offer

- Large auditorium with tiered seating for 180 people
- The auditorium can be flexibly set up for different activities for up to 500 people
- Rehearsal rooms
- Exposition room
- Foyer with stage and catering facilities
- Large professional kitchen
- Flex-working spaces
- Spaces to hold meetings and workshops

Things to see, hear and experience

Performances and concerts by amateur groups, singer-songwriters and (semi-) professionals from many cultures; Bij De Steef lunch break concerts; Performances by (Overvecht-based) in-house theatre company Stut Theater; Youth programmes in collaboration with cultural youth centre Jongerencultuurhuis Kanaleneiland and Overvecht; Appeltaartconcerten; Out-of-school education such as The Floor is Yours breakdance classes; Project programmes as part of themed and seasonal festivals; Utrecht Brass activities such as the Dutch Brass Band Championships (NBK) try-outs; Expositions; School plays and end-of-term musicals of schools based in Overvecht; Concerts and performances by students of HKU University of the Arts Utrecht as well as ROC (Regional Education and Training Centre); Rehearsals and classes; Commercial rental of our facilities.

From large to small wind orchestras, from classical ensembles to Appeltaartconcerten or youth festivals: ZIMIHC theatre Stefanus can flexibly accommodate them all. The auditorium and foyer offer a plethora of possibilities. You could almost describe it as "art on location", but with all the benefits of having equipped facilities.

Research among residents of Overvecht repeatedly demonstrates a strong demand for a meeting space. However, providing a space and generating publicity does not instantly attract or draw in an audience. Presenting art can be a fantastic way to motivate people to leave the comfort of their own homes, but only when it's the type of art they are calling for. Therefore, we always take into consideration the needs of the neighbourhood or of the field. These can be incongruent: the artists' desires to present themselves don't necessarily match those of the neighbourhood residents. ZIMIHC aims to be here for both groups. We achieve this by ensuring our programme consists of a mix of amateur artists with their own supporters as audience members, as well as performances, festivals, and project-based activities for (and often by) neighbourhood residents.

In terms of neighbourhood-oriented programme at ZIMIHC theatre Stefanus, the same applies as in Zuilen. We currently work without a fixed programme budget, except for a small amount of funding we generate through the Fair Play principle. Here, too, our programming is project-based.

Based on the initiative of ZIMIHC's cultural coach, the Culture Platform Overvecht was founded. Through this platform, we have united artists and cultural organisations who are active in the Overvecht neighbourhood. It has given rise to a network with its own web page and Facebook page, active collaborations, and several meetings, with ZIMIHC functioning as first point of contact. The platform leads to new activities being organized in the neighbourhood, which take place both within and outside of ZIMIHC theatre Stefanus.

With the cessation of the UCK (Utrecht Centre for the Arts), the state of art education both at school and out of school in Utrecht Noord has changed. With it, ZIMIHC's role at the locations in Overvecht and Zuilen has changed, too. This will be discussed in more detail in paragraph 2.6 ("Art education inside and outside of school").

"It went very well. I received a lot of positive reactions, also at the location itself. It was an intimate concert with pleasant acoustics. I am very pleased. Everything worked properly and I received great support. I didn't for a moment have to worry about the organizational part of things. That was very pleasant, because it enabled me to focus on the concert itself. The relaxed atmosphere really contributed to this, too."

2.4 ZIMIHC theatre Wittevrouwen

What the cultural centre has to offer

- Intimate theatre auditorium with seating for 80 people
- Welcoming, pleasant foyer with stage
- Modest catering facilities
- 8 rehearsal rooms
- Commercial spaces for organisations in the cultural sector
- Spaces to hold meetings and workshops

"What a wonderful afternoon: what a great little theatre! Such pleasant staff members... It was certainly no 'farewell', but 'until next time'!"

Things to see, hear and experience

ZIMIHC theatre Wittevrouwen is the penultimate workspace for amateur art, featuring: Weekly rehearsals of hundreds of amateur artists; Performances and concerts; Improvisation theatre; Child performances; ZIMIHC sessions in the foyer; Singer-songwriters; Utrecht Draws activities with expositions; Try-outs; Stemlokaal Utrecht; Graduation performances by students of HKU University of the Arts Utrecht; Ongoing expositions.

ZIMIHC theatre Wittevrouwen on Bouwstraat is the venue in which ZIMIHC originally started its support function for amateur arts. We have been based in the old school building since 1993 meaning that it is likely to be the oldest cultural breeding ground in the city that still exists. The concept of an "art collecting building" has also been maintained until this very day. The building has a smaller stage than the other ZIMIHC theatres, but suitably meets the basic needs of the amateur artists who use it. They want to rehearse their performances, and work on presenting themselves. For many, the intimacy of this theatre and its foyer feels like a warm bath.

ZIMIHC theatre Wittevrouwen's role as a neighbourhood cultural centre differs from that of ZIMIHC's other two theatres. Several venues are located in and around the neighbourhood Wittevrouwen, from the Stadsschouwburg to the Paardenkathedraal. In this location, therefore, the focus lies considerably more on making art and rehearsing. It is a safe environment for artists who want to perform. Makers of small-scale, intimate performances particularly enjoy being in this theatre.



"I really like ZIMIHC, particularly Wittevrouwen. The volunteers were very helpful, and the fact that we could use the dressing room as well as the auditorium and foyer, did make things easier. It was a great experience to perform in a theatre auditorium! I normally disappear behind an acoustic piano, so it was a breath of fresh air not to have that problem. Also, the lighting is such a great addition, which I really miss in a normal place (café/etc.)"

The poet Ingmar Heytze started his career in ZIMIHC, and so did Vincent Bijlo.

At this location, too, we experiment with our programming. We programme performances that match the wishes of the neighbourhood and are particularly suited for the small-scale and intimate setting we have to offer. Stand-up comedy, cabaret, acoustic music, and children's theatre: the makers and producers operate in the twilight zone between amateur art and professional performances. With our ZIMIHC sessions, we do the same as in the other ZIMIHC theatres. The stages aim to function as stepping stones for beginners, and for more advanced artists who want to try out new material. ZIMIHC theatre Wittevrouwen has a foyer specifically suited for singer-songwriters and small music groups.

2.5 Programming for our community cultural centres

For the last few years, our theatre's neighbourhood-focused programmes have been operating without a budget. These programmes are particularly vulnerable, labour-intensive, and rarely self-financing. For this type of programme, fundraising is both a necessity and a constraint. Local residents often want projects to be realized in a short time frame: they have the ideas, energy, and time right now. This theatre programming, therefore, appears as an extra cost item in our budget. Ever since the previous Culture Programme, all cultural centres have been drawing attention to this limitation. In view of the previous application, the Culture Programme Advisory Committee 2017-2020 already made the recommendation to reserve more of the budget for programming. This was also supported by the Review Committee:

In line with the recently executed sector analysis Amateur Art, we recommend the city council to aim for more (types of) community cultural centres and enhance their capability by means of a programming budget.

(Culture Programme Review Committee, 2017-2020, State of the Art, p.14)

Why are you asking for programming budget: didn't ZIMIHC perform well over the last few years?

Indeed, it went well, but the answer does depend on where you set your ambitions.

Neighbourhood-focused programming

We could be getting more out of these projects. Intensive programmes can yield results that are yet to be fully achieved:

- Neighbourhood-focused programming makes local residents feel more connected to the art in their neighbourhood. It develops into a space that belongs to them, too.
- Neighbourhood-focused programming provides insight into what is going on in the neighbourhood, such as what kind of support would be appreciated when it comes to finding residents and potential partners. More funds would facilitate the cultural coaches to further carry out their activities.



- Consolidation of successful activities which are now still dependant on yearly funding applications and therefore not certain of regular editions.
- A growing network which gives rise to new combinations, plans and collaborations.
- Improved visibility of locations and their potential. Residents know how to find and reach the cultural centres even better.
- Meeting place for people who love art and culture, both actively (those who create it) and passively (audience members).

Programming amateur art

Amateur art programmes are not necessarily neighbourhood-focused. Our theatres are excellently suited to put amateur productions, exchange programmes, and special talents from any part of Utrecht in the spotlight. ZIMIHC wants to continue developing these programmes as well. We keep expanding our established network and knowledge by frequently joining meetings and conferences, and maintaining dialogue with artists, talents, organisations, schools and the city council. By offering art and culture a stage or platform in the neighbourhoods, we contribute to integration, visibility and understanding amongst all local residents.

The community cultural centres' practices can function as an example. Connect research at the community cultural centres with research into active processes at urban institutions.

(Culture Programme Review Committee, 2017-2020, State of the Art, p.14)

We recommend the city council to encourage more cross-connections and dialogue between cultural institutions.

(Culture Programme Review Committee, 2017-2020, State of the Art, p.12)

For example:

**Africa Safarifestival
Mini NBK
Cultuurcafé Zuilen
Bij De Steef
CineCuisine
ZON Festival
Theater Dichtbij
AT ZIMIHC
North African Djem
ZIMIHC sessies**



Programming with urban partners

In the coming period, we will continue to try out programme components with urban partners from the city. In doing so, we actively strengthen the cultural ecosystem: we build bridges from the neighbourhoods to the city centre and vice versa. We also explore the increasingly fine line between the world of amateurs and those of professional artists.

The collaborations between these cultural centres in the neighbourhoods and cultural institutions in the centre are of increasing importance to allow residents who do not or cannot make their way to the historical city centre to enjoy the cultural richness Utrecht has to offer, too.

(“Kunst kleurt de stad”, Culture Programme 2021-2024, p.22)

The city is more than a centre surrounded by its neighbourhoods. However, many neighbourhood residents don't easily make their way to the centre: 80% of neighbourhood residents never visit the city centre. This divide is large, and so for many residents of Utrecht, the threshold to the city's cultural offering remains high. Supported by the city council's policy we are therefore striving to build bridges from our theatres in the neighbourhoods to partners in the city. In the appendix, we have enclosed an overview of partner organisations with whom we wish to establish these connections, and why we consider it to be a good idea. In our budget, we will include some posts with several of these partners, corresponding to this ambition.

2.6 Art education inside and outside of school

Art education, both inside and outside of school, was an area ZIMIHC hadn't been engaging with. We do consider art education at schools as well as classes, courses, and workshops outside of schools to be an important link in the chain of making and performing amateur art. UCK (Utrecht Centre for the Arts) was the urban organisation concerned with this area. Its cessation both allowed and required us to reconsider and reflect upon our activities in regard to art education. This led to the decision that during at least the coming four years, ZIMIHC will be committed to developing an integral approach for the art education in Utrecht Noordwest and Overvecht.



Point of departure

The UCK had appointed interdisciplinary professionals for the neighbourhoods Overvecht and Zuilen/Ondiep, who were responsible for the art curriculum at several schools in both neighbourhoods. We consider it imperative that this is continued. Given the urgent matter of this issue, we have appointed interdisciplinary professionals as of the fall of 2019 in both ZIMIHC theatre Stefanus and ZIMIHC theatre Zuilen. They are responsible for the art curriculum at various schools, and work on the connection between activities taking place inside and outside of schools.

Amateur art education inside and outside of school is important in the chain of (amateur) art. Our guidelines for offering and mediating art education correspond with our general guiding principles:

- Demand-driven, embedded in the neighbourhoods, and tailored to individual ambitions
- Accessible for everyone
- ZIMIHC facilitates

Accessibility to art education is not always guaranteed for children from Overvecht and parts of Noordwest, especially when it comes to activities which are not part of the school curriculum. It is therefore vital to establish a connection between activities taking place inside of school to education outside of school, possibly via extracurricular after-school activities. We will be working on a school curriculum that can be continued outside of school, in the neighbourhood, and preferably via the same partner(s).

Taking the first steps

In the coming four years, we will work on establishing a solid infrastructure, taking on the role that fits us best. We will look at those who are active in the field and offer them support and opportunities to grow. Together, we will work on a collaborative model which unites all parties involved. We will pay explicit attention to the trifecta Education, Well-being, and Art. Together with interdisciplinary professionals, we will work on establishing a network in the neighbourhoods Zuilen and Overvecht. This network will consist of the general school coordinators, the talent coordinators, DOCK's staff members, and the parties who offer art education. Everyone will be addressed on their own expertise, experience, and responsibilities. ZIMIHC's role in this network is:

- To permanently assess and stimulate
- To lend support through provision of administrative and financial services and finding locations for education in the neighbourhoods
- To support schools and those who offer art education support regarding the various possibilities for art education subsidies inside and outside of schools
- To offer guidance with the submission of subsidy applications
- To monitor the quality of those who offer art education in the neighbourhood in collaboration with the schools
- To seek collaboration for the development of an integrated network for art education in the neighbourhoods, in close collaboration with other community cultural centres



- To develop coherence and collaboration between the various art disciplines
- To give more prominence to the possibility of internships in the field of art education, which we wish to establish in consultation with the vocational art schools, namely HKU University of the Arts Utrecht, and ROC MN (Central Netherlands Regional Education and Training Centre).

This way, we want to develop expertise in the field of vocational art education in the coming years. We will consider the headline targets in formal education, so we can make connections with the rest of the curriculum. This way, we aim to support schools with the development of their art education.

In four years

...the final shape of the network and infrastructure should be clear. Currently, a lot is still unclear and first needs to be explored with partners and the city council, and there is still a lot to develop in terms of structure. Yet, our goals for both neighbourhoods are clear. In Zuilen, Ondiep, and Overvecht we want to achieve that:

- Existing art education is embedded in primary schools
- New educational offerings are developed based on the (renewed) demand
- Primary schools include these educational offerings in their curriculum
- All local residents have access to amateur art education
- Interested parties can easily find those who offer amateur art education through our website
- In Noordwest and Overvecht, ZIMIHC acts as the point of contact for amateur art education
- ZIMIHC makes use of its locations for this purpose
- ZIMIHC is part of the network of art education facilities rolled out across the city
- There is an urban relation between ZIMIHC (as facilitator of amateur art and amateur art education) and other partners in amateur art education and vocational art education.

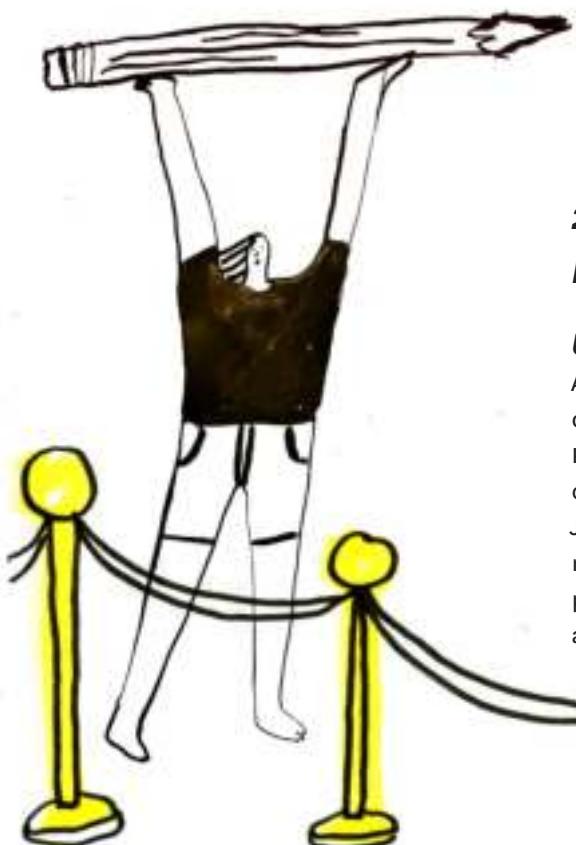
Art creates/spreads happiness

This is new for ZIMIHC. Our relations with the field of amateur art, education, and well-being will be further intensified, as will the lines between facilitating, programming, consultancy, and education.

2.7 Potential new cultural centres: Domplein and in Utrecht Zuid

Utrecht Zuid

A gap exists in the network of cultural centres across the city: Utrecht Zuid doesn't have a fully-fledged and easily accessible cultural centre. The Culture Programme 2021-2024 explicitly mentions efforts to establish a new community cultural centre in Utrecht Zuid (p. 48). In collaboration with Vechtclub XL and Jongerencultuurhuis Kanaleneiland, ZIMIHC has submitted an initial draft for this new location. This concerns a facility that is yet to be built, with a food market, a place for young people, spaces for rehearsals, and a theatre in the Merwedekanaal area. At the time of writing, these plans are in an early phase preceding the



drawing-board stage. It is therefore too early to predict whether or not this cultural centre can actually be realized in this new urban district, centrally located in Utrecht Zuid. In the coming year, this will be further discussed, and decisions will be made regarding the project. Naturally, this affects the operations and budget. Ultimately, this will require funding to be set aside, both incidentally for the initial investment, and then structurally for the operations. However, the financial details are unknown at this stage.

"You did it again, you realized two great things: you put the European top of the Brass Band scene on the Dutch agenda, and you put Utrecht in its full glory on the European agenda. I commend you!"

Domplein

The former UCK-building at the Domplein (Dom Square) has become available for use. Without careful consideration, Utrecht is at risk of losing a unique location for the amateur art with splendid facilities for dance, theatre, and music. The municipal council has accepted a motion to preserve the building for amateur art (education) without increasing the rent. ZIMIHC sees the potential to permanently facilitate amateur art education in this building. With a new concept, we could develop the building into the beating heart of amateur art with sustainable connections to all other community cultural centres. In consultation and collaboration with several other partners, ZIMIHC presented a plan for ZIMIHC theatre Domplein. At that time, there was a condition that the building could only be used for two years, until a new strategy for the area and the building had been developed. We did not accept this condition, and thus the plan was rejected and the building is for now utilised by other parties. Not until a strategy for the area and building has been developed for the UVO (Utrechtse Vastgoed Organisatie) will it become clear whether ZIMIHC will make another attempt to obtain the rights to operate the building, and turn it into the new cultural centre of the inner city.

2.8 ZIMIHC Maatwerk

Utrecht can develop a stronger profile and make arts and culture one of its unique selling points with a widely supported themed programme. This could, for instance, focus on the future of the city and take place during Utrecht's 900-year anniversary celebrations.

Maatwerk is our project and events office. The city is our playing field, and this can be anywhere: both inside and outside, from living rooms to parks, literally from Cruyff Court to stadium. We offer artists a stage at both traditional and unconventional locations. 'Maatwerk' is Dutch for 'custom-made'.

ZIMIHC Maatwerk organises, develops and experiments. This department connects the parties, organisations, individual artists, and stages. From gazebos in a park to grand monumental churches, Maatwerk sees opportunities. We organize activities on various levels, ranging from the now legendary Lazy Sunday Afternoons to the prestigious Leading Voices festival of 2022. Again, this complies with ZIMIHC's core principle: Maatwerk meets the artists' wish to present and develop themselves.



Result of connecting projects: Four programme lines

Over the past period, ZIMIHC Maatwerk - with all its projects - has grown into the quintessential organising office for the amateur art which works for all artistic disciplines. In addition, Maatwerk has been approached by an increasing number of organisations and third-party projects such as "Keys of Light" and the Uitfeest. Along the way, four programme lines have been developed, each connected to one of the various disciplines. These programme lines have grown from the bottom up. In meetings with artists and performers we listen to their needs and wishes, and where possible we facilitate them.

The programmes are centred around the following ideals:

- Network of artists and performers
- More collaboration and exchange of ideas; more sharing of knowledge and enhancing of self-worth
- Developing activities in collaboration with the sector
- Parties involved in the network are **co-owners** of new activities developed within the programmes. We apply the same principle applied in our community cultural centres, only citywide (and sometimes wider).
- We don't necessarily work with a predetermined plan or idea. The programmes are formed on the basis of the input of the network. They are tailored to the specific characteristics of a certain discipline.
- Strengthening ZIMIHC's profile as space for amateur art. ZIMIHC is here for all art disciplines: all artists and performers can find something to their liking at ZIMIHC.
- Clustering activities which are organized by ZIMIHC's four units in order to make them more accessible to the audience.
- Better visibility and recognizability of activities
- Facilitating connections between amateur artists in Utrecht and artists and performers from abroad who are visiting the city
- Each programme will have its own visual identity. This will help to connect activities within ZIMIHC's four units and to communicate with amateur artists and (their) audience members. Furthermore, it enhances the feeling of a community. This identity may be used by all parties involved in the community. This was done by HOV, for instance, when they initiated and organized the Utrecht Brass youth festival.

**25% of residents
of Utrecht sing.
10% sings in a choir!**



Programme line: Utrecht Sings

The Europa Cantat Festival in 2009 left a significant heritage: exactly as was intended. This heritage is the basis of the programme line Utrecht Sings, although our city's vast number of singers and choirs are, of course, at its heart. In the last few years we have worked on strengthening ZIMIHC's position within the choral sector of Utrecht, the Netherlands, and across Europe. We have done so through a plethora of activities, and always in close collaboration with partners in and outside of Utrecht: Netherlands Chamber Choir NKK, Dekoor, Koornnetwerk Nederland, ECA-EC (European Choral Association - Europa Cantat), and numerous others. In the period 2021-2024, Utrecht Sings will be playing an even more prominent role for ZIMIHC, with the international festival Leading Voices. The Utrecht Sings festival Leading Voices is a new festival we are developing in collaboration with ECA-EC (European Choral Association - Europa Cantat)



and various partners from Utrecht and the Netherlands. This nine-day-festival, for and by residents, centres around singing together as its core theme. It is connected to an international programme specifically aimed at conductors and vocal leaders, who are the driving forces behind the choirs and the drivers of innovation. Naturally, the Utrecht 900 celebration forms a common thread across the programme.

Utrecht Sings also features a multiannual singing agenda which runs until 2030. This has been set by ZIMIHC and the Netherlands Chamber Choir NKK, and helps us to create a focus within the city, in addition to securing our collaborative partnership.

Programme line: Utrecht Brass

This programme line was developed in light of the European Brass Band Championships of 2018, which was organized by ZIMIHC. Rather than organizing this event for a small in-crowd, we wanted to celebrate and share it with the entire city. The programme line started in 2014 and includes network meetings, workshops, special events, and much more. ZIMIHC wants to continue developing that which we have established over the past years in collaboration with partners such as Zuilens Fanfare Corps and Harmonie Orkest Vleuten. We will do so by organizing an Utrecht Brass day (“Utrecht Blaast Binnen”) in 2023, which will be held in and with TivoliVredenburg, just like we did in 2019. From 2021 to 2024, we will also be organizing yearly outdoor Utrecht Brass concerts (“Utrecht Blaast Buiten”).

In collaboration with the network, a multiannual agenda has been set for Utrecht Brass. In the period 2021-2024, we plan to make a bid for an international event which would be coming to Utrecht in 2025-2028.

Programme line: Utrecht Dances

Utrecht is sizzling and bustling: in addition to the intermediate vocational dance education and the ROC (Regional Education and Training Centre) dance education, it has many dance schools, dance teachers, and an increasing number of smaller dance companies. This has motivated ZIMIHC to start a programme around dance. This programme is still in its infancy, and will be developed further in 2021-2024. The first two network meetings were successful and have given rise to new ideas and wishes from the sector.

Already in 2020 this will lead to the first edition of a yearly dance festival. The festival will have an open stage to give the artists the chance to meet, and to allow the audience members to familiarize themselves with the broad spectrum of dance found in Utrecht. Moreover, just like the brass scene, the dance scene is also excited to go out ‘on the streets’. ZIMIHC will be exploring how this can be done, possibly in collaboration with partners such as Culturele Zondagen.

Programme line: Utrecht Draws

It is a well-kept secret that all ZIMIHC’s theatres also host exhibitions. Thanks to the programme line Utrecht Draws, this is about to change: all exhibitions will receive extra attention. ZIMIHC organises activities for visual artists in collaboration with Huis van Betekenis, a platform for ‘drawing culture’ with many young illustrators who have graduated from HKU University of the Arts Utrecht. In the period 2021-2024, ZIMIHC wants to organize a yearly Utrecht edition of the Affordable Art Fair in ZIMIHC theatre Stefanus, which will be taking place around

“Such a great initiative of ZIMIHC. Conducting really is a lonely job, it’s a pleasure to be able to meet other conductors this way and talk about the profession.”

“How very great that the whole family can have a good time here. I was particularly amused by the Drawing Bootcamp – I had no idea that I could draw, too!”



December. We also aim to organize an exposition in ZIMIHC theatre Wittevrouwen during summer holidays, when the choirs and theatre groups take a summer break from using this theatre for rehearsals. In spring, the drawers will also go out 'on the streets', for an event similar to the Utrecht Draws festival which was organized in 2019 and took place in Leidsche Rijn Centrum.

Ambitions for 2021-2024

In addition to expanding and building upon the aforementioned programme lines, ZIMIHC wants to explore the potential of a programme line centred around theatre: ZIMIHC Acts. We plan to do so in collaboration with Theaterschool Utrecht, and the theatre groups with which ZIMIHC has built close collaborative partnerships over the years, such as STUT and BOINK. A second starting point is the AT ZIMIHC festival for amateur theatre groups in the city and region of Utrecht, which ZIMIHC has organised since 2013.

ZIMIHC actively searches for and reaches out to partners in the city to shape the programmes, and this applies to all programme lines. We involve both amateur groups and professional (cultural) organisations.

2022: 900 years of Utrecht

For the past few years, ZIMIHC has been part of a group of quartermasters preparing for the anniversary year of 2022, when Utrecht celebrates its 900 years of city rights. ZIMIHC's reason for wanting to play a role in this is that, from the perspective of the amateur art sector, we would like it to be a festive celebration for and by everyone, from all over the city. We won't achieve this by aiming to do everything ourselves, but by ensuring that we involve as many parties as possible from the networks of cultural centres and the amateur arts. As mentioned before, we also want to actively contribute to the city's anniversary celebration with the Utrecht Sings festival Leading voices, as a sequel to the Europa Cantat festival. We are exploring where we can offer support in other fields and how, through the community cultural centres, we can optimally engage the neighbourhoods in the anniversary celebrations. We do so on the basis of big and small initiatives which residents themselves come up with to join the celebrations.

A Lazy Sunday Afternoon (LSA)

Together with Maatwerk's programme lines, LSA is the ultimate way for ZIMIHC to be of value across all layers of the city, independent of the neighbourhood cultural centres.

In the period 2021-2024, we will be experimenting with different locations. Between 2017-2020, A Lazy Sunday Afternoon was organized at 3 locations (Lepelenburg, Hoograven, Leidsche Rijn). From 2021 onwards, we also want to organize A Lazy Sunday Afternoon at other locations in the city, and the event will be traveling across the city even more than before. Furthermore, we want to broaden the programme to include more dance and literature in addition to the existing music. This way, we can present even more amateur artists and offer the public a lovely summery ZIMIHC-Sunday. ZIMIHC will be doing this with the same resources as before.



2.9 Meaning for the city and international ambition

ZIMIHC is the only organization in Utrecht that focuses exclusively on the support of amateur art in Utrecht.

The committee is convinced of ZIMIHC's distinguished position. The organisation continually builds bridges across the urban, national and international level. ZIMIHC takes responsibility as leading player, initiator, and knowledge-sharer in developments such as the network PACT Utrecht; at presentations abroad of Dutch choral music with a Holland House for choirs; and with its firm contribution to the development of a diverse cultural-urban fabric.

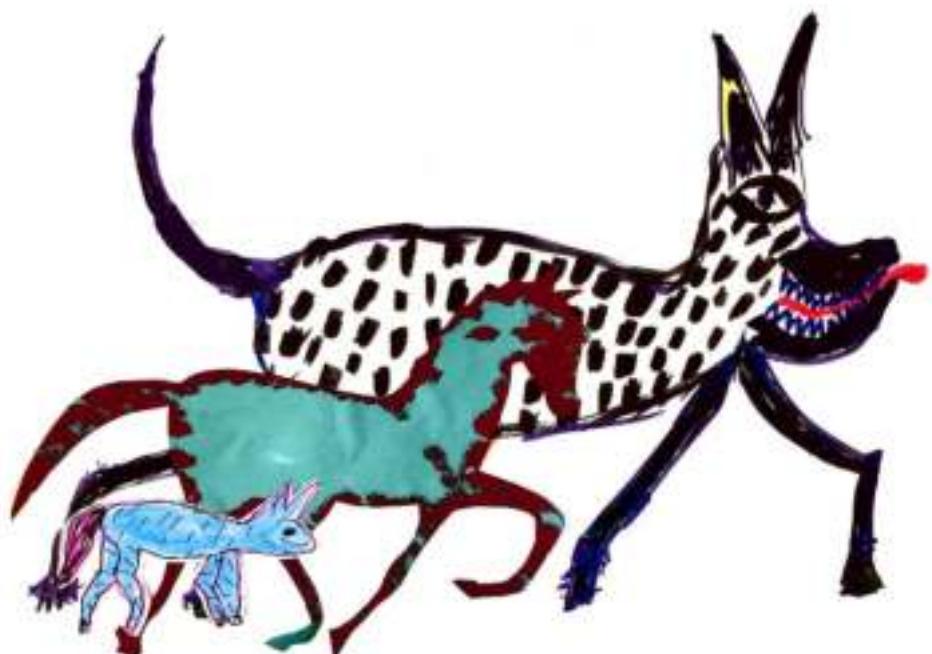
(Culture Programme Review Committee)

ZIMIHC's international ambition is to inspire artists to continually develop themselves. Amateur art transcends all borders. Indeed, in the past few years, ZIMIHC has organized international projects and activities, particularly in the areas of singing and brass music. These activities have clearly impacted the choirs and wind music orchestras of Utrecht: both sectors are vibrant, have experienced a fresh impetus, and have attracted new and younger members. In the years ahead, we want to continue these efforts for the programme lines Utrecht Sings and Utrecht Brass, as well as across the other two lines.

ZIMIHC Maatwerk acts as a partner for new projects such as Listen to Churches with Kerken Kijken, and UKO and U Make a Move (in collaboration with Sport Utrecht). Thanks to Maatwerk's citywide scope and continuity, these types of projects can take shape. In the years ahead, we will keep seeking and establishing pre-existing and new collaborations.

Increasingly, wind orchestras and organisations from abroad know how to find ZIMIHC. We have published an unabridged English version of our business plan. The previous edition was distributed over 200 times among fellow organisations, across a range of countries.

"Dear Appie, a big thank you goes out to you. For your openness and positive energy, for sharing your experiences and knowledge and contributing to the strength of the association. You inspire and motivate us to make the effort to come up with fantastic proposals and to make every occasion we all meet together a reason for joy."





To “zimihc” is an art in itself



3

Entrepreneurship



3.1 Business operations

ZIMIHC, and all it entails, is a regular professional company. The business operations (financial, HR, communication, and organisation) have to be in order to achieve that which we have outlined before.

ZIMIHC facilitates creativity, ownership, artists, neighbourhood residents, teachers and their students, volunteers and new initiatives.

We have a sustainable financial policy plan based on 3 core principles:

- No profit motive, yet profitable
- Effective and legitimate
- Transparent

The financial policy plan is the basis for all budgets, decisions and justifications. ZIMIHC provides customers as well as clients with professional high-quality services which support active artistic practices. We want to provide these services on such a financially sound basis that the company's continuity is maintained.

3.2 Revenue

Our revenue can be broken down into basic subsidy and additional revenue, generated by means of:

- Renting out the auditoriums
- Ticket sales
- Fundraising and attracting sponsorship (also through 'Fair Play')
- Participation fees from artists at projects
- Consultancy
- Revenue from catering facilities
- Non-financial revenues such as loans, trade of services and material gifts

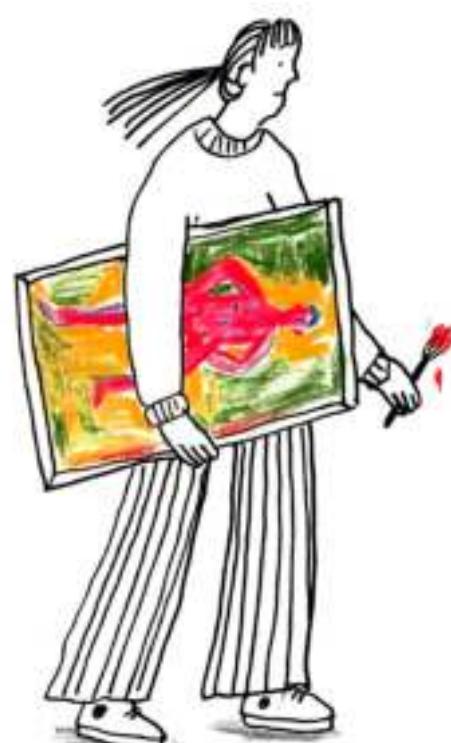
In 2018, the ratio between basic subsidy and additional revenue of the gross turnover was 51%-49%. (In the reference year 2014, this ratio was 58%-42%, reflecting a proportional increase of our own revenue of 7%.) We still aim to move towards a ratio of 35%-65%. Although ambitious, we think it should be feasible in the future due to:

- Small and large projects taking place, such as Leading Voices, Straatfestival, and many more within ZIMIHC Maatwerk's programme lines
- Growth of the (semi-)commercial rental of our auditoriums, foyers, and theatres. We are dedicated to achieving this in the coming years.

We apply the Fair Play principle to commercial rental of our facilities: 10% of the amount of rent paid by a commercial party is spent on a cultural activity.

3.3 Fair Play feels good

The label "Fair" is very common in other branches but is rarely used in the cultural world. ZIMIHC has been applying the "Fair Play" principle to the business market for several years now, and it works as follows: 10% of the amount paid by the client as rent for the auditorium, ZIMIHC spends on programming. So far, this has still enabled us to set aside a programming budget, labelled 'risky programming'. In the past, it was up to the client to decide which vulnerable activity the money



would be spent on, but that procedure turned out to be overly laborious. After all, the choice of activity was not the most important aspect for the clients: the fact that the money is spent on a cultural activity is sufficient and is its own reward. In the years ahead, we plan to give the Fair Play label more prominence.

ZIMIHC's organisational model of different units (cells), as was chosen in 2011, enables us to steer and intervene on the level of each unit. This flexibility enables us to cope with deviations and disappointing results.

3.4 In case of disappointing operations

We will continue to work with a small team of permanent staff and a larger, flexible pool of other people. This means that our institutional set-up is flexible. As a result, ZIMIHC is largely able to cope with deviations and disappointing results. Naturally, we apply the Fair Practice Code with regard to all staff members and self-employed workers. If the generated revenue falls below the critical threshold, we first determine which unit has caused this. If necessary, we take measures for that specific unit. We then consider whether a more commercial approach is feasible and, in a worst-case scenario, a unit might be closed.

ZIMIHC's organisational model of different units (cells), as was chosen in 2011, enables us to steer and intervene on the level of each unit. This flexibility enables us to cope with deviations and disappointing results.



3.5 Organisation, personnel and business office

Personal and informal

As a professional business, we have an extensive personnel policy for both permanent staff and self-employed workers, interns and volunteers. This policy is set out in digital handbooks, describing the rules and procedures that should be followed. These handbooks offer points of reference when discussing and evaluating our working methods during counselling interviews and department meetings. In this way, we can ensure that they are properly embedded in the company practice and are used as guidelines for our operations. We naturally adjust our rules and methods to the latest changes in legislation and government policy.

Business office

Interdepartmental services fall under the business office. These include supporting services in the areas of administration, finance and controlling, technology, IT, and facility management. Human resources is an interdepartmental service covered by the head of Internal Organisation and Personnel, who is responsible for the daily management of the company ZIMIHC. The latter position is an expansion of the former position of Human Resources Staff Member.

Permanent staff

ZIMIHC's three locations and the Maatwerk department each function as independent units. Each of these units has a flexible team that makes decisions and develops plans of its own provided that they are in line with our business plan as far as our organisation's mission, vision and objective are concerned. By structuring our organisation this way, we stimulate the desired personal and

informal environment in which people need to be flexible. The units are supported by the head Internal organisation and Personnel and the management. Our business office acts as proactive advisory partner for the departments. The company has a compact fixed group of 16 employees working for ZIMIHC. They constitute the core of the organisation and are surrounded by a group of self-employed workers such as technicians, project managers, production and auxiliary staff. ZIMIHC also has a fixed group of volunteers and a flexible group of interns. This is how the three locations and the Maatwerk department give shape to a lively, result-oriented organisation. Our internal organisation is guided by the following spearheads:

- Expectation management
- Exemplary function executives
- Ability and flexibility of all employees to fill in for new positions
- Collaborating and learning within one ZIMIHC

ZIMIHC wants to be a service-oriented organisation for amateur art. ZIMIHC's aim is for its employees to work with enthusiasm and at a high pace.

We explicitly ask new and young people to think along about how we should shape the future.

Rejuvenation

The flexible pools and sparse new vacancies offer the largest potential for us to experiment with necessary rejuvenation and to move along with changing society. It is our belief that a company in the cultural sector must operate at the heart of society, and must be ready to keep adjusting and adapting. Furthermore, we anticipate the fact that ZIMIHC's current director will have to take a step back in the coming decade.

"My brother from Leerdam is jealous of me because I can go to ZIMIHC, to do and see all these useful and fun things. He doesn't have that over there."

Self-employed workers

ZIMIHC permanently has the courage to search for ways to be future proof. We look for creative ways to staff our organisation if necessary and choose to work with a small, compact group in quieter periods. We use our self-employed workers policy to create a flexible group of workers, connecting with a younger generation to ensure continued innovation. Our self-employed worker policy is embedded in our company and is regularly evaluated. We closely follow the national policy and directly implement any necessary changes.

It is ZIMIHC's vision that the entire spectrum of employees, self-employed workers, volunteers and interns should be a reflection of society.

Volunteers

The group of volunteers who come and help ZIMIHC with many daily tasks is still growing and now consists of over 100 people. Volunteers have various motivations to join ZIMIHC:

- They are looking for valuable daytime activities or work experience
- They regard ZIMIHC as a pleasant organisation to offer their services to
- They wish to distinguish and specialise themselves

ZIMIHC wants to be there for all volunteers, as they form a vital part of our organisation. We regard this as important and valuable, in accordance with



ZIMIHC's societal vision. ZIMIHC has an unambiguous view on the deployment of volunteers, but we tailor the guidance we offer to each individual volunteer.

Interns

As indicated before, ZIMIHC ensures its future viability through rejuvenation, new visions and an ever-present fresh perspective. We therefore find it important to permanently educate and guide (usually young) people through internships. We work with a mixture of intermediate vocational interns and higher vocational interns. This is in line with our vision on the composition of our entire staff: we want to give all groups the opportunity to develop themselves as professionals. We therefore collaborate with both HU University of Applied Sciences Utrecht and ROC Midden Nederland (Central Netherlands Regional Education and Training Centre). This is not limited to their art educations, but extends to study programmes for service-providing and financial professions in our sector.

Diversity is also about our city, which is more than merely a centre surrounded by its neighbourhoods

3.6 Supervisory Board and Cultural Governance

ZIMIHC follows the cultural governance code. ZIMIHC is a foundation with a director/manager and a Supervisory Board. The Supervisory Board has a supervisory and advisory function. The director/manager guides the organisation and guards its mission and vision at all levels. He is accountable to the Supervisory Board. Should this be necessary due to circumstances, the director/manager can be temporarily replaced by the Head Internal organisation and Personnel and one of our coordinators.

Cultural diversity and inclusion and continuity

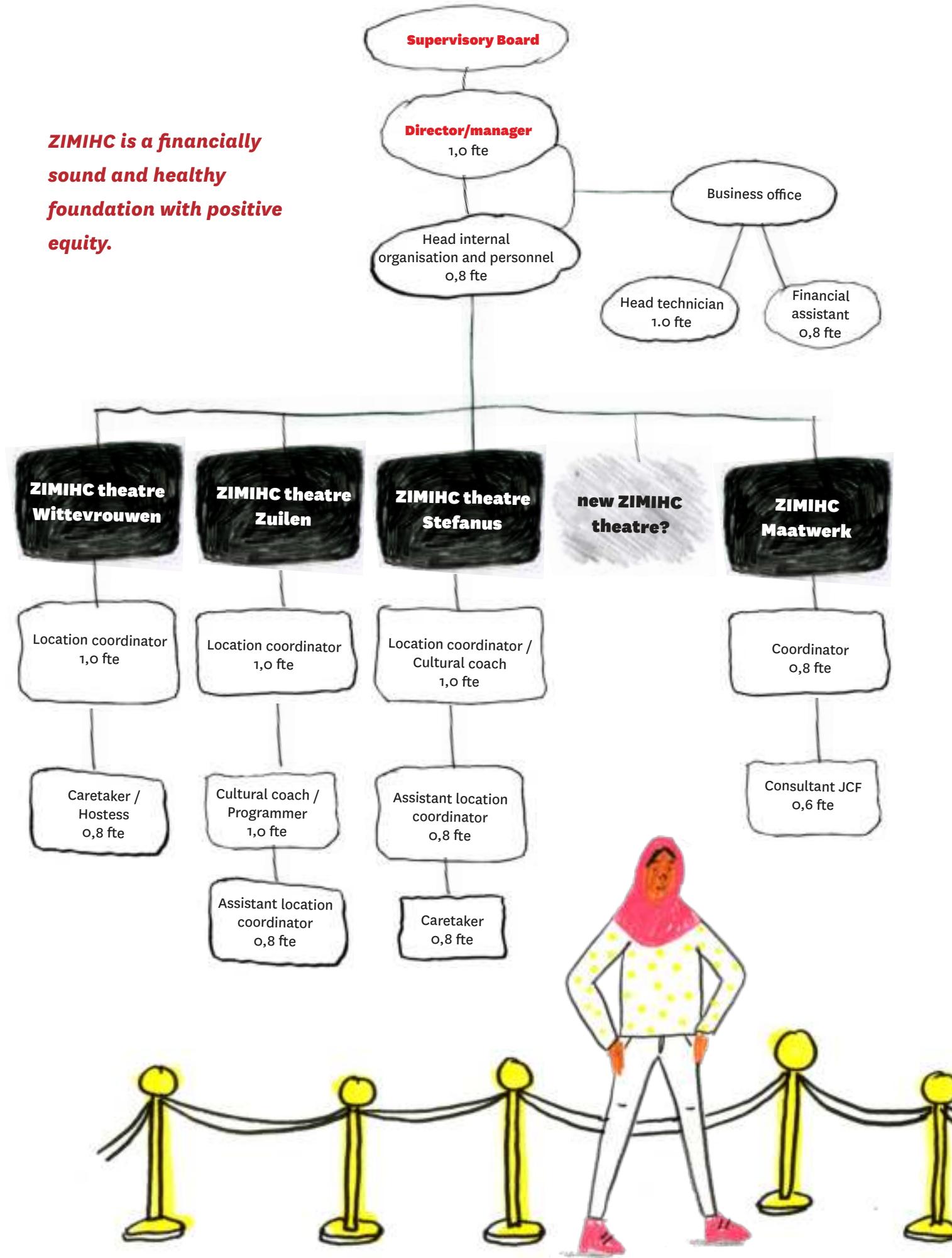
Cultural diversity and inclusion are natural values for ZIMIHC, which we strive for in all areas. We specifically apply the code to our policy on volunteers, interns and self-employed workers. After all, this group sees more rapid succession and changes, which allow us to aim for cultural diversity. As indicated before, this group will produce the future personnel and management of ZIMIHC.

“Diversity and inclusion” is about much more than colour and descent. It is about having received different educations, about different social classes, about rich and poor. And about people with any kind of disability.

ZIMIHC is one of the initiators of PACT Utrecht, a network of Utrecht-based culture-makers. As a driving force, we play a very active role in this network. We recognize the fact that the entire sector in Utrecht must still take steps to achieve more cultural diversity and inclusion. Within ZIMIHC itself, it is the “higher segment” of our organisation which requires attention. Our management is very aware of this, and the Supervisory Board will be working on expanding and thereby changing its composition, with diversity as a priority.



ZIMIHC is a financially sound and healthy foundation with positive equity.



4

Reaching target groups



4.1 Primary and most important target group

All those who actively practices art

Our primary target group could not be described simpler or more strikingly. All our products and services are designed around this target group. This is how we distinguish ourselves from all other theatres and event planning agencies, whose main focus lies on the audience.

We expect the artists, organisations, and active neighbourhood residents to reach their audience themselves: it is their responsibility. They are the owner of their concert, performance, exposition or project. They must mobilize their friends and supporters to visit their concerts, performances, and expositions. We therefore never book them, instead charging them a certain amount of rent equivalent to a set amount of tickets they must sell. ZIMIHC does offer them support with publicity, communication, and online sale of the tickets, and with the launch of our new website, we have made a significant positive improvement in this regard. We aim to offer this target group our stages, rehearsal rooms, and events in the best possible way. We regularly measure client satisfaction by asking for feedback, using a questionnaire that enables effective internal evaluation of the results. This allows us to continuously improve things if necessary, within the limits of our available means.

4.2 Secondary target group, also of importance

The audience

Our audience members are naturally important to us: we view them as our secondary target group. They usually consist of the artists' friends and supporters, although in the case of neighbourhood initiatives, they can also be neighbourhood residents who have never heard of the initiative or project. Naturally, it is also beneficial for ZIMIHC to ensure that our theatres are full, and our projects are well-attended.

Public interest is important. We use our hospitality to establish a pleasant atmosphere and make sure as many people as possible come and see how enjoyable, interesting, and surprising the ZIMIHC theatres are.

We are even more aware of the audience when it comes to organising ZIMIHC Maatwerk events, since these concern projects and productions of our own. We need to establish the audience for each project. Since the projects can involve all ages, social layers of society and special target groups, we determine how the specific target group can be reached on a case by case basis.



**The new website
attracts 120.000
yearly visitors.**

The findability of www.zimihc.nl in search engines has increased with 100% compared to the previous website.

“Kunstenaars & Artiesten” is the most comprehensive databank for the central region of the Netherlands. It paints quite a picture of the most active part of the world of amateur art.

4.3 Communication and publicity

Website and artists' page

In the summer of 2019, ZIMIHC launched an entirely new website. Although the old website was a good, comprehensive archive with a lot of information, it was lacking in relevance and real practicality. With professional consultants, we have reviewed all functions and focused a lot more on the demands and wishes from the perspective of the users. We are very satisfied with the result: the website looks good and has been future-proofed for the next several years.

We have transferred the digital stage for the amateur artists from the former site to the new, and under the tab “Kunstenaars & Artiesten” you now find the world of the artists and organisations themselves. It is a good databank that offers our organization a source of programming, but can also be used by anyone who is looking for artists of any kind.

The site will be developed further, and in the coming years we also want to add a help desk to support of the amateur artists.

Handbook and Social Media

We have developed a handbook for all communication and publicity, to be used by all employees of ZIMIHC whose work involves publicity. Our policy, vision, protocols, formats and compliance guidelines: they can all be found in our handbook, which is the guideline for all communications. As with everything in this area, the handbook itself is dynamic and can be adapted in case of progressive insight. This is particularly important in the area of social media.

ZIMIHC is active on Instagram, Facebook, and Twitter. We also have our own YouTube channel and publish our monthly newsletter. We strive for a slightly more unified approach to publicity in several aspects, enabling us to market the brand “ZIMIHC” even stronger and to further increase the collaboration between the four units in this area.



5

Technical aspect and buildings

With three locations and six stages, technical maintenance and facility management are obviously permanent points of attention. Maintenance of equipment and buildings falls under the technical department, which is part of the business office. We have established a list of areas that require investments in the coming years, such as floors, equipment, and paintwork. Sustainability and accessibility will be guiding principles for these investments. We will be including a yearly annual sum in our budget to achieve this goal.

Adjustments and renovations

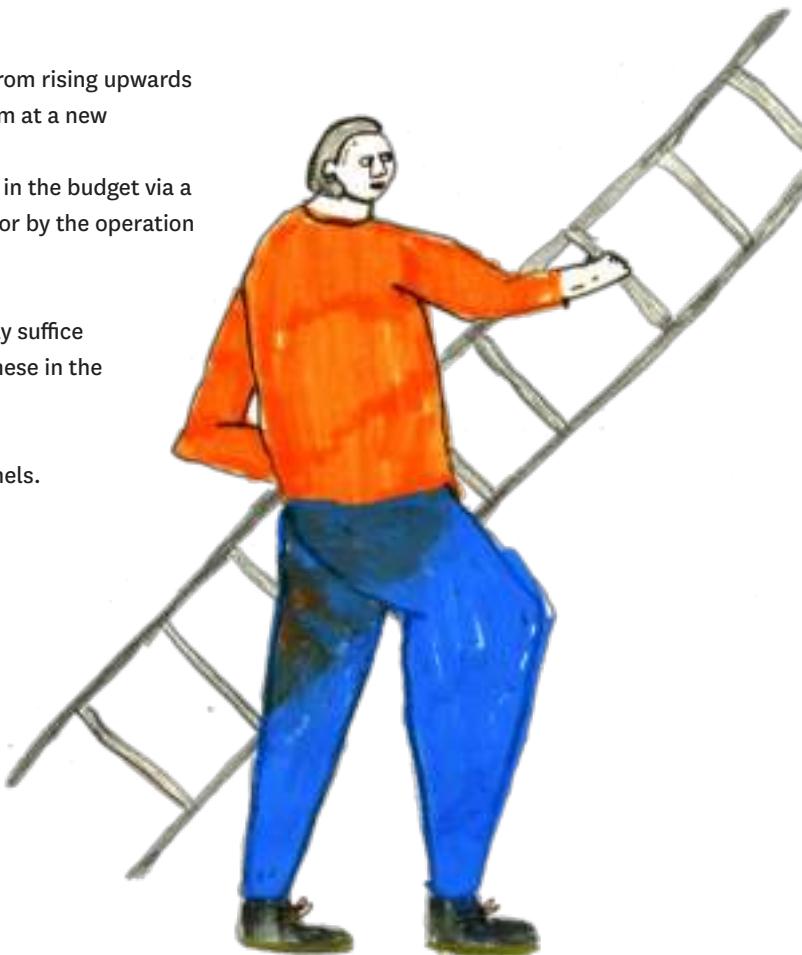
The foyer of ZIMIHC theatre Zuilen needs adjustments. Specifically, as the foyer has a high ceiling, it is problematic to properly heat the area, and the bar is too narrow to accommodate everyone in cases of sold-out performances. Moreover, we have to allocate the available space very efficiently at certain times, and an extra auditorium would be very welcome. In consultation with the UVVO (Utrechtse Vastgoed Organisatie), we have therefore come up with the following three-point plan:

- 1 Broadening the foyer by moving the external façade
- 2 Adding a lowered ceiling in the foyer, to prevent the heat from rising upwards
- 3 This lower ceiling will allow us to create an extra auditorium at a new intermediate floor

The financial demands are not yet known, but will be included in the budget via a rent increase. An important part of this can be compensated for by the operation of a new auditorium.

The sanitary facilities in ZIMIHC theatre Stefanus no longer fully suffice when there is a high number of visitors. We will be adapting these in the coming years to meet the peak demands of the facilities.

The roof of ZIMIHC theatre Wittevrouwen will receive solar panels.



Come on: let's tackle polarisation with art. Now that is radicalisation.





Colophon

Design

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Translation

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‘Thank you so much’-list

*All employees, self-employed workers, interns,
and volunteers at ZIMIHC.*





The longest (business plan) drawing

The cheerful procession parading through this business plan is the result of a collaboration between professional and amateur drawers. The most important source consists of three paper rolls which were filled with drawings during the workshop “The longest drawing of Leidsche Rijn” at the Utrecht Draws festival. The festival Donkere Dagen in ZIMIHC theatre Stefanus also resulted in beautiful drawings.



“The longest drawing” is a concept by illustrator Femke ter Haar. Together with Saskia Janssen (Studio Ski), she has created additional illustrations to tie everything together. Special thanks to everyone who contributed during the workshops, in particular illustrators Menah Marleen Wellen, Maarten Streefland, Dewi Gerrietsen, Mirte Legerstee, Albert Hennipman, and Nanette Smeets.

All drawing work was organized by Huis van Betekenis.



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